

# BOARD OF COUNTY COMMISSIONERS LEON COUNTY, FLORIDA

## AGENDA

### REGULAR MEETING

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

**Tuesday, December 12, 2017  
3:00 p.m.**

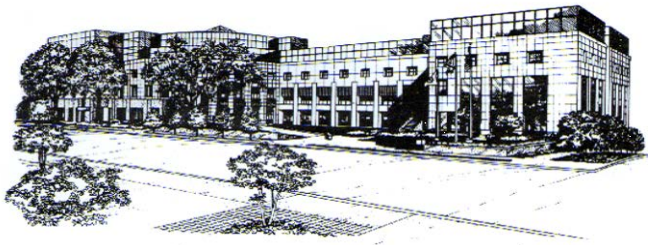
### COUNTY COMMISSIONERS

Nick Maddox, Chairman  
At-Large

Jimbo Jackson, Vice Chair  
District 2

Bryan Desloge  
District 4

Mary Ann Lindley  
At-Large



John E. Dailey  
District 3

Kristin Dozier  
District 5

Bill Proctor  
District 1

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, December 12, 2017, 3:00 p.m.**

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**INVOCATION AND PLEDGE OF ALLEGIANCE**

Invocation by Pastor Trent Gann from the First Baptist Church Woodville  
Pledge of Allegiance by Commissioner Jimbo Jackson

**AWARDS AND PRESENTATIONS**

- Proclamation recognizing January 20, 2018 as Arbor Day in Leon County  
(Commissioner Dailey)

**CONSENT**

1. Minutes: October 10, 2017 Crime Statistics Workshop and October 24, 2017 Regular Meeting  
(Clerk of the Court)
2. Payment of Bills and Vouchers  
(County Administrator/ Office of Financial Stewardship)
3. Fiscal Year 2016/2017 Tangible Personal Property Annual Report  
(County Administrator/ Office of Financial Stewardship)
4. Commissioner Appointments to the Library Advisory Board  
(County Administrator/ County Administration)
5. Renaming the Leon County Courthouse Annex in Honor of Retiring Circuit Judge Charles A. Francis  
(County Administrator/ County Administration)
6. 2018 U.S. Department of Justice Assistance Grants  
(County Administrator/ Office of Intervention & Detention Alternatives)
7. Community Human Services Partnerships Memorandum of Understanding with the City of Tallahassee and the Repeal of Policy No. 01-04 "Human Services Grant Review Committee"  
(County Administrator/ Office of Human Services & Community Partnerships)
8. Proposed Revisions to the Joint Project Services Agreement with Choose Tallahassee  
(County Administrator/ Division of Tourism)

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

9. Status Report on the Big Bend Cares' Care Point Health and Wellness Center  
(County Administrator/ Office of Human Services & Community Partnerships)
10. Fiscal Year 2017 Annual Performance and Financial Report  
(County Administrator/ Office of Financial Stewardship)

11. Status Report on the 2017 Leon Works Expo and Junior Apprenticeship Program  
(County Administrator/ County Administration)
12. Status Report on Securing a Consultant for the Development of the 2019 - 2021 Leon County Division of Tourism's Strategic Plan  
(County Administrator/ Division of Tourism)

**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. Hurricane Irma After Action Report  
(County Administrator/ County Administration)
14. Annual Sustainability Program Status Report and Update on the 2008 Climate Action Plan  
(County Administrator/ Office of Resource Stewardship)
15. Comprehensive Wastewater Treatment Facilities Plan Request for Proposals  
(County Administrator/ Public Works)
16. 2018 Insurance Coverages  
(County Administrator/ Office of Financial Stewardship)
17. Full Board Appointments to the Joint County/City Bicycling Workgroup and the Planning Commission  
(County Administrator/ County Administration)
18. Full Board Appointments of Commissioners to Authorities, Boards, Committees and/or Councils  
(County Administrator/ County Administration)

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

19. First and Only Public Hearing on a Proposed Ordinance Amending the Official Zoning Map to Change the Zoning Classification from the Lake Protection (LP) Zoning District to the Lake Protection Node (LPN) Zoning District  
(County Administrator/ P.L.A.C.E./ Planning)
20. First and Only Public Hearing to Consider an Ordinance Amending Chapter 16 to Implement a Regulatory Framework for Communications Facilities, including Wireless Facilities, and Utility Poles in the County's Rights-of-Way  
(County Administrator/ County Attorney/ County Administration/ Public Works)

21. First and Only Public Hearing on Adoption of the Annual Update to the Tallahassee-Leon County Comprehensive Plan Capital Improvements Schedule  
(County Administrator/ P.L.A.C.E./ Planning)

**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**

- none

**ADJOURN**

*The next Regular Board of County Commissioner's meeting is scheduled for  
**Tuesday, January 23, 2018 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 Clerk website at [www.leoncountyfl.gov](http://www.leoncountyfl.gov)**

**PUBLIC NOTICE**  
**Leon County Board of County Commissioners**  
**2017 Tentative Schedule**  
**All Workshops, Meetings, and Public Hearings are subject to change**

All sessions are held in the Leon County Courthouse, 5<sup>th</sup> Floor Commission Chambers, 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>
<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 Goodwood Carriage House Conference Center 1600 Miccosukee Rd. Tallahassee
	Tuesday 12	3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
		6:00 p.m.	First & Only Public Hearing on Adoption of the Annual Update to the Tallahassee-Leon County Comprehensive Plan Capital Improvements Schedule
		6:00 p.m.	First & Only Public Hearing on a Proposed Ordinance Amending the Official Zoning Map to Change the Zoning Classification from the Lake Protection (LP) Zoning District to the Lake Protection Node (LPN) Zoning District
		6:00 p.m.	First & Only Public Hearing to Consider an Ordinance Amending Chapter 16 to Implement a Regulatory Framework for Communications Facilities, including Wireless Facilities, and Utility Poles in the County’s Rights-of-Way
	<del>Tuesday 19</del>	<del>1:00 p.m.</del> <i>Cancelled</i>	<del>Capital Region Transportation Planning Agency City Commission Chambers</del>
	<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>

**PUBLIC NOTICE**  
**Leon County Board of County Commissioners**  
**2018 Tentative Regular Meeting Schedule**

<b>Date</b>	<b>Day</b>	<b>Time</b>	<b>Meeting in 5<sup>th</sup> Floor Chambers</b>
<b>January 23</b>	Tuesday	1:00 p.m.	<i>Joint Workshop Comp Plan Amendments</i>
<b>January 23</b>	Tuesday	3:00 p.m.	Regular Board Meeting
<b>February 13</b>	Tuesday	3:00 p.m.	Regular Board Meeting
<b>February 27</b>	Tuesday	3:00 p.m.	Regular Board Meeting
<b>February 27</b>	Tuesday	6:00 p.m.	<i>Transmittal Hearing on 2018 Cycle Comp Plan Amendments</i>
<b>March 27</b>	Tuesday	3:00 p.m.	Regular Board Meeting
<b>April 10</b>	Tuesday	12:00 p.m.	<i>Charter Review Committee Final Report Workshop</i>
<b>April 10</b>	Tuesday	3:00 p.m.	Regular Board Meeting
<b>April 10</b>	Tuesday	6:00 p.m.	<i>Adoption Hearing on 2018 Cycle Comp Plan Amendments</i>
<b>April 24</b>	Tuesday	9:00 a.m.	<i>Preliminary Budget Workshop</i>
<b>April 24</b>	Tuesday	3:00 p.m.	Regular Board Meeting
<b>May 8</b>	Tuesday	3:00 p.m.	Regular Board Meeting
<b>May 22</b>	Tuesday	3:00 p.m.	Regular Board Meeting
<b>June 19</b>	Tuesday	9:00 a.m.	<i>Budget Workshop</i>
<b>June 19</b>	Tuesday	3:00 p.m.	Regular Board Meeting
<b>July 10</b>	Tuesday	9:00 a.m.	<i>Budget Workshop (if necessary)</i>
<b>July 10</b>	Tuesday	3:00 p.m.	Regular Board Meeting
<b>August 21</b>	Tuesday	6:00 p.m.	<i>Public Hearing on Charter Amendments</i>
<b>September 4</b>	Tuesday	3:00 p.m.	Regular Board Meeting
<b>September 4</b>	Tuesday	6:00 p.m.	<i>First Public Hearing on Tentative Millage Rate and Budgets</i>
<b>September 25</b>	Tuesday	3:00 p.m.	Regular Board Meeting
<b>September 25</b>	Tuesday	6:00 p.m.	<i>Second Public Hearing on Final Millage Rate and Final Budgets</i>
<b>October 9</b>	Tuesday	3:00 p.m.	Regular Board Meeting
<b>October 23</b>	Tuesday	3:00 p.m.	Regular Board Meeting
<b>November 20</b>	Tuesday	3:00 p.m.	Board Reorganization and Regular Board Meeting
<b>December 10</b>	Monday	9:00 a.m.	Board Retreat
<b>December 11</b>	Tuesday	3:00 p.m.	Regular Board Meeting

**PUBLIC NOTICE**  
**Leon County Board of County Commissioners**  
**2018 Tentative Regular Meeting Schedule**

*All Workshops, Meetings, and Public Hearings are held in the Leon County Courthouse, 5<sup>th</sup> Floor Commission Chambers, at 301 South Monroe Street, and are subject to change.*

JANUARY						
S	M	T	W	T	F	S
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FEBRUARY						
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MARCH						
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JULY						
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NOVEMBER						
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DECEMBER						
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30	31	1	2	3	4	5

**PUBLIC NOTICE**  
**Leon County Board of County Commissioners**  
**2018 Tentative Schedule**

<b>Month</b>	<b>Day</b>	<b>Time</b>	<b>Meeting Type</b>
<b>January 2018</b>	<b>Monday 1</b>	<b>Offices Closed</b>	<b>NEW YEAR'S DAY</b>
	<b>Tuesday 9</b>	<b>No meeting</b>	<b>BOARD RECESS</b>
	<b>Monday 15</b>		<b>MARTIN LUTHER KING, JR. DAY</b>
	Tuesday 16	1:00 p.m.	Capital Region Transportation Planning Agency City Commission Chambers
	Tuesday 23	1:00 p.m.	Joint City/County Workshop on the 2018 Cycle Comprehensive Plan Amendments
		3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
	Thursday 25	9:30 a.m.	Community Redevelopment Agency City Commission Chambers
	Thursday 25 & Friday 26	Seminar 2 of 3	FAC Advanced County Commissioner Program Alachua County; Gainesville, FL
<b>February 2018</b>	Wednesday 7		FAC Legislative Day FSU Turnbull Conference Center
	Friday 9	9:00 a.m.	Community Legislative Dialogue Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
	Tuesday 13	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
	Tuesday 27	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 2018 Comprehensive Plan Amendments
	<b>March 2018</b>	Thursday 1	3:00 – 6:00 p.m.
	Saturday 3 – Wednesday 7		NACO Legislative Conference Washington Hilton - Washington, DC
	Monday 19	1:00 p.m.	Capital Region Transportation Planning Agency City Commission Chambers
	Thursday 22	9:30 a.m.	Community Redevelopment Agency City Commission Chambers
	Tuesday 27	3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
<b>April 2018</b>	Tuesday 10	12:00 - 3:00 p.m.	Workshop on Charter Review Committee Final Report
		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 2018 Cycle Comprehensive Plan Amendments
	Tuesday 17	9:00 a.m.	Capital Region Transportation Planning Agency Workshop



Month	Day	Time	Meeting Type
<b>April 2018 (cont.)</b>	<i>Thursday 19 &amp; Friday 20</i>	<i>Seminar 3 of 3</i>	<i>FAC Advanced County Commissioner Program Alachua County; Gainesville, FL</i>
	Tuesday 24	9:00 a.m. – 3:00 p.m.	Preliminary Budget Workshop
		3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
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<b>May 2018</b>	Tuesday 8	3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
	Tuesday 15	1:00 p.m.	Capital Region Transportation Planning Agency City Commission Chambers
	Tuesday 22	3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
	Thursday 24	9:30 a.m.	Community Redevelopment Agency City Commission Chambers
	<b>Monday 28</b>	<b>Offices Closed</b>	<b>MEMORIAL DAY</b>
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<b>June 2018</b>	Monday 18	1:00 p.m.	Capital Region Transportation Planning Agency City Commission Chambers
	Tuesday 19	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
	Thursday 21	3:00 – 6:00 p.m.	Blueprint Intergovernmental Agency City Commission Chambers
	<i>Tuesday 26 - Friday 29</i>		<i>FAC Annual Conference &amp; Educational Exposition Orange County; Hyatt Regency, Orlando, FL</i>
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<b>July 2018</b>	<b>Wednesday 4</b>	<b>Offices Closed</b>	<b>INDEPENDENCE DAY</b>
	Monday 9	9:30 a.m.	Community Redevelopment Agency City Commission Chambers
	Tuesday 10	9:00 a.m. – 3:00 p.m.	Budget Workshop (if necessary)
		3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
	<i>Friday 13 - Tuesday 16</i>		<i>NACo Annual Conference &amp; Exposition Gaylord Opryland - Davidson County - Nashville, TN</i>
	<b>Tuesday 24</b>	<b>No Meeting</b>	<b>BOARD RECESS</b>
	<i>Wednesday – Saturday TBD</i>		<i>National Urban League Annual Conference TBD</i>
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<b>August 2018</b>	<i>Thursday 9 - Sunday 12</i>		<i>Chamber of Commerce Annual Conference Amelia Island, FL</i>
	Tuesday 21	6:00 p.m.	Public Hearing on Charter Amendments (if necessary)
	<b>Tuesday 28</b>	<b>Primary Election</b>	<b>PRIMARY ELECTION DAY</b>
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<b>September 2018</b>	<b>Monday 3</b>	<b>Offices Closed</b>	<b>LABOR DAY</b>
	Tuesday 4	3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
		6:00 p.m.*	First Public Hearing Regarding Tentative Millage Rates and Tentative Budgets for FY 18/19*

Month	Day	Time	Meeting Type
<b>September 2018 (cont.)</b>	Thursday 13	4:00 p.m. & 6:00 p.m.	Community Redevelopment Agency Meeting & Public Hearing, City Commission Chambers
	Tuesday 18	1:00 p.m.	Capital Region Transportation Planning Agency City Commission Chambers
	Thursday 20	5:00 – 8:00 p.m.	Blueprint Intergovernmental Agency Meeting & 5:30 p.m. Budget Public Hearing, City Commission Chambers
	Tuesday 25	3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
		6:00 p.m.*	Second & Final Public Hearing on Adoption of Final Millage Rates and Budgets for FY 18/19*
	<i>TBD Wednesday - Thursday</i>		<i>FAC Policy Committee Conference and County Commissioner Workshops TBD</i>
	<i>TBD (typically mid- September)</i>		<i>Congressional Black Caucus Annual Legislative Conference TBD</i>
<i>* These public hearing dates may change because of the School Board's scheduling of its budget adoption public hearings.</i>			
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<b>October 2018</b>	Tuesday 9	3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
	Tuesday 16	9:00 a.m. - 11:00 a.m.	Capital Region Transportation Planning Agency Workshop
	Tuesday 23	3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
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<b>November 2018</b>	<b>Tuesday 6</b>	<b>General Election</b>	<b>ELECTION DAY</b>
	<b>Monday 12</b>	<b>Offices Closed</b>	<b>VETERAN'S DAY OBSERVED</b>
	Thursday 15	9:30 a.m.	Community Redevelopment Agency City Commission Chambers
	Tuesday 20	3:00 p.m.	Regular Meeting & Reorganization County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
	<b>Thursday 22</b>	<b>Offices Closed</b>	<b>THANKSGIVING DAY</b>
	<b>Friday 23</b>	<b>Offices Closed</b>	<b>FRIDAY AFTER THANKSGIVING DAY</b>
	Monday 26	1:00 p.m.	Capital Region Transportation Planning Agency City Commission Chambers
	<i>Wednesday 28 - Friday 30</i>	<i>(Tentative Dates)</i>	<i>FAC Legislative Conference TBD</i>
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<b>December 2018</b>	Monday 10	9:00 a.m. – 4:00 p.m.	Board Retreat TBD
	Tuesday 11	3:00 p.m.	Regular Meeting County Courthouse, 5 <sup>th</sup> Floor Commission Chambers
	Thursday 13	3:00 – 6:00 p.m.	Blueprint Intergovernmental Agency City Commission Chambers
	Tuesday 18	1:00 p.m.	Capital Region Transportation Planning Agency City Commission Chambers
	<b>Monday 24</b>	<b>Offices Closed</b>	<b>CHRISTMAS EVE</b>
	<b>Tuesday 25</b>	<b>Offices Closed</b>	<b>CHRISTMAS DAY</b>
	<b>Monday 31</b>	<b>Offices Closed</b>	<b>NEW YEAR'S EVE</b>

<b>Month</b>	<b>Day</b>	<b>Time</b>	<b>Meeting Type</b>
<b>January 2019</b>	<b>Monday 1</b>	<b>Offices Closed</b>	<b>NEW YEAR'S DAY</b>
	<b>Tuesday 8</b>	<b>No Meeting</b>	<b>BOARD RECESS</b>
	<b>Monday 21</b>		<b>MARTIN LUTHER KING, JR. DAY</b>
	Tuesday 22	3:00 p.m.	Regular Meeting

## **Citizen Committees, Boards, and Authorities 2017/18 Term Expirations and Vacancies**

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

### **CURRENT VACANCIES**

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

Board of County Commissioners (3 appointments)

#### **Library Advisory Board**

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

#### **Planning Commission**

Board of County Commissioners (1 appointment)

#### **Tourist Development Council**

Board of County Commissioners (1 appointment)

Owner or operator of a hotel, motel, recreational vehicle park, or other tourist accommodation in the County and subject to the Tourist Development tax.

### **UPCOMING TERM EXPIRATIONS**

#### **DECEMBER 31, 2017**

#### **Joint City/County Bicycle Workgroup**

Board of County Commissioners (3 appointments)

#### **Library Advisory Board**

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

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

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

#### **MARCH 31, 2018**

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

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

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

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

#### **APRIL 30, 2018**

#### **Tallahassee Sports Council**

Board of County Commissioners (2 appointments)

#### **TLC Minority, Women, & Small Business Enterprise Citizen Advisory Committee**

Board of County Commissioners (2 appointments)

**JUNE 30, 2018**

**Affordable Housing Advisory Committee**

Board of County Commissioners (1 appointment)

**Architectural Review Board**

Board of County Commissioners (3 appointments)

**Board of Adjustment and Appeals**

Board of County Commissioners (1 appointment)

**CareerSource Capital Region Board**

Board of County Commissioners (3 appointments)

**Planning Commission**

Board of County Commissioners (1 appointment)

**JULY 31, 2018**

**Big Bend Health Council, Inc.**

Board of County Commissioners (4 appointments)

**Leon County Educational Facilities Authority**

Board of County Commissioners (1 appointment)

**Water Resources Committee**

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

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

**September 30, 2018**

**Council on Culture & Arts**

Board of County Commissioners (2 appointments)

**Joint School Coordinating Committee**

Board of County Commissioners (1 appointment)

**Leon County Research and Development Authority**

Board of County Commissioners (3 appointments)

**Science Advisory Committee**

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

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

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

Board of County Commissioners (4 appointments)

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

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

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

**Leon County  
Board of County Commissioners**

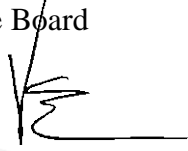
**Notes for Agenda Item #1**

# Leon County Board of County Commissioners

## Agenda Item #1

December 12, 2017

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

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

**Title:** Minutes: October 10, 2017 Crime Statistics Workshop and October 24, 2017 Regular Meeting

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

### **Statement of Issue:**

This agenda item seeks Board review and approval of the following minutes: October 10, 2017 Crime Statistics Workshop and October 24, 2017 Regular Meeting.

### **Fiscal Impact:**

This item has no fiscal impact to the County.

### **Staff Recommendation:**

Option #1: Approve the minutes of the October 10, 2017 Crime Statistics Workshop and October 24, 2017 Regular Meeting.

### **Attachments:**

1. October 10, 2017 Crime Statistics Workshop
2. October 24, 2017 Regular Meeting

**BOARD OF COUNTY COMMISSIONERS  
LEON COUNTY, FLORIDA  
WORKSHOP  
Crime Statistics in Leon County  
October 10, 2017**

The Leon County Board of County Commissioners met for a Workshop to address crime statistics in Leon County on Tuesday, October 10, 2017.

Present were Chairman John Dailey, Vice Chairman Nick Maddox and Commissioners Mary Ann Lindley, Jimbo Jackson, Bryan Desloge and Kristen Dozier. Commissioner Bill Proctor joined the workshop at 1:20. Also present were County Administrator Vincent Long, County Attorney Herb Thiele and Clerk to the Board Rebecca Vause.

Facilitator(s): Wanda Hunter, Assistant County Administrator  
Andrew Johnson, Assistant to the County Administrator for Legislative and Strategic Initiatives  
Jack Campbell, State Attorney  
Walt McNeil, Leon County Sheriff  
Mike DeLeo, Tallahassee Police Chief  
David Perry, FSU Police Chief  
Greg Gibson, TCC Police Chief  
Jeff Beasley, Chief of Investigations, LCSO  
Janna Richardson, IT Manager (LCSO)

Chairman Dailey called the workshop to order at 12:30 p.m.

County Administrator Long recalled that the workshop was scheduled at the request of the Board to better understand the Florida Department of Law Enforcement (FDLE) annual Uniform Crime Report (UCR) and to hear directly from law enforcement leaders in the community on efforts to deal with some of the known crime issues in the community.

Ms. Hunter further commented that the UCR is a statistical summary of crime data based on reports gathered from law enforcement agencies throughout the state. She conveyed that after the release of the UCR local, state and national news media reported that Leon County has the highest crime rate of all counties in Florida. Ms. Hunter provided introduction of workshop participants and welcomed their expertise. Ms. Hunter explained that the presenters will discuss how they use UCR data and other analytics to understand crime in the community and highlight actions their respective agencies are taking based on this data and other intelligence to address known crime issues.

Mr. Johnson then provided a summary of the UCR data including what types of information is included in the report and how the data is reported. He noted that while the UCR statistics are a useful measurement of crime within a jurisdiction, the FBI, which compiles the data annually, warns against using the UCR to make comparisons because specific conditions and community factors vary. Mr. Johnson also shared slides showing "hot spots" where violent crimes and property crimes occurred from January 1 through August 30, 2017.

Sheriff McNeil provided the Board statistical data on crime in Leon County and discussed how the population and demographics of an area impact the level of crime. He then introduced a new Strategic Plan to guide the development and direction of the Leon County Sheriff's Office (LCSO) in Fiscal Years 2017 and 2018.



Chief Beasley and Ms. Richardson then provided more information about crime in the community and new initiatives that LCSO is taking to address crime. These included:

- Enhancing partnerships with other law enforcement, governmental and private entities.
- Addressing crime in known “hot spots” through several strategies including deploying a new SPIDER (Special Projects, Investigations, Detection, Enforcement, and Response) Unit to target high-risk offenders, sharing information and intelligence with other law enforcement agencies, collaborating with the private sector to increase the use of surveillance systems, and increasing the number of neighborhood watch programs.
- Increasing and embracing the use of data and analytics. This includes increasing the capacity to share data among local law enforcement agencies, identifying and understanding the high-risk populations, and reducing the preventing crime through improvements in technology.
- Enhancing services involving you to focus on investigating and preventing crimes committed by juveniles. This includes increasing the presence of School Resource Deputies and the recent creation of a Department of Youth Services within LCSO.
- Continuing to build the relationship between LCSO and the community, including the Sheriff’s “ALLin” Initiative to encourage communitywide participation in helping to reduce crime.
- Implementing new programs to address and reduce incarceration and recidivism, including an increased focus on treatment particularly for individuals with mental health needs.
- A request for 12 additional positions in the Sheriff’s FY 2018 budget request to support these and other LCSO initiatives.

Chairman Dailey asked Sheriff McNeil for details on where and how the crimes are occurring. Sheriff McNeil responded that while there are issues in the Woodville and Highway 20 areas (in the unincorporated area), the “hot spots” for crime in the community are the Griffin Heights, South City and Bond Communities. He also noted that 83% of the crime occurs within the City limits. Sheriff McNeil acknowledged the existence of gangs; however, stated they not the source of violent crime, as they are more generally involved in drug and other illicit activities. He opined that with the collaboration between all community law enforcement agencies, crime reduction initiatives are working

Chief DeLeo discussed efforts by the Tallahassee Police Department (TPD) to positively impact the crime rate in the city. He also reiterated the “hot spot” areas noted by Sheriff McNeil, but too pointed out that progress is being made; noting that the crime rate in the City is down 13.9% through August. He then expounded on the City’s ongoing efforts and new initiatives to address violent and property crimes. Some of TPD’s activities and initiatives addressing local crime include:

- Increasing staffing from 355 sworn officers in FY 2014 to 410 projected for FY 2018.
- Addressing known “hot spots” in the community through strategies including the creation of a Juvenile Services Unit to address crimes committed by juveniles and gang-related activity, deploying additional resources to high-crime areas, and enhancing community policing efforts including designating 15 “Liaison Officers” to address known issues in designated neighborhoods.
- Creating a High Risk Offenders Bureau which, in part, seeks to connect individuals determined to be at high risk of committing violent crimes with resources and services, including employment assistance, substance abuse and mental health counseling.
- Within the High Risk Offenders Bureau, creating a Violent Crimes Response Team to reduce gun violence.
- Enhancing TPD’s crime analysis capabilities.
- Jointly establishing a Property Crimes Task Force with LCSO.
- Assigning additional staff to increase and enhance auto theft investigations.

FSU Police Chief Perry provided the Board with a campus profile, crime statistics, types of crimes occurring on campus, coordination efforts with law enforcement partners and efforts to compact crime on the FSU campus. Chief Perry pointed out that FSU Administration has continued throughout to provide funding for additional officers on campus (56 officers in 2006 to 75 officers in 2017). He brought attention to the "First 45" initiative, whereby within the first 45 days of a semester, officers are out interacting with students sending a clear message that they are very serious about campus crime. He remarked that the the FSU, FAMU and TCC police departments are required by the federal Clery Act to report crimes that occur within the geographical boundaries of the institution. It requires institutions of higher learning that receive federal funding to disseminate an annual security report to employees and students, which must include statistics of campus crime for the preceding three calendar years, plus details about efforts taken to improve campus safety.

TCC Chief Gibson reported that TCC is very fortunate to have very low incidents of criminality; which he submitted was due to TCC being a commuter campus (students attend classes then depart to residences throughout the community). He stated that the most prevalent issue of crime on the campus relates to property crimes. Chief Gibson also commented on the collaboration between his office and other local law enforcement offices.

State Attorney Campbell expressed his appreciation in being invited to be part of the panel. He too conveyed the importance of collaboration among criminal justice stakeholders, building greater trust between the law enforcement and justice community with citizens, and encouraging the community at large to participate in preventing and reducing crime. He mentioned his office is working to implement best practices in this area, including leveraging technology to enhance communications and data sharing among law enforcement, the court system, and court-related support agencies. State Attorney Campbell expressed his support for the greater use of cameras in public places to help deter criminal behavior, as well as further engaging citizens and local media to assist law enforcement in identifying and capturing offenders. He shared that his office is currently working with all law enforcement agencies, including campus police, to restructure the adult civil citation program. A status report detailing the modified program will be brought before the Board at a future meeting.

### **Commission Discussion**

Chairman Dailey noted that the neighborhoods (Griffin Heights, South City and Bond) shown with the highest volume of crime have historically been the ones identified as problematic. He stated that there needs to be a paradigm shift on how crime is addressed in these areas. He asserted that a better job has to be done in identifying resources and new strategies. Chairman Dailey suggested using a regional planning perspective and harnessing the resources of the Greater Frenchtown/Southside and Downtown Redevelopment Districts (which encompass all three neighborhoods) to delve into righting some of the factors that lead to crime. He stated that a review of the current state of infrastructure conditions in these communities including sidewalks, street lights, and code compliance issues was needed to improve and ensure public safety in these communities.

Commissioner Lindley stated that she is a member of the Community Redevelopment Authority (CRA) and that the CRA has expressed interest in trying to address blight on the Southside. She also mentioned that she is a member of a workgroup that is seeking to address some of the underlying reasons for crime, i.e., substance abuse/mental health. She supported asking the Public Safety Coordinating Council (PSCC) to consider utilizing reserve funds for substance and mental health programs.

Commissioner Desloge commented that there are a number of successful programs that have been implemented and suggested that monthly one of those be publicized and measured. He discussed the Civil Citation Program with State Attorney Campbell, upon which he voiced his support for some type of financial assistance for individuals who may not have the financial means to participate in the program and for technology enhancements.

Commissioner Dozier expressed her hope that businesses, apartment complexes, etc. would support the use of cameras in an effort to help deter criminal behavior. She referenced the issue of reentry employment opportunities and suggested that coordination with the Office of Economic Vitality would be beneficial. She mentioned the UCR data and questioned if there is legislation which required the data, especially since the FBI cautions against using it. She wondered if this was an issue for the Florida Association of Counties (FAC) or the National Association of Counties (NACo) to take up. Sheriff McNeil relayed that there has been a long standing discussion within the law enforcement community on this issue and changes are coming. He remarked that there is support from FAC, NACo and the Florida League of Cities. Commissioner Dozier agreed with Chairman Dailey's remarks about identifying and funding infrastructure improvements and remarked on the impact that the "Housing First" approach to homelessness has made in helping individuals move into stable housing. She mentioned that better communication between the City and County was needed to help implement the infrastructure suggestions mentioned.

Commissioner Jackson appreciated the data provided and specifically noted that one area with a high concentration of crime is close to the Kearney Center. He commented that individuals with mental and substance abuse issues are often recipients of or perpetrators of crime and would like to have information on the programs that are being offered by the Center. He appreciated the proactiveness of local law enforcement in its attempt to address crime in the community.

Commissioner Proctor noted that all the crime "hot spots" reside in District 1. He ascertained from Sheriff McNeil that there is a correlation between education and crime; with the Sheriff providing that 75% of persons incarcerated are unemployed and approximately 80% of those do not have a high school education. Commissioner Proctor submitted that poverty, unemployment, low wages, and inadequate infrastructure are prevalent in the noted "hot spots" which in turn contributes to the high crime numbers. He spoke of the need for the establishment of a Sheriff's Advisory or Review Board and recommended such an entity be convened. Commissioner Proctor stated that the makeup of law enforcement should be diverse and reflective of the community.

Sheriff McNeil informed the Board that the Sheriff's Office did have a Citizen Advisory Council that currently is concentrating on crime reduction in the community. The Council is Chaired by Darryl Jones.

*Commissioner Maddox moved, duly seconded by Commissioner Proctor, approval of Option 2, as amended: Request the PSCC to evaluate and recommend strategies for the use of reserve funds for public safety, and direct the Chairman to send a letter to the PSCC requesting that it consider specific social and economic concerns discussed during the workshop in its recommendations back to the Board.*

*The motion also included:*

- a) Direction that the Chairman send a letter to the CRA requesting that it review the current state of infrastructure conditions in the Griffin Heights, South City and Bond neighborhoods, including sidewalks, street lights, and code compliance issues, and that it proposed strategies to assist in remediating any conditions that may be barriers to ensuring public safety in these neighborhoods, and*
- b) Direction that staff to reflect on these concerns during the Joint Workshop on the Final Report of the Affordable Housing Workgroup on October 26, 2017.*

*The motion carried 7-0*

**Adjourn:**

There being no further business to come before the Board, the workshop was adjourned at 2:58 p.m.

LEON COUNTY, FLORIDA

ATTEST:

BY: \_\_\_\_\_  
Nick Maddox, Chairman  
Board of County Commissioners

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

**BOARD OF COUNTY COMMISSIONERS  
LEON COUNTY, FLORIDA  
REGULAR MEETING  
October 24, 2017**

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, Mary Ann Lindley, Bryan Desloge and Jimbo Jackson. Also present were County Administrator Vincent Long, County Attorney Herb Thiele, Finance Director Jordan Steffens and Clerk to the Board Rebecca Vause.

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

**INVOCATION AND PLEDGE OF ALLEGIANCE**

The Invocation was provided by Dr. Ronny Raines, Pastor, Bradfordville Baptist Church. Commissioner Desloge then led the Pledge of Allegiance.

Commissioner Desloge announced that representatives from Leadership Tallahassee were in attendance.

**AWARDS AND PRESENTATIONS**

- Presentation of the Annual Report of the Tallahassee-Leon County Commission on the Status of Women and Girls

Ms. Paula DeBoles-Johnson, Chairman, Tallahassee/Leon County Commission on the Status of Women and Girls (CSWG), presented the 2016-2017 Annual Report. She noted the many activities conducted over the past year and provided the Board with a copy of the "Status of Girls Report 2017". She thanked the Board for its continued support of women and girls in Tallahassee and Leon County.

- Commissioner Dozier extended her congratulations to Ms. DeBoles-Johnson and the Commission. She, as a participant on the Strategic Planning Group, has recognized the efforts of the Commission. She thanked the Commission for all they do for the community and expressed enthusiasm for the future.
  - Commissioner Proctor complimented CSWG's Board and acknowledged Commissioner Dozier's involvement in the establishment of the organization. He commented on the need for positive role models in the lives of girls and encouraged the Commission to continue to be mindful of the influence they can have on the lives of young people. He urged the Board to continue its funding of the organization.
- 1. Tallahassee-Leon County Commission on the Status of Women and Girls Annual Report and Joint County/City Agreement with the Oasis Center for Women & Girls**  
(This item is included under the Consent Agenda)

*The Board approved Options 1 & 2: 1) Accept the 2017 Tallahassee-Leon County Commission on the Status of Women and Girls Annual Report, and 2) Approve the Agreement for staffing of the Tallahassee-Leon County Commission on the Status of Women and Girls with the City of Tallahassee and the Oasis Center for Women & Girls for administrative support.*

**CONSENT:**

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

**2. Minutes: September 20, 2017 Regular Meeting**

*The Board approved Option 1: Approve the minutes of the September 20, 2017 Regular Meeting.*

**3. Payment of Bills and Vouchers**

*The Board approved Option 1: Approve the payment of bills and vouchers submitted for October 24, 2017, and Pre-Approval of Payment of Bills and Vouchers for the Period of October 25 through November 13, 2017.*

**4. Resolution of Intent to Lease Space at Leon County Government Annex to Blueprint Intergovernmental Agency and, Amended and Restated Lease Agreement between Leon County and Blueprint**

*The Board approved Options 1 & 2: 1) Adopt Resolution of Intent to Lease Space at Leon County Government Annex to Blueprint Intergovernmental Agency, and 2) Authorize County Administrator to execute Amended and Restated Lease Agreement between County and Blueprint Intergovernmental Agency.*

**5. Consideration of the Issuance of Request for Proposals for Bond Counsel and Disclosure Counsel**

*The Board approved Option 1: Do not approve the issuance of Requests for Proposals for Bond Counsel and Disclosure Counsel and renew contracts with existing firms for five (5) additional years.*

**6. Proposed Public Notice of 2018 Board Meeting Schedule and the Proposed 2018 Board Travel Schedule**

*The Board approved Options 1, 2 & 3: 1) Adopt the proposed Leon county Board of County Commissioners' Public Notice 2018 Tentative Meeting Schedule; 2) Approve the proposed Board of County Commissioners' 2018 Travel Schedule, and authorize Commissioners' travel to the scheduled events, and 3) Schedule the 2018 Board Retreat for Monday, December 10, 2018.*

**7. Citizen Charter Review Committee Additional Appointment and Approval to Waive a Conflict of Interest**

*The Board approved Option 1: Ratify Commissioner Desloge's appointment of Casey Perkins to the Citizens Charter Review Committee thereby waiving the conflicting employment relationship as disclosed in Disclosure Form 4A.*

**8. Primary Healthcare Program for FY 2018**

*The Board approved Option 1: Approve the Primary Healthcare program for FY 2018 and the Agreements with Bond Community Health Center, Neighborhood Medical Center, Apalachee Center, Inc., Capital Medical Society Foundation/We Care Network, and the Florida A&M University College of Pharmacy and authorized the County Administrator to execute.*

**9. Veterans Emergency Assistance Program Memorandum of Agreement with Emergency Care Help Organization**

*The Board approved Options 1 & 2: 1) Approve the Agreement with the Emergency Care Help Organization (ECHO) to administer the Veterans Emergency Assistance Program and authorize the County Administrator to execute, and 2) Approve that after property tax grant awards are made, the transfer of any unallocated funds from the Active Duty Military Personnel Grant funds to the Veterans Emergency Assistance Program (VEAP).*

**10. Request to Schedule the First and Only Public Hearing to Consider an Administrative Amendment to the Southwood Development of Regional Impact Development Order for November 14, 2017 at 6:00 p.m.**

*The Board approved Option 1: Schedule the first and only Public Hearing to consider a proposed Administrative Amendment to the Southwood Development of Regional Impact Development Order for November 14, 2017 at 6:00 p.m.*

**11. Tallahassee Fire Department Certificate of Public Convenience and Necessity Renewal**

*The Board approved Option 1: Approve the renewal of the Advanced Life Support Non-Transport Certificate of Public Necessity issued to the Tallahassee Fire Department.*

**12. FY 2018 Springs Restoration Grant for the Passive Onsite Sewage Nitrogen Reduction Pilot Project in the Wakulla Basin**

*The Board approved Options 1 & 2: 1) Accept the grant of \$750,000 from the Springs Restoration Grant Program for the Passive Onsite Sewage Nitrogen Reduction Pilot Project in the Wakulla Basin Management Action Plan and authorize the County Administrator to execute the grant agreement, and 2) Approve the Resolution and associated Budget Amendment Request.*

**13. Interlocal Agreement with Florida Department of Environmental Protection for Lake Munson Sediment Testing**

*The Board approved Option 1: Approve the Draft Interlocal Agreement with the Florida Department of Environmental Protection for Lake Munson Sediment Testing, and authorize the County Administrator to execute the Agreement in a form approved by the County Attorney.*

**14. Status Update on Short-Term Rental Platforms in Leon County**

*The Board approved Option 1: Accept the status report on short-term rental platforms in Leon County.*

**15. FY 2016/2017 County Grant Program Leveraging Status Report**

*The Board approved Option 1: Accept the FY 2016/17 County Grant Program Leveraging Status Report.*

**16. Final FY 1617 Commissioner Discussion Items Status Report**

*The Board approved Option 1: Accept the Final FY 2016/17 Commissioner Discussion Items Status Report.*

**17. Status Report on Human Rights Ordinance Following Favorable Outcome in Constitutional Challenge**

*The Board approved Option 1: Accept the status report and make no changes to the Human Rights Ordinance.*

**CITIZENS TO BE HEARD ON NON-AGENDAED ITEMS** (3-minute limit per speaker; there will not be any discussion by the Commission)

- Jon Brown, Florida Jazz & Blues Festival, thanked the Board for their continued support of the Festival and invited the public to attend the event over the weekend.
- Scotty Barnhart, Florida Jazz & Blues Festival, thanked the Board for their support and noted that the event had raised \$3,000 for local music students.
  - Chairman Dailey commended Mr. Brown and Mr. Barnhart on the success and continued growth of the Festival.
- Dr. Ed Holifield, Longleaf Court, expressed concerns regarding the infant and maternal mortality rate of Leon County. Dr. Holifield also voiced his disappointment in the \$1.5 million in CRA funds to Big Bend Cares as he opined it was at the detriment of Neighborhood Medical Center and Bond.

**GENERAL BUSINESS**

**18. Annual Performance Review for the County Administrator, in Accordance with Board Policy No. 11-6, "County Administrator Evaluation and Annual Reporting Process"**

Deputy County Administrator Alan Rosenzweig introduced the item.

Chairman Dailey confirmed there were no public speakers on this issue.

Commissioner Desloge reflected on the outstanding leadership of County Administrator Long and County Attorney Thiele. He referenced the County's many achievements and suggested that it was one of the better run counties. He also noted that the County had one of the lowest ratios of staff to citizens in the state and stated that he had no hesitation to authorize the salary increase. He then thanked Mr. Long and Mr. Thiele for their service.

*Commissioner Desloge moved, duly seconded by Commissioner Lindley, approval of Options 1 & 2: 1) Ratify annual performance reviews of the County Administrator and #2) in accordance with Board Policy No. 11-6 "County Administrator Evaluation and Annual Reporting Process" and the Chairman's approval for an additional 5% merit increase for the County Administrator, and 2) Ratify the Chairman's approval for an additional 5% merit increase for the County Attorney. The motion carried 7-0*



**19. FY 17/18 Board Retreat Overview**

County Administrator Long introduced the item. .

*Commissioner Maddox moved, duly seconded by Commissioner Dozier, approval of Option 1: Accept the FY 2017/18 Board Retreat Overview. The motion carried 7-0.*

**20. Status Report on the Sunsetting of the Downtown Community Redevelopment Area**

County Administrator Long introduced the item. He conveyed the County and City Commissions have recently contemplated the potential sunset of the Downtown CRA District. He shared that the agenda item summarizes the actions taken at the July and September CRA meetings and provides an analysis of the Phase out Options as requested by the CRA Board. Further, the analysis delineates which of the proposed Phase out Options align with the long term financial plan approved by the Board during the FY18 Budget Workshop to address the \$7.2 million loss resulting from the possible additional homestead exemption.

Commissioner Proctor reiterated his support for sunsetting the Downtown CRA without endorsement from the City and discussed with County Administrator Long which option would accomplish this.

County Administrator Long provided further clarification on the options provided; however, explained that the dissolution of the Downtown CRA requires approval from the City Commission, as articulated in the Interlocal Agreement. County Administrator Long offered that Option 1 would sunset the Downtown CRA.

*Commissioner Proctor moved, duly seconded by Commissioner Desloge, approval of Option 1: Accept the status report on the Sunsetting of the Downtown Community Redevelopment Area and direct the County Administrator to formally notify the City of the policy options herein adopted by the Board.*

Commissioner Dozier asked for clarification from County Administrator Long on the differences in Options 1 & 2. She thanked staff for the detailed analysis and submitted that this discussion was more about whether the CRA is needed for the downtown area. She stated that she could support the motion; however, recommended it be amended to direct OEV staff to assess the possibility of an incentive program in the downtown area similar to the Enterprise Zone Program previously offered by the State.

In response to Commissioner Dozier's request for clarification, County Administrator Long shared that upon further review of the options, it appeared that Options 1-4 would be consistent with Commissioner Proctor's comments.

Chairman Dailey confirmed that there were no public speakers on this item.

Commissioner Proctor voiced that his angst over Option 3 as it seemed to exclude the creation of a new Southside CRA; which he stressed was needed.

Commissioner Maddox agreed that there was momentum to establish a new Southside CRA and was open to the idea, but preferred it not be done while conversations were being held on the sunsetting of the Downtown CRA.

Commissioner Desloge commented that Options 1-4, as amended would send a signal that the County intends to sunset the Downtown CRA and allows for the three projects in the “pipeline” to be completed.

Chairman Dailey asked Commissioner Proctor to restate his motion.

The motion as restated by Commissioner Proctor: *Accept the status report on the Sunsetting of the Downtown Community Redevelopment Area and direct the County Administrator to formally notify the City and Direct the County Administrator to bring back an amendment to the Downtown CRA Interlocal Agreement by February 2018 to sunset the County’s participation by FY 2020 and, subject to other financial and budgetary matters fundamental to making the transition of this option.*

Commissioner Lindley provided her support for Commissioner Dozier’s recommendation to increase opportunities for economic development in the Southside/Frenchtown area; which she opined would allow a far more expansive opportunity to help address issues on the Southside. She stated that it was “time to let the “Downtown CRA go”.

*Commissioner Lindley offered a substitute motion for Options 1-4, as amended to include direction to staff to bring back an agenda item on possible alternative incentive programs in the Downtown and Frenchtown areas. The substitute motion was duly seconded by Commissioner Dozier.*

Commissioner Dozier noted that the CRA is unique in that staff do not report to both the City Manager and County Administrator. She stressed the need for parity in the information provided to both Commissions from CRA staff.

Commissioner Maddox agreed that improvements to CRA operations were needed and that the public’s trust had to be rebuilt. He mentioned several issues of concern including meeting minutes not being provided in a timely manner. He emphasized that County representation on the CRA were holding CRA staff accountable; not only in bringing forward good projects, but also that the CRA operate at an acceptable level. He and other County CRA representatives will continue to push for the CRA to be as efficient as possible.

Commissioner Dozier agreed that CRA accountability was essential. She asked for clarification on what steps would be taken following the Board’s approval of the motion. County Administrator Long explained that the recommended options provide staff with the necessary guidance to move forward with sunsetting the CRA should the City agree or they decide to continue the Downtown CRA without support from the County. County Attorney Thiele added that even if the City Commission does not agree “the County is not without options”.

Commissioner Jackson went on record stating that as a non-CRA member he appreciated the work of his fellow Commissioners who are part of the CRA. He also voiced his support for the substitute motion.

Commissioner Proctor advised that he had sent a letter to the City Manager requesting the termination of Roxanne Manning, CRA Executive Director, as he deemed that a new direction and leadership was needed.

Commissioner Desloge commented that leadership in the Florida Legislature is focused on the operation of CRA’s around the state and suggested it in the County’s best interest to begin the process to sunset the Downtown CRA. He suggested that if the final three projects are brought to fruition, they will have a major impact on the downtown area.

The substitute motion carried 7-0

**21. Utilization of Tourist Development Taxes for the Capital City Amphitheater Support Space**

County Administrator Long introduced the item.

*Commissioner Maddox moved, duly seconded by Commissioner Dailey approval of Options 1, 2 & 3: 1) Approve the CRA's request to utilize up to \$2.25 million of TDT toward the Capital City Amphitheater Support Space, excluding space specifically designated for City Parks & Recreation; 2) Authorize the City to utilize the \$502,573 owed to the County for prior demolition expenses toward the Capital City Amphitheater Support Space, and 3) Direct staff to revise the STAGE Interlocal Agreement to reflect the ownership, management, maintenance, access, and responsibilities associated with the new facilities constructed with TDT funds and bring back for Board approval. The motion carried 7-0.*

**22. Council of Culture & Arts Cultural Facilities Matching Grant Program**

County Administrator Long introduced the item.

Commissioner Maddox advised that the COCA Board was in full support of the proposed modification which expands the allowable uses of the ¼ cent Tourist Development Tax to include COCA's grant programs and noted the positive impact that it will have on the community. He also thanked COCA leadership and staff for their work on this issue.

Commissioner Dozier requested an update from COCA on its efforts related to the Cultural Plan, COCA's operating costs, and an overview of its grant programs including the identification of grant recipients that qualify for TDT funding.

*Commissioner Maddox moved, duly seconded by Commissioner Lindley, approval of Options 1 & 2: 1) Accept COCA's Cultural Facilities Matching Grant Program awards as recommended by the TDC, and 2) Approve COCA's request to modify their agreement with the County to expand the utilization of the ¼ cent Tourist Development Tax in a form approved by the County Attorney, to be executed by the County Administrator. The motion carried 7-0.*

**23. Full Board Appointment to the Tourist Development Council**

County Administrator Long introduced the item.

Commissioner Lindley commented that this was an important Committee and recommended the Board postpone the appointment so as to allow additional time to solicit applications.

*Commissioner Lindley moved, duly seconded by Commissioner Dozier, to direct staff to postpone the full Board appointment to the Tourist Development Council for a four-year term ending October 31, 2012.*

Commissioner Desloge advocated for the reappointment of Mr. Kelly. He stated that he has been an active member of the TDC for some time and is a hotelier representative, which is required by ordinance and statute.

*Commissioner Desloge offered a substitute motion for Option 1: Reappoint John Kelly to the Tourist Development Council for a four-year term ending October 31, 2021. The motion died for lack of a second.*

Commissioner Dozier submitted that it was in the Board's best interest to ensure that any appointment is sufficiently advertised and multiple applications are sought.

Commissioner Desloge confirmed that the appointee was required to be a hotelier and suggested that Kerry Post, Tourism Development Director, be contacted for names of potential applicants.

*The original motion offered by Commissioner Lindley carried 7-0.*

**CITIZENS TO BE HEARD ON NON-AGENDAED ITEMS** (3-minute limit per speaker; Commission may discuss issues that are brought forth by speakers.)

- Curtis Baynes, 1323 E. Tennessee Street, offered his thoughts on the development of a comprehensive plan for wastewater facilities in Leon County, of which the County is about to embark. He stated that he was a member of the BMAP's Septic Tank Remediation Advisory Committee. A copy of Mr. Baynes comments are attached for the record.
  - Commissioner Dozier established with County Administrator Long that the Board would be provided with an opportunity to review the RFP prior to moving forward with the study.
  - County Administrator added that based on concerns heard from the BMAP Committee, staff would be "pivoting" from its original approach of using a continuing supply contract to an RFP process. He added that he intends to bring an item back to the Board that not only includes authorization for the RFP, but also recommendations received from the committee, noting the recommendations that were included in the RFP and reasons why others were not, relative to the procurement process.

**COMMENTS/DISCUSSION ITEMS**

**County Attorney Thiele:**

- None.

**County Administrator Long:**

- Commented on the success of the recent 2017 Leon Works Expo and acknowledged the work of Heather Peeples and Brittney Smith.

**COMMISSIONER DISCUSSION ITEMS**

**Commissioner Desloge:**

- None.

**Commissioner Proctor:**

- Advised that he had recently forwarded a letter to City Mayor Andrew Gillum in which he offered five suggestions to help address the issue of crime in the community, largely in District One. He also mentioned that he sent a letter to Governor Scott asking him to declare Tallahassee as a city in a State of Emergency so that state resources can be utilized to help combat this important issue. He expressed angst that a citizen proposal has been brought forth to the Constitution Revision Commission to relocate Florida's seat of government to Central Florida and that the County's rank as one of the most dangerous communities in Florida could be used as a tool to accomplish this.

**Commissioner Dozier:**

- *Commissioner Dozier moved, duly seconded by Commissioner Maddox, approval for a Proclamation recognizing Marjorie Turnbull's receipt of the Big Bend Chapter of the Association of Fundraising Professionals' Lifetime Achievement Award. The motion carried 7-0.*
- Submitted that crime is a countywide problem affecting the county as a whole. She mentioned that the level of coordination among law enforcement in the community was remarkable. She referenced the upcoming Joint Affordable Housing meeting where the Commissions' would hear a report from the Affordable Housing Workgroup. She indicated that this was an important element, especially in District One.
- Commented on the improved relationship between Tallahassee Builders Association and the County's Development Support and Environmental Management Office. She shared that she has received a number of positive comments from builders.

**Commissioner Jackson:**

- Complimented staff on the Leon Works Expo and noted the potential benefits of an education and job training in crime reduction.
- Recognized Pastor Craig James of New Life Church International, who was in the Chambers.

**Commissioner Lindley:**

- *Commissioner Lindley moved, duly seconded by Commissioner Jackson, approval for a Proclamation recognizing November as National Family Caregivers Month. To be presented at the November 14, 2017 meeting. The motion carried 7-0.*
- Requested staff consider a citizen engagement series session on the "flip side" of the "Keep it Rural" initiative to focus on the unique business opportunities in the rural areas of the community, i.e., small farms, equestrian, etc.
  - *Commissioner Lindley moved, duly seconded by Commissioner Dozier, to direct staff to host a Citizen Engagement Series Session on this topic. The motion carried 7-0.*
- Also complimented staff on the success of the Leon Works Expo. She commented that the Expo provides another option for young people to uncover an interest in a trade or skill that could offer them an opportunity for a good job.

**Commissioner Maddox:**

- Stressed the need for a community effort in addressing the issue of crime.

**Chairman Dailey:**

- Reported on the October 23, 2017 meeting with the Mayor regarding the Mayor's request to activate the Emergency Operations Center (EOC) and to temporary consolidate law enforcement.
  - He shared that the County could not activate the EOC for a temporary consolidation of City and County law enforcement agencies; which would require a recommendation from the Sheriff, Chairman, Vice-Chairman, County Administrator, or the EOC Director. He stated that none of these individuals have called for the activation of the EOC. Chairman Dailey then asked County Attorney Thiele to speak to the legal requirements for activating the EOC.
    - County Attorney Thiele explained that activating the EOC requires the finding of an emergency, which is defined in Florida Statute. He stated that he does not believe that the recent crimes meet the statutory requirement for an emergency.
  - Regarding the Mayor's request for the temporary consolidation of law enforcement under the Sheriff, Chairman Dailey commented that the City Charter specifies that the transfer of law enforcement power had to be done through a City referendum.

- Chairman Dailey emphasized his pledge to keep lines of communication open and reasserted his recommendation to focus on infrastructure, education, housing and jobs.
  - Commissioner Maddox thanked Chairman Maddox for his leadership and stressed that the City and County should focus on steps that can legally be taken to address the issue of crime.
  - Commissioner Desloge expressed his appreciation to Chairman Maddox for his leadership.
  - Commissioner Proctor established with County Attorney Thiele that there were agreements in place that could provide the vehicle to accomplish what the Mayor has requested regarding a temporary merging of law enforcement.
  - Commissioner Proctor also ascertained from Chairman Dailey that the October 17, 2017 letter he sent to the Mayor was not discussed at the Mayor/Chair meeting. The majority of the conversation centered on the Mayor's request for activation of the EOC.
  - *Commissioner Dozier moved, duly seconded by Commissioner Proctor, that the Chairman, on behalf of the Board, send a letter to the City encouraging more collaboration.*
  - Commissioner Desloge suggested that the Board ask staff to bring back two-three concrete examples of what the Board could do without City that could have an impact.
  - After considerable discussion, the Board offered the following motion.
  - *Commissioner Dozier moved, duly seconded by Commissioner Proctor, to 1) request the Public Safety Coordinating Council (PSCC) to provide recommendations to the Board of County Commissioners' regarding the expenditure of the \$87,783 within 120 days. The PSCC should expand their analysis and recommendations beyond jail population management to include approaches to address the violent crime incidents in the community, and 2) Direct the County Administrator send a letter to the City of Tallahassee expressing the County's further interest in collaborating on addressing the violent crime incidents throughout the community. The motion carried 7-0.*

**RECEIPT AND FILE:**

- Canopy Community Development District Fiscal Year 2018 Meeting Schedule

**ADJOURN:**

There being no further business to come before the Board, the meeting was adjourned at 5:22 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

**Leon County  
Board of County Commissioners**

**Notes for Agenda Item #2**

# Leon County Board of County Commissioners

## Agenda Item #2

December 12, 2017

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

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

**Title:** Payment of Bills and Vouchers

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

### **Statement of Issue:**

This agenda item requests Board approval of the payment of bills and vouchers submitted December 12, 2017 and pre-approval of payment of bills and vouchers for the period of December 13 through January 22, 2018.

### **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 December 12, 2017, and pre-approve the payment of bills and vouchers for the period of December 13 through January 22, 2018.



## **Report and Discussion**

### **Background:**

The Office of Financial Stewardship/Management and Budget (OMB) reviews the bills and vouchers printout, submitted for approval during the December 12 meeting, the morning of Monday, December 11, 2017. If for any reason, any of these bills are not recommended for approval, OMB will notify the Board.

### **Analysis:**

Due to the Board not holding a regular meeting until January 23, 2018, it is advisable for the Board to pre-approve payment of the County's bills for December 13, 2017, through January 22, 2018, so that vendors and service providers will not experience hardship because of delays in payment. OMB 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 December 12, and pre-approve the payment of bills and vouchers for the period of December 13, 2017 through January 22, 2018.
2. Do not approve the payment of bills and vouchers submitted for December 12, 2017, and pre-approve the payment of bills and vouchers for the period of December 13, 2017 through January 22, 2018.
3. Board direction.

### **Recommendation:**

Option #1.

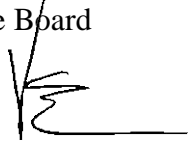
**Leon County  
Board of County Commissioners**

**Notes for Agenda Item #3**

# Leon County Board of County Commissioners

## Agenda Item #3

December 12, 2017

**To:** Honorable Chairman and Members of the Board  
**From:** Vincent S. Long, County Administrator   
**Title:** Fiscal Year 2016/2017 Tangible Personal Property Annual Report

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<b>Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Scott Ross, Director, Office of Financial Stewardship
<b>Lead Staff/ Project Team:</b>	Shelly Kelley, Director, Purchasing Division Jay Kirkland, Purchasing Agent & Property Control Specialist

### **Statement of Issue:**

This item seeks Board approval of the Tangible Personal Property Annual Report.

### **Fiscal Impact:**

This item has no fiscal impact to the County.

### **Staff Recommendation:**

Option #1: Accept the FY 2016/2017 Tangible Personal Property Annual Report.

Option #2: Authorize the deletion of 479 tangible personal property items from the Property Control records.

## **Report and Discussion**

### **Background:**

Property Control is required to provide an annual report of the of the County's tangible personal property. Florida Statutes and the Rules of the Chief Financial Officer require that each Board of County Commissioners conduct an annual physical inventory of all tangible personal property items. The Board is responsible for maintaining inventory control on all items under its authority, as well as items of the Property Appraiser, the Tax Collector, the Clerk of Courts, Supervisor of Elections, and the Health Department. The Sheriff is charged by Florida Statutes with maintaining his own inventory control system.

In keeping with the Rules of the Chief Financial Officer for missing items (Rule 69I-73.001 F.A.C.), the Board has authorized Property Control to place items not found during the annual inventory in a holding category of Items Not Found First Year. Each custodian with items in this category is provided a list and instructions to make every effort to locate the missing items. Items not found during the following annual inventory are brought to the Board for approval to delete from the Property Control records.

### **Analysis:**

#### **Surplus Auctions**

Disposition of tangible personal property of local governments is tightly controlled by Chapter 274, Florida Statutes. The statute requires counties to dispose of tangible personal property by public sale, either to other government units or to the public. During FY 16/17 several sales were held this year via PublicSurplus.com internet auction site. Net proceeds from the sale of vehicles, heavy equipment and office equipment were \$232,637.

#### **Annual Inventory**

Purchasing division staff and department custodians have recently completed the FY16/17 annual inventory of 7,456 tangible personal property assets valued at \$61,919,188. All items were found.

#### **Deletion of Property Items**

There are various reasons items need to be deleted from the property records. Reasons for deletion include an item being sold, donated, traded-in, dealer buy-back, returned, discarded, cannibalized, lost, recycled, transfer and inventory not found for two years.

Listed in the following table are the reasons for deletion and the number of items by category. The total number of property items to be deleted is 479 (Attachment #1). The deletion of tangible personal property requires Board approval and the category of items are summarized in Table 1.

*Table 1: Requested Items for Deletion from County Inventory*

<b>Reason</b>	<b>Number of Items</b>
Sold	27
Donated to Goodwill pursuant to policy	410
Traded-in, dealer buy-back, returned	15
Discarded, cannibalized, junked, recycled	27
<b>Total</b>	<b>479</b>

**Options:**

1. Accept the FY2016/2017 Tangible Personal Property Annual Report.
2. Authorize deletion of the listed 479 tangible personal property items from the Property Control records. (Attachment #1).
3. Provide Board direction.

**Recommendation:**

Options #1 & #2.

**Attachment:**

1. List of tangible personal property to delete from County Property Control records.

**TANGIBLE PERSONAL PROPERTY TO BE DELETED FROM PROPERTY CONTROL RECORDS**

**TRADE-IN/BUY-BACK ASSETS**

30972 SUV, NISSAN XTERRA  
31833 GMC AMBULANCE  
31834 GMC AMBULANCE  
31836 GMC AMBULANCE  
32069 GMC AMBULANCE  
32070 GMC AMBULANCE  
32071 GMC AMBULANCE  
32072 GMC AMBULANCE  
32570 CISCO 2960 SWITCH  
32602 GMC AMBULANCE  
32814 AMBULANCE, GMC 4500  
32815 AMBULANCE, GMC 4500  
33180 CISCO 2960  
34140 F-150  
34369 JOHN DEERE 744K LOADER

**ASSETS DONATED TO GOODWILL PER POLICY**

19244 PRINTER, EPSON DFX-5000+  
22464 LASER PRINTER (H. P. LASERJET  
23660 CPU, PENTIUM 166 (DELL OPTIPLE  
25057 SCANNER, FUJITSU M3097DG  
25144 PRINTER, HP 4050N  
25792 PRINTER, HP LASERJET 8000N  
27134 PRINTER, HP 4100N  
27440 SERVER, DELL POWEREDGE 2500  
SIGN CUTTING MACHINE,  
27480 GRAPHTEC  
27861 PRINTER/PLOTTER, HP 1055CM  
28104 CPU, DELL 4550  
28105 CPU, DELL 4550  
28106 CPU, DELL 4550  
28616 DELL DIMENSION 4600  
28722 DELL DIMENSION 4600  
28859 DELL DIMENSION 4600  
29191 HP DESIGNJET CM PLOTTER  
29413 CPU LAPTOP, DELL D810  
29574 CPU, LAPTOP DELL D800  
29631 SERVER, DELL 2850  
29705 COMPUTER DELL 4300.  
29734 SCANNER FUJITSU M4097D  
29745 PRINTER/PLOTTER  
29809 COMPUTER, OPTIPLEX SX280  
29859 COMPUTER,LATITUDE D800  
29860 COMPUTER,LATITUDE D800  
29861 COMPUTER,LATITUDE D800  
29862 COMPUTER,LATITUDE D800

**TANGIBLE PERSONAL PROPERTY TO BE DELETED FROM PROPERTY CONTROL RECORDS**

29863 COMPUTER,LATITUDE D800  
29865 COMPUTER,LATITUDE D800  
29867 COMPUTER,LATITUDE D800  
29868 COMPUTER,LATITUDE D800  
29951 SERVER, POWEREDGE 2800  
30072 PRINTER,HP,LJ,4250N  
30227 CPU, PANASONIC TOUGHBOOK  
30237 CPU,DELL SX280  
30255 CPU,DELL SX280  
30263 CPU,DELL D610 LAPTOP  
30266 CPU,DELL LATITUDE D610 LAPTOP  
30299 CPU, LAPTOP DELL 700M  
30338 CPU, DELL GX620  
30342 CPU, DELL GX620  
30422 VIDEO CONFERENCE UNIT  
30423 VIDEO CONFERENCE UNIT  
30427 VIDEO CONFERENCE UNIT  
30430 VIDEO CONFERENCE UNIT  
30436 VIDEO CONFERENCE UNIT  
30439 VIDEO CONFERENCE UNIT  
30440 VIDEO CONFERENCE UNIT  
30441 VIDEO CONFERENCE UNIT  
30443 VIDEO CONFERENCE UNIT  
30535 SERVER, DELL 2850  
30580 CPU, DELL GX620  
30595 CPU, DELL GX620  
LAPTOP,PANASONIC  
30756 TOUGHBOOK29  
LAPTOP,PANASONIC  
30757 TOUGHBOOK29  
LAPTOP,PANASONIC  
30760 TOUGHBOOK29  
LAPTOP,PANASONIC  
30761 TOUGHBOOK29  
LAPTOP,PANASONIC  
30762 TOUGHBOOK29  
LAPTOP,PANASONIC  
30763 TOUGHBOOK29  
LAPTOP,PANASONIC  
30767 TOUGHBOOK29  
LAPTOP,PANASONIC  
30768 TOUGHBOOK29  
LAPTOP,PANASONIC  
30769 TOUGHBOOK29  
LAPTOP,PANASONIC  
30770 TOUGHBOOK29  
LAPTOP,PANASONIC  
30773 TOUGHBOOK29  
LAPTOP,PANASONIC  
30775 TOUGHBOOK29  
LAPTOP,PANASONIC  
30776 TOUGHBOOK29

**TANGIBLE PERSONAL PROPERTY TO BE DELETED FROM PROPERTY CONTROL RECORDS**

30783 CPU, DELL GX620  
30903 SCANNER, CONTEX CRYSTAL 42"  
30954 CPU, DELL DIMENSION 5150  
31114 CPU, DELL LAPTOP 620  
31115 CPU, DELL LAPTOP 820  
31118 SWITCH, PASSPORT 1612-12T  
31125 GARMIN GPS/HP IPAQ  
31126 GARMIN GPS/HP IPAQ  
31127 GARMIN GPS/HP IPAQ  
31154 CPU, LAPTOP DELL D810  
31155 CPU, LAPTOP DELL D810  
31158 CPU, LAPTOP DELL D810  
31163 CPU, LAPTOP DELL D810  
31165 CPU, LAPTOP DELL D810  
31166 CPU, LAPTOP DELL D810  
31171 CPU, LAPTOP DELL D810  
31231 CPU, DELL GX620  
31270 CPU, DELL PRECISION 390  
31277 CPU, LAPTOP DELL D820  
31435 CPU, LAPTOP DELL D820  
31458 CPU, DELL OPTIPLEX 745  
31492 CPU, DELL PRECISION 390  
31503 CPU, DELL OPTIPLEX 745  
31507 CPU, DELL OPTIPLEX 745  
31509 CPU, DELL OPTIPLEX 745  
31510 CPU, DELL OPTIPLEX 745  
31512 CPU, DELL OPTIPLEX 745  
31513 CPU, DELL OPTIPLEX 745  
31514 CPU, DELL OPTIPLEX 745  
31518 CPU, DELL OPTIPLEX 745  
31521 CPU, DELL OPTIPLEX 745  
31524 CPU, DELL OPTIPLEX 745  
31526 CPU, DELL OPTIPLEX 745  
31534 CPU, DELL OPTIPLEX 745  
31539 CPU, DELL OPTIPLEX 745  
31542 CPU, DELL OPTIPLEX 745  
31552 CPU, DELL LAPTOP D820  
31565 CPU, DELL LAPTOP D820  
31598 PROJECTOR, SANYO  
31655 POLYCOM VSX 5000  
31674 CPU, DELL 745  
31703 CPU, DELL 745  
31705 CPU, DELL 745  
31710 CPU, DELL 745  
31725 PRINTER, HP 4250N  
31737 SCANNER, B&H TRUPER  
31739 SERVER, DELL 5130  
31740 SERVER, DELL 5130



**TANGIBLE PERSONAL PROPERTY TO BE DELETED FROM PROPERTY CONTROL RECORDS**

31954 CPU, DELL 330  
31955 CPU, DELL 330  
31957 CPU, DELL 330  
31958 CPU, DELL 330  
31961 CPU, DELL 330  
31963 CPU, DELL 330  
31964 CPU, DELL 330  
32054 SCANNER, B&H TRUPER 3600  
32067 SERVER, DELL POWEREDGE 2356  
32454 CPU, DELL 755  
32475 SERVER, DELL 2970  
32561 CPU, DELL PRECISION T3400  
32582 PRINTER, HP P4015N  
32681 CPU, DELL 760  
32703 CPU, DELL 755  
32721 CPU DELL 755  
32745 CPU, LAPTOP DELL E5500  
CPU, LAPTOP DELL PRECISION  
32816 M4400  
32881 CPU, DELL PRECISION T3500  
32883 CPU, DELL PRECISION T3500  
32890 CPU, DELL 760  
32896 CPU, DELL 760  
32901 CPU, DELL 760  
32904 CPU, DELL 760  
32909 CPU, DELL 760  
33110 CPU, DELL 780  
33119 PRINTER, POSTCARD TANEUM  
33136 CPU, DELL T3500  
33187 CPU, DELL 780  
33296 IPAD  
33301 CPU, HP MINI 5102  
33302 CPU, HP MINI 5102  
33304 CPU, HP MINI 5102  
33305 CPU, HP MINI 5102  
33306 CPU, HP MINI 5102  
33307 CPU, HP MINI 5102  
33308 CPU, HP MINI 5102  
33309 CPU, HP MINI 5102  
33310 CPU, HP MINI 5102  
33311 CPU, HP MINI 5102  
33312 CPU, HP MINI 5102  
33313 CPU, HP MINI 5102  
33314 CPU, HP MINI 5102  
33315 CPU, HP MINI 5102  
33316 CPU, HP MINI 5102  
33317 CPU, HP MINI 5102  
33318 CPU, HP MINI 5102  
33319 CPU, HP MINI 5102

**TANGIBLE PERSONAL PROPERTY TO BE DELETED FROM PROPERTY CONTROL RECORDS**

33320 CPU, HP MINI 5102  
33321 CPU, HP MINI 5102  
33322 CPU, HP MINI 5102  
33324 CPU, HP MINI 5102  
33325 CPU, HP MINI 5102  
33326 CPU, HP MINI 5102  
33327 CPU, HP MINI 5102  
33328 CPU, HP MINI 5102  
33329 CPU, HP MINI 5102  
33330 CPU, HP MINI 5102  
33331 CPU, HP MINI 5102  
33332 CPU, HP MINI 5102  
33333 CPU, HP MINI 5102  
33334 CPU, HP MINI 5102  
33335 CPU, HP MINI 5102  
33336 CPU, HP MINI 5102  
33337 CPU, HP MINI 5102  
33338 CPU, HP MINI 5102  
33339 CPU, HP MINI 5102  
33340 CPU, HP MINI 5102  
33341 CPU, HP MINI 5102  
33342 CPU, HP MINI 5102  
33343 CPU, HP MINI 5102  
33344 CPU, HP MINI 5102  
33345 CPU, HP MINI 5102  
33346 CPU, HP MINI 5102  
33347 CPU, HP MINI 5102  
33348 CPU, HP MINI 5102  
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33350 CPU, HP MINI 5102  
33351 CPU, HP MINI 5102  
33352 CPU, HP MINI 5102  
33353 CPU, HP MINI 5102  
33354 CPU, HP MINI 5102  
33355 CPU, HP MINI 5102  
33356 CPU, HP MINI 5102  
33357 CPU, HP MINI 5102  
33358 CPU, HP MINI 5102  
33359 CPU, HP MINI 5102  
33360 CPU, HP MINI 5102  
33361 CPU, HP MINI 5102  
33363 CPU, HP MINI 5102  
33364 CPU, HP MINI 5102  
33366 CPU, HP MINI 5102  
33367 CPU, HP MINI 5102  
33368 CPU, HP MINI 5102  
33369 CPU, HP MINI 5102  
33370 CPU, HP MINI 5102

**TANGIBLE PERSONAL PROPERTY TO BE DELETED FROM PROPERTY CONTROL RECORDS**

33371 CPU, HP MINI 5102  
33372 CPU, HP MINI 5102  
33373 CPU, HP MINI 5102  
33374 CPU, HP MINI 5102  
33375 CPU, HP MINI 5102  
33376 CPU, HP MINI 5102  
33377 CPU, HP MINI 5102  
33378 CPU, HP MINI 5102  
33379 CPU, HP MINI 5102  
33380 CPU, HP MINI 5102  
33381 CPU, HP MINI 5102  
33382 CPU, HP MINI 5102  
33383 CPU, HP MINI 5102  
33384 CPU, HP MINI 5102  
33385 CPU, HP MINI 5102  
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33388 CPU, HP MINI 5102  
33390 CPU, HP MINI 5102  
33391 CPU, HP MINI 5102  
33392 CPU, HP MINI 5102  
33393 CPU, HP MINI 5102  
33394 CPU, HP MINI 5102  
33395 CPU, HP MINI 5102  
33396 CPU, HP MINI 5102  
33398 CPU, HP MINI 5102  
33399 CPU, HP MINI 5102  
33400 CPU, HP MINI 5102  
33401 CPU, HP MINI 5102  
33402 CPU, HP MINI 5102  
33403 CPU, HP MINI 5102  
33404 CPU, HP MINI 5102  
33405 CPU, HP MINI 5102  
33406 CPU, HP MINI 5102  
33407 CPU, HP MINI 5102  
33408 CPU, HP MINI 5102  
33409 CPU, HP MINI 5102  
33410 CPU, HP MINI 5102  
33411 CPU, HP MINI 5102  
33412 CPU, HP MINI 5102  
33413 CPU, HP MINI 5102  
33414 CPU, HP MINI 5102  
33415 CPU, HP MINI 5102  
33417 CPU, HP MINI 5102  
33420 CPU, HP MINI 5102  
33421 CPU, HP MINI 5102  
33422 CPU, HP MINI 5102  
33423 CPU, HP MINI 5102  
33424 CPU, HP MINI 5102

**TANGIBLE PERSONAL PROPERTY TO BE DELETED FROM PROPERTY CONTROL RECORDS**

33426 CPU, HP MINI 5102  
33427 CPU, HP MINI 5102  
33428 CPU, HP MINI 5102  
33429 CPU, HP MINI 5102  
33456 CPU, DELL 780  
33493 CPU, HP MINI 5012  
33560 CPU, DELL 380  
33573 CPU, DELL 380  
33576 CPU, DELL 380  
33588 CPU, DELL 380  
33602 CPU, DELL 380  
33629 IPAD  
33631 IPAD  
33636 IPAD  
33639 IPAD  
33642 IPAD  
33643 IPAD  
33644 IPAD  
33647 IPAD  
33653 IPAD  
33654 IPAD  
33657 IPAD  
33660 IPAD  
33661 IPAD  
33662 IPAD  
33663 IPAD  
33664 IPAD  
33665 IPAD  
33666 IPAD  
33711 CPU, DELL 780  
33716 CPU, DELL PRECISION T3500  
33740 CPU, DELL 780  
33776 CPU, LENOVO ALL IN ONE  
33779 CPU, LENOVO ALL IN ONE  
33785 CPU, LENOVO ALL IN ONE  
33792 CPU, LENOVO ALL IN ONE  
33793 CPU, LENOVO ALL IN ONE  
33795 CPU, LENOVO ALL IN ONE  
33796 CPU, LENOVO ALL IN ONE  
33797 CPU, LENOVO ALL IN ONE  
33802 CPU, LENOVO ALL IN ONE  
33811 CPU, LENOVO ALL IN ONE  
33814 CPU, LENOVO ALL IN ONE  
33815 CPU, LENOVO ALL IN ONE  
33816 CPU, LENOVO ALL IN ONE  
33819 CPU, LENOVO ALL IN ONE  
33823 CPU, LENOVO ALL IN ONE  
33826 CPU, LENOVO ALL IN ONE

**TANGIBLE PERSONAL PROPERTY TO BE DELETED FROM PROPERTY CONTROL RECORDS**

33827 CPU, LENOVO ALL IN ONE  
33842 CPU, LENOVO ALL IN ONE  
33844 CPU, LENOVO ALL IN ONE  
33846 CPU, LENOVO ALL IN ONE  
33848 CPU, LENOVO ALL IN ONE  
33852 CPU, LENOVO ALL IN ONE  
33856 CPU, LENOVO ALL IN ONE  
33857 CPU, LENOVO ALL IN ONE  
33859 CPU, LENOVO ALL IN ONE  
33860 CPU, LENOVO ALL IN ONE  
33861 CPU, LENOVO ALL IN ONE  
33863 CPU, LENOVO ALL IN ONE  
33864 CPU, LENOVO ALL IN ONE  
33865 CPU, LENOVO ALL IN ONE  
33866 CPU, LENOVO ALL IN ONE  
33870 CPU, LENOVO ALL IN ONE  
33871 CPU, LENOVO ALL IN ONE  
33872 CPU, LENOVO ALL IN ONE  
33875 CPU, LENOVO ALL IN ONE  
33876 CPU, LENOVO ALL IN ONE  
33879 CPU, LENOVO ALL IN ONE  
33885 CPU, LENOVO ALL IN ONE  
33888 CPU, LENOVO ALL IN ONE  
33901 CPU, DELL 780  
33904 IPAD  
33934 IPAD  
33935 IPAD  
33956 PRINTER, EVOLIS PEBBLE4 RED  
34000 CPU, DELL 780  
34005 CPU, DELL 780  
34006 CPU, DELL 780  
34034 CPU, DELL 780  
34042 CPU, DELL 780  
34051 CPU, DELL 780  
34054 CPU, DELL 780  
34056 CPU, DELL 780  
34062 CPU, DELL 780  
34133 CPU, DELL 780  
34136 CPU, DELL 780  
34147 CPU, DELL780  
34149 CPU, DELL780  
34152 CPU, DELL780  
34154 CPU, DELL780  
34156 CPU, DELL780  
34158 CPU, DELL780  
34177 CPU, DELL 790  
34195 IPAD  
34210 PRINTER, HP 4015N

**TANGIBLE PERSONAL PROPERTY TO BE DELETED FROM PROPERTY CONTROL RECORDS**

34214 CPU DELL T3500  
34216 CPU DELL T3500  
34235 IPAD  
34237 IPAD  
34256 IPAD  
34257 IPAD  
34258 IPAD  
34259 IPAD  
34264 IPAD  
34266 IPAD  
34268 IPAD  
34272 CPU, DELL 790  
34276 CPU, DELL T3500  
34277 CPU, DELL T3500  
34278 CPU, DELL T3500  
34279 CPU, DELL T3500  
34280 CPU, DELL T3500  
34281 CPU, DELL T3500  
34283 CPU, DELL T3500  
34284 CPU, DELL T3500  
34285 CPU, DELL T3500  
34293 CPU, DELL T3500  
34294 CPU, DELL T3500  
34296 CPU, DELL T3500  
34300 CPU, DELL T3500  
34301 CPU, DELL T3500  
34302 CPU, DELL T3500  
34303 CPU, DELL T3500  
34304 CPU, DELL T3500  
34307 IPAD  
34308 IPAD  
34309 IPAD  
34311 IPAD  
34316 IPAD  
34318 IPAD  
34319 IPAD  
34467 CPU, DELL T3500  
34482 CPU, DELL 790  
34491 CPU, DELL 790  
34508 CPU, DELL 790  
34583 CPU, LAPTOP DELL E5520  
34590 IPAD  
34598 CPU, LAPTOP, DELL E5520  
34625 IPAD  
34669 CPU, DELL 790  
34693 CPU, DELL 790  
34700 IPAD  
34711 IPAD

**TANGIBLE PERSONAL PROPERTY TO BE DELETED FROM PROPERTY CONTROL RECORDS**

34923 CPU, DELL 3010  
34933 CPU, DELL 3010  
35282 CPU, DELL 3010  
35424 DURABOOK T7Q  
35460 CPU, LAPTOP DELL E5530  
35609 P4T MOBILE PRINTER  
35610 P4T MOBILE PRINTER

**DISCARDED, RECYCLED, ASSETS**

12179 BUILDING, PREFAB. OFFICE  
12840 MODULAR UNIT/CUBICLES  
23711 PRINTER (GENICOM 4490XT)  
24265 T.V., 35" (SONY KV-35S26)  
25432 TV 36" GATEWAY DESTINATION  
27529 WORKSTATION  
27534 TABLE 48X72  
27536 TABLE 48X72  
27537 TABLE 48X72  
27538 TABLE 48X72  
28406 ELECTRONIC SIGNS VERMAC  
28407 ELECTRONIC SIGNS VERMAC  
28408 ELECTRONIC SIGNS VERMAC  
31635 GAS MONITOR, GEM-2000  
31691 ICE MACHINE, MANITOWOC  
32051 ICE MACHINE, ICE-O-MATIC  
32589 FORD RANGER  
33198 MESSAGE BOARD  
33270 SCANNER, CANON 5010C  
34121 IPAD  
34650 IPAD  
35817 SCAG TURF TIGER  
36652 BACKPACK FOGGER  
36654 BACKPACK FOGGER  
36657 BACKPACK FOGGER  
37164 PORTABLE APX 1000

**TANGIBLE PERSONAL PROPERTY TO BE DELETED FROM PROPERTY CONTROL RECORDS**

**SOLD ASSETS**

9452 TOOL BOX/CABINET W/WHEELS, RED  
24029 RANGEFINDER, LASER ATLANTA  
25706 VAN, 12-PASSENGER 2000 FORD  
25785 VAN, FORD 12-PASSENGER  
26478 F-450  
26712 AUTO-CRANE, MODEL 6006-H  
27467 FORD RANGER  
27468 F-150  
27669 FORD RANGER  
27829 CHEVY SUBURBAN  
27915 F-150  
28155 MOWER,JOHN DEERE 737  
28879 F-350  
28942 JOHN DEERE LOADER  
29126 FORD EXPEDITION  
30118 FORD RANGER  
30119 FORD RANGER  
30270 F-150  
31251 FORD LOW CAB FORWARD 655A TRUC  
  
31295 F-350  
31448 FORD EXPLORER  
31451 FORD RANGER  
31600 F-350  
31911 FORD EXPLORER  
32587 FORD RANGER  
  
33114 F-450  
33907 DIGITAL VIDEO RECORDER(DVR)



**Leon County  
Board of County Commissioners**

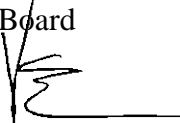
**Notes for Agenda Item #4**

# Leon County Board of County Commissioners

## Agenda Item #4

December 12, 2017

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

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

**Title:** Commissioner Appointments to the Library Advisory Board

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

### **Statement of Issue:**

This agenda item seeks the Board's approval to ratify the Commissioner appointments of citizens to the Library Advisory Board.

### **Fiscal Impact:**

This item has no fiscal impact to the County.

### **Staff Recommendation:**

- Option #1: Ratify individual Commissioner appointments of citizens to the Library Advisory Board for two-year terms ending December 31, 2019:
- a. Commissioner Dailey appoints Erik Robinson
  - b. Commissioner Desloge reappoints Lillie Anne Brown
  - c. Commissioner Jackson appoints Justin Moro
  - d. Commissioner Lindley appoints Gale Workman

## Report and Discussion

### **Background:**

At its August 23, 2011 meeting, the Board approved the revised process for individual Commissioner appointments of citizens to Authorities, Boards, Committees, and Councils by having staff prepare a Consent agenda item.

### **Analysis:**

#### **Library Advisory Board (LAB)**

**Purpose:** This Board serves as a forum for community input concerning library programs and activities and as a liaison and advocate for the Library.

**Composition:** Seven members are appointed by the Board with each Commissioner making one appointment. Members serve two-year terms, expiring December 31. Members must be a Leon County Resident.

**Vacancy:** Member, Sara Shuler has resigned due to work conflicts (Attachment #1). The terms of three members are expiring on December 31, 2017: two members, Julie Lovelace and Pamala Doffek, have termed out and are not eligible for reappointment; one member, Lillie Ann Brown, is seeking reappointment (Attachment #2). See Table #1 for members selected by the appointing Commissioner.

*Table #1: Library Advisory Committee*

<b>Vacancy # terms served</b>	<b>Term Expiration</b>	<b>Eligible Applicant</b>	<b>Recommended Action</b>
Sarah Shuler  <i>resigned</i>	12/31/2017	Erik Robinson	Ratify appointment by Commissioner Dailey for a two-year term ending 12/31/2019
Lillie Ann Brown  <i>has served 1 term</i>	12/31/2017	Lillie Ann Brown	Ratify reappointment by Commissioner Desloge for a two-year term ending 12/31/2019
Julie Lovelace  <i>termed out has served 3 terms</i>	12/31/2017	Justin Moro	Ratify appointment by Commissioner Jackson for a two-year term ending 12/31/2019
Pamala Doffek  <i>termed out has served 3 terms</i>	12/31/2017	Gale Workman	Ratify appointment by Commissioner Lindley for a two-year term ending 12/31/2019

**Options:**

1. Ratify individual Commissioner appointments of citizens to the Library Advisory Board for two-year terms ending December 31, 2019:
  - a. Commissioner Dailey appoints Erik Robinson
  - b. Commissioner Desloge reappoints Lillie Anne Brown
  - c. Commissioner Jackson appoints Justin Moro
  - d. Commissioner Lindley appoints Gale Workman
2. Board direction.

**Recommendation:**

Option #1 a-d.

**Attachments:**

1. Shuler resignation email
2. Brown reappointment email

**From:** Cay Hohmeister  
**To:** Long, Vince; Smach, Mary  
**Date:** 10/3/2017 2:26 PM  
**Subject:** Re: Fwd: Resignation from Leon County Library Advisory Board

Thank you, Vince. Sarah Shuler was a very good Advisory Board member, and I was sorry that she decided that she couldn't continue because of work conflicts.

Cay

Cay Hohmeister  
Director  
LeRoy Collins Leon County Public Library System  
200 W. Park Avenue  
Tallahassee, FL 32301  
(850) 606-2665  
"People Focused, Performance Driven"

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<http://www.leoncountyfl.gov/library/>

Please note that under Florida's Public Records Law, most written communications to or from county staff or officials regarding county business are public records available to the public and media upon request. Your e-mail communications may therefore be subject to public disclosure.

>>> Vince Long 10/3/2017 10:17 AM >>>  
FYI

Vincent Long, MPA, ICMA-CM  
County Administrator  
Leon County, FL  
850-606-5300  
[longv@leoncountyfl.gov](mailto:longv@leoncountyfl.gov)

>>> John Dailey 10/3/2017 10:04 AM >>>  
>>> Sarah Shuler <[fraucow@aol.com](mailto:fraucow@aol.com)> 10/1/2017 12:35 PM >>>

Dear Commissioner Dailey,

It is with sincere regret that I tender my resignation from the Leon County Library Advisory Board. While I have greatly enjoyed the chance to give back to my community and support the mission of the county library system, my employment obligations have made it next to impossible for me to serve on the Board. I think it's best for me to step down and allow an individual to replace me on the Board who would be better capable of giving of their time fully. I thank you for appointing me to this Board and giving me this opportunity to serve and learn. I look forward to finding ways to continue to serve the community well into the future.

Sincerely,  
Sarah Shuler  
850-274-9626

**From:** Cay Hohmeister  
**To:** Smach, Mary  
**Date:** 10/3/2017 3:18 PM  
**Subject:** Library Advisory Board re-appointment

Mary--

As we just talked about over the phone, Library Advisory Board member Lillie Anne Brown would be happy to be reappointed to the Library Advisory Board for another term.

She has been a good board member and was a great help with the African-American Read-In last February. She plans to help again this year.

thanks,

Cay

Cay Hohmeister  
Director  
LeRoy Collins Leon County Public Library System  
200 W. Park Avenue  
Tallahassee, FL 32301  
(850) 606-2665  
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**Leon County  
Board of County Commissioners**

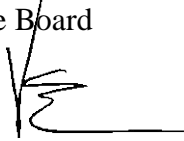
**Notes for Agenda Item #5**

# Leon County Board of County Commissioners

## Agenda Item #5

December 12, 2017

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

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

**Title:** Renaming of the Leon County Courthouse Annex in Honor of Retiring Circuit Judge Charles A. Francis

<b>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>	Maggie Theriot, Director Office of Resource Stewardship Andrew Johnson, Assistant to the County Administrator Sara Pratt, Management Intern

### **Statement of Issue:**

This agenda item seeks the Board's approval to rename the Leon County Courthouse Annex in honor of retiring Circuit Judge Charles A. Francis.

### **Fiscal Impact:**

This item has a fiscal impact. The maximum estimated cost of the signage is \$9,000 and funding is available in the general fund contingency account.

### **Staff Recommendation:**

- Option #1: Approve the renaming of the Leon County Courthouse Annex in honor of Circuit Judge Charles A. Francis.
- Option #2: Approve the Budget Amendment realigning \$9,000 from the general fund contingency account (Attachment #1).



## **Report and Discussion**

### **Background:**

At the November 14, 2017 Commission meeting, the Board directed staff to prepare an agenda item regarding the naming of the Leon County Courthouse Annex located at 1920 Thomasville Road in honor of Circuit Judge Charles A. Francis. In order to rename the Leon County Courthouse Annex, Policy No. 97-3, "Naming of County-Owned Facilities, Structures, Buildings, and Geographical Areas or Other Property" (Attachment #2) specifies that proposals for naming County-owned facilities may be named honoring well-known persons, provided that such persons are not serving in public office at the time of naming. If approved by the Board, the renaming of the Courthouse Annex shall take place after Circuit Judge Francis retires on March 31, 2018. Additionally, per the policy, the proposal must also be accompanied by background data, a resume, or fact sheet citing reasons for the renaming nomination which is included as Attachment #3.

### **Analysis:**

Circuit Judge Charles A. Francis has served the Leon County community for eighteen years on the Second Circuit Court of Florida and won election in 2002, 2008, and 2014 after initial appointment by Governor Jeb Bush in 1999. Elected to Chief Judge five times serving for a total of twelve years, Circuit Judge Francis had the longest tenure as Chief Judge in the Second Circuit's 149 year history. During his career Circuit Judge Francis became highly regarded as a leader, serving as Vice Chair of the Trial Court Budget Commission, Chair of the Florida Courts Technology Commission, Chair of the Article V Technology Board, President of the Tallahassee Bar Association, member of the Board of Governors of Florida, and member of the Executive Committee of the Florida Conference of Circuit Court Judges. Circuit Judge Francis has been the recipient of numerous awards, including the Jack McLean Champion for Legal Services Award and the Tallahassee Bar Association's inaugural Lifetime Professionalism Award. He has achieved recognition as one of the "A Team" contributors towards legislation implementing Revision 7 to Article V in 2004 that defined Florida's current court system funding. Personally connected to the Leon County Courthouse Annex, Circuit Judge Francis' was instrumental in advocating for the expansion of the courthouse activities on Thomasville Road through the renovation of the building after severe damage almost resulted in its permanent closure.

Circuit Judge Francis has made Tallahassee his home for over 50 years. He earned his bachelor's degree from Florida State University in 1969 and graduated with honors from Florida State University's College of Law in 1972. Prior to serving on the Second Circuit Court of Florida, Circuit Judge Francis worked as a Florida Bar Board Certified Real Estate Attorney and a Certified Circuit Court Civil Mediator for twenty-seven years.

Title: Renaming of the Leon County Courthouse Annex in Honor of Retiring Circuit Judge Charles A. Francis

December 12, 2017

Page 3

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Should the Board decide to honor Circuit Judge Charles A. Francis' years of public service, funds are available in the general fund contingency account for the related signage associated with the renaming of the Leon County Courthouse Annex Building (Attachment #1). The maximum estimated cost for the signage is \$9,000.

**Options:**

1. Approve the renaming of the County Courthouse Annex Building in honor of Circuit Judge Charles A. Francis.
2. Approve the Budget Amendment realigning \$9,000 from the general fund contingency account (Attachment #1).
3. Do not approve the renaming of the County Courthouse Annex Building in honor of Circuit Judge Charles A. Francis.
4. Board direction.

**Recommendation:**

Options #1 and #2.

**Attachments:**

1. Budget Amendment and General Fund Contingency Statement
2. Policy No. 97-3
3. Circuit Judge Charles A. Francis Fact Sheet

**FISCAL YEAR 2017/2018  
BUDGET AMENDMENT REQUEST**

No: BAB18007  
Date: 12/1/2017

Agenda Item No: \_\_\_\_\_  
Agenda Item Date: 12/12/2017

County Administrator

Deputy County Administrator

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

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

**Request Detail:**

**Revenues**

<i>Fund</i>	<i>Org</i>	<i>Account Information</i>		<i>Title</i>	<i>Current Budget</i>	<i>Change</i>	<i>Adjusted Budget</i>
		<i>Acct</i>	<i>Prog</i>				

Subtotal: -

**Expenditures**

<i>Fund</i>	<i>Org</i>	<i>Account Information</i>		<i>Title</i>	<i>Current Budget</i>	<i>Change</i>	<i>Adjusted Budget</i>
		<i>Acct</i>	<i>Prog</i>				

001	990	59900	599	Other Non-Operating Uses	198,900	(9,000)	189,900
001	150	54900	519	Other Current Charges & Obligations	-	9,000	9,000

Subtotal: -

**Purpose of Request:**

This budget amendment realigns \$9,000 in general fund contingency to pay for the signage associated with the renaming of the Leon County Courthouse Annex in honor of retiring Chief Judge Charles A. Francis.

\_\_\_\_\_  
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 2017/18)				
		GENERAL FUND 001-990-59900-599		Beginning Balance: <b>\$200,000.00</b>
No.	APPROVAL DATE	AGENDA DATE	AMENDMENT TITLE	BALANCE
1		14-Nov-17	Installation of a Historical Marker at the Leon County Fairgrounds	\$1,100
2		<i>12-Dec-17</i>	<i>Renaming of the Leon County Courthouse Annex in Honor of Retiring Circuit Judge Charles A. Francis</i>	<i>\$9,000</i>
3				
4				
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25				
<i>Bold, Italic items are pending Board Approval</i>				
<b>USAGE TO DATE (TOTAL AMENDMENTS)</b>				<b><u><u>\$10,100.00</u></u></b>
<b>ENDING BALANCE</b>				<b>189,900.00</b>
<b>END BALANCE AS % OF BEGIN BALANCE</b>				<b>95%</b>
<b>USAGE BALANCE AS % OF BEGIN BALANCE</b>				<b>5%</b>

# Board of County Commissioners Leon County, Florida

## Policy No. 97- 3

Title: Naming of County-Owned Facilities, Structures, Buildings, Geographical Areas or Other Property and Sponsorship of Park Furnishings and Trees at a County-owned Park and Recreation Facility

Date Adopted: May 28, 2013

Effective Date: May 29, 2013

Reference: N/A

Policy Superseded: Policy No. 97-3, "Naming of County-Owned Facilities, Structures, Buildings, Geographical Ares or Other Property" adopted April 8, 1997

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It shall be the policy of the Board of County Commissioners of Leon County, Florida, that proposed names for County- owned facilities, buildings, structures, geographical areas or other property, with the exception of Park Furnishings and Trees at a County-owned park and recreation facility paid for through private donations as described herein, must be submitted to the Board of County Commissioners for approval and official designation. Such proposed name shall be in writing and shall be accompanied by background data, a resume or fact sheet citing reasons for the nomination.

Areas, sections, facilities, structures, and buildings within County-owned property may be named differently from each other and that of the overall tract. Such areas, sections, structures, facilities, and buildings may be named honoring well-known persons, provided that such persons are not serving in public office at the time of naming.

The placement of displays on any County-owned property, structures, buildings or geographic areas that commemorate or honor elected officials, past or present, shall be solely determined by the Board of County Commissioners.

When the Commission finds that it would be inappropriate to name a County area, structure, or facility in its entirety in honor of an individual, it may place a plaque or other marker at an appropriate location within the area or property whereby the names of individuals may be placed in recognition of their contributions to the County.

When appropriate, County-owned facilities, structures, buildings, properties, or geographical areas may be renamed. The procedure for doing so shall be the same as for originally naming such County-owned property.

**Policy 97-3****Naming of County-owned Facilities, Structures, Buildings, Geographical Areas or Other Property and Sponsorship of Park Furnishings and Trees at a County-owned Park and Recreation Facility**

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**Park Furnishings and Park Amenities**

Individual persons and not-for-profit organizations that meet the qualification criteria identified herein (“Donors”) can honor or memorialize individual persons or not-for-profit organizations that meet the criteria identified herein (“Honoree”) through the sponsorship of approved park benches and other amenities (“Park Furnishings”) and Trees (collectively, “Park Furnishings and Trees”) for County’s installation at an approved County-owned park and recreational facility, as follows:

1. The County Administrator will provide and maintain a list and description of approved Park Furnishings and Trees available for sponsorship and approved recognition elements that will accompany the sponsored Park Furnishings and Trees (“Plaques”) (collectively, “Shopping List”). General aesthetic and safety standards, anticipated maintenance requirements, architectural and natural elements applicable to a specific park or recreational facility, as well as other standards that the County Administrator deems appropriate, will be considered in the development of the Shopping List. Plaques will only include prescribed, allowed language from which the Donor will select at the time the Donor completes the Sponsorship Form, and the Donor’s and Honoree’s names.
2. The County Administrator has the right to alter the make and model of Park Furnishings and Plaques that are on the Shopping List, and to limit the installation of specific Park Furnishings and Trees to certain County-owned parks and recreational facilities.
3. Sponsorships are limited to only those items on the Shopping List. Plaques are recognition elements that accompany sponsored Park Furnishings and Trees, and Plaques may not be separately sponsored.
4. The County Administrator will provide a Sponsorship Form that will include the cost for sponsoring the Park Furnishings and Trees that are available for sponsorship (“Sponsorship Cost”) and the County-owned park and recreational facilities from which the Donor may select for installation of the sponsored Park Furnishings and Trees.
5. Sponsorship Cost will be established with the intent that the Donor pay the full cost of the Park Furnishings and Trees that the Donor is sponsoring, plus the cost the accompanying Plaque, and may include a discretionary administrative fee for coordination and installation.
6. The Shopping List and Sponsorship Form will be made available to the public online at the County’s website and at the County’s Parks and Recreation Department.
7. To qualify as a Donor, the Donor must be:
  - a. A person who resides in Leon County, Florida at the time of requested sponsorship or a person who has resided in Leon County, Florida within the five years immediately preceding the requested sponsorship; or
  - b. A not-for-profit organization with a lawful address within Leon County, Florida; or
  - c. An organized sports team, located within Leon County, Florida, that achieved recognized success at a local, regional, state, and/or national level.

**Policy 97-3**

**Naming of County-owned Facilities, Structures, Buildings, Geographical Areas or Other Property and Sponsorship of Park Furnishings and Trees at a County-owned Park and Recreation Facility**

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8. To qualify as an Honoree, the Honoree must be:
  - a. A person who resides in Leon County, Florida at the time of requested sponsorship or a person who has resided in Leon County, Florida within the five years immediately preceding the requested sponsorship; or
  - b. A not-for-profit organization with a lawful address within Leon County, Florida; or
  - c. An organized sports team, located within Leon County, Florida, that achieved recognized success at a local, regional, state and/or national level; or
  - d. A person who served with honor in the armed forces of the United States of America.
9. All sponsorships must be made by a qualified Donor in recognition of a qualified Honoree as described herein. A Sponsorship Form prepared by or on the behalf of someone who does not meet the criteria to be a Donor will be denied, and a Sponsorship Form completed to request recognition of someone who does not meet the criteria to be an Honoree would be denied.
10. Unless otherwise agreed to by the County Administrator, the Honoree must agree in writing to the sponsorship, or if the Honoree is deceased, a family member of the Honoree must agree in writing to the sponsorship. As used in this section, “family” is limited to the Honoree’s son, daughter, parent, grandparent, sister, and brother.
11. The Donor must complete and submit the Sponsorship Form, along with a check made payable to Leon County in the amount of the full Sponsorship Cost, to the County as directed on the Sponsorship Form. In completing the Sponsorship Form, the Donor will: select the Park Furnishings and Trees they are sponsoring; provide requisite information for the completion of the Plaque from the prescribed, allowed language selection; select the County-owned park or recreational facility where the sponsored Park Furnishings and Trees and accompanying Plaque will be installed by the County; identify the Donor’s address and contact information; identify the Honoree’s address and contact information if the Honoree is alive, or the Honoree’s family member’s address and contact information if the Honoree is deceased; stipulate the criteria by which the Donor and Honoree qualify; and provide written agreement from the Honoree, or if the Honoree is deceased, from a member of the Honoree’s family, as described hereinabove.
12. The County will purchase, install, and be the sole owner of all sponsored Park Furnishings and Trees and Plaques.
13. The County may delay planting of Trees until the County deems that the weather is appropriate to best assure the Tree’s survival.
14. The Plaque will be affixed to, or installed in close proximity to, the sponsored Park Furnishings or Trees. Placement of Plaques will vary depending upon the Park Furnishings or Trees selected and location.

**Policy 97-3****Naming of County-owned Facilities, Structures, Buildings, Geographical Areas or Other Property and Sponsorship of Park Furnishings and Trees at a County-owned Park and Recreation Facility**

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15. The County will send a photo of the installed Park Furnishings and Trees and Plaque to the Donor, at the physical address or e-mail address the Donor provided on the Sponsorship Form.
16. The County is not responsible for replacing Trees that have become diseased, or for replacing Park Furnishings, Trees, or Plaques that have been damaged, stolen, or removed for reasons deemed by the County to be in the public interest.
17. Park Furnishings, Trees, and Plaques may be removed, at the discretion of the County, at the end of their safe, useful life.
18. The County may relocate Park Furnishings, Trees, and Plaques.

The County Administrator, or his or her designee, will notify the Donor of the County's receipt of the Sponsorship Form and whether their sponsorship request has been approved or denied.

*Revised May 28, 2013*



## Circuit Judge Charles A. Francis

### Fact Sheet

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- Judge Francis was instrumental in preserving the Leon County Court Annex on Thomasville Road as a courthouse, after severe damage almost caused its permanent closure.
  - Judge Francis believed the “people’s court” – landlord-tenant, small claims, and traffic court – should be easily accessible to the people it served.
  - A Florida native, Judge Francis made Tallahassee his home for over 50 years.
  - Judge Francis graduated from Florida State University with a Bachelor of Arts in Government and Juris Doctor with Honors.
  - Judge Francis practiced law in this community for 27 years before joining the bench.
- 
- Judge Francis was a member of The Florida Bar Board of Governors, and has received numerous accolades from the legal community, to include presentation of the Distinguished Judicial Service Award by the Florida Supreme Court.
  - Judge Francis was first appointed circuit judge in 1999, and won election in 2002, 2008, and 2014.
  - Judge Francis always held a Leon County judicial assignment.
  - Judge Francis was one of the “A Team” contributors towards legislation implementing Revision 7 to Article V in 2004 that defined Florida’s current court system funding.
  - Judge Francis served twelve years as Chief Judge, the longest tenure in the Second Circuit’s 149 year history, and was elected unanimously by his peers five times.
  - Judge Francis retires on March 31, 2018.


**Leon County  
Board of County Commissioners**

**Notes for Agenda Item #6**

# Leon County Board of County Commissioners

## Agenda Item #6

December 12, 2017

**To:** Honorable Chairman and Members of the Board  
**From:** Vincent S. Long, County Administrator   
**Title:** 2018 U.S. Department of Justice Assistance Grants

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

### **Statement of Issue:**

This agenda item seeks Board approval to execute a Agreement with the City of Tallahassee and Leon County Sheriff's Office for the distribution of U.S. Department of Justice grant funds. This item also seeks Board authorization to submit an application for additional Department of Justice grant funds administered through the Florida Department of Law Enforcement.

### **Fiscal Impact:**

This item has no fiscal impact. This grant funding was contemplated in the FY 2018 adopted budget and does not require matching funds.

### **Staff Recommendation:**

- Option #1: Approve the Agreement with the City of Tallahassee and the Leon County Sheriff's Office for the distribution of \$153, 463 in grant funds from the U.S. Department of Justice and authorize the County Administrator to execute (Attachment #1).
- Option #2: Authorize staff to submit an application to the Florida Department of Law Enforcement for the U.S. Department of Justice grant funds.

## Report and Discussion

### Background:

For more than 15 years the U.S. Department of Justice (DOJ) has awarded Justice Assistance Grant (JAG) funding to Leon County and the City of Tallahassee to support a range of criminal justice program areas including, but not limited to law enforcement, crime prevention and education and mental health programs. These funds are awarded by two methods: One set of funds are available directly from DOJ and disbursed to local governments. The other funds are administered through the Florida Department of Law Enforcement (FDLE) and disbursed to local governments.

Historically, the Tallahassee Police Department (TPD) has submitted an application to the DOJ on behalf of County government and the Leon County Sheriff's Office (LCSO) for grant funding and entered into an Agreement with each agency to stipulate the use of the funds. DOJ has communicated that an award amount of \$153,463 will be available to the County and City for 2018 from the direct funded grant.

Leon County has traditionally submitted an application to FDLE to secure additional funding from DOJ that is administered through State government. In 2016, FDLE recommended that Leon County, LCSO, and TPD submit separate applications for the JAG funds administered through their agency. FDLE has submitted an application to DOJ to secure grant funds on behalf of all Florida counties; an award amount of \$103,328 is anticipated for the Leon County area. Of that total, Leon County is anticipated to receive \$38,356.

### Analysis:

The TPD will act as the administrative agency for the direct funds received from the DOJ. Each agency will share administrative responsibility for their portion of the grant funds received from the DOJ through FDLE. Staffs from Leon County, LCSO, and TPD propose the distribution of total funds received as illustrated in Table #1.

*Table #1: Proposed distribution of JAG Funds*

<b>2018 U.S. Department of Justice JAG Grants</b>			
Agency	Direct Funding from DOJ	Funding from DOJ through FDLE	Total Funding
Leon County	\$0	\$38,356	\$38,356
Leon County Sheriff's Office	\$41,731	\$32,486	\$74,217
City of Tallahassee	\$70,000	\$0	\$70,000
Tallahassee Police Department	\$41,732	\$32,486	\$74,218
<b>Total Funding</b>	<b><sup>1</sup>\$153,463</b>	<b>\$103,328</b>	<b>\$256,791</b>

<sup>1</sup>The Agreement with Leon County, LCSO and the City outlines the proposed use of these funds.

The proposed use by each agency of the total DOJ funds is as follows:

***Leon County***

- ***For the Leon County Drug and Alcohol Testing Division*** Drug and Alcohol Testing equipment and laboratory services
- Partial funding for one FTE to provide on-site drug and alcohol testing

***Leon County Sheriff's Office***

- Equipment and Components for a Real Time Crime Center (computer workstations, monitors, video equipment, televisions, radios, printer, miscellaneous, furniture, and other related equipment)
- Training Facility Equipment (projector, screen, and related media)
- Dive Team Equipment

***City of Tallahassee***

***For DISC Village for the Juvenile Assessment Center Booking Unit***

- Criminal booking for all arrested juveniles
- Screenings for appropriate social/human services referral
- Civil Citation Program coordination

***Tallahassee Police Department***

- 3D Laser Scanner System with computer
- Safety Equipment (cameras, storage, and related software and accessories)

The County, LCSO and TPD enter into an Agreement which stipulates how the direct funds from the DOJ will be distributed among the agencies (Attachment #1).

**Options:**

1. Approve the Agreement with the City of Tallahassee and the Leon County Sheriff's Office for the distribution of \$153,463 in grant funds from the U.S. Department of Justice and authorize the County Administrator to execute (Attachment #1).
2. Authorize staff to submit an application to the Florida Department of Law Enforcement for the U.S. Department of Justice grant funds.
3. Do not approve the Agreement with the City of Tallahassee and the Leon County Sheriff's Office.
4. Do not authorize staff to submit an application to the Florida Department of Law Enforcement for the U.S. Department of Justice grant funds.
5. Board direction.

**Recommendation:**

Options #1 and #2.

**Attachment:**

1. Agreement with the City of Tallahassee and the Leon County Sheriff's Office

## AGREEMENT

This Agreement is entered into this \_\_\_\_ day of \_\_\_\_\_, 2017, by and between the City of Tallahassee, a Florida municipal corporation, hereinafter referred to as the CITY, Leon County, a charter county and political subdivision of the State of Florida, hereafter referred to as the COUNTY, and the Leon County Sheriff's Office, hereinafter referred to as LCSO.

WHEREAS, the CITY and COUNTY have applied for and expect to receive an award of funds from a Justice Assistance Grant, hereinafter referred to as JAG, based on Grant Application 2017-H2725-FL-DJ, which was authorized for funding by the U. S. Department of Justice; and

WHEREAS, the CITY and COUNTY, following JAG program requirements, have approved the allocation of the approved grant award in the amount of \$153,463; and

WHEREAS, the CITY and COUNTY find that the division of responsibilities for the performance of this Agreement is in the best interests of both parties and that the division of costs fairly compensates each party.

NOW, THEREFORE, for valuable consideration and mutual promises between the parties hereto, it is agreed as follows:

### 1. Program Coordination and Funding Allocation

The CITY agrees to act as the administrative agency for the FY17 JAG. In this capacity, the CITY will receive all funding from the U.S. Department of Justice and be responsible for completing and submitting all financial and performance reports required by the JAG program.

In recognition of the CITY's agreement to act as the FY17 JAG administrative agency, both the CITY and the COUNTY agree that all interest earnings generated through the FY17 JAG award will be allocated to the CITY.

Funds awarded pursuant to JAG Grant Application 2017-H2725-FL-DJ will be allocated as follows:

<b>PROGRAM</b>	<b>FEDERAL FUNDING</b>
<b>DISC Village, Inc.</b>	
Juvenile Assessment Center Booking Unit	\$70,000
<b>City of Tallahassee</b>	
Law Enforcement Equipment	\$41,732
<b>Leon County</b>	
Law Enforcement Equipment	\$41,731
<b>Total</b>	<b>\$153,463</b>

**GMS Application: 2017-H2725-FL-DJ**

Funding for the designated programs will be used to accomplish the following:

- *Juvenile Assessment Center Booking Unit* – DISC Village, Inc. will utilize JAG award funds to support salary and benefit expenses for the Juvenile Assessment Center. (\$70,000)
- *City of Tallahassee* –Tallahassee Police Department will utilize JAG award funds to purchase a 3D Laser Scanner System with computer (\$41,732).
- *Leon County* –Leon County Sheriff's Office will utilize JAG award funds to purchase equipment and components for a real time crime center (\$41,731).

**2. Time of Performance**

This Agreement will be effective from October 1, 2017, through September 30, 2020.

**3. Amount and Method of Payment**

The CITY agrees to establish an interest bearing trust fund for the deposit of JAG funds and will ensure that funds from any award under the JAG are not commingled with funds from any other source.

The CITY agrees to reimburse LCSO the sum of \$41,731. The CITY agrees to reimburse LCSO within twenty (20) working days after receipt of a reimbursement request. LCSO shall submit all reimbursement requests to the Tallahassee Police Department no later than ninety (90) calendar days prior to the end of this Agreement. Said requests shall contain a detailed description of each line item expenditure incurred during the Agreement's Time of Performance, shall be accompanied by supporting documentation, and shall be signed by the appropriate authorized representative.

The CITY reserves the right to deny approval of a reimbursement request, or any portion thereof, if the request is inconsistent with the type of expenditure listed in Paragraph 1, Program Coordination and Funding Allocation, if documentation in support of the expenditure is insufficient, or if the amount requested exceeds the amount of funds budgeted.

**4. Special Conditions**

In accordance with the provisions of this grant award pursuant to Grant Application 2017-H2725-FL-DJ, the CITY, the COUNTY, and LCSO shall comply with all terms, conditions, and procedures of any special condition(s) included as part of the grant award, as required by the U.S. Department of Justice and the JAG program.

**5. Records and Reporting**

The CITY shall be required to maintain books, records, documents, and other evidence and accounting procedures and practices sufficient to reflect properly all amounts received and expended by the CITY. The CITY's records shall be subject to review by the U.S. Department of Justice as stipulated in the provisions of the JAG grant award.

**GMS Application: 2017-H2725-FL-DJ**

LCSO shall maintain books, records, documents, and other evidence and accounting procedures and practices sufficient to reflect properly all amounts received and expended by them under this Agreement. LCSO's records referred to in the preceding sentence shall be subject to inspection by the CITY, or its designee, at all reasonable times. LCSO shall preserve and make the above-referenced records available to the CITY, if requested, for a minimum of three (3) years following the closure of the CITY's most recent audit report of JAG funds received pursuant to Grant Application 2017-H2725-FL-DJ.

LCSO shall include a programmatic report with each reimbursement request. The programmatic reports shall reflect the progress made during the reporting period toward accomplishing the goals outlined in Paragraph 1 of this Agreement.

The CITY shall submit programmatic and financial reports to the U.S. Department of Justice in accordance with JAG grant provisions.

**6. Audit Requirements**

The parties shall be subject to audit requirements per the grant awarded by the U.S. Department of Justice subsequent to Grant Application 2017-H2725-FL-DJ.

If the COUNTY or LCSO expends less than \$750,000 in a fiscal year from CITY awards, it is exempt from CITY audit requirements for that year. If the COUNTY or LCSO expends \$750,000 or more in a fiscal year from CITY, State, and Federal awards, an independent public accountant shall be employed to conduct a financial compliance audit of its records. In addition to the above, the COUNTY and LCSO shall provide the Tallahassee Police Department and the City Auditor, for their review, a copy of any audit received as a result of the COUNTY's or LCSO's policy; 2 C.F.R Part 200, subpart F; or Section 215.97, Florida Statutes, relating to the expenditure of state awards under the Florida Single Audit Act. Such audits shall include or be accompanied by any applicable audit management letter issued and all applicable responses to the auditor's findings and recommendations. All audits shall be submitted to the Tallahassee Police Department and the City Auditor within 30 days of receipt of each issued report.

The CITY reserves the right to conduct a financial or program audit of all records related to this Agreement. An audit by the CITY, as referenced above, may encompass an examination of all financial transactions, all accounts and reports, as well as an evaluation of compliance with the terms and conditions of this Agreement.

**7. Amendments**

The CITY, the COUNTY, and LCSO may desire changes in the scope of work or services to be provided under this Agreement. Such changes, including any increases or decreases in funding which are mutually agreed upon, shall be incorporated in written amendments to this Agreement. Only such written amendments shall be valid and binding on the parties.



**GMS Application: 2017-H2725-FL-DJ**

**8. Termination**

This Agreement may not be terminated by any party after it has been submitted to the U. S. Department of Justice as part of JAG Grant Application 2017-H2725-FL-DJ.

**9. Assignment and Binding Effect**

The COUNTY or LCSO shall not assign, transfer, or otherwise convey any interest in this Agreement without the prior written consent of all parties to this Agreement. The CITY, the COUNTY, and LCSO each bind itself and its partners, successors, legal representatives, and assigns to such other party, in respect to all covenants of this Agreement.

**10. Attorney Fees**

Nothing in this Agreement shall be construed to deny any party the right to seek any remedies that may be available to that party, at law or in equity, including but not limited to awards of court costs and attorney fees, in order to enforce the terms of this Agreement or to recover damages as a result of a breach of this Agreement.

**11. Indemnification**

To the extent permitted by law, each party hereto agrees that it shall be solely responsible for the negligent and wrongful acts of its employees, officers and agents. However, nothing shall constitute a waiver by either party of its sovereign immunity and the limitations set forth in Section 768.28, Florida Statutes. The liability of the parties, as set forth in this paragraph, is intended to be consistent with limitations of state law, including the state's waiver of sovereign immunity pursuant to Section 768.28, Florida Statutes, and no obligation imposed hereby shall be deemed to alter said waiver or to extend the liability of the parties beyond such limits.

(this space intentionally left blank)

**GMS Application: 2017-H2725-FL-DJ**

IN WITNESS THEREOF, the CITY, the COUNTY, and LCSO have executed this Agreement as of the date first above written.

CITY OF TALLAHASSEE

LEON COUNTY

LEON COUNTY  
SHERIFF'S OFFICE

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Ricardo Fernandez  
City Manager

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Vincent S. Long  
County Administrator

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Walter McNeil  
Sheriff

ATTEST:

ATTEST:

ATTEST:

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James O. Cooke, IV  
City Treasurer-Clerk

---

Robert B. Inzer  
Clerk of the Court

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David Folsom  
Chief of Staff

APPROVED AS TO FORM

APPROVED AS TO FORM:

APPROVED AS TO FORM

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Lewis E. Shelley, Esq.  
City Attorney

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Herbert W. A. Thiele, Esq.  
County Attorney

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James Pimentel  
Legal Advisor

**Leon County  
Board of County Commissioners**


**Notes for Agenda Item #7**

# Leon County Board of County Commissioners

## Agenda Item #7

December 12, 2017

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

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

**Title:** Community Human Services Partnerships Memorandum of Understanding with the City of Tallahassee and the Repeal of Policy No. 01-04 "Human Services Grant Review Committee"

<b>Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Wanda Hunter, Assistant County Administrator Shington Lamy, Director, Human Services and Community Partnerships
<b>Lead Staff/ Project Team:</b>	Felisa Barnes, Financial Compliance Manager Tiffany Y. Harris, Health and Human Services Coordinator Tiffany Robinson, Human Services Analyst

### **Statement of Issue:**

This agenda item seeks Board approval of a Memorandum of Understanding with the City of Tallahassee on the Community Human Services Partnership. The item also requests the Board repeal Policy No. 01-04 "Human Services Grant Review Committee" which would in effect dissolve the Leon County Human Service Grant Review Committee. In lieu of the Human Services Grant Review Committee, the role of the Citizens Review Teams will be enhanced to perform this function.

### **Fiscal Impact:**

This item has no fiscal impact to the County.

### **Staff Recommendations:**

Option # 1: Approve the Memorandum of Understanding with the City of Tallahassee on the Community Human Services Partnership and authorize the County Administrator to execute upon the City of Tallahassee's approval of the Memorandum of Understanding.

Option #2: Approve the dissolution of the Leon County Human Services Grant Committee and repeal Policy No. 01-04 "Human Services Grant Review Committee".

Title: Community Human Services Partnerships Memorandum of Understanding with the City of Tallahassee and the Repeal of Policy No. 01-04 "Human Services Grant Review Committee"

December 12, 2017

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## **Report and Discussion**

### **Background:**

In 1997, Leon County, the City of Tallahassee, and the United Way of the Big Bend joined together to form the Community Human Service Partnership (CHSP) to serve as a unified funding distribution process for human service agencies. The CHSP collaboration allows the public funding partners to better address the human service needs of Leon County. By developing a consolidated application, evaluation and funding process, CHSP reduced the amount of time and effort which human service agencies had to invest in applying to the funding partners independently and strengthened the coordination and collaboration among the program participants.

Since inception of the CHSP, the County has continued to improve and enhance the process. This includes establishing the funding levels in March of each year so that the anticipated allocation is known prior to the start of the agency evaluations; offering training and workshop for volunteers and agencies that want to participate in the process; and the adoption of a more efficient online application with a database capable of retaining historical data. Feedback provided by the volunteers and agency representatives has been positive and by all accounts this model has worked well for Leon County.

In August 2016, the United Way of the Big Bend (UWBB) notified the County and City of Tallahassee (City) that effective FY 2019, they will disengage from the Community Human Services Partnership and implement an independent evaluation and funding process. Subsequent to the UWBB decision, on September 13, 2016, the Board directed staff to work with the City to revise the CHSP process by identifying opportunities for further enhancements and draft a Memorandum of Understanding (MOU) that memorializes the mutual commitment to the CHSP and also considers a multi-year funding model.

Staff met with the CHSP agencies and reviewed funding models used by agencies that provide public funding to human services agencies to develop a multi-year funding model. Multi-year funding reduces the amount of time agencies are required to invest in applying for CHSP funds and allows for long range planning. On October 10, 2017, the Board approved the implementation of a two-year application and funding process to commence in FY 2019 and directed staff to incorporate the modifications into the MOU.

This MOU with the City on the CHSP process is essential to the following FY 2017-FY 2021 Strategic Initiative that the Board approved at the January 24, 2017 meeting:

- 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)

This particular Strategic Initiative aligns with the Board's Quality of Life Strategic Priority:

- (Q4) Support and promote access to basic and welfare services to our community members most in need.

Title: Community Human Services Partnerships Memorandum of Understanding with the City of Tallahassee and the Repeal of Policy No. 01-04 "Human Services Grant Review Committee"

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### **Analysis:**

Over the past year, County staff has engaged with the City to ensure a smooth transition upon UWBB's withdrawal. County and City staff conducted 12 meetings and gathered input from the United Partners for Human Services (UPHS), UWBB, the Leon County Human Services Grant Review Committee (HSGRC), Citizen Review Team members and CHSP agencies to identify enhancements to the CHSP process. The feedback provided through these meetings and listening sessions was instrumental in the development of the proposed MOU (Attachment #1).

### **Proposed MOU**

The proposed MOU serves the following specific purposes:

- Memorializes the County and City's continued support and commitment to the CHSP;
- Defines the roles and responsibilities of the County and City Commissions, citizens serving on the Citizen Review Teams, and County and City staff;
- Includes policies adopted by the County and City Commissions for the CHSP (e.g. eligible organizations, the CHSP funding categories, two-year funding cycle, etc.); and,
- Establishes a timeline for review of the CHSP funding categories by the County and City Commissions.

The MOU provides policy direction for the CHSP process. A major source document used to develop the MOU was the CHSP Program Description Manual (CHSP Manual). The CHSP Manual is provided to agencies that apply for funding and to citizens who serve on Citizen Review Teams (Attachment #2). Since the MOU is intended to provide broad policy direction, specific details of the CHSP process will need to be revised or developed by County and City staff and incorporated into the CHSP Manual. Staff will continue to seek input from CHSP agencies and Citizen Review Team members as they revise the current procedural document which is referenced throughout the MOU.

The proposed MOU is formatted into ten sections. Following is an analysis of each of the ten MOU sections.

### *Goals and Objectives*

As outlined in the MOU, the goals and objectives of the CHSP are comprehensive. In summary, these elements serve to establish a unified and autonomous process for evaluating and funding human services in Tallahassee-Leon County.

### *Funding by the Governing Bodies*

This section of the MOU defines the role of the County and City Commissions in the CHSP process. The County and City Commissions establish the funding cycle, funding allocation, and ultimately approve the contracts which identify the amount awarded to each human services agency. As previously mentioned, the Board approved a two-year funding cycle which will commence with the FY 2019 funding allocation. CHSP funding awards will be subject to annual

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budget appropriations by the County and City Commissions, respectively. According to the County's fiscal policy and discretionary funding ordinance, prior to March 31 of each year, the Board establishes the funding level for the upcoming fiscal year. By establishing a two-year CHSP funding cycle, the County and City Commissions would set the CHSP funding level every other year. For example, prior to March 31, 2018, the Commissions would establish the CHSP funding levels for FY 2019. The allocation for FY 2020 would mirror the FY 2019 allocation contingent upon Board approval of the annual budget.

Following the recommendations of the Citizen Review Teams, the County and City Commissions would give final approval of the agency allocations for the two-year period and their biennial contracts. The recommendations and contracts would be presented to the respective Commissions in September.

#### *Administration*

The MOU outlines the administration of CHSP as a joint function of the County and City. The County and City have designated staff assigned solely to support the CHSP process by providing training for human services agencies through the application process, serving as an information resources to the Citizen Review Teams during the evaluation process, and managing the County and City contracts with the agencies. As previously mentioned, the MOU directs the County Administrator and City Manager to develop and maintain procedures for the day-to-day operation of the CHSP. Items addressed in the procedures would include requirements of CHSP agencies, requirements of Citizen Review Team members, the application process, the evaluation process, and the funding appeals process. The revision and development of the procedures is already underway and recommended changes will be in place prior to application period which is set to begin in January 2018.

Additionally, the MOU codifies the use of the online automated application process. The online system, also known as the CHSP Portal, is used by human services agencies to apply for funding, citizens who want to apply to serve on a Citizen Review Teams, and serves as a distribution point for CHSP information such as application deadlines and mandatory workshop and training dates. Agencies are now required to submit quarterly reports through an automated system on the CHSP Portal to provide an efficient process for data collections such as the number of clients served and demographic data such as gender, age, disability (if applicable) and zip code.

#### *Human Services Categories*

As previously stated, the focus of CHSP is to fund direct service programs that are administered by human services agencies in Tallahassee-Leon County. Since the inception of CHSP, the programs funded have been assigned to human services categories based on the type of service provided. The MOU would codify the current ten categories for the initial two-year funding period which are as follows:

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1. Children's Services
2. Community Support Services
3. Services for Persons with Disabilities
4. Basic Needs and Emergency Services
5. Family Support Services
6. Physical Health Services
7. Senior Services
8. Youth Recreation and Character Building Services
9. Youth Education Services
10. Promise Zone (City only)

The Promise Zone category was established by the City during the FY 2016 funding cycle as a category for agency programs that provide direct services to residents of the low-income neighborhoods including South City, Frenchtown, Bond, and Providence. The Promise Zone category is funded exclusively by the City.

With the exception of the Promise Zone, the categories have been in place for 20 years. During the course of meetings with CHSP agencies over the past year, the agencies by consensus have recommended and requested that the current categories be re-evaluated. A review of the human services categories would be conducted in coordination and collaboration with CHSP agencies, Citizen Review Team members, UPHS, UWBB, and other local human services partners. In order to determine whether the categories are meeting the areas of highest human service needs. Relevant statistical and demographic data would be utilized including the local census data, the quarterly reports submitted through the CHSP Portal by the CHSP agencies, and existing human services and community reports such as the UWBB Asset Limited, Income Constrained, Employed (ALICE) Report.

Any proposed revisions to the human services categories or funding allocation for each category would be presented to the respective County and City Commissions by September 2019. This would provide staff adequate time to make modifications to the CHSP process prior to the start of a new two-year CHSP cycle.

#### *Requirement for Agency Participation in CHSP*

Under the MOU, CHSP funding would continue to be available to only those not-for-profit agency programs that provide direct human services. Specific legal requirements such as registration as a 501(c) (3) with the U.S. Department of Treasury, non-profit corporation with the Florida Department of State, and proof of liability insurance would be incorporated into the procedures developed by the County Administrator and City Manager. Additionally, agencies would continue to be required to participate in mandatory workshops, submit applications through the CHSP Portal, and meet application deadlines.



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The current policy limits funding to new agencies to 7.5% of the total allocation in each human services category. For example, if 5 new agencies submitted applications and were awarded funding to provide a program for Children’s Services, the amount awarded to each agency could not exceed 7.5% of the total allocation for that category. In 2016, the County, City, UWBB defined a “new agency” as an organization that has not been awarded and/or received CHSP funding in the prior two funding cycles. This policy would be codified in the MOU.

*Citizen Review Teams and the Human Services Grant Review Committee*

Citizens play a critical role in the CHSP process. Citizens volunteer to serve on teams assigned to review agency applications, evaluate the agency’s presentation, and make funding recommendations. One Citizen Review Team is assigned to each human services category for a total of 10 teams. Each year, County and City staffs jointly recruit citizens to serve on the teams through advertisements in the local newspaper, the County and City’s respective websites, and the CHSP Portal. This year 120 citizens served on the Citizen Review Teams for the FY 2018 process. Staff assigns citizens to the teams based on their availability, skill set, and considers any conflict of interest implication that may result from servicing on any specific team. Staff also tries to ensure that the teams represent a cross section of the community. The MOU would codify the current practice that permits citizens who reside or work within Leon County to serve on a team. The MOU would continue to prohibit the heads of agencies seeking CHSP funding from serving on a Citizen Review Team.

County Policy No. 01-04 established the Human Services Grant Review Committee (HSGRC) (Attachment #3). The HSGRC is comprised of 14 citizens appointed by the County Commission (2 each Commissioner) for two-year terms. The members of the HSGRC were required to serve on a Citizen Review Team. Like Citizen Review Team members, HSGRC members also reviewed the applications, attended the agency presentations and made funding recommendations. The HSGRC members often served as leaders on Citizen Review Teams. Following the completion of the Citizens Review Teams’ work, the HSGRC would convene to discuss the process, review the funding recommendations, and share their input about the process and funding recommendations with staff. Staff would then prepare an agenda item for the Board’s consideration. Since the HSGRC was created, the HSGRC funding and process recommendations have mirrored those of the Citizen Review Teams.

The City and UWBB each had citizens committees similar to the County’s HSGRC. They also noted that the recommendations of their respective committees were no different than the recommendations received from the Citizen Review Teams. Subsequently, both agencies chose to dissolve their committees after assessing that the committees were, in essence performing the same function as the Citizens Review Teams. In light of these analyses, staff is recommending that the Board repeal Policy No. 01-04 which would in effect dissolve the HSGRC and eliminate a redundancy of functions within the CHSP process. In lieu of an HSGRC, the County and City Commissions would collectively appoint the members of the Citizens Review Teams. Staff would provide a list of recommended volunteers for appointment to each Citizens Review Team. Should the Board chose to dissolve the HSGRC, citizens who were appointed to the HSGRC may continue to serve on the Citizen Review Teams through the established process. Citizen

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Review Teams will participate in the feedback sessions that are conducted at the end of each funding cycle to provide input for future process improvements.

#### *Appeals Process*

The MOU documents the opportunity for agencies to appeal the funding recommendations made by the Citizen Review Teams. This policy will be incorporated into the procedures manual currently being developed by the County Administrator and the City Manager. Currently, an agency may appeal the funding recommendations to a CHSP Appeals Committee. The Appeals Committee is comprised of Citizen Review Team Leaders. However, appeals are only considered if an agency can provide documented evidence that their funding request was reduced or denied due to gross misconduct, error, or misinterpretation by the Citizen Review Team.

The CHSP Manual would also include a process for agencies that wish to appeal staff recommendations for the reduction or elimination of funding. Under the two-year funding process, programs that do not meet their outcome goals in the first year of the biennial contract would be subject to a reduction or elimination of funding in the second year. Following a contract compliance review at the end of the first year, staff would determine whether programs met the contractual obligations. Programs that did not meet the terms of the contract, including stated program goals would be provided a written notification of findings and staff's intent to reduce or eliminate program funding in the upcoming (second) year. If the agency disagrees with staff's findings, the agency may request a hearing before the CHSP Appeals Committee. Upon consideration of the information presented, the CHSP Appeals Committee may uphold, modify, or overturn staff's determination. All decisions of the CHSP Appeals Committee would be final.

#### *Program Reporting and Data Collection*

Recognizing the significance of the program and data analysis in determining effectiveness of CHSP in addressing the human service needs in the community agencies are now providing quarterly reports through the CHSP Portal that captures and formats specific data sets for reporting by agency and human services category. These quantitative data elements will be used by the Citizens Review Teams to measure an agency's individual performance in meeting program goals and outcomes, as well as collectively within a human services category. In addition, program data and outcomes measures will be considered when re-evaluating the human service categories.

The MOU incorporates the reporting and data collection requirements of the CHSP agencies and highlights the initial data elements that will be collected. Staff will continue working with the CHSP agencies to evaluate and enhance data collection in order to establish uniform outcome goals and measures within each human services category.

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### *Public Input*

The MOU also states the County and City’s continued commitment to engage the public in the CHSP process. The County Administrator and City Manager currently hold a public meeting with new and existing not-for-profit agencies representatives to get input and ideas for enhancing the CHSP process. Participants include current and former recipients of CHSP funding as well as first time applicants. The meeting is held during the first quarter of the fiscal year (October – December). Additionally, County and City responsible for administering the CHSP process hold at least two meetings each year with the agencies to discuss the procedures and operations of the process. With the modifications to the CHSP process and in preparation for UWBB departure from CHSP, the meetings were held more frequently over the past year. Although a two-year funding process will be implemented, the County Administrator and City Manager’s meetings as well as the County and City staff meetings with the CHSP agencies would continue to be held annually.

### *Partnerships*

Although the UWBB will no longer participate in the CHSP process, the MOU provides an opportunity for philanthropic organizations or private foundation organizations to invest in the human service needs of the community and serve as funding partners along with the County and City. The addition of any new partners to the CHSP would require approval of the County and City Commission.

### Next Steps

On December 1, 2017, County and City Administration met with the CHSP agencies to provide an opportunity for input and questions before the new CHSP process goes into effect. The agencies raised no concerns regarding the proposed MOU, the 2-year funding cycle or the plan for revising the human services categories. The City Commission is expected to consider the MOU at its January 31, 2018 meeting. Should the Board approve the MOU, the County Administrator would execute the MOU only after it is approval by the City Commission. Following the execution of the MOU, the two-year application and funding process would commence. Additionally, the procedures that are being developed and revised would take effect.

### *MOU with United Way of the Big Bend*

During the December 1 meeting, the agencies raised a few questions about the future relationship between the UWBB and the CHSP. County and City Administration reaffirmed their respective governments’ commitment to minimize any negative impact to the agencies due to UWBB’s decision to disengage from the Partnership. Although UWBB continues to develop its process, staff continues to work with them to develop an MOU to codify a mutual commitment to collaborate wherever possible. Despite the separate application and data collection processes, the MOU would codify the mutual commitment to identify opportunities for data sharing, coordination of resources, and regular communication to address the human service needs of the community. Staff will prepare an agenda item to consider the MOU with UWBB at a future meeting.

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**Options:**

1. Approve the Memorandum of Understanding with the City of Tallahassee on the Community Human Services Partnership and authorize the County Administrator to execute upon the City of Tallahassee's approval of the Memorandum of Understanding.
2. Approve the dissolution of the Leon County Human Services Grant Committee and repeal Policy No. 01-04 "Human Services Grant Review Committee".
3. Do not approve the Memorandum of Understanding with the City of Tallahassee on the Community Human Services Partnership.
4. Do not approve the dissolution of the Leon County Human Services Grant Committee and repeal of Policy No. 01-04 "Human Services Grant Review Committee".
5. Board direction.

**Recommendations:**

Options #1 and #2.

**Attachments:**

1. Proposed County-City Memorandum of Understanding on the Community Human Services Partnership
2. The 2017/18 CHSP Program Description Manual
3. Policy No. 01-04 "Human Services Grant Review Committee"

**MEMORANDUM OF UNDERSTANDING  
BETWEEN  
LEON COUNTY AND THE CITY OF TALLAHASSEE  
IN SUPPORT OF THE COMMUNITY HUMAN SERVICES PARTNERSHIP**

This Memorandum of Understanding is entered into on the \_\_\_ day of \_\_\_\_\_, 2017 by and between Leon County, Florida (the County) and the City of Tallahassee (the City) to express mutual support and commitment to the Community Human Services Partnership.

**WHEREAS**, Leon County , the City of Tallahassee, and the United Way of the Big Bend (UWBB) established the Community Human Services Partnership (CHSP) in 1997 to ensure cooperative and collaborative support in funding agencies that provide direct human services to the community in a manner that assures a balanced, effective and efficient delivery system; and

**WHEREAS**, in August 2016 the UWBB informed the County and City of its intent to disengage from the CHSP commencing with the FY 2018/2019 planning and funding cycle; and

**WHEREAS**, the County and City Commissions subsequently and respectively expressed their mutual continued support for and commitment to the CHSP; and

**WHEREAS**, the CHSP will serve as a shared County and City planning and funding distribution process for the delivery of human services to those with the greatest need in our community; and

**WHEREAS**, the County and City Commissions respectively wish to provide broad policy direction and structure for the CHSP process,

**NOW THEREFORE**, the County and the City mutually agree to the following:

I. Goals and Objectives

- A. The goal of the CHSP fund distribution process is to review agencies' capabilities and performance, and match requests for program funding to community needs, then distribute the available funds in a manner that assures a balanced, effective and efficient human services delivery system.
- B. The County and City will maintain the following mutually adopted objectives for the CHSP:
  - 1. Ensure that a majority of CHSP funds are used to provide direct client services to the lowest socio-economic areas where the most difficult social conditions exist.

2. Through the Citizen Review Teams, ensure that 100% of the funds are allocated towards the areas of greatest need and opportunity.
3. Support and maintain the optimal level of human services possible with the amount of resources available.
4. Provide a service delivery system that best matches identified community needs.
5. Focus spending of CHSP funds toward a long-range perspective, which incorporates changing needs and trends relative to how needs should be met.
6. Provide a means for an ongoing review of the program and the financial needs of agencies participating in the CHSP process through program monitoring.
7. Provide a method for measuring the cost and effectiveness of the programs addressing multiple community needs.
8. Use CHSP funds to complement and supplement the agencies' budgets for the provision of comprehensive services, including all tax-supported and voluntary agency activities.
9. Ensure that funds are distributed to human service agencies without unnecessarily duplicating program funding at the expense of others.
10. Eliminate duplicate preparation of applications and reviews or interviews by agencies.
11. Maximize the level of state and federal funds coming into the community through match opportunities.
12. Provide a forum for information sharing and an opportunity to find common ground in defining terms, goals and objectives.
13. Ensure that CHSP funded agencies adhere to the American Institute of Certified Public Accountants (AICPA) standards of accounting for nonprofits.

## II. Funding by the Governing Bodies

- A. The CHSP funds shall be awarded annually for a two-year period, subject to the annual appropriation by the County and City Commissions respectively.
- B. The County and City Commissions shall respectively establish funding levels once every two years beginning in the spring of 2018 for the CHSP two-year funding period.
- C. The County and City Commissions shall consider and determine the final distribution of the CHSP funds to agencies for each two-year period and biennial contracts with the agencies.

III. Administration

- A. The CHSP will be administered jointly by the County and City.
- B. The County Administrator, or designee and the City Manager, or designee shall develop and maintain procedures for the implementation and administration of the CHSP process.
  - i. County Administrator, or designee and City Manager, or designee will execute agency biennial contracts.
- C. The County and City shall mutually establish and support an on-line system that provides, but is not limited to the following services:
  - 1. The CHSP Information and Notification
  - 2. Funding Request Application
  - 3. Agency Reimbursement and Reporting
  - 4. Data Collection
  - 5. Recruitment for Citizens Review Team members

IV. Human Services Categories

- A. The County and City Commissions shall jointly and periodically review, evaluate and revise the human services categories and the funding level for each category.
  - i. The initial human services categories established for the first two-year period (FY 2018/2019 and FY 2019/2020) are as follows:
    - 1. Children's Services
    - 2. Community Support Services
    - 3. Services for Persons with Disabilities
    - 4. Basic Needs and Emergency Services
    - 5. Family Support Services
    - 6. Physical Health Services
    - 7. Senior Services
    - 8. Youth Recreation and Character Building Services
    - 9. Youth Education Services
    - 10. Promise Zone (City only)
- B. The funding allocation established in FY 2017/2018 for CHSP shall serve as the base funding level for each human services category for the first two-year CHSP funding period (FY 2018/2019 and FY 2019/2020).
- C. Any restrictions on the use of funds shall be incorporated into the CHSP procedures. For example, language indicating that the City's Change for Change funding is restricted to

the Basic Needs and Emergency Services category will be included in the CHSP procedures.

- D. In preparation for the two-year period of the FY 2020/2021 and FY 2021/2022 CHSP application cycle, the County and City shall re-evaluate the human service categories to identify the areas of highest human service needs within the City and County and determine whether the current human service categories reflect those needs. The evaluation process will also recommend the appropriate distribution of CHSP funding amongst the human service categories.
- E. The County and City shall review and evaluate the human services categories in coordination and collaboration with all stakeholders including: Citizen Review Team members, CHSP agencies, the UWBB, United Partners for Human Services, human services providers, human services program consumers, and other local partners and implement any proposed revisions in preparation for the two-year period beginning FY 2020-2021.
  - i. The evaluation process will consider pertinent statistical and demographic information regarding local human services to include, but not be limited to:
    - a. Local census data
    - b. Program data and reports provided by CHSP agencies
    - c. Existing human service and community assessment data and reports
  - ii. Proposed revisions to the initial categories and recommendations shall be presented to the County and City Commissions for approval respectively by September 2019.

V. Requirement for Agency Participation in CHSP

- A. Not-for-profit agency programs that provide direct human services to citizens in Tallahassee-Leon County are eligible for funding through the CHSP.
  - i. The procedures developed and maintained by the County Administrator, or designee and the City Manager or designee will establish minimum legal requirements for not-for-profit agencies to participate in the CHSP.
- B. Agencies seeking funding through the CHSP shall be required to participate in the competitive funding process which includes: participation in mandated workshops and trainings and the submission of an on-line application.
- C. Applications shall be accepted once every two years in accordance with the defined application period established by the County Administrator or designee and the City Manager or designee.



- D. Applications shall not be accepted after an established deadline.
- E. The CHSP funding for programs of “new” agencies shall be limited to 7.5% collectively for each funding category. A new agency is defined as an organization that has not been awarded and/or received CHSP funding in the previous two funding periods.

VI. Requirements for Citizen Review Teams

- A. Citizen Review Teams shall be established to review, evaluate, and make funding recommendations for each human services category.
- B. The County and City Commissions shall appoint citizens to serve on the Citizen Review Teams.
- C. Citizen Review Teams shall be comprised of individuals that reside or work within the City of Tallahassee or the unincorporated areas of Leon County
- D. Citizen Review Team members shall be recruited through an open advertisement process.
- E. All Citizen Review Team members serve on a voluntary basis.
- F. Heads of agencies and/or organizations of programs funded through the CHSP or requesting funding through CHSP are prohibited from serving on Citizen Review Teams.
- G. The County Administrator, or designee and the City Manager, or designee shall establish a process to gather input from members of Citizen Review Teams following the completion of the evaluation and funding recommendation of each two-year period.

VII. Appeals Process

- A. Ensure that there is a process for agencies that wish to challenge the funding recommendations made by Citizen Review Teams and or staff as part of the procedures for the implementation and administration of the CHSP.

VIII. Program Reporting and Data Collection

- A. All agencies awarded funding through the CHSP process shall be required to submit periodic reports.
- B. Data shall be collected, compiled and analyzed for the purpose of evaluating program performance and monitoring trends.

- C. Data collected from the report shall include, but is not limited to the number of clients served, client demographic information such as race, gender, age and income.
- D. Data collected and reported shall be maintained in a manner which conforms to rules and regulations related client privacy and confidentiality.
- E. Data collected and analyzed will be shared with the agencies for purposes of improving program efficiency and operations.
- F. Information collected through data analysis processes shall be used to establish uniform outcome goals and measures.
- G. Information collected and analyzed will be shared with the Citizens Review Teams to assist in future review, evaluation and funding recommendation processes.
- H. Program outcome and performance data will be provided periodically the County and City Commissions respectively.

IX. Public Input

- A. The County Administrator and the City Manager shall convene a public meeting once a year to receive agency input, present recommend changes to the CHSP process for the upcoming cycle, and discuss long-term opportunities and enhancements to the process that would better address the human services needs of the community.
- B. Furthermore, the County and City staff shall conduct at least two additional meetings per year to solicit public and agency input on the CHSP program, monitoring area social service needs and trends along with reviewing and implementing modifications to CHSP processes and procedures.

X. Partnerships

- A. The County and City will consider organizations that wish to serve as an additional funding partner that share a mutual commitment to the goals and mission of the CHSP.

**For Leon County**

**For City of Tallahassee**

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Vincent S. Long, County Administrator

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Ricardo Fernandez, City Manager

ATTESTED BY:

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

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James O. Cooke, IV, City Treasurer-Clerk

AS APPROVED TO FORM:

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Herbert W.A. Thiele, County Attorney

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Lewis E. Shelley, City Attorney



# THE 2017/18 CHSP PROGRAM DESCRIPTION MANUAL

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## SECTION ONE: INTRODUCTION

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Twenty years ago, the City of Tallahassee, Leon County, and the United Way of the Big Bend collaborated to form the Community Human Service Partnership (CHSP). Overall, the CHSP serves as a joint planning and funding distribution process, which utilizes a standardized funding application, agency presentation format, and review and recommendation process. Furthermore, recognizing the need to make improvements in the overall approach to funding public services, the CHSP was formulated to address various systems' challenges that resulted due to the lack of coordination among the three local funding agents. This initiative, which requires greater coordination and cooperation between funding sources and among agencies, affords easy recognition of duplication and gaps in service delivery, and provides the ability to target funds accordingly.

The CHSP partners work jointly through an appointed governing body made up of representatives from each partner's organization. This partnership utilizes staff and community volunteers to implement a joint agency review process, resulting in joint funding recommendations that translate into a more comprehensive service delivery system – one with a greater impact and higher level of results.

The CHSP partners continue to obtain feedback from Citizens Review Team volunteers, agency directors, and community stakeholders with regard to the process. Based on that feedback, the process continues to evolve as we make adjustments for improvement. We appreciate the support and look forward to constructive input.

One point that needs to be clearly understood is that the citizen review process allocates funds to programs as one sum from all of the partners; however, each of the funding sources must retain the approval authority for the funds coming from their budgets. Because of this factor, recommendations will be identified as coming from a specified funding source. Each funding source will approve their allocations separately at the Commission or Board level. Please note that lack of funds coming from a source should not be interpreted as lack of support. The total allocation received from CHSP demonstrates the support of all of the CHSP partners.

It is recognized that the United Way represents eight counties in the Big Bend area, while CHSP focuses exclusively on Leon County. Additionally, United Way funds may only be distributed to certified member agencies. Similarly, a portion of the City of Tallahassee funds may only be allocated to agencies providing services to low/moderate income families, to eliminate slum and blight, or to meet a particular urgent need based on federal HUD guidelines.

## SECTION TWO: GOALS AND OBJECTIVES

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The goal of the CHSP fund distribution process is to review agencies' capabilities and performance, and match requests for program funding to community needs, then distribute the available funds in a manner that assures a balanced, effective and efficient human services delivery system.

Objectives adopted by the funding partners are as follows:

1. To assure that a majority of CHSP funds are used to provide direct client services to the lowest socio-economic areas where the most difficult social conditions exist.
2. Through the Citizens Review Teams, the partnership will assure that 100% of the funds are allocated towards the areas of greatest need and opportunity.
3. To support and maintain the optimal level of human services possible with the amount of resources available.
4. To provide a service delivery system that best matches identified community needs.
5. To focus spending of CHSP funds toward a long-range perspective, which incorporates changing needs and trends relative to how needs should be met.
6. To provide a means for an ongoing review of the program and the financial needs of agencies participating in the CHSP process through program monitoring.
7. To provide a method for measuring the cost and effectiveness of programs addressing multiple community needs.
8. To use CHSP funds to complement and supplement the agencies' budgets for the provision of comprehensive services, including all tax-supported and voluntary agency activities.
9. To ensure that funds are distributed to human service agencies without unnecessarily duplicating program funding at the expense of others.
10. To eliminate duplicate preparation of applications and reviews/interviews by agencies.
11. To maximize the level of state and federal funds coming into the community through match opportunities.
12. To provide a forum for information sharing and an opportunity to find common ground in defining terms, goals and objectives.
13. To ensure that CHSP funded agencies adhere to the American Institute of Certified Public Accountants (AICPA) standards of accounting for nonprofits.

## SECTION THREE: DESCRIPTION OF FUND DISTRIBUTION PROCESS

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The CHSP fund distribution process begins with all of the funding parties allocating dollars to the process and defining any limits or constraints placed on their dollars. The CHSP has adopted several human service areas to form a continuum of care model. This model consists of the following human service areas: basic needs and emergency services, community support, senior services, services to persons with disabilities, family support, physical health, substance abuse, youth recreation and character building, youth education, children's services, and the Promise Zone.

The Joint CHSP staff appoints the team leadership for each Citizens Review Team (CRT). The leadership of each team consists of the team leader and time keeper. United Way volunteers and members of the City of Tallahassee Community Improvement Advisory Council (CIAC) and the Leon County Human Services Grant Review Committee (HSGRC), as well as long-term volunteers, fill these leadership positions on each review team. These volunteers lead the team through the review process and present their team's decisions to their respective committees.

The joint staff will determine the amount funded from their respective grantors based on the total allocations recommended by the Citizens Review Teams (CRTs). These decisions are based on funding constraints, availability of funds, and other administrative factors. The joint staff is the most knowledgeable regarding their own funding restraints and requirements.

In accordance with the procedures outlined in this CHSP Description Manual, recommendations from the Citizens Review Teams as well as the appeals process will be forwarded to each applicant agency. The final CHSP recommendations will be submitted to the United Way of the Big Bend Board of Directors, the City of Tallahassee Commission, and the Leon County Board of County Commissioners for approval.

Joint staff will ensure that all the necessary information is complete by reviewing the application materials. **The Fatal Flaws policy will be enforced by staff.**

If an agency is submitting an application for more than one program, they may request to be reviewed by separate review teams. However, joint staff will make final determinations regarding program placement on a particular team.

Prior to the agency presentation, all volunteers will be trained on the use of the application materials and on the evaluation process. They will review, in advance, all application materials.



Agency reviews will take place either at the agency's site or at some other approved location. During the agency presentation, the team leaders will guide the review team through a three-step process: a program review, a budget review, and a question and answer period. This format is carried out in three segments. Agencies applying for **three or fewer programs have one hour to present**, with 30 minutes for program review, 10 minutes for budget review, and 20 minutes for questions/answers. Agencies submitting **four or more programs for review are allowed an hour and a half**, with 40 minutes for program review, 20 minutes for budget review, and 30 minutes for questions/answers. The chart provided on page **seven** outlines the presentation format.

In order to ensure that all agencies are treated equitably, under no circumstances will the Team Leaders allow the agency to go outside of the prescribed presentation format. Furthermore, it is a mandatory requirement that agencies give a formal presentation that addresses the following specific program and budget inquiries:

***The Program presentation must include responses to the following key points:***

1. Information clearly describing the **program's description**, including the number of participants served at a given time, days and hours of operation, specific activities conducted with the participants, staffing capacity and skillsets, collaborative efforts that directly meet the needs of the participants, and justification regarding how the program is designed/structured (e.g., is the program based on research or a best practice model?).
2. Information clearly **documenting the need for the program**, including local and current data sources detailing the prevalence of the social problem that the program is or proposes to address.
3. A clear **definition of the target population**, including client demographics such as household income; and the geographic service area such as neighborhoods, census tracts, schools, and client eligibility criteria.
4. **Client outcome accomplishments** during FY 2015/16 and client outcome indicators proposed in the FY 2017/18 Program Measurement Framework.
5. The organization's **board of directors or governance structure** such as leadership and committee structure, level of involvement/oversight, expertise, and skill sets.
6. If the agency received a **programmatic finding from the CRT**, discuss how the agency is addressing or has corrected the applicable finding.

***The budget presentation must include responses to the following key points:***

1. Describe the **overall agency budget**, including administrative/fundraising costs.
2. If there are **significant budgetary changes** impacting the agency or the program, please explain.

3. Specifically, **justify the need for CHSP funding**; and explain how CHSP funds will be used to support the implementation of the program.
4. If you are requesting a **funding increase** compared to the program's current CHSP funding level, provide a specific rationale, including a fiscal justification, for your request.
5. If funded last year, **how does this request compare to last year?**
6. Identify the program's **other sources of funding**.
7. Specify how the **lack of (or reduction of) CHSP funds** would impact the program, its participants, and, if applicable, the community.
8. If there are concerns, particularly **findings**, noted in the agency **audit**, provide an explanation of how the agency is currently addressing or is planning to address those stated concerns.
9. Describe the agency's **overall fiscal management** policies and practices.
10. Explain the **role of the board** in providing fiscal oversight and ensuring that internal controls are in place to protect the agency's fiscal integrity.
11. If the agency received **findings from the CRT** regarding its fiscal system, discuss how the agency has addressed or corrected those findings.

<b>The Presentation Format Based On Number Of Programs Submitted For Review</b>	
<b>Number of Programs for Review</b>	<b>Presentation Format</b>
Applying for <b>three (3) or fewer</b> programs	Program review-30 minutes, Budget-10 minutes, Q/A-20 minutes
Applying for <b>four (4) or more</b> programs	Program review-40 minutes, Budget-20 minutes, Q/A-30 minutes

Upon completion of the agency presentations, each team member will complete the Volunteer Assessment Guide, deliberate agency requests, develop priority rankings, and make recommendations for each program being reviewed. They will take into consideration the criteria delineated in the Volunteer Assessment Guide, which includes:

- The need for the program as demonstrated by the agency and its compatibility with any priorities that may have been set by the funding partners.
- The Citizens Review Team's opinion of the agency's ability to execute and administer the program.
- The agency's past performance.
- The projected and/or reported outcomes of the agency and program.
- The ability of the agency to collaborate and leverage their resources.
- The evaluation criteria identified in the Volunteer Assessment Guide.
- General comments, recommendations, and findings included in the CHSP 2016/17 award letter.

*Factors considered in the evaluation process*

The Citizens Review Teams will also prepare a list of **general comments or recommendations** for each agency. General comments include suggestions, positive feedback, and other thoughts and ideas from the team that are meant to be constructive and helpful to the agency's success. These comments and/or

recommendations may include, but are not limited to, the areas of planning, budgeting, organizational structure, facilities, service delivery, participant outcome measurements, and positive aspects of the agency and program.

The **award letter also includes findings**. It is strongly recommended that you thoroughly read the comments and, in particular, the findings section included in the CHSP 2016/2017 award letter. Findings represent programmatic or administrative concerns documented by the Citizens Review Team. It is important to note that findings not remedied **may** affect the level of funding that an organization receives in current or future funding cycles. Please note that if an agency receives a finding, conditions prescribed to correct those findings will be specified in the City and County contracts as well as through the United Way Certification process.

**Specific conditions that can result in findings are as follows:**

- 1) **financial instability** indicated by having a “going concern opinion” in the audit or other evidence of financial instability;
- 2) stated **audit concerns**, including the issuance of findings and material weaknesses, not addressed or corrected by the agency;
- 3) **no measurable, substantive, or relevant** (as defined by the funding categories) **outcomes** or results listed, shown, or explained;
- 4) incorrectly preparing the budget forms including, but not limited to: presenting an unbalanced budget or presenting a budget consisting of errors or omissions, including not submitting an itemized list of miscellaneous revenues and expenses;
- 5) **not following the mandatory CHSP program and budget presentation format**; and
- 6) **egregiousness**: Any condition that represents a chronic and/or vital programmatic or administrative concern.

**Overall, CHSP includes the following strategic steps:**

- a public notification process;
- a mandatory workshop for interested private, nonprofit organizations;
- use of a standardized application, which includes legal, organizational, financial, managerial, programmatic, and program evaluation information;
- technical assistance is available after the RFP workshop for a period of several weeks;
- submission of agency applications by a designated time frame;
- a technical review of all applications;
- recruitment and training of volunteers;
- the organization of volunteers into Citizens Review Teams (CRTs);
- each team reviews the applications, listens to agency presentations, completes agency/programmatic assessments, recommends priorities, and makes initial funding recommendations;
- CHSP staff determines partner allocations based on legal, procedural and historical factors;

- agency award letters, which include direct feedback from CRTs, are forwarded to the executive director/CEO and the board president;
- an appeals process is made available to currently funded agencies contesting the CRT recommendation(s);
- recommendations are submitted to the City Commission, the Leon County Commission and the United Way Board of Directors for final approval; and
- contracts and memorandum of agreements are executed from October 1, 2017, to September 30, 2018.

## SECTION FOUR: DEFINITION OF ROLES AND RESPONSIBILITIES

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### A. CHSP FUNDING SOURCES

**Definition:** The CHSP funding partners are the City of Tallahassee Commission, the Leon County Board of County Commissioners, and the United Way of the Big Bend Board of Directors.

**Responsibilities include:**

1. Determine annually the respective funds committed to the allocation process
2. Determine any constraints put upon these funds
3. Designate one representative to serve on the Executive Team
4. Review and approve final funding recommendations
5. Recommend initial allocations to review team

### B. THE EXECUTIVE TEAM & CHSP STAFF

**Definition:** The Executive Team consists of one representative from each of the three funding sources. The Executive Team addresses the ongoing administrative tasks of the CHSP process. All policy related matters will be brought before the respective governing bodies for review and approval.

**Responsibilities of the Executive Team include:**

1. Recommend policies and procedures for the overall CHSP process
2. Recommend funding priorities
3. Assign a joint staff to conduct the overall management of the CHSP grants process as outlined below

**Responsibilities of the joint CHSP staff include:**

1. Development of the CHSP application
2. Distribution of the application
3. Recruitment and team placements of Citizens Review Team volunteers
4. Selection of team leadership positions for the Citizens Review Teams
5. Training of agencies and review team volunteers
6. Perform technical review of applications
7. Ensure all applicant constraints and qualifications are satisfied
8. Support efforts of the Citizens Review Teams, the Appeals Committee, and the CHSP partnership
9. Remove any CRT member who may become unable to effectively work within the committee process
10. Determine, considering constraints, administrative costs, etc., which funding source should fund each program
11. Prepare funding recommendations for standing committees

12. Take recommendations to the governing bodies of each funding source for final approval
13. Forward funding recommendations to applicants
14. Execute contracts and memorandum of understanding for each applicant agency
15. Perform all contract management responsibilities for all funded programs

### **C. APPLICANT AGENCIES**

**Definition:** Agencies serving the City of Tallahassee/Leon County area who meet the CHSP requirements.

**Responsibilities include:**

1. Attend one of the mandatory agency trainings
2. Submit completed application by the stated deadline in accordance with the submittal instructions noted in the CHSP Description Manual
- 3. Review CRT roster and immediately notify CHSP staff of potential conflicts**
4. During the agency presentation, present programs to CRT members following the standard, approved format as noted in the CHSP Description Manual
5. Present updated, accurate information in the CHSP application and at the agency's site visit
6. If warranted, by the designated time frame, request and prepare for an appeal hearing
7. Follow through on implementing the Citizens Review Team's recommendations

### **D. CITIZENS REVIEW TEAMS**

**Definition:** Through the CHSP process, Citizens Review Teams (consisting of community volunteers) are established to review agency applications, hear presentations, and make funding recommendations, which are forwarded to the City Commission, the Leon County Commission, and the United Way Board of Directors for approval. Leadership positions, consisting of the Team Leader and Team Time Keeper, are appointed to each Citizens Review Team.

**Responsibilities of the Citizens Review Team Leader include:**

1. Attend mandatory training session
2. Read all application materials
3. Immediately notify CHSP staff of any potential conflicts with an assigned agency
4. Forward any questions/concerns to CHSP staff prior to the agency's presentation
5. Attend all agency presentations and deliberations
6. Act as facilitator during the agency presentations and team deliberations
7. Ensure that the agency presentations are conducted in accordance with the CHSP
8. guidelines
9. Keep order and assure that team discussions focus solely on information obtained from agency materials and presentations

10. Maintain an environment during agency presentations and deliberations that allows each CRT member to express his/her opinions openly
11. Rank programs and make funding decisions based on need, proficiency of service delivery, cost effectiveness, program quality, and the agency's ability to carry out the program, etc.
12. Participate fully in the decision making process, making recommendations in a fair, professional, and unbiased manner
13. Complete agency evaluations and return to CHSP staff immediately after completion of team deliberations
14. Ensure that the Citizens Review Team operates in a fair, professional and impartial manner

**Responsibilities of the Citizens Review Team Time Keeper include:**

1. Assumes duties of Team Leader in his/her absence
2. Manage the agency site visit, ensuring that the site visit adheres to the amount of time given for each segment of the presentation
3. Ensure that the agency presentations are conducted in accordance with the guidelines
4. Attend mandatory training session
5. Read all application materials
6. Immediately notify CHSP staff of any potential conflicts with an assigned agency
7. Forward any questions/concerns to CHSP staff prior to the agency's presentation
8. Attend all agency presentations and deliberations
9. Rank programs and make funding decisions based on need, proficiency of service delivery, cost effectiveness, program quality, agencies' ability to carry out programs, and overall accountability of agencies and programs
10. Participate fully in the decision making process, making recommendations in a fair, professional and unbiased manner
11. Complete agency evaluations and return to CHSP staff immediately after completion of team deliberations
12. Ensure that the Citizens Review Team operates in a fair, professional, and impartial manner

**Responsibilities of the Review Team Members include:**

1. Attend mandatory training session
2. Read all applicant materials
3. Immediately notify CHSP staff of any potential conflicts with an assigned agency
4. Forward any questions/concerns to CHSP staff prior to the agency's presentation
5. Attend all agency presentations and the deliberation session
6. Rank programs and make funding decisions based on need (community), proficiency of service delivery, specific client outcomes, cost effectiveness, program quality, agencies' ability to carry out programs, and overall accountability of agencies and programs

7. Complete agency evaluations and return to CHSP staff immediately after completion of team deliberations
7. Participate fully in the decision making process, making recommendations in a fair, professional, and unbiased manner
8. Work cooperatively with other team members, respecting their right to voice opinions openly
9. Provide recommendations for each applicant agency
10. Ensure that the CRT operates in a fair, professional, and impartial manner

*Any team member displaying inappropriate behavior during agency presentations or deliberations may be asked to remove him/herself from the process by CRT leaders or CHSP staff.*



## SECTION FIVE: TIPS FOR A SUCCESSFUL SITE REVIEW PRESENTATION

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Along with the CHSP application, the agency's presentation is a crucial aspect of the funding cycle. The following agency presentation tips have been compiled by volunteers and CHSP staff in an effort to help enhance your presentation and to assist volunteers in getting the best possible information during your agency presentation. The recommendations are not reflective of any one agency, nor are they inclusive. Hopefully, these tips will allow you to present your program(s) in the most positive manner to the Citizens Review Team (CRT).

In order to ensure that all agencies are treated equitably, please note, under no circumstances will the Team Leaders and Time Keepers allow the agency to deviate from the official site review format as noted on pages 6-8. Additionally, as noted on pages 6-7, it is mandatory that the agency presents a formal budget and program presentation.

1. Avoid negatively comparing your program to other programs. Simply focus on promoting and showcasing your program and allow the team to draw their own conclusion regarding the comparative quality of the program.
2. Focus on the present and the future in your presentation. Limit your discussion regarding the previous year's CHSP allocation unless it is relevant to your presentation. For example, if your prior year's allocation was decreased, your presentation is not going to be enhanced by announcing this fact to the Citizens Review Team. If anything, this has a negative effect, making the CRT members wonder what must have prompted the previous committee's decision to decrease the allocation.
3. If any staff member, board member or volunteer has strong negative feelings toward any or all of the CHSP partners, this may not be the best person to utilize for your agency presentation unless they are absolutely essential. These strong feelings might be exhibited during the presentation.
4. Any supplemental information you provide to the CRT at the time of the agency presentation is welcome as long as it agrees with the information provided in your application. Easy-to-read charts tracking how the proposed allocations would be spent, fact sheets, agency history, national versus local statistics, etc., are helpful tools to utilize during the presentation. DO NOT make changes to your original application and present these changes to the CRT during the presentation without prior approval from the CHSP staff. Therefore, amended application forms will not be accepted at the time of the agency presentation without prior staff approval.

5. Stay within the allotted time frames for each segment of the agency presentation as specified in the CHSP Description Manual. While agency tours are allowed, no additional presentation time will be allotted. Please do not sacrifice the opportunity to promote your program(s) in lieu of a tour. The best way to ensure that your agency maintains the specified schedule is to practice prior to the formal presentation. Make sure that all participants included in the presentation clearly understand their roles, time-limit restraints, etc.
6. If the agency is presently experiencing problems on a local level, address the issue openly and briefly explain what happened and how the issue was (or is being) resolved by the agency. If you have experienced recent problems at the national level, briefly address the issue with the volunteers and do as much as you can (again, briefly) to distance your local chapter or organization from the national problem. Then move on, but anticipate on responding to possible concerns during the question and answer period. If the problem is an old issue, do not address it; however, be prepared to do so if questions should arise.
7. Try not to respond to the Citizens Review Team's questions in a defensive manner, even when a question may sound critical. The team members are only trying to understand your agency and its program(s).
8. If you are requesting funds for salaries, explain to the volunteers how the salaries will be translated into the delivery of direct client services.
9. Encourage board members to attend the agency presentation. Explain the level of board participation in the overall operation of the agency (i.e., committee structure, frequency of meetings, role in maintaining internal fiscal controls, particularly for agencies that don't meet the audit requirement). If your board is not diverse, please explain what steps, if any, are being implemented to increase diversity. Telling the CRT that you tried to increase diverse representation on your board but could not find anyone qualified is often considered by committee members as an unacceptable justification.
10. Informing the CRT about matching-funding opportunities (such as federal or state matching funds) is very compelling evidence to present at the presentation. Please provide specific fiscal and statistical information in reference to dollar amounts and client services.
11. If a video is necessary, make sure it is cued up and ready to go.
12. Please be careful not to use a lengthy video in lieu of a live presentation.
13. Highlight how your agency is able to leverage its limited dollars by securing donations, volunteer service hours, and other funding sources to help implement your program(s).
14. Please note that the CHSP partnership consists of three funding sources: Leon County, the City of Tallahassee, and the United Way of the Big Bend. All three funding sources contribute their human service dollars into the CHSP funding distribution process; in addition, a representative of each of the three funding bodies holds a strategic leadership position on the CRT.
15. If you have questions regarding completing the CHSP application or conducting the agency presentation, please contact a CHSP staff person in a timely manner for technical assistance.

## SECTION SIX: FUNDING ELIGIBILITY REQUIREMENTS AND RESTRAINTS

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### A. General CHSP requirements are as follows:

- ❑ CHSP funds will only be granted to programs providing direct client services to City of Tallahassee/Leon County residents.
- ❑ CHSP funds can only be used to support a specific human service program that provides direct client services.
- ❑ In reference to programs targeting children and youth enrolled in school (grades K-12), it is important to note that CHSP funds can only be used to serve children and youth who are currently enrolled in Leon County schools. Likewise, regarding programs targeting students enrolled in college, CHSP funds can only be used to serve college students who document graduation from a Leon County school.
- ❑ Furthermore, the agency must demonstrate that it has appropriate internal fiscal controls in place to clearly document how grant funds are spent; and it has the appropriate personnel (including volunteers) capacity to carry out the stated program goals and objectives.
- ❑ Agencies who fail to attend and sign-in at one of the mandatory workshops will not be eligible to apply for funding in the FY 2017-2018 CHSP grant process. The agency's official representative in attendance at the RFP workshop should be an employee or board member.
- ❑ **The grant application deadline is final.** No extensions shall be granted.
- ❑ **Agencies must meet the minimum legal requirements** shown on Form One of the 2017/2018 Grant Application and the Nonprofit—Organizational Standards Checklist.
- ❑ **Grant applicants that do not meet the standards specified in Section Twelve** (General Instructions for Submission of the CHSP Application and CHSP Contact Persons) **will not be accepted.** This standard is based on the premise that the agency has failed to meet the submission deadline for the CHSP application.
- ❑ **Fatal Flaws: Specific conditions that will result in the rejection of the application** for consideration in the 2017/18 CHSP funding process include:
  - 1) Not completing sections of the application
  - 2) Not submitting the most recently submitted IRS 990, 990EZ, or Postcard in accordance with federal regulations
  - 3) Not submitting the most recently completed audit – no more than two years old, if applicable
  - 4) Failure of the executive director or board president to sign the application (or the board vice-president if the board president is not available to sign)
  - 5) Not submitting a CHSP Check Signing Policy approved by the agency's board of directors (The policy must address the following criteria: **a.** require two or more signatures based on established fiscal thresholds; **b.** specify that no agency staff, including the executive director, can sign a check written to him/herself or written for cash; and **c.** include specifications and internal safeguards such as board oversight regarding making withdrawals from the agency's accounts.)

- 6) Not submitting proof of current liability insurance
- CHSP funds awarded to university-based programs cannot be utilized to pay for student waivers or indirect costs.
  - The CHSP process incorporates a 7.5% funding cap applied to each human service funding category as follows:
    - 1) If a currently funded agency misses the deadline for submitting a CHSP application for one year, that agency is exempt from the 7.5% cap the following fiscal year.
    - 2) Agencies funded by the CHSP process that miss more than two consecutive fiscal years in applying for CHSP funding are subject to the 7.5% funding cap.
    - 3) Agencies that have never received funding from the CHSP process are subject to the 7.5% funding cap.
    - 4) Therefore, in regards to each human service funding category, the Citizens Review Team can only allocate to new agencies a total of 7.5% of available funding on that particular team. Previously funded agencies that miss two or more consecutive funding cycles in applying for CHSP funding are then subjected to the 7.5% cap; the same as a new agency applying for CHSP funding.
  - Program grants are normally awarded for a twelve-month period, with the fiscal year beginning on October 1, 2017, through September 30, 2018. An official letter notifying the agency of the funding recommendation will be mailed to the agency director and the board president at the end of the grant review period.

**B. The City of Tallahassee funding requirements are as follows:**

To be eligible for Community Development Block Grant (CDBG) federal funds program activities must meet one of the three national objectives. Those three objectives are identified as: benefiting low and moderate-income persons, preventing or eliminating slums and blight, and meeting an urgent need as defined by the U.S. Department of Housing and Urban Development (HUD). Please note, due to federal regulations, City specific fiscal and legal requirements, and other applicable policies that govern the City's Human Services Division, agencies that receive City funds are required to: enter into a formal contractual agreement; submit proof of expenditures for reimbursements; submit quarterly client demographic and progress reports; and maintain an acceptable client and fiscal record keeping system, which is subject to on-site monitoring by City and County staff.

**C. The Leon County funding requirements are as follows:**

Agencies that receive County funds are required to: enter into a formal contractual agreement; submit quarterly client demographic and progress reports; submit proof of expenditures for reimbursements; and maintain an acceptable client and fiscal record keeping system, which is subject to on-site monitoring by County and City staff.

**D. the United Way of the Big Bend funding requirements are as follows:** To receive funds from the UWBB an agency must be a Certified Partner Agency.

## SECTION SEVEN: CHSP 2017/2018 TIMELINE

**(Please note, this timeline is subject to minor modification)**



### **DECEMBER 2016**

- Agency workshop notification advertised in the Tallahassee Democrat, and interested parties registered in the CHSP portal receive direct notifications

### **JANUARY 2017**

- RFP agency workshops (Upon verification of attendance of the mandatory RFP workshop, applications are available online.)
- Citizens Review Team (CRT) volunteers recruited
- Staff available for technical assistance to agencies in application preparation during a six-week time period

### **FEBRUARY 2017**

- Staff available for technical assistance to agencies in application preparation
- **Grant application deadline is 5:00 PM, Friday, February 24, 2017**
- Development of the master volunteer and agency site visit schedule

### **MARCH 2017**

- Limited technical review of applications by joint staff to ensure each agency meets the grant eligibility criteria
- Funding sources determine funds available for allocation
- Notify agencies of the site visit schedule
- Review Team volunteer training sessions conducted

### **APRIL/MAY/JUNE 2017**

- Agency presentations and Review Team deliberations conducted

### **JUNE/JULY 2017**

- Funding sources review CRT recommendations.
- CHSP partner funding split is determined based on several factors including: the CDBG and Change for Change eligibility criteria; the United Way can only fund their certified agencies, and it has to adhere to policies governing donor designations; the ability of the agency's structure to manage more than one contract; the amount of funding allocated to each agency and on each team;

and the amount of funds allocated by each partner to support the CHSP grant process, as well as other factors. Moreover, certain agencies request that all three partners fund the agency in order to enhance their fundraising opportunities.

- Compilation of agency award letters which include Citizen Review Team comments and recommendations
- Agencies are notified of the 2017/2018 allocations and an opportunity to appeal

#### **AUGUST/ SEPTEMBER 2017**

- Conduct agency appeals hearing, if needed.
- United Way Board approval of final recommendations
- Leon County Board of County Commissioners approval of final recommendations
- City of Tallahassee Commissioners approval of final recommendations
- Agencies receive Leon County and City of Tallahassee contracts
- United Way agencies complete certification requirements

#### **OCTOBER 2017**

- The funding cycle is from October 1, 2017, through September 30, 2018.

## SECTION EIGHT: APPEALS PROCEDURE

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CHSP has an appeals process in place whereby an agency may appeal if the following condition applies:

You have a right to appeal this decision by submitting a written request for a hearing. A denial or reduction of the funding request alone is not appealable; your request must include documented evidence that your funding request was inappropriately denied or reduced due to gross misconduct, error, or misinterpretation by the Citizens Review Team. **This condition only applies to agencies funded by the CHSP process in fiscal year 2016/2017.**

Requests for an appeal hearing must be submitted in writing to the CHSP staff by the time frame designated in the CHSP recommendation letter. **Please limit the appeal request to a two-page letter and state (document) clearly how the condition noted above applies to your agency.** Simply restating the above condition is not sufficient and will cause an appeal request to be denied.

In the event the Appeals Committee approves the request for an appeal, a hearing will be scheduled within a reasonable time frame to review all significant issues concerning the appeal. The Appeals Committee will consist of CRT team leaders and other CHSP volunteers as deemed necessary. No member of the appealing agency's original CRT can serve on the Appeals Committee. Joint staff is present for technical assistance. **The decision rendered by the Appeals Committee is final.**

### **In summary, the appeals process will consist of the following steps:**

- Agency notification of the CRT recommendations and timeline to submit an appeal
- Agency submission of intent to appeal
- Appointment of an independent CHSP Appeals Committee
- Agency notification of the agenda, timeline, requirements, and members appointed to the appeals committee
- Agency's responsibility to notify staff immediately if a member on the appeals committee poses a conflict of interest
- The steps included in the appeals hearing are as follows:
  1. CRT members from the appealing team present their recommendations to the committee.
  2. Agency presentations are conducted.
  3. Deliberation and final recommendations are rendered (appeals criteria applied) by the CHSP Appeals Committee.
  4. The CHSP staff notifies the agency of the Appeals Committee's decision.
  5. If an agency wins its appeal, the program funding will be restored to the 2016/17 CHSP funding level.

The CHSP and its representatives will make every effort to ensure that its citizens' review process is conducted in a manner that will yield a non-biased and fair review of each program.



**SECTION NINE: HUMAN SERVICE FUNDING CATEGORIES & FRAMEWORK**

<b>Team One: Children's Services</b>	<b>Outcome Areas</b>		
	<b>PREVENTION</b>	<b>INTERVENTION/SUPPORT</b>	
Direct client services provided to children from infancy through elementary school.	Alleviates issues with successful development of infants and children.	Targets at-risk children's needs in the areas of physical, cognitive, communication, social, emotional, or adaptive development.	Coordinate individual, family, and community resources to maintain quality of life and healthy development of at-risk infants and children.

<b>Team Two: Community Support Services</b>	<b>Outcome Areas</b>		
	<b>PREVENTION</b>	<b>INTERVENTION/SUPPORT</b>	
Direct client services provided to the community at large.	Direct, community-based services that collectively support the overall wellbeing of the community at-large.	Address overall community needs by providing various services such as, but not limited to, the following: information and referrals, rape and crisis intervention, counseling, legal assistance, literacy, and employment and training.	Serve as a community safety net to ensure that critical services are made available to the public.

<b>Team Three: Services for Persons with Disabilities</b>	<b>Outcome Areas</b>		
	<b>PREVENTION</b>	<b>INTERVENTION/SUPPORT</b>	
Direct client services provided to persons with disabilities.	Early identification of persons at risk of or diagnosed with a disability.	<p>Provision of therapeutic and wrap-around services for individuals with temporary disabilities.</p> <p>Provision of therapeutic and wrap-around services to minimize the handicapping effects of the disability.</p> <p>Enable individuals with disabilities to reach their fullest potential, including, but not limited to, the following: removing obstacles such as structural barriers, obtaining and keeping employment, maintaining independent living, and reaching educational and developmental milestones, etc.</p>	<p>Help to ensure persons with disabilities have the tools, support, and opportunity to achieve success, including maximizing their ability to live independently.</p> <p>Improve long-term ability to manage their self-care and/or improve mobility within their home or the community at large.</p>

<b>Team Four: Basic Needs &amp; Emergency Services</b>	<b>Outcome Areas</b>		
	<b>PREVENTION</b>	<b>INTERVENTION/SUPPORT</b>	
Direct services providing relief for the most basic and emergency needs such as clothing, food, shelter, household items, rental or utilities assistance, etc.	Coordinate community efforts and resources for the purpose of removing obstacles that place individuals, adults, and/or families at risk for economic difficulties or social	<p>Helps children, adults, and/or families meet crisis and fundamental needs such as food, clothing, housing, economic support, household supplies, and utility assistance.</p> <p>Also, reduce behaviors that place individuals or families at risk of economic</p>	<p>Assist children, adults, and/or families achieve self-sufficiency and improve quality of life.</p> <p>Provide supportive services that allow individuals, adults, and/or</p>

	problems, including homelessness.	difficulties, including homelessness.	families to meet their most fundamental needs.
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Team Five: Family Support Services	Outcome Areas		
	PREVENTION	INTERVENTION/SUPPORT	
Direct client services provided primarily to families in an outpatient setting or within a family-focused residential setting, as opposed to serving individuals.	A proactive, comprehensive approach that focuses on the overall health and well-being of individuals within the family unit.	<p>Assist at-risk families in the midst of crisis reach stabilization and permanency.</p> <p>Provide crisis intervention to reduce family dysfunction, including family violence, detachment, parenting and isolation.</p> <p>Assist families in meeting their most fundamental needs, including: learning how to manage limited resources; obtaining safe, affordable housing; and developing life management skills, such as budgeting, that lead to self-sufficiency.</p>	<p>Assist families improve quality of life and achieve and maintain safety and self-sufficiency.</p> <p>Provide supportive services to pregnant women at risk of homelessness and poor pregnancy outcomes.</p> <p>Provide intensive intervention to individuals in a group home setting.</p>

Team Six: Physical Health Services	Outcome Areas		
	PREVENTION	INTERVENTION/SUPPORT	
Direct client services provided to individuals and/or the community at large, either for general health or for specific health related conditions.	A proactive, comprehensive approach that is designed to: promote wellness in order to prevent medical conditions; identify medical conditions early and issue appropriate treatment; and reduce the rate and spread of contagious diseases, etc.	<p>Improve health outcomes and the quality of life for persons who otherwise may not get the medical and/or dental care they require.</p> <p>Educate and assist patients in navigating the complex medical care system, including accessing resources and services.</p> <p>Assists persons in effectively managing chronic, long-term health conditions, as well as end-of-life decision-making.</p>	Provide ongoing healthcare services to holistically address the medical needs of persons who otherwise may not get the medical and/or dental care they require.

Team Seven: Senior Services	Outcome Areas		
	PREVENTION	INTERVENTION/SUPPORT	
Direct client services provided to seniors.	Promote physical, emotional, cognitive, and social functions of seniors at risk of chronic health conditions, poverty, or social isolation.	Assist seniors with managing a disability, daily living, health and safety, end of life decision making, or with personal care needs in order to enhance their quality of life, including remaining in their own homes.	Coordinate personal, family or community resources that help seniors maintain or improve their quality of life.

Team Eight: Substance Abuse Services	Outcome Areas		
	PREVENTION	INTERVENTION/SUPPORT	
Direct client services provided to prevent substance abuse, to	A proactive, comprehensive approach that is designed to preclude, forestall, or	<b>Early Intervention:</b> Alleviates or reduces risk factors (e.g., gang involvement, academic failure, family	Recovery support is offered during and following treatment to

<p>rehabilitate persons with alcohol and drug dependency, and/or support long-term recovery</p>	<p>impede the development of substance abuse problems.</p>	<p>conflict, trauma, availability of drugs) that are directly associated with substance abuse.</p> <p>Identify persons in the early stages of problem behaviors and attempt to avert the ensuing negative consequences by inducing them to cease their problem behavior through various intervention methods.</p> <p><b>Treatment:</b> Services are designed to help individuals and their families that have lost their abilities to control the substance use on their own and require formal, structured intervention and support to reduce and stop the cycle of addiction. Such services include various levels of outpatient and residential support.</p>	<p>further assist individuals in their development of the knowledge and skills necessary to maintain their recovery. These services include, but are not limited to, the following: transitional housing, life skills training, parenting skills, family reunification, and peer-based individual and group counseling.</p>
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<p>Team 9: Youth Recreation &amp; Character Building Services</p>	<p>Outcome Areas</p>		
	<p>PREVENTION</p>	<p>INTERVENTION/SUPPORT</p>	
<p>Direct client services targeting middle school through high school aged youth.</p>	<p>A proactive, comprehensive approach that is designed to reduce <b>risk factors</b> and strengthen <b>protective factors</b> that lead toward healthy youth development.</p> <p><b>Risk factors include, but are not limited to:</b> individual, family, peer/social, and community risk factors such as the availability of drugs and gang involvement.</p> <p><b>Protective factors include, but are not limited to:</b> family attachment, opportunities for pro-social involvement, mentorship, and educational opportunities.</p>	<p><b>Primarily, focus on building character, safety planning, social and independent living skills, self-esteem, community participation, and life management skills.</b></p> <p>Foster positive qualities in at-risk youth such as the acquisition of life management skills, anger and stress control, responsible decision-making, delayed gratification and long-range planning, substance abuse resistance skills, and the social and emotional skills necessary for a successful life outcome.</p> <p>Reduce negative behaviors (e.g., antisocial behaviors and gang and drug involvement) that lead to delinquency and criminality.</p>	<p>Provide supportive services that enable youth to minimize their risk factors, enhance their protective factors, and successfully reach their life milestones.</p>

Team 10: Youth Education Services	Outcome Areas		
	PREVENTION	INTERVENTION/SUPPORT	
<p>Direct client services targeting middle school through high school aged youth.</p>	<p>A proactive, comprehensive approach that is designed to reduce <b>risk factors</b> and strengthen <b>protective factors</b> that lead to healthy youth development and academic achievement.</p> <p><b>Risk factors include, but are not limited to:</b> individual, family, peer/social, and community risk factors such as the availability of drugs and gang involvement.</p> <p><b>Protective factors include, but are not limited to:</b> academic achievement, family attachment, opportunities for pro-social involvement, mentorship, and educational opportunities.</p>	<p>Primarily, promote educational achievement, development of employability skills and employment, and trade instruction.</p> <p>Foster positive qualities in at-risk youth such as the acquisition of life management skills, anger and stress control, responsible decision-making, delayed gratification and long-range planning, substance abuse resistance skills, and the social and emotional skills necessary for a successful life outcome.</p> <p>Position youth to successfully matriculate through the education and training process, which include, but is not limited to the following: being promoted; passing standardized tests; obtaining a GED; being promoted to the next grade level, including entering college; and obtaining technical, vocational training.</p>	<p>Provide supportive services that enable youth to successfully accomplish their educational and training goals.</p>

Team 11: Promise Zone	Outcome Areas		
	<p>Please review Section Eleven (pgs., 28-34) for specific details explaining the requirements for applying to this particular human service funding category.</p>		

## SECTION TEN: COLLABORATION APPROACHES

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There are **several different approaches to describe collaborative efforts**. In organizational systems, collaboration can occur at the direct service level, the administrative level, or communitywide. Effective collaborative efforts are built on short-term and long-term goal setting as a collective group. The following collaborative approaches were adopted by the CHSP funding partners. **When completing Form 6 of the grant application, please use this section as a reference.**

### **Commonly utilized approaches include:**

- ✓ **An individual client referral** to another agency or resource is the most commonly used approach.
- ✓ **An interagency agreement with shared client responsibilities:** For example, the Department of Children and Families acts as the client's primary case manager while referring chronically challenged families to alternative programs that have the capabilities of providing intensive in-home services. Families who are referred to these alternative programs must meet specified eligibility criteria as established by both parties. Formalized partnership agreements, as opposed to other informal working arrangements, help to provide those involved with a clear picture of their expected contribution to the collaboration process. Through written partnership agreements, roles and responsibilities are clearly delineated. Such an agreement provides structure, stability, and commitment to the ongoing work of collaborating.  
**Coalitions and Associations:** A collection of agencies with similar focuses meeting on a regular basis (i.e., monthly, quarterly) to address common issues and challenges is another effective collaborative intervention strategy.
- ✓ When **collaborative staff development** exists, all partners in the collaborative effort join to co-sponsor and participate in shared training. Collaborative staff development enhances common skills and knowledge across programs resulting in increased levels of understanding and trust. Partners experience an increased willingness to share resources and expertise and a decreased level of "turf guarding." Individuals, families and communities can be provided with the most effective services available to meet their needs.
- ✓ **Coordinated community outreach efforts** are crucial to successful collaboration. Accomplished through means such as newsletters, open houses, orientation meetings, health fairs, and other community-based activities, outreach programs increase community awareness, buy-in, and participation in programs and services. Outreach must be addressed if the collaboration effort is to reach its potential.
- ✓ **Community development:** concerted efforts are targeted at a given community to address specific social problems. Therefore, intervention strategies are tailored to meet the specific needs of the targeted population. For example, federal, state, and local government entities have distributed massive amounts of

dollars to address the impact of HIV/AIDS; however, the rate of HIV/AIDS continues to accelerate. Experts are re-evaluating the use of traditional (single-agency) intervention strategies to service particular communities and populations. They now recognize the need to explore creative targeted approaches for solving community-based problems. These approaches must be well thought out and carefully planned, taking into consideration the uniqueness of the community (i.e., culture, income range, natural resources, severity of social conditions, developmental history, and "help seeking behaviors").

When we target the community for change, our efforts are directed at causing that change. We may accomplish this through a number of methods which include: creating new services, improving the delivery of existing services, implementing innovative intervention strategies, and drawing upon the resources of the community. In summary, collaboration is based on the premise that groups of agencies (and collective resources) working together enhance each other's chances of being successful at having an immediate, intermediate and long-term impact in any given community.

## SECTION ELEVEN: PROMISE ZONE HUMAN SERVICE FUNDING CATEGORY

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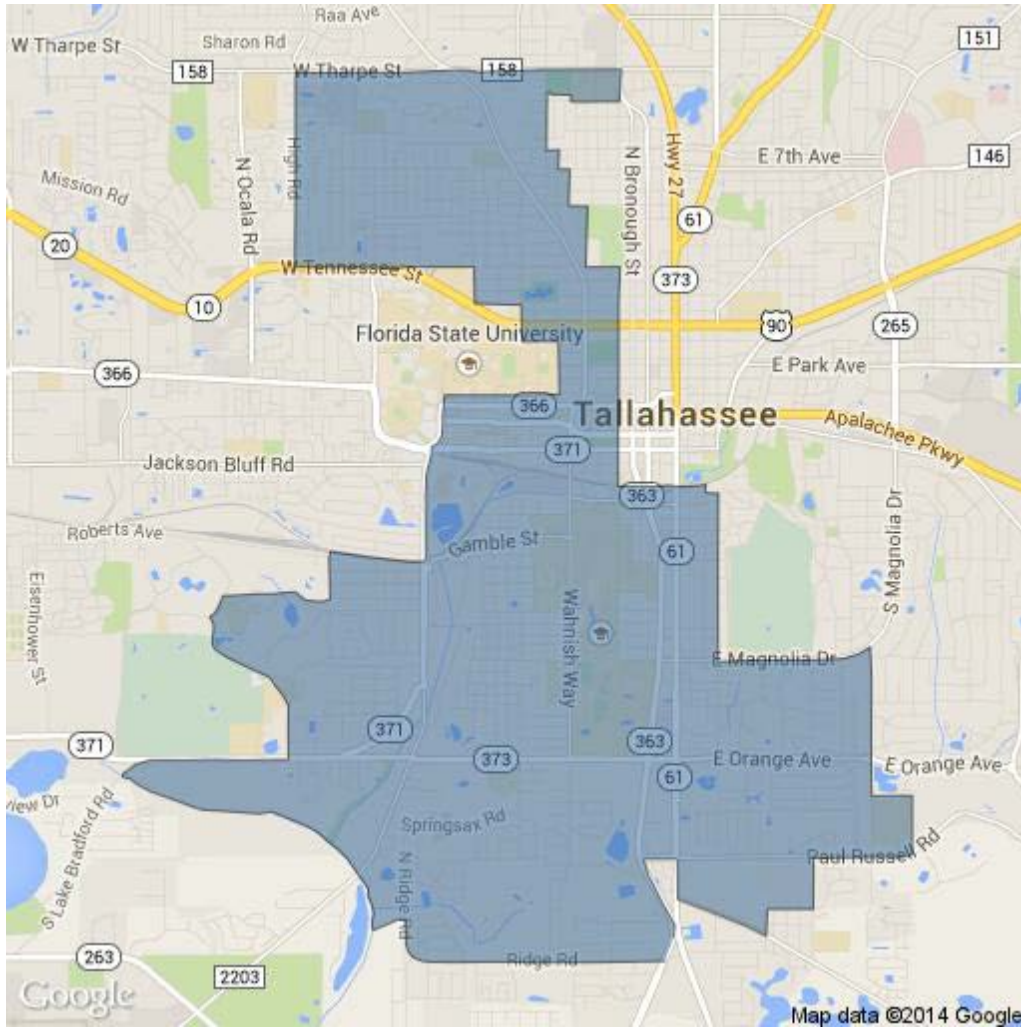
All eligible applicants must demonstrate the provision of direct client services in at least one of the following human service areas: (1) **youth services**, (2) **family services**, (3) **employment training and placement services**, and (4) **health services**. Through the CHSP process, the City of Tallahassee Commission will fund innovative, community-based, culturally relevant programs that can directly improve the lives of residents living in the Promise Zone.

This funding is targeted to serve residents living in the Promise Zone (PZ) using the boundaries approved by the City and County Commissioners. **Applicants are required to:** (1) demonstrate an increased level of services being offered to the targeted area, (2) develop partnerships and collaborations with organizations and groups located in the PZ, (3) participate in an independent program evaluation process conducted by educational institutions, and (4) enter into a legal contract with the City of Tallahassee.

Furthermore, all funded organizations and collaborative partners may be required to comply with the following expectations:

- 1.) Successfully complete a general impact assessment and program evaluation training for project managers and relevant staff.
- 2.) Work with independent evaluators in the development of metrics, data collection techniques, and data analysis strategies for their proposed project.
- 3.) Maintain ongoing contact with independent evaluators to receive support regarding the implementation of the program and utilization of assessment tools.
- 4.) Provide final data, conclusions, and information for the development of a final report.

**Target Area Defined:** The Promise Zone (PZ) is comprised of 11 contiguous census tracts, which include 4, 5, 6, 10.01, 10.02, 11.01, 11.02, 12, 14.01, 14.02, and 19.01. Within the area are seven communities: the Greater Frenchtown Community on the north, Providence Neighborhood, Callen Neighborhood, and Liberty Park Neighborhood on the west, Bond Community, South City, and Apalachee Ridge neighborhoods in the south. The proposed Promise Zone encompasses communities that have an overall poverty rate of 51.58%. The Promise Zone map is provided on the next page.



### **Application Overview**

**Collaboration, an overriding principle:** Programs that integrate comprehensive, collaborative strategies in its program design will receive preferential consideration. When we target the community for change, our efforts are directed at causing that change. We may accomplish this through a number of methods which include: creating new services, improving the delivery of existing services, or implementing innovative intervention strategies, drawing upon the resources of the community. In summary, collaboration is based on the premise that groups of agencies (and collective resources) working together enhance each other's chances of being successful at having an immediate, intermediate, and long-term impact in any given community.

***Some of the benefits that can be actualized through collaboration are as follows:***

- Service capacity is improved when you have groups with different views, resources and skills applying their intelligence and strength to solve complex socio-economic problems.



- Increasing human service coordination, collaboration, and service integration can improve the quality and availability of social services for high-risk communities.
- Social service systems are able to meet the needs of clients and communities in a more efficient, comprehensive fashion.
- By networking, coordinating and cooperating organizations working together can accomplish goals they couldn't reach working in isolation.
- Groups of people can work together to accomplish amazing tasks. They can figure out ways to garner the necessary skills, funds and time to solve community problems and improve the delivery of human services.
- Collaboration can improve individual or caseload outcomes, or expand service availability to particular categories of clients, compared to the performance of providers acting in an uncoordinated fashion.
- As we work together, we are not only accomplishing our goals such as making health care more accessible or creating more jobs; we are also learning how to bring the local decision-making process into the hands of community members, thereby, promoting a sense of ownership and personal responsibility.
- Complex and intertwined problems require cooperation throughout a community in order to make positive changes. No one organization or even one sector can make significant movement without the help and cooperation of the other sectors.
- It requires that all parties give priority to the broader common good of the larger community.

All eligible applicants must demonstrate the provision of direct client services in at least one of the following human service areas: (1) youth services, (2) family services, (3) employment training and placement services, and (4) health services. The following information is a description of the four targeted human service areas eligible for funding consideration.

### 1) **Youth Services**

Youth development applies to a set of principles or approaches emphasizing active support for the growing capacity of young people by individuals, organizations, and especially at the community level. It refers to intentional efforts of others, including adults, communities, government agencies, and schools to provide opportunities for youth to enhance their interests, skills, and abilities. This approach is rooted in a commitment to enabling all young people to thrive. It requires making communities more conducive to developing youth to their fullest potential.

Youth who live in deteriorating neighborhoods characterized by extreme poverty, poor living conditions, violence, and high unemployment are more likely to develop problems with depression, alcohol and other drug use, delinquency, gang involvement, teen pregnancy, and dropping out of school. Many such youth have witnessed violence and may be affected by Post Traumatic Stress Disorder. Beginning in elementary school, academic failure increases the risk of negative life

outcomes. Young people who have lost commitment to school are at a higher risk of failure.

Early research in resiliency helped highlight that the presence of caring adult relationships, decision-making skills, and other supportive interventions in a young person's life can offset the occurrence of negative outcomes even among youth considered to be at high risk. Youth serving programs need ways in which to measure the impact of their programs in order to provide quality services that meet the needs of youth.

**Below are examples of the types of services and outcomes that specifically address the needs of the target population in the Promise Zone:**

- a. Youth perform at or above grade level.
- b. Youth successfully pass the Department of Education's educational requirements.
- c. Youth are promoted to the next grade level.
- d. Youth graduate from high school.
- e. Youth enroll in postsecondary education.
- f. Youth complete some type of postsecondary credential.
- g. Youth develop employability skills.
- h. Youth are employed and develop life management skills.
- i. Youth avoid involvement or further involvement in the juvenile delinquency or criminal justice system.
- j. Youth are diverted from gang involvement.
- k. Youth prevent, manage and resolve interpersonal conflicts in constructive ways.
- l. Youth develop critical thinking and decision-making skills.
- m. Youth use refusal skills and avoid risky behaviors such as drug use or early sexual involvement.
- n. Youth develop self-protective skills (i.e., how to thrive in an at-risk environment).
- o. Youth avoid teenage pregnancy.
- p. Youth develop coping skills and a strong sense of self.

## **2) Family Services**

The term family support services means community-based services provided for the safety and well-being of children and families. The advantages of family support services include: a) it helps to increase the strength and stability of the family; b) it helps to increase parent's confidence and competence in their parenting abilities; c) it helps to afford children a safe, stable, and supportive family environment; and d) it strengthens the overall community environment.

Furthermore, family supportive services include the following principles: 1) they are family driven; 2) services are comprehensive, flexible, and individualized to each

family based on their culture, needs, values, and preferences; 3) they build on strengths to increase the stability of family members and the family unit; and 4) they utilize informal and formal family supports to address the needs of the family.

The United States has a higher poverty rate than many other advanced countries, and many Americans reach adulthood without the tools they need to succeed in the workforce. The most common measure of poverty in the U.S. is the *poverty threshold* set by the U.S. Government. This measure recognizes poverty as a lack of those goods and services commonly taken for granted by members of mainstream society. Various programs and policies, especially in areas such as job training and education, could be reformed and strengthened. Poverty reduction is a term that describes the promotion of various measures, both economic and humanitarian, that will permanently lift people out of poverty. Making employment opportunities available is just as important as increasing income and access to basic needs. It is also important to recognize that some individuals may need ongoing support due to experiencing chronic poverty; this is particularly true for the elderly and special needs populations who often rely on fixed incomes.

**Below are examples of the types of services and outcomes that specifically address the needs of the target population in the Promise Zone:**

- a. Provide housing assistance that enables families to move to areas with high levels of upward mobility; this strategy improves the opportunity for college enrollment, adult earnings, and other positive social indicators.
- b. Provide supportive services that strengthen families and promote self-sufficiency.
- c. Develop job opportunities that allow families to increase their earnings to livable wages.
- d. Provide emergency, cash assistance to help families obtain or remain in stable, long-term housing.
- e. Provide consistent, supplemental food support to reduce the cost of living for families. This measure reduces the challenges that low-income households face regarding *food insecurity* (e.g., having to decide how to use limited income in reference to making choices about paying for food, medicine, utilities or housing).
- f. Increase the number of children who benefit from early childhood education programs, ensuring that the children meet appropriate developmental milestones. These programs increase the individual's long-term, positive outcomes such as higher earnings and educational attainment. Moreover, such supportive services assist families in obtaining and sustaining employment.

- g. Enhance health, growth, and development of children and adults in the family unit.
- h. Promote safe, stable, and supportive families who are connected to their communities.

**3) Job Training and Placement:** Preparing people for the job market is a critical task for all modern societies. The objectives are to give people the opportunity to attain their career potential while meeting the demands of the labor market, and to minimize the number of long-term joblessness or poor career outcomes. Critical to a nation's success in achieving both goals is an effective training and placement system, as well as sound programs targeted to the structurally unemployed and economically disadvantaged. The program model must be designed to engage low-income youth and adults in work and/or related project activities that teach fundamental job readiness skills training and world-of-work awareness through meaningful experiences.

**Below are examples of the types of services and outcomes that specifically address the needs of the target population in the Promise Zone:**

- a. Provide effective and innovative year-round employment and training services to at-risk youth and adults.
- b. Jobseekers have improved skills for employment. (Jobseekers are more likely to find and enter employment as a result of improved functional skills, interpersonal skills, motivation, and skills for finding work.)
- c. Jobseekers have improved occupation-specific skills and work experience. (An example of one measurement within this category is the number of jobseekers gaining accredited vocational qualifications.)
- d. Increased numbers of jobseekers enter and sustain (quality) paid employment. (An example of one measurement within this category is the number of jobseekers who enter paid work of a specified quality in reference to wages, etc., as well as the duration of employment.)
- e. Jobseekers complete high school or obtain a GED (if applicable).
- f. Jobseekers are enrolled and successfully complete post-secondary educational opportunities.
- g. Jobseekers obtain summer employment opportunities, including apprenticeships and job shadowing.

#### **4) Health Services**

According to the World Health Organization (WHO),

"Health services include all services dealing with the diagnosis and treatment of disease, or the promotion, maintenance and restoration of health. They include personal and non-personal health services. Health services are the most visible functions of any health system, both to users and the general public. Service provision refers to the way inputs such as money, staff, equipment and drugs are combined to allow the delivery of

health interventions. Improving access, coverage and quality of services depends on these key resources being available; on the ways services are organized and managed, and on incentives influencing providers and users.”

Integrated health services encompass the management and delivery of quality and safe health services so that people receive a continuum of health promotion, disease prevention, diagnosis, treatment, disease-management, rehabilitation and palliative care services, through the different levels and sites of care within the health system, and according to their needs throughout the life course.”

**Below are examples of the types of services and outcomes that specifically address the needs of the target population in the Promise Zone:**

- a. Health care is more accessible to community members.
- b. Residents reduce the risk, duration, and effects of acute and episodic health conditions such as asthma or diabetes.
- c. Improve the health and quality of life for area residents.
- d. Low-income, uninsured patients gain access to health care.
- e. Residents receive basic screenings such as physicals, blood pressure, diabetes, hearing, vision, and scoliosis screenings.
- f. Residents receive dental care coordinated through community service providers.
- g. Residents are better health care consumers and advocates through increased utilization of services and better self-care and management of chronic diseases.
- h. To organize and coordinate the delivery of specialty medical and dental care to low-income, uninsured residents.
- i. To create and maintain a system of service delivery that encourages health care providers to volunteer and provide needed services.
- j. To improve medical outcomes for uninsured patients through donated care and prescription and transportation assistance.

## SECTION TWELVE: APPLICATION SUBMISSION REQUIREMENTS AND CHSP CONTACT PERSONS



**PLEASE CAREFULLY REVIEW THE DIRECTIONS NOTED BELOW**

**Applications must be submitted by 5:00 p.m.,  
Friday, February 24, 2017**

### **Gaining Access to the CHSP Portal:**

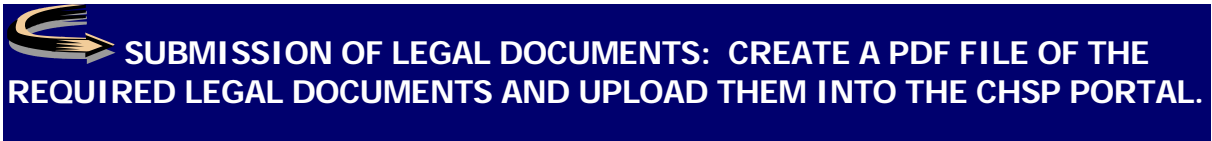
- 1) Register your agency in the CHSP Portal: <https://chspportal.org>.
- 2) Click the icon entitled Partner Agencies and follow instructions.
- 3) Once you register your agency in the CHSP Portal the system will send you a user name and a temporary password.
- 4) Log in the CHSP Portal using your user name and temporary password.
- 5) Complete the Agency Profile and sign up to attend one of the four offered workshops.

Please note that each agency will be assigned an **Agency Administrator**. To allow for multiple staff members to have access to the application the Agency Administrator can assign **Agency Users**. **To be eligible to sign the CHSP grant application the agency's board president and executive director must be registered as an Agency Administrator or Agency User.**

### **General Submission Requirements**

- All applications must be completed and submitted via the CHSP Portal; no paper copies of the application will be accepted.**
- Applications for FY 2017/2018 will only be accepted from agencies that meet the CHSP eligibility criteria and have documented attendance at one of the four mandatory application workshops.
- All agencies must meet the minimum legal requirements** shown on Form One of the 2017/2018 Grant Application and the Nonprofit—Organizational Standards Checklist.
- The grant application deadline is final. No extensions shall be granted.**
- Grant applicants that do not meet the standards specified in Section Thirteen will not be considered.** This standard is based on the premise that the agency has failed to meet the submission deadline for the CHSP application and that all applicants must be treated equally.
- Fatal Flaws: Specific conditions that will result in the rejection of the application** for consideration in the 2017/18 CHSP funding process include:
  - 1) Not completing sections of the application
  - 2) Not submitting the most recently submitted IRS 990, 990EZ, or Postcard in accordance with federal regulations
  - 3) Not submitting the most recently completed audit – no more than two years old, if applicable

- 4) Failure of the executive director or board president to sign the application (or the board vice-president if the board president is not available to sign)
- 5) Not submitting a Check Signing Policy approved by the agency's board of directors (The policy must address the following criteria: **a.** require two or more signatures based on established fiscal thresholds; **b.** specify that no agency staff, including the executive director, can sign a check written to him/herself or written for cash; and **c.** include specifications and internal safeguards such as board oversight regarding making withdrawals from the agency's accounts.)
- 6) Not submitting proof of current liability insurance



**SUBMISSION OF LEGAL DOCUMENTS: CREATE A PDF FILE OF THE REQUIRED LEGAL DOCUMENTS AND UPLOAD THEM INTO THE CHSP PORTAL.**

- Agency's current **by-laws**
- Agency's registration letter with the **U. S. Department of Treasury, Section 501 (c) (3)**, Internal Revenue Service Code, for exempt status
- Agency's registration letter with the **Florida Department of Agriculture and Consumer Services**, pursuant to Chapter 496, FS (If your organization is exempt, as provided for in sections 496.403 and 496.406, FS, submit a copy of the agency's exemption letter.)
- Agency's proof of registration as a non-profit corporation with the **Florida Department of State, Division of Corporations** pursuant to Chapter 617, FS, which can be obtained by accessing sunbiz.org
- Agency's registration letter with the **Florida Department of Revenue** pursuant to Chapter 212.08 F.S. **State Sales Tax Exemption**
- The agency's proof of **liability insurance**
- Agency's **statement of non-discrimination and its equal opportunity policy** for employees, volunteers, and clients
- Agency's **Fiscal Management Policy**, including a dual check signing policy/procedure. **The procedure must include the Check Signing Policy language noted in the 2017/18 CHSP Application**
- The following agency policies: **Records Retention** and **Conflict of Interest policies/procedures**
- If the agency's program(s) requires **licensing by local, state or federal agencies**, please attach the licenses required (i.e., occupancy licenses, Health Department license, coverage needed for operation, DCF certifications, etc.).

**CHSP STAFF PERSONS CAN BE REACHED AT THE FOLLOWING CONTACT  
NUMBERS AND EMAIL ADDRESSES:**



**Susan Dunlap**, United Way of the Big Bend

Switchboard: 414- 0844

[susan@uwbb.org](mailto:susan@uwbb.org)

**Pat Holliday**, City of Tallahassee

Direct line: 891- 6524 or

[patricia.holliday@talgov.com](mailto:patricia.holliday@talgov.com)

**Anita Morrell**: 891- 6561

[anita.morrell@talgov.com](mailto:anita.morrell@talgov.com)

**Sarala Hermes**: 891-6553

[sarala.hermes@talgov.com](mailto:sarala.hermes@talgov.com)

**Pam Tisdale**, Leon County

Switchboard: 606-1900

[TisdaleP@leoncountyfl.gov](mailto:TisdaleP@leoncountyfl.gov)



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

### **Policy No. 01-04**

Title: Human Service Grant Review Committee

Date Adopted: May 24, 2016

Effective Date: May 24, 2016

Reference: N/A

Policy Superseded: Policy No. 81-3, Adopted March 24, 1981 and Amended May 11, 1981; April 30, 1985; December 16, 1986 and December 8, 1987. Revised Policy No. 01-04, "Human Service Grant Review Committee", Adopted May 8, 2001; and Amended November 30, 2004; and February 26, 2008

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It shall be the policy of the Board of County Commissioners of Leon County, Florida, that Policy No. 01-04, "Human Service Grant Review Committee," as amended on February 26, 2008, is hereby further amended as follows:

1. The purpose of the Human Services Grant Review Committee is to consider requests for Community Human Service Partnership funding submitted by local human service organizations and activities whose programs are designed to meet the needs of the Leon-Tallahassee area.
2. The Community Human Service Partnership is a grant distribution process partnered by Leon County, the City of Tallahassee, and the United Way of the Big Bend which distributes human service dollars to local non-profit organizations.
3. The Committee shall be responsible for reviewing and evaluating human service funding applications submitted to the Community Human Service Partnership, and making recommendations with regard to the allocation of public funds for human for human service programming.
4. The Committee shall use a systematic and unified approach to review and evaluate human service programs and the allocation of funding for the services.
5. The Committee shall consist of fourteen (14) members, each appointed for two-year terms.

**Policy No. 01-04**  
**Human Service Grant Review Committee**

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6. Each County Commissioner shall make two appointments to the Committee and shall appoint a replacement when a member is no longer able to serve on the committee.
7. The Committee's funding application procedural process is as follows:
  - a. The Committee will consider requests for Human Service funding once a year, the timing of which will be in conformity with the County and Community Human Service Partnership budgetary cycle and will allow for a sufficient review and evaluation period prior to final consideration by the Board.
  - b. Applications will be submitted to the Community Human Service Partnership staff. Community Human Service Partnership staff will then provide the agency applications to the Committee members.
  - c. While serving on a team of community-wide volunteers, Committee members will be responsible for reviewing and evaluating their assigned agency's application, conducting a site visit to determine the merit of the application and agency, deliberating with other team members on the recommended allocation for each agency, and subsequently, reporting these findings and making a recommendation to the Committee. No more than one Committee member shall serve on one team.
  - d. The Committee will then submit recommended allocations to the Board of County Commissioners, through the Staff coordinator.
8. Appeals will not be considered by the Committee.
9. All uncommitted funds remaining in the Human Service account after the normal yearly cycle, and the subsequent appeals, will revert to the human services account.
10. There shall be no exceptions to the consideration of requests for Human Service funding outside the yearly funding application process.

*Revised May 24, 2016*

**Leon County  
Board of County Commissioners**

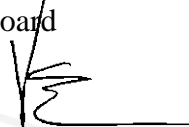
**Notes for Agenda Item #8**

# Leon County Board of County Commissioners

## Agenda Item #8

December 12, 2017

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

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

**Title:** Proposed Revisions to the Joint Project Services Agreement with Choose Tallahassee

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

### **Statement of Issue:**

This item seeks the Board's approval of changes to the terms of the existing Joint Project Services Agreement (JPSA) with Choose Tallahassee to reflect a renewed marketing and staffing approach desired by Choose Tallahassee. Under the proposed changes to the JPSA, Leon County would continue its funding commitment to Choose Tallahassee but would no longer provide administrative staff support as provided under the current agreement.

### **Fiscal Impact:**

This agenda item has a fiscal impact. The Leon County Division of Tourism will continue to allocate \$10,000 annually from its marketing budget to support this initiative but will no longer receive \$10,000 annually from Choose Tallahassee for administrative responsibilities and staffing costs as Choose Tallahassee has secured its own professional staff.

### **Staff Recommendation:**

Option #1: Approve in concept the proposed revisions to the Joint Project Services Agreement with Choose Tallahassee and authorize the County Administrator to finalize and execute a revised agreement in a form to be approved by the County Attorney.

## **Report and Discussion**

### **Background:**

This item seeks the Board's approval of changes to the terms of the existing Joint Project Services Agreement (JPSA) with Choose Tallahassee to reflect a renewed marketing and staffing approach desired by Choose Tallahassee. Choose Tallahassee is a non-profit organization that promotes Leon County-Tallahassee as a retirement destination and seeks retirees considering relocation to visit and explore the destination.

On December 15, 2015, the Board approved the JPSA with Choose Tallahassee set for a three-year period (Attachment #1). The agreement calls for the Leon County Division of Tourism to provide a physical address, telephone support, and fulfill consumer inquiries generated from various marketing programs. Staff was also tasked with providing notices to Choose Tallahassee Board members, keeping minutes of meetings, updating the Choose Tallahassee Magazine, maintaining a database, distributing marketing materials at select consumer and travel trade shows, marketing programs through VisitTallahassee.com, public relations, and social media efforts promoting Leon County and Tallahassee as a retirement location.

Staff anticipated the work required by Choose Tallahassee would utilize approximately 10 hours of weekly staff time which was agreed to by both parties to cost \$10,000 annually, to be paid annually by Choose Tallahassee in two installments. In addition, the Division of Tourism would direct \$10,000 of the annual advertising budget with The Zimmerman Agency to be targeted toward promoting Leon County and Tallahassee as a retirement destination. The City of Tallahassee also provides \$10,000 annually to Choose Tallahassee.

### **Analysis:**

In FY 2017, Choose Tallahassee notified staff of its intent to restructure its volunteer governing board, directly contract with a professional marketing agency, and hire an executive to oversee day-to-day operations. In light of this planned restructuring, Choose Tallahassee requested the County carry forward the unspent FY 17 \$10,000 Tourism marketing funds allocated for Choose Tallahassee under the JPSA. On July 11, 2017, the Board received a presentation from Choose Tallahassee on their ongoing activities.

Choose Tallahassee has recently been re-energized with new leadership and wishes to implement a different approach than utilized in previous years. They have secured their own professional staff and no longer require the County's assistance with administrative responsibilities and staffing. By returning these responsibilities back to Choose Tallahassee, the County would no longer receive the \$10,000 in financial consideration each year for the staff time and administrative support provided to Choose Tallahassee under the existing JPSA such as preparing meeting minutes, responding to customer inquiries, and maintaining a customer database. Choose Tallahassee made its initial FY 17 \$5,000 payment to the County for its services and has verbally agreed to submit a late final payment in the same amount in order to satisfy the terms of the existing JPSA for FY 17.

Under the existing JPSA, Choose Tallahassee offers guidance to the Division of Tourism for the utilization of \$10,000 in marketing funds to entice retirees to consider relocation to the area through the County's destination marketing agency of record (the Zimmerman Agency). Moving forward, Choose Tallahassee is seeking a \$10,000 payment each year to support various marketing initiatives, in accordance with statutory restrictions for tourism funds, but wish to directly procure goods and services in support of their mission. Staff has worked with Choose Tallahassee organizers to prepare and present an outline of the proposed changes for the Board's consideration as follows:

*Choose Tallahassee Responsibilities*

- Provide all administrative support including telephone and email support, physical address and fulfillment of consumer inquiries.
- Notify, administer, and keep minutes of all CT Board and committee meetings.
- Maintain consumer database generated by promotional activities (available to County upon request).
- Respond to consumer inquiries from marketing efforts, providing information on relocation and the retirement advantages of the area.
- Maintain and manage CT website, social media channels and promotional activities.

*Division of Tourism Responsibilities*

- Serve on Executive Committee.
- Provide insight, collaboration and technical support on marketing, PR, social and advertising efforts as appropriate.
- Provide an annual update to the Tourist Development Council.

*Allowable expenses*

- Promotion, marketing and paid advertising/media buys that reach outside Leon County with the potential to drive overnight visitation. Activities may include digital and social media buys. Graphic design services for digital ad production and website enhancement is allowed.
- Special event production, marketing and technical expenses, site fees/costs (rentals, insurance, etc.), non-monetary awards and travel expenses including lodging for media.

*Unallowable expenses*

- General, overhead and administrative expenses (including salaries).
- Building, renovating and/or remodeling expenses.
- Equipment purchases.
- Debts incurred prior to grant requests.
- Programs which solicit advertising or sponsorships.
- Hospitality or social functions (food and beverage).
- Advertising that only reaches Leon County and its residents.
- Lodging expenses for event attendees other than media.

Mirroring the original term, staff is recommending a three-year extension of the JPSA with the aforementioned responsibilities and conditions. Funding support for Choose Tallahassee is already included in the Division of Tourism marketing budget and funds are to be expended exclusively for marketing and promotion to increase visitation to Leon County in accordance with Florida Statute 125.0104.

In order to access the \$10,000 each year, Choose Tallahassee would be required to submit a marketing plan to the Division of Tourism for approval which details the planned activities, expenses, and metrics. Specific metrics to be reported may include: website traffic, social media following, earned media, room nights generated, number of events/attendees, etc. A year-end report on expenditures and metrics would be due no later than 45 days after the conclusion of the fiscal year.

For the unspent FY 17 marketing funds designated for Choose Tallahassee, staff recommends restricting the use of those funds to all the same terms and conditions previously listed but to release the funds once Choose Tallahassee remits its final payment for the County's FY 2017 administrative expenses. In the absence of a detailed marketing plan, staff will work closely with Choose Tallahassee organizers to ensure that these funds are utilized to further the mutual goals of both organizations.

Should the Board approve of the proposed revisions, staff will continue to work with Choose Tallahassee to finalize the JPSA in a form to be approved by the County Attorney and executed by the County Administrator. Division of Tourism staff and the Tourist Development Council will continue its involvement and collaboration with Choose Tallahassee for this important community initiative.

**Options:**

1. Approve in concept the proposed revisions to the Joint Project Services Agreement with Choose Tallahassee and authorize the County Administrator to finalize and execute a revised agreement in a form to be approved by the County Attorney.
2. Do not approve the proposed revisions to the Joint Project Services Agreement with Choose Tallahassee.
3. Board Direction.

**Recommendation:**

Option #1.

**Attachment:**

1. December 8, 2015 agenda item and the Joint Project Services Agreement with Choose Tallahassee

# Leon County Board of County Commissioners

## Cover Sheet for Agenda #7

December 8, 2015

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

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

**Title:** Approval of the Joint Project Services Agreement with Choose 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 Ken Morris, Assistant County Administrator Cristina Paredes, Director, Department of Economic Vitality
<b>Lead Staff/ Project Team:</b>	Lee Daniel, Director of Tourism Development Gary Stogner, Senior Marketing Manger Brian Hickey, Senior Sports Sales Manager

**Fiscal Impact:**

This item has a fiscal impact. Choose Tallahassee will pay the County \$10,000 annually for the staff support as outlined in the Joint Project Services Agreement. In addition, Tourism will direct \$10,000 of the annual advertising budget to be targeted toward promoting Leon County and Tallahassee as a retirement destination.

**Staff Recommendation:**

Option #1: Approve the Joint Project Services Agreement with Choose Tallahassee, and authorize the County Administrator to execute (Attachment #1).



Title: Approval of the Joint Project Services Agreement with Choose Tallahassee  
December 8, 2015  
Page 2

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## **Report and Discussion**

### **Background:**

On December 13, 2011, the Board received a presentation from the Choose Tallahassee Action Council regarding its proposed marketing effort to establish Leon County as a retirement destination to affluent retirees relocating to the state of Florida.

On January 24, 2012, the Board approved a funding request from Choose Tallahassee in the amount of \$20,000, with payments of \$10,000 made in FY 12 and FY 13 from the Division of Tourism Development's (TD) budget (Attachment #2). These funds were used to market the Choose Tallahassee initiative. In addition to the payments, TD has served on the Choose Tallahassee board and has provided marketing support on the VisitTallahassee.com website as well as through public relations and social media.

The support of Choose Tallahassee is essential to the following revised FY 2012 & FY 2015 Strategic Initiatives that the Board approved at the January 27, 2015 meeting:

- Implement strategies that promote the region as a year round destination.

This particular Strategic Initiative aligns with the Board's economic Strategic Priority, Economy:

- Support Choose Tallahassee initiative (EC4 – 2012).

### **Analysis:**

In June 2015, Choose Tallahassee approached staff regarding a formal partnership to promote the community as a retirement destination since people considering Tallahassee area as a retirement destination would more than likely visit the community first to research what Leon County and Tallahassee offer.

It was identified through discussions with Choose Tallahassee board members and staff that there is synergy in aligning Choose Tallahassee with Tourism Development through a Joint Project Services Agreement. The partnership is especially appropriate given that people considering Tallahassee as a retirement location will first become visitors when conducting research on what the destination offers. These research trips will more than likely take several days and could even result in multiple trips before finally deciding to relocate to the area.

Staff responsibilities, as well as Choose Tallahassee responsibilities, are outlined in the attached Joint Project Services Agreement (Attachment #1). Tourism Development will provide a physical address, telephone support, and fulfill consumer inquiries generated from various marketing programs. Staff will also provide notices to Choose Tallahassee Board members, keep minutes of meetings, update the Choose Tallahassee Magazine, maintain a database, distribute marketing materials at select consumer and travel trade shows, market programs through VisitTallahassee.com, public relations, and social media efforts promoting Leon County and Tallahassee as a retirement location.

Title: Approval of the Joint Project Services Agreement with Choose Tallahassee  
December 8, 2015  
Page 3

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Staff anticipates that the work required by Choose Tallahassee will utilize approximately 10 hours of weekly staff time. Based on the number of hours anticipated, staff has proposed a cost to Choose Tallahassee of \$10,000 annually, which has been accepted by the Choose Tallahassee board. In addition, Tourism will direct \$10,000 of the annual advertising budget with The Zimmerman Agency to be targeted toward promoting Leon County and Tallahassee as a retirement destination. Choose Tallahassee will maintain and manage its website, social media channels, promotional activities, and continue with the Red Carpet Program that provides personal tours of the area for those interested. The Joint Project Service Agreement is for a three-year period.

Pending the Board's approval, staff will work closely with Choose Tallahassee to make the transition as soon as the Joint Project Services Agreement is executed.

**Options:**

1. Approve the Joint Project Services Agreement with Choose Tallahassee and authorize the County Administrator to execute (Attachment #1).
2. Do not approve the Joint Project Services Agreement with Choose Tallahassee.
3. Board direction.

**Recommendation:**

Option #1.

**Attachments:**

1. Joint Project Services Agreement with Choose Tallahassee
2. January 24, 2014 Choose Tallahassee Agenda Item

## JOINT PROJECT SERVICES AGREEMENT

THIS JOINT PROJECT SERVICES AGREEMENT (hereinafter "Agreement") dated this 8<sup>th</sup> day of December, 2015, is by and between Leon County, Florida, a political subdivision of the State of Florida (hereinafter the "County") and Choose Tallahassee, a 501(3)(c) Not-for-Profit Corporation (hereinafter the "Contractor" or "CT"), collectively, the "Parties".

### RECITALS

WHEREAS, the County and Contractor wish to enter into an agreement that will ensure the creation of a joint partnership for the purposes of promoting Leon County and the City of Tallahassee as a retirement destination; and

WHEREAS, the Leon County Division of Tourism Development (TD) is charged with leading the Board of County Commissioners strategic goal of increasing economic development through tourism and whose marketing efforts in fiscal year 2015 helped generate 2.4 million visitors to Leon County, \$629 million in direct visitor spending and \$963 million in total economic impact; and

WHEREAS, with 10,000 members of the "Baby Boomer" generation retiring daily, this generational phenomenon represents a tremendous economic, social and civic growth opportunity for the County due to the economic benefits realized, including that relocating retirees will add thousands of hours of time, leadership and contributions in volunteer support to community non-profit organizations in the area; and

WHEREAS, many retirees spend several years visiting and exploring different locations before making a final decision on relocating; and

WHEREAS, the Board of County Commissioners on January 24, 2012, recognized the direct relationship between those wishing to relocate to the City of Tallahassee and Leon County and the goals of Leon County Tourism Development (TD), and decided to provide financial support to the Contractor, initially for a two year period; and

WHEREAS, the Parties recognize that this Joint Project Services Agreement may need to be revised to take into consideration future developments and recommendations.

NOW, THEREFORE, for and in consideration of the forging recitals, the sum of ten dollars (\$10.00) each to the other paid, the mutual covenants and promises contained herein and other good and valuable consideration, the receipt and sufficiency of which being acknowledged, the Parties do hereby covenant and agree as follows:

1. EFFECTIVE DATE; TERM; RENEWAL
  - a. This Agreement shall be effective commencing December 8, 2015 and shall continue until November 30, 2018, hereinafter "Initial Term".

- b. After the Initial Term, this Agreement shall be extended automatically for additional one (1) year Term(s) upon the same terms and conditions as herein set forth, provided either Party may provide notice to the other of its intent to not renew the Agreement not less than ninety (90) days before the expiration of the then current Term.

2. SCOPE OF SERVICES PROVIDED BY COUNTY

- a. Co-location. The County agrees that Choose Tallahassee may utilize the TD mailing address at 106 East Jefferson Street, Tallahassee, FL 32301 for receipt of postal deliveries.
- b. Tourism Development shall provide:
  1. Staff support for the Contractor, in an amount not to exceed ten (10) hours per week, which shall include:
    - a. Telephone support, a physical address and digital location, and fulfill consumer inquiries generated from Contractor marketing programs.
    - b. Notification of CT Board meetings and keep minutes of these meetings.
    - c. Updating the CT Magazine and integrating promotional activities with those initiated by TD, where appropriate.
    - d. Maintaining the computer database generated by Contractor for promotional activities of persons interested in retiring/relocating to the County.
    - e. Responding to consumer inquiries with CT Magazine and the Visitor Guide.
    - f. Distributing Contractor marketing materials at trade shows and festivals that are part of the TD annual marketing plan.
    - g. In collaboration with CT, market the CT program through the Visit Tallahassee website, public relations efforts, and email.
    - h. Expending up to \$10,000 annually of the TD advertising budget for destination exposure through print or digital media targeting potential retirees and building a prospect database for the promotion of CT. TD will submit suggested media buys to the CT Board; final ad placement will be contracted for and paid by the County's advertising agency of record. Confirmation of placement and payment

will be provided to the Contractor. Nothing in this provision is intended to prevent CT volunteers from conducting promotions in addition to those by TD.

c. Coordination of Activities:

The Tourist Director, or designee, shall manage the relationship between the Parties and coordinate Contractor staff support.

3. RESPONSIBILITIES OF CHOOSE TALLAHASSEE

- a. Maintain and manage the CT website, social media channels and promotional activities including lead generation and hosted visits by relocation prospects through the CT Red Carpet Program.
- b. Select not more than two members of the CT Executive Committee to act as the liaison to TD.
- c. Pay the County \$10,000 annually for the staff time and other administrative services provided by the County. Payments shall be made in two (2) equal installments of \$5,000 each, payable on March 30 and September 30 in each year of the Initial Term and each annual renewal Term.
- d. Submit an annual report delineating the activities CT performed under this Agreement.

4. TERMINATION

The County may terminate this Agreement without cause, by giving the Contractor not less than thirty (30) days prior written notice of its intent to terminate. Either Party may terminate this Agreement for cause by giving the other Party hereto not less than thirty (30) days prior written notice of its intent to terminate. The County shall not be required to give Contractor such thirty (30) days written notice if, in the opinion of the County, the Contractor is unable to perform its obligations hereunder, or if in the opinion of the County, the services being provided are not satisfactory. In such case, the County may immediately terminate the Agreement by providing a notice of termination to the Contractor.

Termination of this Agreement for any reason under this Section will not affect (i) any liabilities or obligations of either Party arising before such termination or as a result of the events causing such termination, or (ii) any damages or other remedies to which a Party may be entitled to under this Agreement, at law or in equity, arising out of a breach of this Agreement.

5. INDEMNIFICATION

The Contractor agrees to indemnify, defend and hold harmless the County, its officials, officers, employees and agents, from and against any and all claims, damages, liabilities, losses, costs, or suits, of any nature whatsoever arising out of, because of, or due to any acts or

omissions of the Contractor, its delegates, employees and agents, arising out of or under this Agreement, including reasonable attorney's fees and costs. The County may, at its sole option, defend itself or require the Contractor to provide the defense. The Contractor acknowledges that ten dollars (\$10.00) of the amount paid to the Contractor is sufficient consideration of the Contractor's indemnification of the County.

6. NOTICE

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

Notice to Contractor: Name: David Bruns  
Address: Suite 200  
200 W. College Ave  
Tallahassee FL 32301

Notice to the County: Name: Lee Daniel, Director, Tourist Development  
Address: Visit Tallahassee  
106 East Jefferson Street  
Tallahassee, FL 32301

7. CONTRACT MANAGEMENT

The Director of TD, shall be and is hereby authorized as the representative of the County, responsible for the day to day operational management of the provisions of the Agreement, including all matters related to the payment rendered by the Contractor hereunder, unless or until a written notice is provided to the Contractor stating otherwise.

8. MISCELLANEOUS PROVISIONS

a. Status

The Contractor at all times relevant to this Agreement shall be an independent contractor and in no event shall the Contractor nor any employees or subcontractors under it be considered to be employees of the County.

b. Assignments

This Agreement shall not be assigned as a whole or in part without the prior written consent of the County nor shall the Contractor assign any monies due or to become due to it hereunder without the prior written consent of the County.

c. Modifications

This Agreement constitutes the entire understanding of the Parties. Any modifications to this Agreement must be in writing.

d. Venue

Venue for all actions arising out of this Agreement shall lie in Leon County, Florida.

e. Construction

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

f. Severability

If any term of this Agreement is held by a court of competent jurisdiction to be invalid or unenforceable, then this Agreement, including all of the remaining terms, shall remain in full force and effect as if such invalid or unenforceable term had never been included.

g. Force Majeure

If either Party is prevented from or delayed from performing any obligations under this Agreement (except payment or financial obligations) by circumstances beyond its control, including but not limited to fires, hurricanes, severe weather, floods, pandemics, quarantines, war, civil disturbances, acts of terrorism, acts of God, or significant threats of such circumstances, or any future laws, rules, regulations, orders, or acts of any local, state, or federal government (“Force Majeure”), then the affected party shall be excused from performance hereunder during the period of disability. The party claiming Force Majeure shall promptly notify the other party in writing when upon learning of the existence of a Force Majeure condition, and when the Force Majeure condition has terminated. Notwithstanding anything in this Agreement to the contrary, the term “Force Majeure” does not include or excuse performance under this Agreement for events relating to increased costs associated with fuel, labor, labor disputes, insurance, or other expenses of performing the obligations hereunder.

h. Survival of Obligations

Cancellation, expiration, or earlier termination of this Agreement shall not relieve the Parties of obligations that by their nature should survive such cancellation, expiration, or termination.

i. Sovereign Immunity

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

WHERETO, the Parties have set their hands and seals and executed this Agreement the

date set forth below.

LEON COUNTY, FLOIRDA



CHOOSE TALLAHASSEE

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

BY: *Dave Bruns*  
Dave Bruns, Chairman

Date: 12-21-15

Date: 12-15-2015

ATTEST:

Bob Inzer, Clerk of the Court & Comptroller,  
Leon County, Florida

BY: *[Signature]*

Approved as to Form:  
Leon County Attorney's Office

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



**Leon County  
Board of County Commissioners**

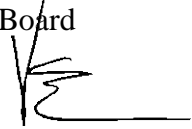
**Notes for Agenda Item #9**

# Leon County Board of County Commissioners

## Agenda Item #9

December 12, 2017

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

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

**Title:** Status Report on the Big Bend Cares' Care Point Health and Wellness Center

<b>Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Wanda Hunter, Assistant County Shington Lamy, Directors, Human Services and Community Partnerships
<b>Lead Staff/ Project Team:</b>	Felisa Barnes, Financial Compliance Manager Tiffany Harris, Health and Human Services Coordinator Tiffany Robinson, Human Services Analyst

### **Statement of Issue:**

This agenda item seeks the Board's approval of a status report on the Big Bend Cares recent expansion project, Care Point Health and Wellness Center.

### **Fiscal Impact:**

This item has no fiscal impact to the County.

### **Staff Recommendation:**

Option #1: Accept the Status Report on Big Bend Cares' Care Point Health and Wellness Center.

## **Report and Discussion**

### **Background:**

At the September 26, 2017 meeting, the Board directed staff to prepare a status report on Big Bend Cares, Inc. and the grant funding they received from the Tallahassee Community Redevelopment Agency (CRA) to construct a new medical facility known as Care Point Health and Wellness Center (Care Point).

### **Analysis:**

Big Bend Cares is a local organization that provides education and comprehensive support services to individuals with HIV/AIDS in Leon, Gadsden, Jefferson, Liberty, Madison, Taylor and Wakulla counties. In 2016 the agency served a total of 30,281 patients and is supported through the Community and Human Services Partnership (CHSP) and various fundraising activities, donations, and other federal, state and local grants. For the FY 2018 CHSP funding cycle, Big Bend Cares was awarded \$48,329 to support its HIV Prevention Outreach Program and \$95,000 to support its HIV Client Care Program. The organization has an annual operating budget of \$4,066,174.

In an August 24, 2015 letter to the Community Redevelopment Committee, Big Bend Cares requested \$1.5 million to help fund the construction of a new facility (Attachment #1). The 27,000 square foot medical facility would be constructed at the corner of South Monroe Street and Magnolia Drive which is located within the CRA's Greater Frenchtown/Southside community redevelopment area. Costs associated with the project totaled "\$13.74 million, including land purchases and other soft costs".

The letter further pointed out that in addition to the HIV/AIDS services, Big Bend Cares planned to also provide primary care services, basic laboratory services, dental services, case management services, peer adherence services, and a pharmacy in the new facility. The facility would be designed to "elicit insured clients who are employed or reside in the area, and would not be a FQHC or a FQHC look-alike. However, the agency is endeavoring to ensure access is available to the nearly 47,000 uninsured Leon County residents". At its September 24, 2015 meeting, the CRA approved Big Bend Cares' funding request (Attachment #2).

In accordance with the Development Agreement between the CRA and Big Bend Cares executed on January 24, 2017, funding for the new facility is to be provided in equal amounts of \$375,000 per year over a four-year period (Attachment #3). As a part of the Agreement, CRA funds were to be utilized for the construction of office, clinic and related space, and parking for uninsured persons receiving services at the facility.

On November 2, 2017, Big Bend Cares opened its new facility, Care Point Health Wellness Center and began providing services to its existing patients. On December 1, 2017, the facility started accepting patients throughout the community, including the uninsured.

As part of its Development Agreement with the CRA, Big Bend Cares will report annually on its achievements of the public benefits stated in its funding request. The report will identify the following:

- Number of uninsured patients seen each year
- Type of medical services provided
- Number of jobs created for Greater Frenchtown/Southside residents
- Number of Greater Frenchtown/Southside residents hired
- Number of Greater Frenchtown/Southside residents/patients served

The first report is anticipated in November 2018. Staff has requested Big Bend Cares provide the County with a copy of the report each year.

In order to pay the expenses associated with serving the uninsured patients, Big Bend Cares intends to enter into memorandums of understanding (MOUs) with Bond Community Health Center (Bond), Neighborhood Medical Center (NMC), and Apalachee Center (Apalachee). Big Bend Cares will donate space for these healthcare providers to accommodate their respective patient visits. The patients would not be clients of Care Point; rather, patients eligible for the County's Primary Healthcare Program would be seen at the Care Point facility by Bond, NMC, and/or Apalachee staff. Leon County's Primary Healthcare Program, requires service providers to submit monthly reports identifying the number of patient visits. In light of this arrangement, staff will amend the agencies reporting requirements to include identification of the location where the service was provided in order to monitor the number of patient visits provided at the Care Point facility.

Big Bend Cares has executed an MOU with Apalachee and they are currently providing mental health services at the Care Point facility. As of this writing, Big Bend Cares has not executed an MOU with Bond or NMC. As federally qualified healthcare centers, Bond and NMC require approval from the U.S. Department of Health and Human Services' Health Resources and Services Administration (HRSA) to provide services at an alternate facility. Additionally, Bond and NMC have informed staff that they are negotiating staffing and hours of operation with Big Bend Cares. If approved by HRSA and all other issues are resolved, Bond anticipates providing services at Care Point sometime after January 2018. NMC does not currently have a projected timeline to provide services at the facility. Big Bend Cares has indicated that uninsured patients seeking primary healthcare and dental services will be treated by Care Point providers until these matters are resolved.

**Options:**

1. Accept the Status Report on Big Bend Cares' Care Point Health and Wellness Center.
2. Do not accept the Status Report on Big Bend Cares' Care Point Health and Wellness Center.
3. Board direction.

**Recommendation:**

Option #1.

Attachments:

1. Big Bend Cares CRA Funding Request Letter
2. September 24, 2015 Draft Minutes for the Tallahassee Community Redevelopment Agency Board Meeting approved at the December 10, 2015 CRA meeting
3. Development Agreement between the City of Tallahassee Community Redevelopment Agency and Big Bend Cares, Inc.



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Kenneth Reshard  
Leonard Schulte

**Contributing Members**  
Joe Baker, Jr.  
Marie Walker

**Executive Director**  
Robert Renzi



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August 2, 2015

Community Redevelopment Committee  
Roxanne Manning

Ms. Manning;

Please accept this as a formal request for funding for the Big Bend Cares redevelopment project on the corners of Monroe and Magnolia which is located in the Southside CRA District. Big Bend Cares is requesting \$375,000 per year, over a four year period, totaling \$1,500,000. The total cost of the project has reached \$13.74 million dollars, including all land purchases and soft costs. (See attached budget and incurred costs). Payments would commence with the opening of the facility, which has an expected completion date of January 2017. As presented previously Big Bend Cares is expanding its core services from a social service only model, to a patient centered medical home model. The 27,000+ square foot facility will provide the following services: Primary medical care, Infectious disease specialty care, to include HIV, Hepatitis and STD, Dental services, X-ray and Mammography services, GYN services, Mental health counselling and psychiatry services, via telemedicine, pharmacy on site, laboratory and phlebotomy services and well as Peer support and case management. In addition to become a one-stop-shop for the 1,000 clients currently enrolled in services with Big Bend Cares, this facility will be designed to elicit insured clients who are employed or reside in the area, and will be open with hours and conveniences to ensure their schedules and needs are considered. The facility will not be a FQHC or a FQHC look-alike. The agency is endeavoring to ensure access is available to the nearly 47,000 residents of Leon County that are uninsured. With Leon County's new uninsured billing reimbursement model beginning on October 1, 2016, it will become advantageous for Neighborhood Health and Bond to have access points to deliver services to the uninsured so those services can be billed to the county.





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Big Bend Cares was founded in 1985 and incorporated as a 501c3 in 1987. The agency has served HIV+ individual with complete holistic support since that time. Then agency also provides comprehensive educational services about HIV transmission, free HIV testing, and condoms, all free of charge, to anyone who requests them. In 2013 Big Bend Cares was awarded a Sapphire Award from Florida Blue for excellence and innovation in healthcare delivery. The agency is funded through; federal, state, United Way and local government contracts as well as through the CHSP process. The agency also received substantial funding from private foundation and donors such as; The Elton John AIDS Foundation, ViiV Healthcare, MAC Cosmetics AIDS Fund, Broadway CARES, and Janssen Pharmaceuticals.

Big Bend Cares reasons for expanding are two-fold; to stay competitive in the HIV care and prevention markets, and to ensure quality services and access to care for all its clients and their families, as well as the Southside Community. The HIV continuum of care continues to move towards a Patient Centered Medical Home model, where HIV care and prevention are co-located and a holistic model of care available to meet all the client's needs. To remain competitive in the grant making process, to be attractive to funders and to deliver the best quality of service, the agency has undertaken this expansion.

**Cooperative Partnerships**

Upon project completion Big Bend Cares will not immediately enlist the services of Physicians, but instead has completed agreements with private practices, TMH Residency Program and FSU College of Medicine to provide in house medical services. For the existing clients of the agency, the key feature is that they will be able to maintain the continuity of care critical to HIV care. They will continue to see their selected physician; they will simply transition to the new facility.





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Big Bend Cares has agreements with Apalachee Center to provide all forms of psychiatric services, including telemedicine. FAMU school of Pharmacy has been contacted to enlist their Pharmacy students with internships at the pharmacy. TCC has entered into communications to allow their dental hygiene students, nurses and medical tech students, placement opportunities.

**Projected Workforce**

The agency has a long history of working with both CareerSource Capital Region and TCC Workforce Development to attain its workforce. These agencies will be utilized to recruit and ensure proper training of the additional staff and development that will coincide with the building development.

At present the agency project hiring the following staffing on a fulltime basis upon completion of the facility. Big Bend Cares provides all fulltime employees a generous benefits package that includes full family healthcare coverage, dental, vision and life insurance packages.

- 2 registered Nurses (RN) \$42,000 average salary
- 2 Licensed Practical Nurses (LPN) \$31,000 average salaries
- 1 Practice Manager 41,000 average salary
- 1 Phlebotomist \$32,500 average salary
- 3 case managers \$27,500 average salary
- 2 medical records techs / receptionists \$25,000 average salary
- 1 IT specialist \$48,000 average salary
- 1 Administrative Assistant \$22,500 average salary

On a contractual basis upon opening the facility will require:

- Maintenance and janitorial contracted services
- Security services
- Housekeeping and laundry services
- Law and ground keeping services
- Physician coverage
- ARNP services
- Pharmacy services







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**Property Exchange**

Big Bend Cares is a 501c3 organization, and as such, does not pay taxes on property or sales tax. In consideration of the CRA not receiving funds back into their budget from increased property tax revenue, the agency is willing to deed back to the CRA four parcels, as described in the survey. One parcel is a corner lot on Monroe and Wallis and has a structure that has been partially remodeled. All environmental testing required has been completed at Big Bend Cares expense, and those reports made available to CRA staff. Big Bend Cares is also willing, to clear the lots if desired, including the demolition of the building if it is not wanted, as long as that coincides with the demolition of the remainder of the project. There are some lead paint issues and some asbestos contamination of the building on the corner lot, those too would be cleared by Big Bend Cares at no cost to the CRA, as long as that process coincides with the cleanup on Big Bend Cares sites. The appraisal of those four lots is attached for your review and consideration.

Sincerely;

Lourena Maxwell  
Board President  
Big Bend Cares

Rob Renzi  
CEO  
Big Bend Cares



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Draft MINUTES

TALLAHASSEE COMMUNITY REDEVELOPMENT AGENCY BOARD MEETING

Tallahassee, Florida  
September 24, 2015

The Tallahassee Community Redevelopment Agency (CRA) Board met on September 24, 2015, in the Commission Chambers in City Hall with City Commissioners Richardson and County Commissioners Lindley (CRA Chair), Dozier, N. Maddox and Proctor present at the start of the meeting. Also present were Executive Director Roxanne Manning, CRA Program Director Rick McCraw, CRA Principal Planner Sherri Curtis and CRA Program Planner Sheila Williams. City Commissioner Ziffer was absent.

Commissioner Lindley, CRA Chair called the meeting to order at 3:06 pm.

Mayor Gillum (Vice-Chair) and City Commissioner Miller arrived at 3:10 pm and 3:11 pm respectively. City Commissioner S. Maddox arrived at 4:03 pm.

PUBLIC COMMENTS ON AGENDA ITEMS

Ms. Marie Bryant, 2605 Texas Street, addressed the Board concerning agenda **Item 4.01**, to express her support for the funding and provided Ms. Manning with an additional 30 signatures in a petition to support the Big Bend Cares project and a Southside farmer's market (she provided a petition of 91 signatures previously to the September CAC meeting). She noted her concerns about ensuring there is a vision for the Southside and community feedback is heard.

Ms. Cheryl Collier-Brown, 217 West Brevard Street, addressed the Board concerning agenda **Item 4.01**. She approves of the funding support for the Big Bend Cares facility however she prefers all agenda items get addressed within the timeframe of the meeting and not be focused exclusively on this item.

Mr. Clarence Jackson, 150 First Street, Gretna, FL, member of the Big Bend Cares Board of Directors, expressed his support for agenda **Item 4.01**. He stated the Big Bend Cares project will enhance and bring other business to the area.

Ms. Siterra Wallace, 1336 Vickers Road, Representative of the Sickie Cell Foundation, expressed her support for agenda **Item 4.01**. She stated a comprehensive health care facility that addresses AIDS, sickle cell and many other health concerns would be an asset to the community and enhance medical collaborations between agencies and organizations. The facility will bring more jobs and businesses to the district.

Mr. David Poole, 1825 Country Club Drive, expressed his support for agenda **Item 4.01**. He shared some of his work history and the legacy of Big Bend Cares and his current position with the AIDS Health Care Foundation. He stated the project will rally and promote diversity to bring the community together.

Ms. Ellen Piekalkewicz, 2477 Tim Gamble Place, Executive Director of United Partners for Human Services, expressed her support for agenda **Item 4.01**. She stated the project will provide a one-stop shop for health care services and will help decrease health care disparities to benefit the community.

Mr. Dale Landry, 1940 Nanticoke Circle, Executive Director of the NAACP, supports the cause of agenda **Item 4.01**; however, he does not support the use of taxpayers' money to build the facility if they do not provide services to all, insured and uninsured. He would like to ensure political and social equality and prevent racial discrimination against funding efforts by the CRA.

Mr. Jamil Diaz, 2424 West Tharpe Street Apt 1D, expressed his support for agenda **Item 4.01**. He shared his personal story about his trials finding support in the community to deal with HIV and his employment with Big Bend Cares. He applauded the work Big Bend Cares has done in the community by having a facility where there is not a stigma tied to the services provided.

Ms. Diane Williams-Cox, 2312 Mavis Circle, spoke to her concerns about agenda **Item 4.01**. She voiced her concerns about the use of taxpayers' dollars to fund the project. She also expressed concern on the effect of the project on the Bond Community Health Center and the Neighborhood Medical Service Center in the community. She stated other projects, such as building a new high school, housing and educational disparities, should be a priority to improve the Southside community, and directed the Board to get community feedback to know what the district needs.

Sixteen speakers waived their right to speak in support of agenda **Item 4.01**.

- Paulina Bamgbose, 2201 South Monroe Street
- Wallace Ward, 2201 South Monroe Street
- Laura Johnson, 508 Truett Drive
- Jamie Johnson, 1886 Sagebrook Drive
- Daniel Taylor, 4274 Little Osprey Drive
- Carla Cummings – Mortley, 3404 South Monroe Street
- Stanley Kahn, 7275 Nola Court
- John C. Padgett, 10672 Mahan Drive
- James G. Barnes, 10672 Mahan Drive
- Timecca Herring, 3125 Sawtooth Drive
- Denick Geffrard, 1873 Nena Hills Drive
- Jeanette Grice, 1865 Raymond Tucker Road
- Melissa Walton, 451 Richview Park Circle East
- Debra Nelsen, 5393 Sombra Del Lago Drive
- Kenneth Reshard, 3930 Caldwell Drive
- Jason Taylor, 1709 Hermitage Boulevard Ste. 200

### **CONSENT ITEMS**

Commissioner Dozier requested item 3.02 be pulled from consent for discussion.

Commissioner Richardson moved **to approve staff's recommendations presented in Item 3.01 of the Consent Agenda.** Upon second by Commissioner Dozier, **the vote was as follows:**

**AYE:** Dozier, Lindley, N. Maddox, Proctor and Richardson

**NAY:** None

**ABSENT:** Gillum, Miller, S. Maddox and Ziffer

**Item 1** – Approved the Summary Meeting Minutes the March 24 and July 9, 2015 CRA Board Meetings

### **PULLED CONSENT ITEMS**

Commissioner Dozier requested item 3.02 be pulled for discussion. She requested CRA staff confer with the County and other governmental entities to ensure the CRA meeting schedule does not conflict with conferences and other important meetings commissioners must attend.

Following Commissioner Dozier's comments, she moved to **approve staff's recommendations presented in Item 3.02 of the Pulled Consent items.** Upon second by N. Maddox, **the vote was as follows:**

**AYE:** Dozier, Lindley, N. Maddox, Proctor and Richardson

**NAY:** None

**ABSENT:** Gillum, Miller, S. Maddox and Ziffer

**Item 2** – Approved the 2016 CRA Board Meeting Schedule

### **POLICY FORMATION AND DIRECTION**

#### **Approval of the Big Bend Cares Medical Facility Funding Assistance Request**

**Item 4.01** presented by Roxanne Manning, Executive Director, was a request for approval to provide grant funds in the amount of \$1.5 million to assist with construction of a 27,000 SF medical facility located at the corner of S. Monroe Street and Magnolia Drive.

Ms. Manning gave a brief overview of the funding request by Big Bend Cares (BBC). She also noted the \$1.5 million will be reimbursed in equal payments over four years once construction is complete. BBC proposes to construct and operate a two-story, 27,700 square foot medical building designed to support a variety of medical services. In addition to continuing HIV/AIDS

services, the new facility will include a primary care clinic, basic laboratory testing services, dental services, case management services, peer adherence services, and a pharmacy.

The center will specialize in infectious disease management; and offer access points for the Bond Community Health Center, Apalachee Center and the Neighborhood Medical Service Center to provide services to the uninsured, if they desire to do so. An important benefit for existing BBC clients will be to maintain their current care services and continue to see their current physicians; however, they will now be accessible at the new facility rather than making multiple visits to different medical offices. For other patients, in-house medical services will be provided at the new facility through agreements with private practices, the TMH Residency Program and the FSU College of Medicine. Additionally, BBC also has offered space to Apalachee Center to provide psychiatric services; has contacted FAMU to enlist pharmacy students with internships; and is discussing opportunities with TCC to provide their dental hygiene, nursing and medical tech students with placement opportunities.

The new facility will be located immediately to the west of the existing BBC building on eight recently purchased parcels (approximately 3.8 acres) bordered by Magnolia Drive on the north, South Monroe Street on the east, Wallis Street on the South and South Adams Street on the West. The parcels consist of Sheffield's Auto & Truck Body Shop, several developed but vacant buildings and three undeveloped parcels. The total estimated project cost, including land, but excluding furnishings, fixtures and equipment, is \$10 million.

Ms. Manning noted BBC has offered to transfer four of the parcels they purchased in the 2200 block of South Monroe Street to the CRA. An August 1, 2015 appraisal of the property by Cureton-Johnson & Associates valued the four parcels at \$510,000. The CRA would be able to use the property, which contains a useable building, for a Southside Farmers Market or market the property for redevelopment, which could result in additional income to the CRA through the eventual sale of the property, as well as future tax increment from the property.

Commissioner Proctor suggested hearing from the GFS Citizens' Advisory Committee (GFS CAC) chair and follow their recommendation to table the agenda item until a Memorandum of Understanding (MOU) with Bond Community Health Center has been signed to ensure how the two health facilities can co-exist. He questioned the urgency of the funding request.

In response to Commissioner Proctor's question, Ms. Manning explained the CRA is a redevelopment agency and has no authority to instruct an entity how to run their business nor analyze or enforce a MOU. She noted BBC serves insured patients and Bond Community Health and Neighborhood Medical Service Center serves uninsured patients and the three organizations currently have an understanding of who serves whom. She stated there is no urgency but in order to ensure bank financing a guarantee of funding is needed to ensure funding sources for the project.

Several commissioners stated any GFS CAC member had the opportunity to speak during the Public Comments on Agenda Items.

Commissioner N. Maddox requested the GFS CAC chair speak to the recommendation made at the CAC meeting.

Ms. Rahni Wright, 1612 Levy Avenue, GFS CAC Chair, spoke to the Board about the recommendations made by the CAC on the BBC project. The BBC project was introduced to the CAC in June. A recommendation on the BBC project was requested at the August and September CAC meetings. In August, the CAC requested additional information which was provided and presented in September. The recommendation to create an MOU between BBC and the Bond Community Health Center was requested to determine which health service entity would provide services to the uninsured and/or insured.

Following Ms. Wright, Ms. Sylvia Hubbard, 311 Gaile Avenue, requested to speak on agenda **Item 4.01** under Public Comment on Agenda Items. Ms. Hubbard stated the Big Bend Cares facility will adversely affect Bond Community Health Care and does not support the item.

Following Ms. Hubbard's comments, Ms. Manning introduced BBC Board of Directors, BBC staff and Financial Representative from Centennial Bank.

Mr. Louis Dilbert, 1814 Shea Court, previous president of the BBC Board of Directors, member for six years, stated BBC is a community leader and supports diversity in the community. He requested full support for the funding request.

Ms. Lorena Maxwell, current chair of the BBC Board of Directors and member for five years, requested support for the funding request and stated BBC helps improves lives in the community.

Mr. Rob Renzi, 2201 South Monroe Street, CEO of BBC, gave an update on the status of the project and on the relocation of the current businesses on the parcels. He indicated Sheffield's Auto & Truck Body Shop will not move until his building permit issues are resolved at his other location on Pensacola Street. Mr. Renzi stated there are several complex issues regarding the appliance store which is owned by Mr. Donaldson. The store is in bankruptcy and BCC purchased the note from an entity in California. There are significant code enforcement violations against the storage behind the store and Mr. Donaldson is working to resolve those issues. Rob Renzi also indicated there is minimal asbestos and lead contamination on the project site and an environmental clean-up will occur prior to the exchange of land.

Ms. Kimberly Smiley, 3475 Whitfield Road, Marketing President of Centennial Bank, confirmed the need to guarantee funding sources to structure the debt properly in the financing process. She also indicated the reimbursement payment could go directly to the bank as an approval option by the CRA Board.

Commissioner Richardson made a motion to **approve Option 1 - Approve the Big Bend Cares application for grant funds in the amount of \$1.5 million to assist with construction of a 27,000 SF medical facility located at the corner of S Monroe Street and Magnolia Drive provided in equal amounts over a four-year period once the development has received a Certificate of Occupancy from the City's Growth Management Department. Authorize the CRA staff to negotiate a development agreement consistent with the terms of the agenda item and direction received from the CRA Board**, upon second by Mayor Gillum, further discussion ensued.

Mayor Gillum expressed his support of the project with the \$1.5 million going towards the construction of the shared space. Several commissioners stated BBC has been a tremendous

benefit to the community and expressed support for the redevelopment. They commented on this being an opportunity for redevelopment which could create a medical corridor on the Southside with access for insured and uninsured in a comprehensive facility. They indicated this may be the catalyst the Southside needs to encourage economic growth and opportunities for partnerships and collaborations.

Commissioner Proctor stated without the MOU between BBC and the Bond Community Health Center he would not support the motion. He requested additional language be added to address their role in supporting the uninsured. He recommended giving the \$1.5 million to Bond Community Health Center to support operating costs.

Commissioner S. Maddox stated he would not support the motion because the CRA would not receive tax increment revenue for this project.

Following the discussion, a vote was made on the motion to **approve Option 1 - Approve the Big Bend Cares application for grant funds in the amount of \$1.5 million to assist with construction of a 27,000 SF medical facility located at the corner of S Monroe Street and Magnolia Drive provided in equal amounts over a four-year period once the development has received a Certificate of Occupancy from the City's Growth Management Department. Authorize the CRA staff to negotiate a development agreement consistent with the terms of the agenda item and direction received from the CRA Board,** upon second by Mayor Gillum, **the vote was as follows:**

**AYE:** Dozier, Gillum, Lindley, N. Maddox, Miller and Richardson

**NAY:** S. Maddox and Proctor

**ABSENT:** Ziffer

Commissioner Miller requested distribution of the list of all non-profits that have been financed by the CRA.

Ms. Manning provided copies to the Board.

Commissioner N. Maddox requested Mr. Renzi work with the Bond Community Health Center, Neighborhood Health Services Center and Apalachee Center on handling the issue of uninsured patients.

### **Discussion and Approval of the Greater Frenchtown/Southside Investment Plan Programs and Projects**

**Item 4.02** presented by Roxanne Manning, CRA Executive Director, was a discussion and approval of the Investment Plan Programs and Projects.

Commissioner N. Maddox requested an overview of the CAC recommended changes to the GFS Investment Plan the Board reviewed at the September 2<sup>nd</sup> Special CRA meeting.

Ms. Manning gave an overview of the CAC's program recommendations as follows:

Neighborhood Enhancement and Public Safety Program: The CAC recommended that the CRA Board consider allowing not-for-profit organizations to apply for Neighborhood Enhancement Funds, in addition to neighborhood associations.

Housing Rehab: The CAC recommended that the CRA consider targeting specific areas when possible.

Event Grants: The CAC strongly recommended the CRA Board retain this program. They also recommended the funding be increased to \$50,000 per district. The Committee members stated the event grants are an example of local empowerment, participation in the application grant process improves the quality of the area non-profits, provides experience that helps to improve their grant writing skills and builds capacity within the organization.

Business Facility Improvement Grant: The CAC did not recommend any changes to this proposed program.

Commissioner N. Maddox made a motion to **approve the Investment Plan programs**. Upon second by Commissioner Richardson, further clarification on the motion was requested.

Commissioner N. Maddox requested the motion **include the CAC's recommendations to increase the Event Grants program funding to \$50,000 and approve the Investment Plan programs. Commissioner Richardson withdrew his second** because he does not support the increase in Event Grants funding but **Mayor Gillum seconded the motion** for further discussion.

Commissioner Dozier stated she would not support the current motion as she would like the Events Grant program phased out. She appreciated the comments from the CAC in the program helped non-profits grow and helped community development but as more opportunities become available in the Frenchtown/Southside district, the focus no longer needs to be on the Event Grants program. She would like to have the highest and best impact with the limited CRA dollars, and indicated the focus should shift to infrastructure and housing needs.

Commissioner Dozier made a substitute motion **to phase out the Event Grants program over three years but approve all other programs in the Investment Plan as stated**, upon second by Commissioner Richardson, further discussion ensued.

Commissioner Dozier provided a comment regarding large project funding before continuing the discussion on Event Grants. She reminded the Board of their decision not to fund anymore large projects on Gaines Street as a part of large project funding.

Mayor Gillum stated his support for the original motion noting the CAC's strong endorsement of the Event Grants program as the reason.

The CRA Board had a brief discussion on the advisory role of the CAC and the amount of respect they have for the committee and the role they play in decision-making on items presented for approval by the CRA Board.



Following the discussion, a vote was made on the substitute motion to **remove the Event Grants program but approve all other programs in the Investment Plan as stated**, upon second by Commissioner Richardson, **the vote was as follows:**

**AYE:** Dozier, S. Maddox and Richardson

**NAY:** Gillum, Lindley, N. Maddox, Miller and Proctor

**ABSENT:** Ziffer

**The substitute motion fails with Mayor Gillum, Commissioner Lindley, N. Maddox, Miller and Proctor in dissent.**

Following the substitute motion, a vote was taken on the original motion to **approve the Investment Plan programs with the CAC's recommendations**, upon second by Mayor Gillum, **the vote was as follows:**

**AYE:** Gillum, Lindley, N. Maddox, S. Maddox, Miller and Proctor

**NAY:** Dozier and Richardson

**ABSENT:** Ziffer

Commissioner Proctor requested a copy of the history of the CRA Boards vote with respect to the CAC's recommendation over the course of the CRA.

Ms. Manning presented the CAC's recommended GFS Investment Plan Project priorities:

1. Large Project Funding,
2. Frenchtown Entry Feature,
3. Southside Farmers Market,
4. Bus Shelters,
5. S. Monroe & Adams Streets Corridor Improvements,
6. FAMU Way to Magnolia Drive Art District.

Commissioner N. Maddox made a motion to **approve the project list for the Investment Plan with the CAC's priority order recommendation**, upon second by Commissioner Proctor, **the vote was as follows:**

**AYE:** Dozier, Gillum, Lindley, N. Maddox, S. Maddox, Miller, Proctor and Richardson

**NAY:** None

**ABSENT:** Ziffer

Commissioner Dozier made a **motion to provide the opportunity to alter the project priority order and hear from staff in the event a project goal can be expedited**, upon second by Mayor Gillum, **the vote was as follows:**

**AYE:** Dozier, Gillum, Lindley, N. Maddox, S. Maddox, Miller and Richardson

**NAY:** Proctor

**ABSENT:** Ziffer

Commissioner Dozier requested Commissioner Proctor find an alternative method to his requesting staff compile a history of the CRA Boards vote with respect to the CAC's recommendation over the course of the CRA, due to limited staff and time.

Commissioner Proctor withdrew his request.

### **UNAGENDAED PUBLIC COMMENT**

Ms. Tiffany Hill, 1280 Kissimmee Street, spoke to her concerns about the future Piggly Wiggly grocery store on the Southside. She stated she would prefer a more upscale grocer for the community but if Piggly Wiggly is the option she would like to ensure the grocer will maintain high standards for the community's needs.

Commissioner Richardson indicated he will pass on the information to the owners about maintaining the high standards for the community.

Ms. Susan Parks, 1513 Atapha Nene, spoke to her concerns about the future Piggly Wiggly grocery store. She stated her preference would be for a destination shopping center that would attract others to the area.

Mr. Delaitre Hollinger, 501 Alpha Avenue, spoke to his concerns about the demolition of the Old Jail/Firestone Building. Mr. Hollinger is requesting to preserve the old jail because of its historic value in the civil rights movement. He opined that it should be used to create a civil rights museum. He noted in 2016 the 60<sup>th</sup> anniversary of the bus boycotts movement will be celebrated and Tallahassee should consider an event honoring the history. He requested the Board consider the infrastructure needs of the "D" Streets in Frenchtown. He also indicated he did not support the Piggly Wiggly grocery store.

### **5:00 PM PUBLIC HEARING**

#### **Adoption of the FY 2016 City of Tallahassee Community Redevelopment Agency Operating and Capital Budget**

**Item 7.01** presented by Rick McCraw, CRA Program Director, was a request for adoption of the FY 2016 CRA Budget.

Mr. McCraw gave a brief overview of the significant changes to the budget from the previous discussion. They are outlined below.

The Reserve Fund balance of \$1,180,290 (\$482,560 for the GFS District and \$697,730 from the DT District) includes the current reserve balance, the projected FY 2016 loan payments and short and long-term parking revenues, and the \$200,000 FY 2016 payment to the GFS District from the sale of the O'Connell property. The FY 2016 \$200,000 payment from the sale of the O'Connell property has been moved to the Reserve Fund but still remains in the GFS Account. The payments from the sale of the O'Connell property are not tax increment, nor are the other Reserve Funds, and are not subject to the three-year spending restriction of tax increment funds. Placing these funds in Reserve allows the CRA Board greater flexibility in committing the funds for future loan, parking development and other redevelopment needs.

The FY 2016 operational expenses increased by \$82,611 over the FY 2015 operational expenses. The increase is the result of several factors, including additional Internal Service Fund expenses for human resource, accounting, purchasing and information system services support from the City of Tallahassee; the need to have stand-alone property, liability and worker's compensation insurance coverage for the CRA; a proposed 2.0 percent salary increase; increased health insurance expenses; and increases for Unclassified Professional Fees, Unclassified Contractual Services, Unclassified Supplies and Travel and Training. Rick McCraw noted any unused funds from these line items will be rolled into the next budget year if not utilized during the FY 2016 budget year.

The FY 2016 GFS Affordable Housing line item was increased by \$100,000; the new fund balance is \$300,000. This increase was approved by the CRA Board at the September 2nd CRA Special Board Meeting.

In closing his presentation, Rick McCraw noted that the GFS Investment Plan was not approved by the CRA Board prior to September 24<sup>th</sup>, which is the FY 2016 CRA Budget Public Hearing date. As a result, the approved Investment Plan programs and projects are not included in the FY 2016 budget. However, funding for the Investment Plan programs and select projects is available in the budget and will be approved by the CRA Board at subsequent Board meetings.

Commissioner S. Maddox moved to **adopt by resolution the proposed FY 2016 CRA Operating and Capital budget as described in this agenda item and authorize the CRA Chair, Tallahassee City Manager and CRA Executive Director to commit funds and approve expenditures consistent with the budget as proposed in the agenda item and with established program guidelines.** Upon seconded by Commissioner Miller, the vote was as follows:

**AYE:** Dozier, Gillum, Lindley, N. Maddox, S. Maddox, Miller, Proctor and Richardson

**NAY:** None

**ABSENT:** Ziffer

### **UNAGENDAED ITEMS/COMMISSION DISCUSSION**

Commissioner Dozier noted the explanations for future increases to the operating budget from Internal Service Fund expenses should be consistent between among the CRA, Blueprint 2000 and CRTPA agencies.

Commissioner Richardson requested a special meeting in November to bring Ms. Brenda Williams, Executive Director of the Tallahassee Housing Authority and Mr. Leroy Moore, Vice President and Chief Operating Officer of the Tampa Housing Authority to discuss housing revitalization in the Orange Avenue Housing Apartments and the Apalachee Ridge neighborhood. He stated community presentations were made in September and he would like Ms. Williams and Mr. Moore to provide a similar presentation to the CRA Board specifically to discuss the role CRAs can have on housing.

Commissioner Dozier requested the information from the original presentation on housing be provided to the Board before suggesting the representative from Tampa come to make a presentation to the Board.

The consensus of the Board was to support having Mr. Moore from the Tampa Housing Authority come to make a presentation as part of the November CRA Board meeting.

### **ADJOURNMENT**

There being no further business to discuss the CRA Board Meeting adjourned at 5:00 pm, and the CRA Board Public Hearing convened at 5:01 pm. The CRA Board Public Hearing adjourned at 5:17 pm.

DEVELOPMENT AGREEMENT

No.: 3931

This DEVELOPMENT AGREEMENT (the "Agreement") is entered and effective as of this 24<sup>th</sup> day of January, 2017 (the "Effective Date"), by and between the CITY OF TALLAHASSEE COMMUNITY REDEVELOPMENT AGENCY ("CRA") and BIG BEND CARES, INC. ("Developer").

WHEREAS, Developer proposes to develop the real property bounded by East Magnolia Drive, South Monroe Street and South Adams Street in Tallahassee, Florida, which constitutes tax parcels numbered 4112200050000, 4112200060000, 4112200080000, and 4112200090000 (the "Development Property");

WHEREAS, Developer proposes to construct a two story 27,700 square foot medical facility which will provide clinical, dental, laboratory, and mental health services, as well as a pharmacy and administrative offices on the Development Property (the "Development");

WHEREAS, the Development Property is located within the CRA's Greater Frenchtown/Southside Community Redevelopment Area and Developer has requested assistance from the CRA concerning the Development;

WHEREAS, in exchange for CRA funding, the Developer has agreed to convey to the CRA four parcels which are located near the Southwest corner of Wallis Street and South Monroe Street in Tallahassee, Florida, which are tax parcels numbered 411250 D0020, 411250 D0031, 411250 D0040, and 411250 D0050; and

WHEREAS, on September 24, 2015 the CRA Board approved funding for the Development subject to the terms and conditions contained herein.

NOW, THEREFORE, in consideration of the mutual covenants and agreements contained herein and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties intending to be legally bound hereby agree as follows:

1. Development. Developer proposes to construct and operate a two-story, 27,700 square foot medical building designed to support a variety of medical services. The facility will house continuing HIV/AIDS services, a primary care clinic, basic laboratory testing services, dental services, case management services, peer adherence services, and a pharmacy. The design plans ("Design Plans") for the Development are attached hereto as Exhibit A.
2. CRA Financial Assistance. The CRA agrees to provide funding to Developer to assist in the construction of the Development. The CRA Funds shall be allocated for the construction of office, clinic and related space, and parking for uninsured persons receiving services at the facility (the "Improvements"). The Developer shall be entitled to reimbursement for actual costs of the Improvements, constructed in accordance with the Design Plans, in the amount of \$1.5 million (the "CRA Funds"). A schedule of costs for specific components of the Improvements is attached as Exhibit B.

3. Verification of Costs. Developer shall submit to the CRA documentation verifying the direct and actual costs of the Improvements. Developer shall also submit to the CRA a certification by Developer's architect, stating that the work and materials were actually furnished and that all work was within the scope of the Design Plans. If Developer does not have an architect who can provide the certification, the CRA may request that the City's chief building inspector inspect and verify the work.
4. Timing of Payments. The CRA Funds shall be disbursed to Developer in four equal annual payments of \$375,000 (the "Annual Payments").
5. Commencement of Annual Payments. The Annual Payments shall commence upon the following:
  - a. The Development and Improvements have been completed in substantial compliance with the Design Plans and approved by the CRA,
  - b. The City of Tallahassee Growth Management Department has issued a Certificate of Occupancy for the Development, and
  - c. The CRA has received verification of the actual costs of the Improvements and verified such costs in accordance with paragraph 3 above.
6. Disbursement of Annual Payments. The first Annual Payment shall be disbursed to the Developer by or before November 30 in the calendar year that the Developer has satisfied the conditions set forth in paragraph 5 above. A subsequent Annual Payment shall be made to Developer by no later than November 30 in each following year until the Annual Payments are paid in full.
7. Payments Not Contingent or Voidable. The CRA expressly warrants that the Annual Payments are not contingent on any allocation, funding or approval by any government body, agency or board. The CRA further warrants that the obligation to make the Annual Payments is not avoidable because of any action or failure to act by any governmental agency, administrative or legislative body or public entity.
8. Construction Schedule. Developer shall obtain all necessary permits and begin construction of the Development and Improvements within eighteen (18) months of the Effective Date, where such period shall be extended for events of delay for which Developer is not solely responsible and may, upon Developer's request, be extended by the CRA for other events of delay and such request for extension shall not be unreasonably denied. Construction of the Development and Improvements shall be completed within thirty (30) months of the Effective Date, where such period shall be extended for events of delay for which Developer is not solely responsible and may, upon Developer's request, be extended by the CRA for other events of delay and such request for extension shall not be unreasonably denied.
9. CRA Review of Plans. The Developer shall notify the CRA, within five (5) business days, of the submission of any documents concerning the Development or Improvements to the

City of Tallahassee Growth Management Department including, but not limited to plans, elevations, schedules, diagrams, and any modifications thereto, and any other documents required by the Growth Management Department.

10. Modification of Improvements. The CRA must approve, in writing, substantial modifications of the Design Plans related to the Improvements. For purposes of this paragraph, a substantial modification shall constitute a change which results in any of the following: (a) a reduction in the cost of the Improvements to an amount less than the Grant Funds, (b) a reduction in the clinic space for uninsured persons of five percent or more, or (c) a reduction in the overall square footage or overall construction costs of five percent or more. Such approval shall not be unreasonably withheld, and failure to provide the Developer with confirmation of approval/refusal of such substantive modifications within five (5) business days of submission thereto shall be deemed an approval of the same.

11. Developer's Conveyance of Parcels to CRA.

a. Exchange Property. In exchange for the CRA Funds, Developer agrees to convey to CRA certain real property generally identified as tax parcels numbered 411250 D0020, 411250 D0031, 411250 D0040, and 411250 D0050, and more fully depicted and described on Exhibit C hereto (the "Exchange Property").

b. Closing Costs. Developer shall pay the costs of title insurance in the insurable amount of \$510,000 for the Exchange Property, with title insurance being issued by the closing agent. The CRA shall pay for documentary stamps and recording fees.

c. Closing and Possession. Closing shall occur on or before ninety (90) days after the receipt of the first Annual Payment identified in paragraph 6 above, unless otherwise extended by the terms and conditions of this Agreement, and shall be held at the office of WilliamsGautier Law (the closing agent), or as otherwise agreed by the parties. Possession of the Exchange Property shall be delivered at closing.

d. Access to Premises. The CRA, its agents, employees and representatives, may have access to the Exchange Property and the records concerning the Exchange Property, upon reasonable advance notice to Developer. Any entry on or to the Exchange Property by CRA, its agents, employees and/or its authorized representatives shall be at the risk of CRA, and Developer shall have no liability with respect thereto.

e. Property Taxes. No property taxes are due from the Developer for the Exchange Property.

f. Demolition of Structures; Condition of Property. Prior to closing, Developer shall demolish all structures located on the Exchange Property, including all foundations, basements, footings, and walls, at Developer's expense. Prior to the demolition, Developer shall arrange for the closure of all utilities, including but not limited to water, electric and gas. All closures shall be in accordance with City of Tallahassee requirements and regulations, and any other applicable law. Developer shall remove all

debris existing prior to and resulting from the demolition and shall provide for proper disposal of such debris. As part of the demolition, Developer agrees to remove and properly dispose of the asbestos contaminated sealant caulking from the building at 2232 S. Monroe Street (as identified in the ECS Pre-Demolition Asbestos Survey Report dated June 15, 2015) and the lead-based paint and materials from the building at 2232 S. Monroe Street (as identified in the ECS Lead-Based Screening Report dated June 19, 2015). Prior to closing, Developer shall level the site. Developer shall provide any necessary fill dirt for leveling of the site and any such fill dirt shall be free of debris and contaminants. Developer shall seed the topsoil and take any measures necessary to avoid erosion of the site. Developer shall remove all personal property, refuse, garbage, junk, rubbish, trash and debris from the Exchange Property prior to closing.

g. Risk of Loss. Developer assumes all risk of loss or damage to the Property prior to the closing.

h. Title. Developer shall deliver to CRA the following documents at closing:

i. Special Warranty Deed to the Exchange Property conveying all of Developer's right, title and interest in and to the Exchange Property to CRA.

ii. Owner's affidavit attesting to the absence of mechanic's or materialmen's liens, proceedings involving Developer which might affect title to the Exchange Property, or parties in possession other than Developer.

iii. Foreign Investment and Real Property Tax Act (FIRPTA) affidavit and such other instruments and documents as CRA's counsel may reasonably request for the purpose of confirming proper and lawful execution and delivery of closing documents and conveyance of the Exchange Property to CRA in accordance with this Agreement, and any of the requirements of any title insurer.

i. Contingencies. This Agreement is contingent upon the following:

i. Title Insurance. CRA's receipt, 30 days prior to closing, from a Florida licensed title insurer, of a title insurance commitment to be followed by a title insurance policy upon recording of the deed, in the amount of the value of the Exchange Property as set forth above. Said commitment shall be to insure the title to the Exchange Property, subject only to liens, encumbrances, exceptions or qualifications set forth in this Agreement. If a defect in title appears in the title commitment, CRA shall notify Developer, within 10 days of receipt of the commitment, of the title defect and Developer shall have 90 days from receipt of notice of the title defect within which to clear same at Developer's expense. The closing date shall be extended for 90 days to allow Developer time to cure the title defect. If any such title defect cannot be cured within the 90 days, CRA shall have the option of accepting the title as is and proceeding to closing, or of terminating this Agreement without any further obligation to Developer.



ii. Survey. CRA, within 30 days from the Effective Date and at its sole cost and expense, shall obtain a current boundary survey of the Exchange Property ("Survey") prepared by a professional land surveyor licensed by the State of Florida, which meets the standards and requirements of CRA. Said Survey shall locate all permanent improvements, fences, utilities, physical features or any other items which may affect the value or condition of the property. If the Survey shows any encroachment on the Exchange Property or that improvements intended to be located on the Exchange Property encroach on the land of others, the same shall be treated as a title defect as provided above.

12. Restrictions on Use of Exchange Property. In consideration hereof, the parties make and declare the following restrictions on the Exchange Property, which shall run with the land, and shall be binding on all successors in interest, from the Effective Date through and until June 28, 2030, except as otherwise provided herein. The restrictions shall be reflected in a separate instrument which shall be recorded in the Official Records of Leon County, Florida.

a. The following uses shall not be permitted on the Exchange Property: automotive service or repair; car wash; retail sale of automotive parts, accessories or tires; cocktail lounge or bar; hotel, motel, inn or boarding house; laundromat, laundry or dry cleaning; and retail package liquors.

b. The following uses shall not be permitted on the Exchange Property so long as Developer is the owner of the Development Property (or the Property remains in the control of an entity and/or affiliate controlled or owned by Developer): medical or dental offices, services, laboratories or clinics, and; retail drug store. In the event Developer sells or transfers all parcels of the Development Property prior to June 28, 2030, at the time Developer sells or transfers the last interest in the Development Property, the restrictions contained in this subsection b. shall be lifted and shall have no further effect.

13. Right of First Refusal. Developer shall have a right of first refusal to purchase any parcel of the Exchange Property prior to sale by the CRA. In the event that CRA receives an offer for purchase of any parcel of the Exchange Property, and CRA, in its sole discretion, is considering the sale of such parcel, CRA shall provide written notice to Developer of the offer. Within fifteen (15) days of receipt of notice of the offer, Developer shall notify CRA of Developer's desire to purchase the parcel upon the same price and terms as the offer. If Developer fails to notify CRA of its desire to purchase the parcel within fifteen (15) days of notice of the offer, Developer shall be deemed to have waived the right of first refusal as to any parcel(s) which was or were the subject of the offer. The acceptance of any proposal for sale or disposition of CRA property shall be subject to the procedures set out in Chapter 163 of the Florida Statutes and specifically those provided in Section 163.380. Upon the expiration of the Greater Frenchtown/ Southside Community Redevelopment Area on June 28, 2030, title to any parcel of the Exchange Property held by the CRA at such time shall be transferred and conveyed to the City of Tallahassee and shall not be subject the right of first refusal as provided in this paragraph.

14. Reports. For five years, starting one year after the Development receives a Certificate of Completion or Certificate of Occupancy, as appropriate, the Developer shall provide the CRA with an annual report that includes, at a minimum, the four components listed below.

- a. Number of jobs created, type and salary.
- b. Number of Greater Frenchtown/Southside residents hired and the positions they fill.
- c. Number of patients seen each year and the type of medical services they received.
- d. Number of uninsured patients seen each year and the type of medical services they received.

15. MWBE Participation. During construction of the Development, Developer shall endeavor to achieve the City of Tallahassee Minority, Women and Small Business Enterprise ("MWSBE") goal of a minimum of 12.5 percent of certified MWSBE participation in construction-related contracts based on the amount of CRA Funds reimbursed in support of the Improvements. The Developer will coordinate with the Tallahassee-Leon County Office of Economic Vitality's MWSBE Division on a process to identify mutually acceptable criteria, benchmarks and reporting conditions for determining those good faith efforts, prior to the start of construction on the project. The Developer shall provide MWSBE firms certified with the City of Tallahassee or Leon County with a full and fair opportunity to compete to provide goods, materials and services concerning the Development, as either prime or sub-contractors. Failure of the Developer to achieve the MSWBE goal shall not constitute grounds for default of this Agreement or ground to withhold the Grant Funds or any portion thereof.

16. Equal Opportunity. The Developer shall not discriminate, directly or indirectly, in any matter concerning or relating to the Development or Improvements, on the grounds of race, color, religion, sex, age, national origin marital status, sexual orientation, disability, or any other characteristic protected by law.

17. Compliance with Laws; Permits. Developer shall comply with all applicable laws and regulations concerning the Development and Improvements and shall obtain all required permits. Nothing in this Agreement shall be construed so as to relieve Developer from compliance with, nor shall act as waiver of, any applicable law or regulation.

18. No Joint Venture. It is mutually understood and agreed that nothing contained in this Agreement is intended, or shall be construed, as in anyway creating or establishing a partnership or joint venture between the parties hereto or as constituting Developer as the agent or representative of the CRA for any purpose or in any manner whatsoever.

19. Default; Remedies. If any party fails to comply with any term or condition of this Agreement, or fails to perform any of its obligations hereunder, then such party shall be in default. Nothing contained herein shall be construed as limiting or waiving any right of any party to pursue any remedy which may be available to it in law or in equity, nor shall anything

contained herein act as a limitation of any rights in the event that any party fails to comply with any term of this Agreement.

20. Indemnification. The Developer will indemnify, save and hold the CRA, and its agents, officers and employees, harmless from any and all liability, claims, demands, damages, expenses, fees, fines, penalties, suits, proceedings, actions and cost of actions, including attorneys' fees for trial and on appeal, of any kind and nature arising from the construction of the Development and the Improvements.

21. Assignment. There shall be no assignment, transfer of interest or delegation of Developer's rights, duties or responsibilities under this Agreement without the prior written approval of the CRA, which approval shall not be unreasonably withheld.

22. No Waiver. The failure of any party to require performance of any duty or condition under this Agreement shall not affect the right of such party to require performance at any time thereafter, nor shall the waiver of any condition, breach or default, by any party, under this Agreement constitute a waiver of any subsequent failure of such condition, breach or default.

23. Severability. In the event any provision of this Agreement is declared or determined to be unlawful or invalid, such declaration shall not affect the remaining provisions of the Agreement.

24. Governing Law; Venue in Leon County; Waiver of Jury Trial. This Agreement shall be governed by and construed under the laws of the State of Florida. Any litigation arising from, concerning or relating to this Agreement shall be resolved by a court of competent jurisdiction in Leon County, Florida. The parties waive the right to trial by jury in any dispute or litigation arising from, concerning or relating to this Agreement.

25. Notices. Any notice required under this Agreement shall be in writing and shall be either hand delivered, delivered by overnight courier, or sent by first class mail, to the party to which the notice is directed and shall be sent as follows:

As to the CRA:

The Tallahassee Community Redevelopment Agency  
Attn: Roxanne Manning, Executive Director  
300 S. Adams St., A-17  
Tallahassee, Florida 32301

As to Developer:

Big Bend Cares, Inc.  
Attn: Rob Renzi, Executive Director  
2201 South Monroe Street  
Tallahassee, Florida 32301

or to such other address as may be hereafter designated by a party upon advance written notice of such change of address.

26. No Contingent Fee. The Developer warrants that no person or entity has been employed or retained to solicit or secure this CRA funding or this Agreement upon an agreement or understanding that such person or entity would be paid any commission, percentage, or contingent fee arising from the payment or provision of CRA funding.

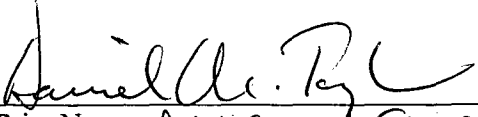
27. No Conflicting Interest. The Developer warrants that no member of the CRA Board, or any officer, agent or employee of the CRA has any personal interest or any personal or pecuniary interest, direct or indirect, in the Development, this Agreement or the CRA Funds hereunder.

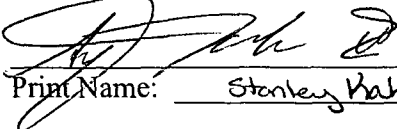
28. Entire Agreement. This Agreement constitutes the entire agreement between the parties hereto with respect to the subject matter hereof; any representations or statement heretofore made with respect to such subject matter, whether verbal or written, are merged herein. No other agreement, whether verbal or written, with regard to the subject matter hereof shall be deemed to exist.

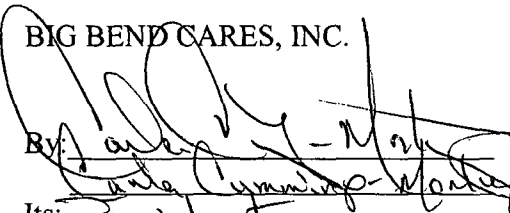
[SIGNATURES BEGIN ON FOLLOWING PAGE]

IN WITNESS THEREOF, the CRA and the Developer have executed this Agreement effective as of the Effective Date written above.

WITNESSES:

  
Print Name: DANIEL M. TAYLOR


  
Print Name: Stanley Kahn II

BIG BEND CARES, INC.  
By:   
Its: President

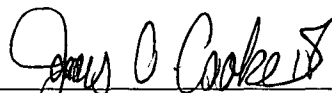
STATE OF FLORIDA  
COUNTY OF LEON

The foregoing instrument was acknowledged before me this 24 day of January, 2017, by Carla Cummins, as the Board President of Big Bend Cares, Inc. who is Driver's License personally known to me or has produced Driver's License as identification.

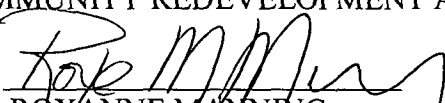


  
Notary Public  
Print Name: Jeanette Grice  
My Commission Expires: March 12, 2020

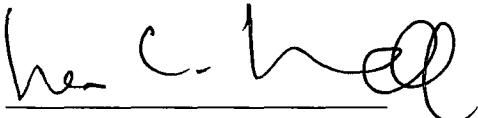
ATTEST:

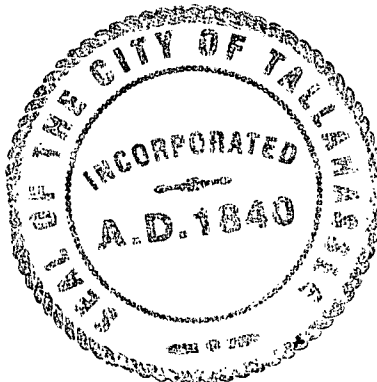
  
\_\_\_\_\_  
JAMES O. COOKE, IV  
City Treasurer-Clerk

CITY OF TALLAHASSEE  
COMMUNITY REDEVELOPMENT AGENCY

By:   
\_\_\_\_\_  
ROXANNE MANNING  
Its: Executive Director

Approved As To Form:

  
\_\_\_\_\_  
LOUIS C. NORVELL  
Assistant City Attorney



# BIG BEND CARES

## Patient Centered Medical Home

**CRA Presentation** | Design Development Phase



DESIGN DEVELOPMENT PHASE

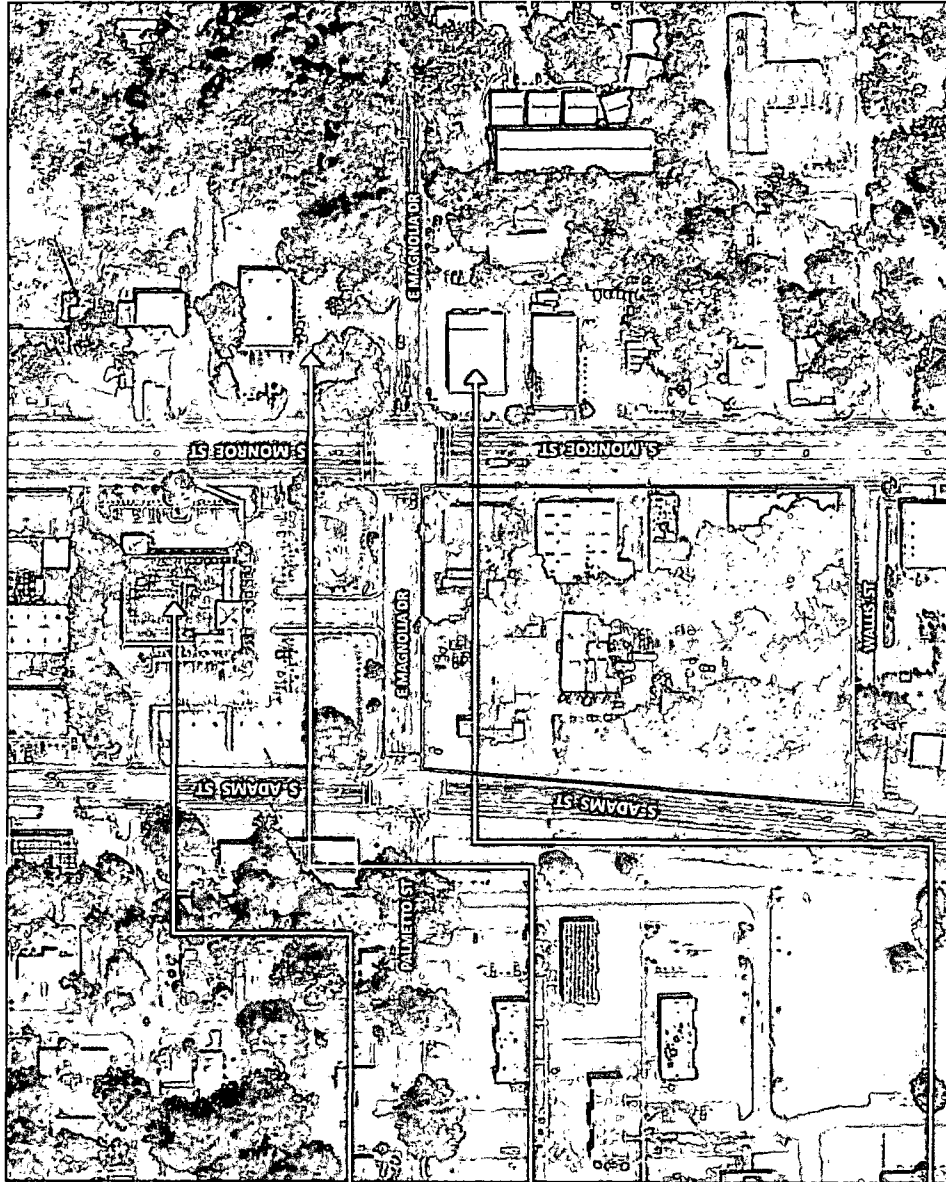
EXHIBIT "A"

1

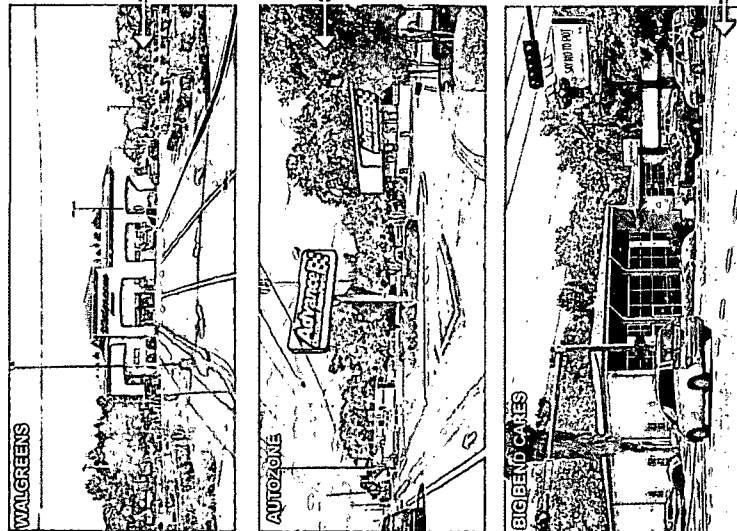
Attachment #3  
Page 11 of 26

EXHIBIT "A"

PROJECT LOCATION 2



Project Location  
Surrounding Buildings

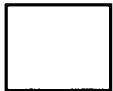




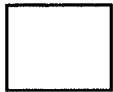
# Existing Site

Property Boundaries

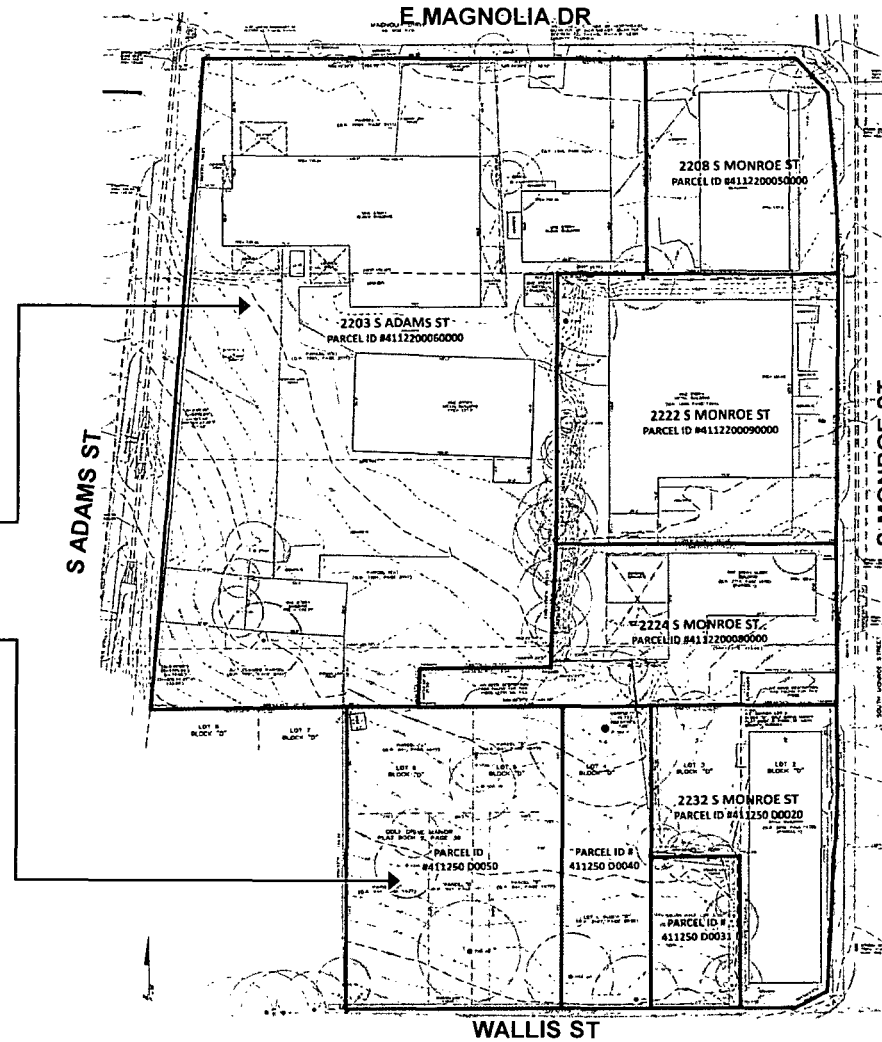
## GRAPHIC KEY



Big Bend Cares  
Medical Centered Home



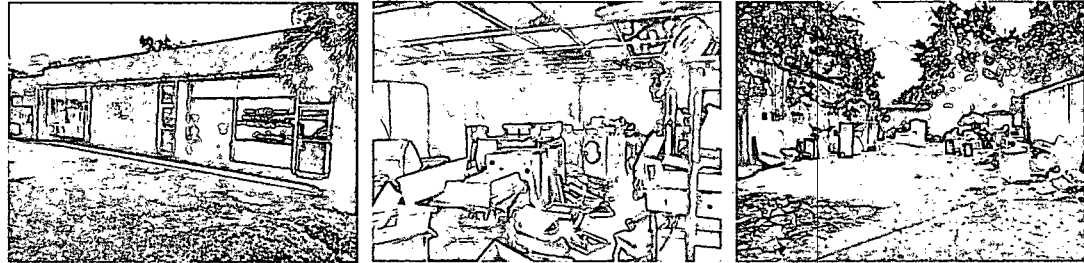
Big Bend Cares  
Properties for Future Use  
Or Development



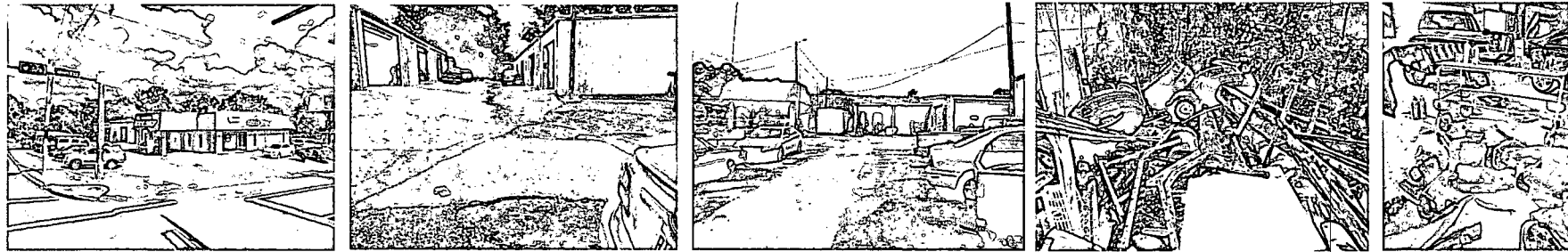
# Existing Conditions

Pictures of Existing Buildings

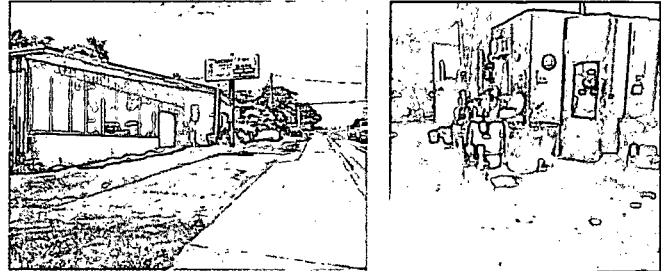
Corner of S Monroe St and E Magnolia Dr - Property Address: 2208 S Monroe St



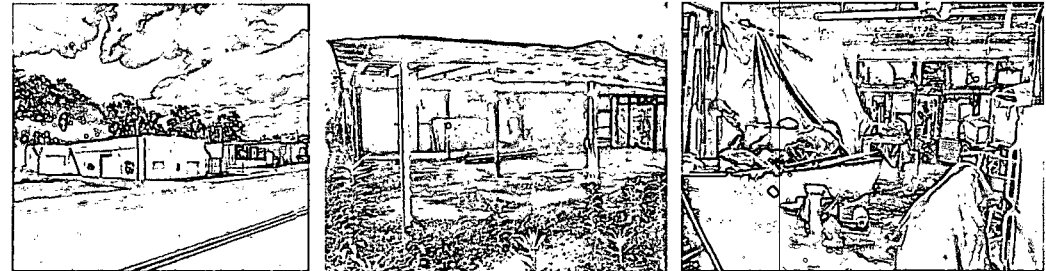
Corner of S Adams St and E Magnolia Dr - Property Address: 2203 S Adams St



S Monroe St - Property Address: 2222 S Monroe St



S Monroe St - Property Address: 2224 S Monroe St



Page 4 of 12

EXISTING CONDITIONS

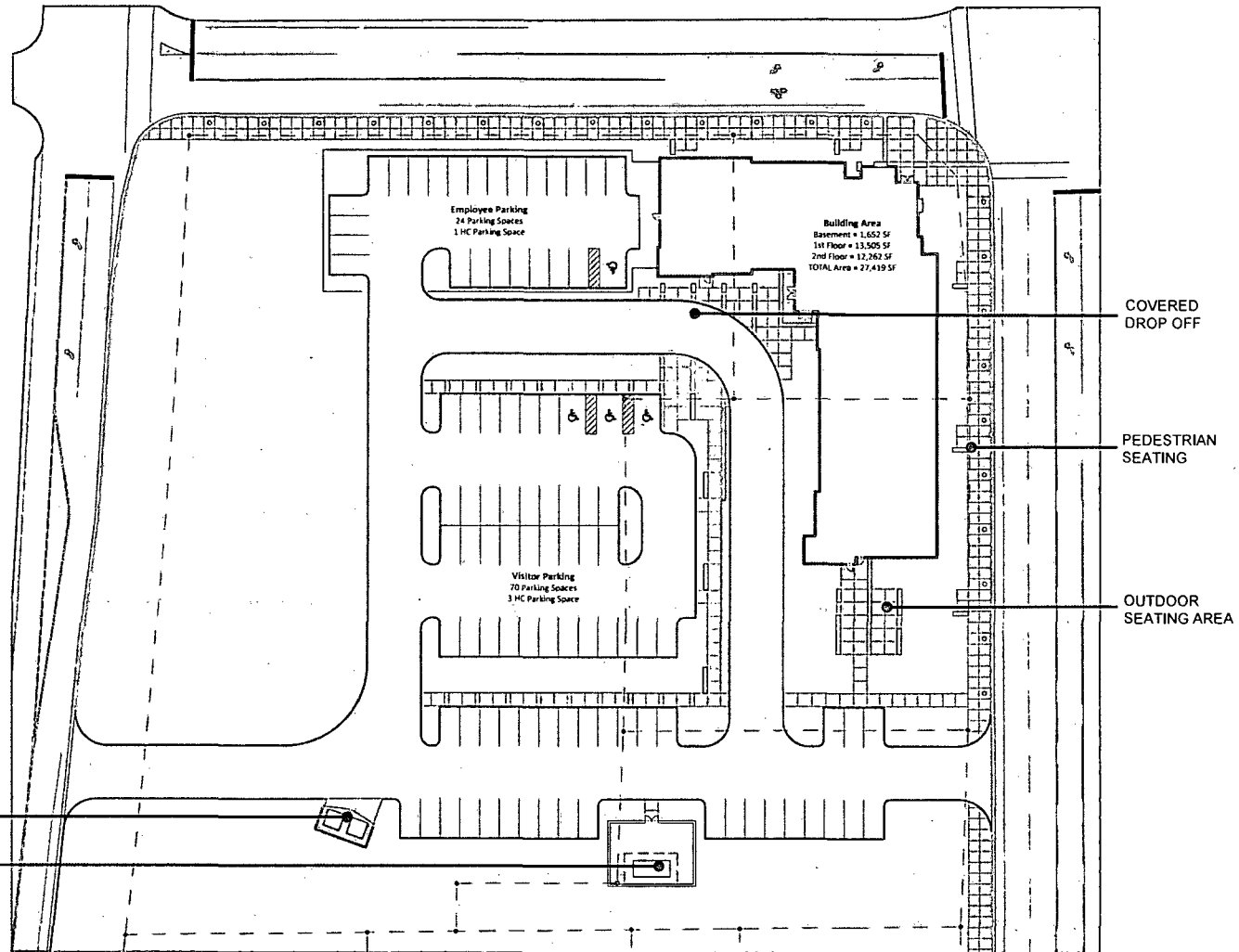
4

EXHIBIT "A"

Attachment #3  
Page 14 of 26

# Site Plan

SITE DATA TABLE			
PROJECT NAME: BIG BEND CARES			
ADDRESS: 2208 SOUTH MONROE STREET			
PARCEL NUMBERS: 4112200060000; 4112200050000; 4112200090000; 4112200080000; 411250 D0950; 411250 D0040; 411250 D0031			
Total Site Area:	3.8 AC.	166,689 SF	100.00 %
Existing Impervious Area (SF):			
Building(s) Footprint:		86,033 SF	51.61 %
Vehicle Use Area:		37,565 SF	22.54 %
Misc. Concrete:		81,896 SF	49.13 %
Misc. Concrete:		10,884 SF	6.53 %
Existing Open Space:			
		80,656 SF	48.39 %
Proposed Impervious Area (SF):			
Building(s) Footprint:		75,326 SF	45.19 %
Vehicle Use Area:		15,266 SF	9.16 %
Misc. Concrete:		51,741 SF	31.04 %
Misc. Concrete:		8,319 SF	4.99 %
Proposed Open Space:			
		91,364 SF	54.81 %
Proposed Building GSF:			
		28,132 SF	
Landscape Island Requirements			
Required: (Redevelopment: 1 per 8000 sf VUA)		7 Islands	
Provided:		X Islands	
Parking			
Required Parking (3.0 / 1000 sf; per LDC 10-285; Table BA):		85 Spaces	
Total Parking Spaces Provided:		93 Spaces	
Total Required Accessible Parking Spaces:		4 Spaces	
Total Accessible Parking Spaces Provided:		4 Spaces	



Page 5 of 12

SITE PLAN

EXHIBIT "A"

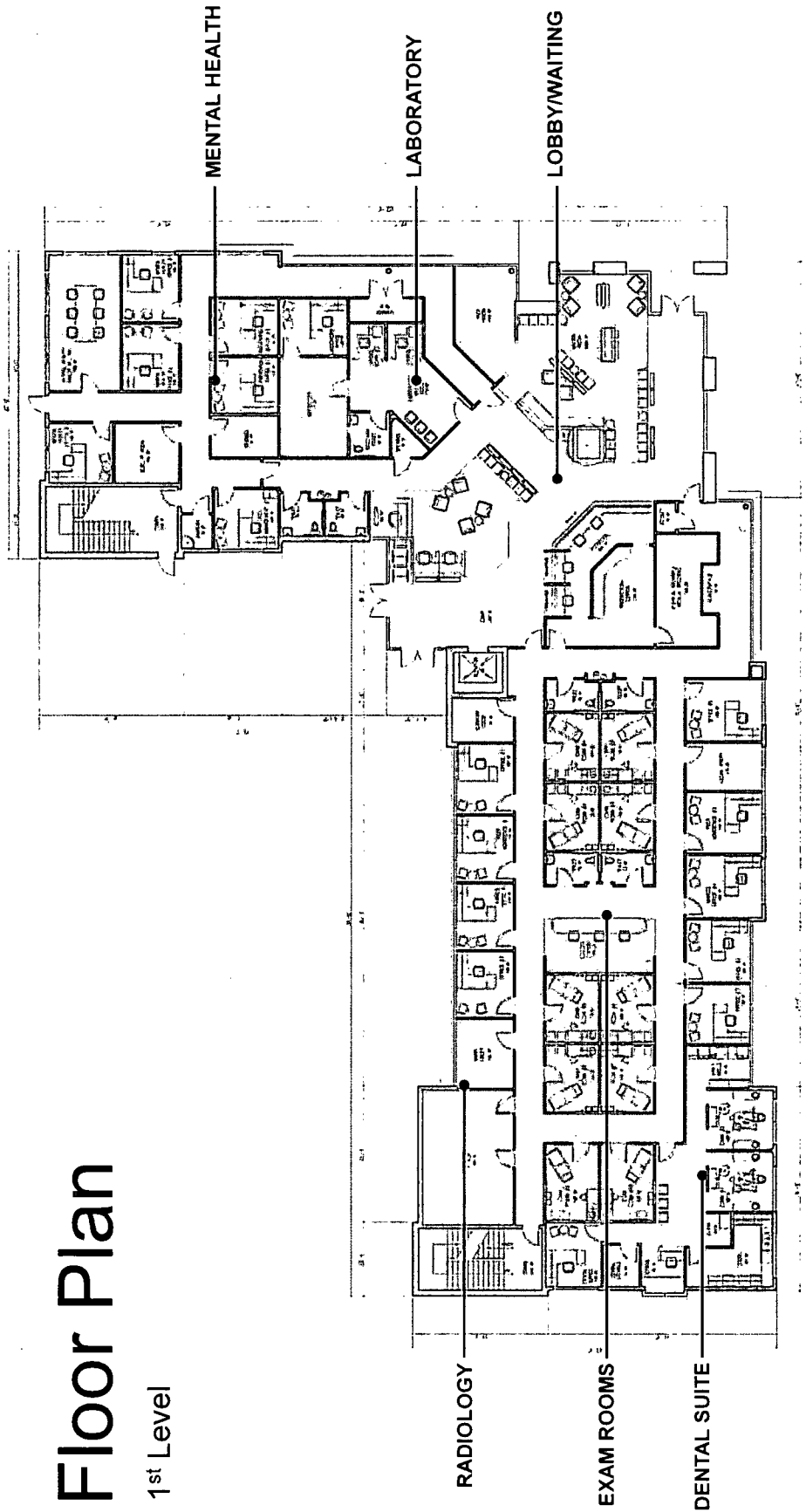
Attachment #3  
Page 15 of 26

**FLOOR PLAN - 1<sup>ST</sup> LEVEL**

6

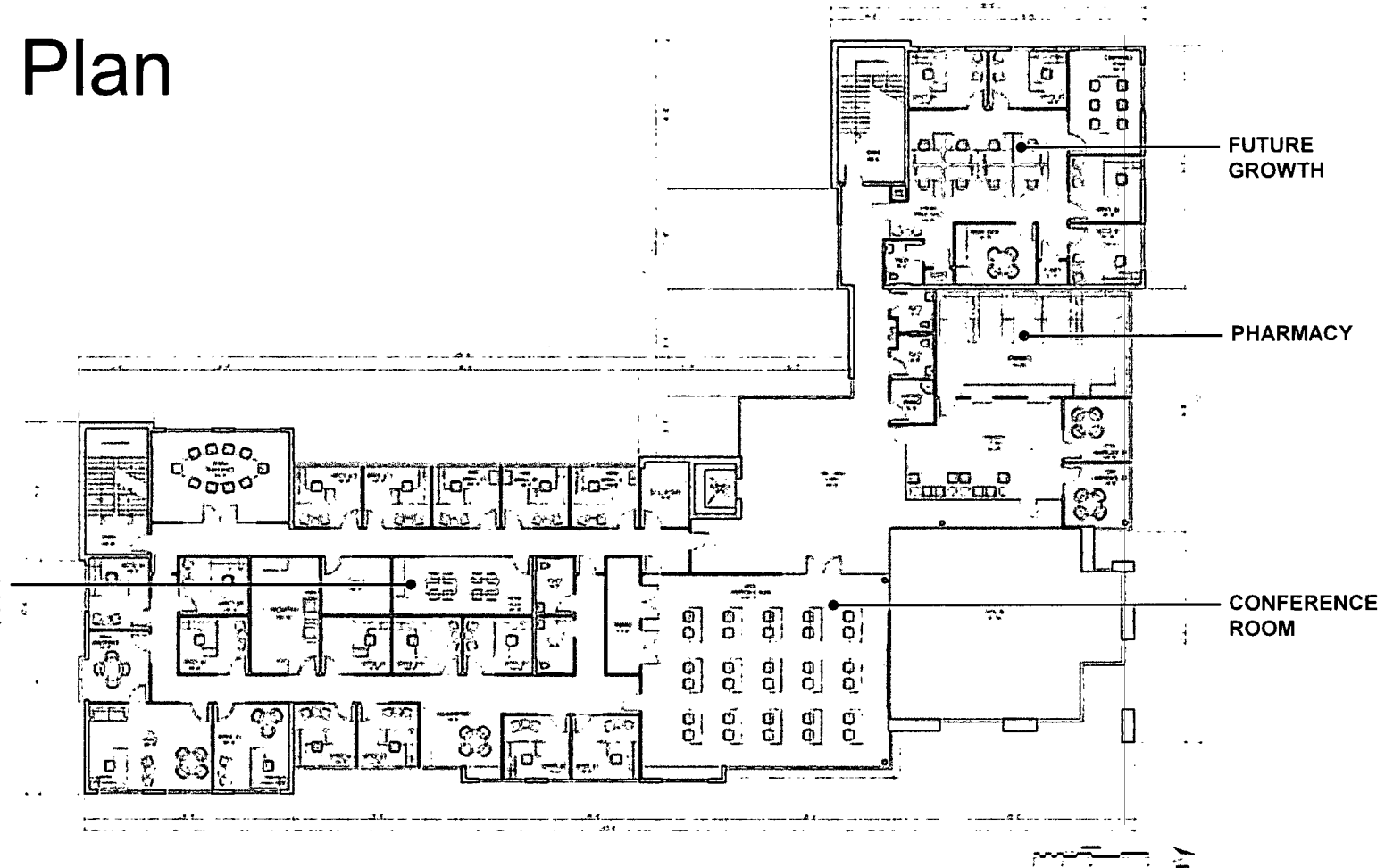
# Floor Plan

1<sup>st</sup> Level

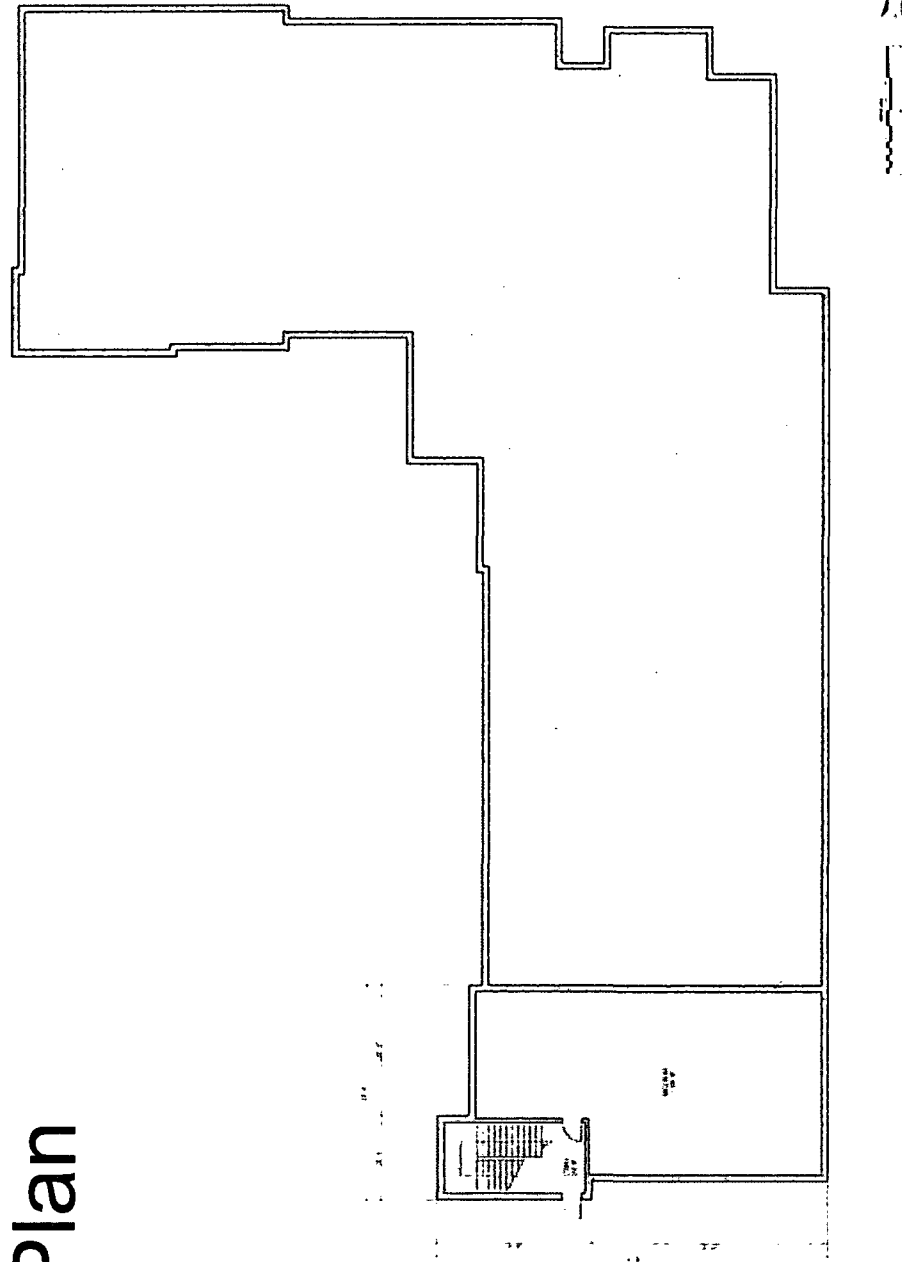


# Floor Plan

2<sup>nd</sup> Level



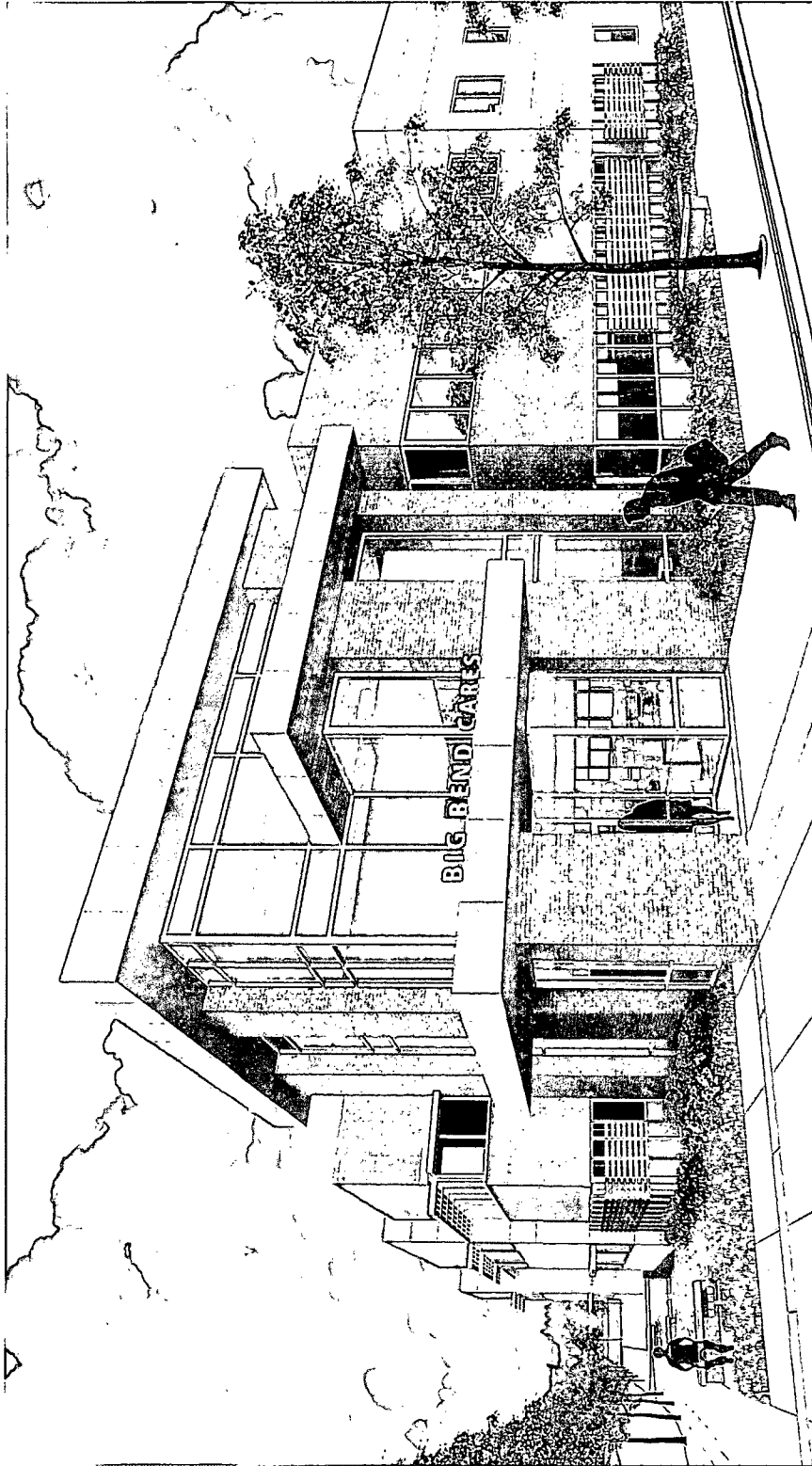
**FLOOR PLAN - BASEMENT**



**Floor Plan**

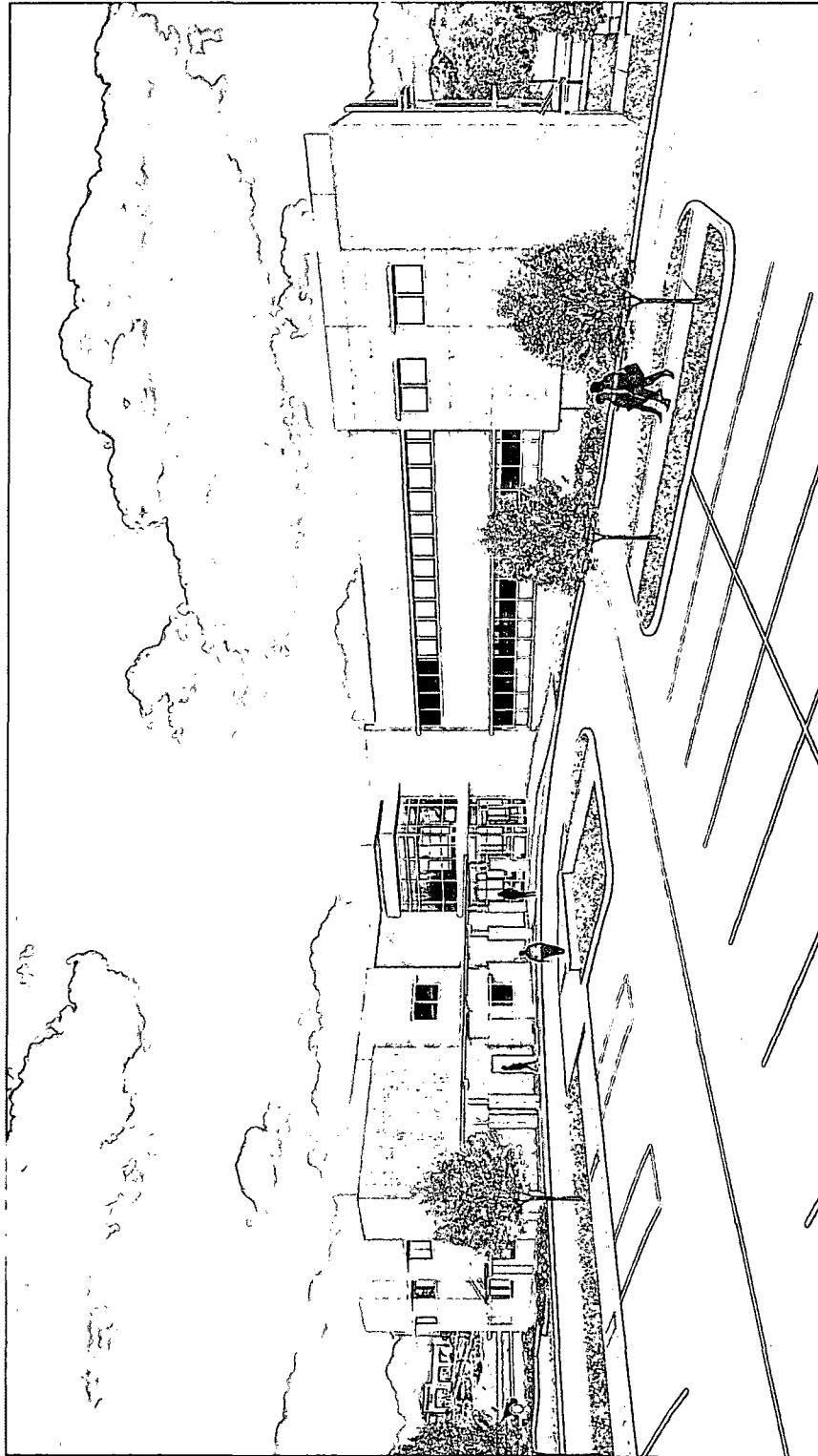
**Basement**

**Illustrative Rendering**  
Northeast Entrance – Corner of S Monroe St & E Magnolia Dr



ILLUSTRATIVE RENDERINGS

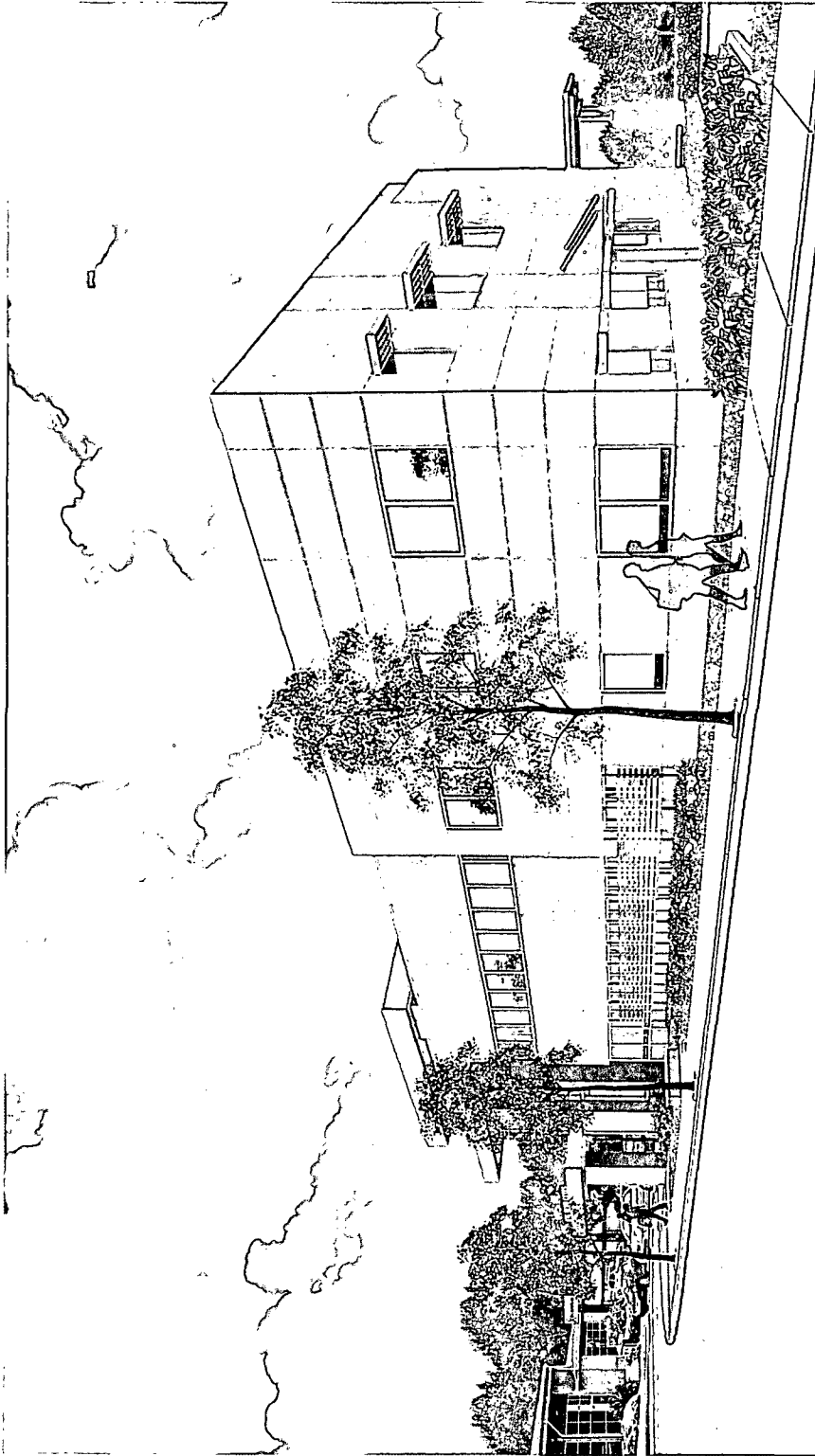
**Illustrative Rendering**  
Parking Entrance – Southwest Elevation



ILLUSTRATIVE RENDERINGS



**Illustrative Rendering**  
Exterior Elevation – Northwest Corner on E. Magnolia Dr



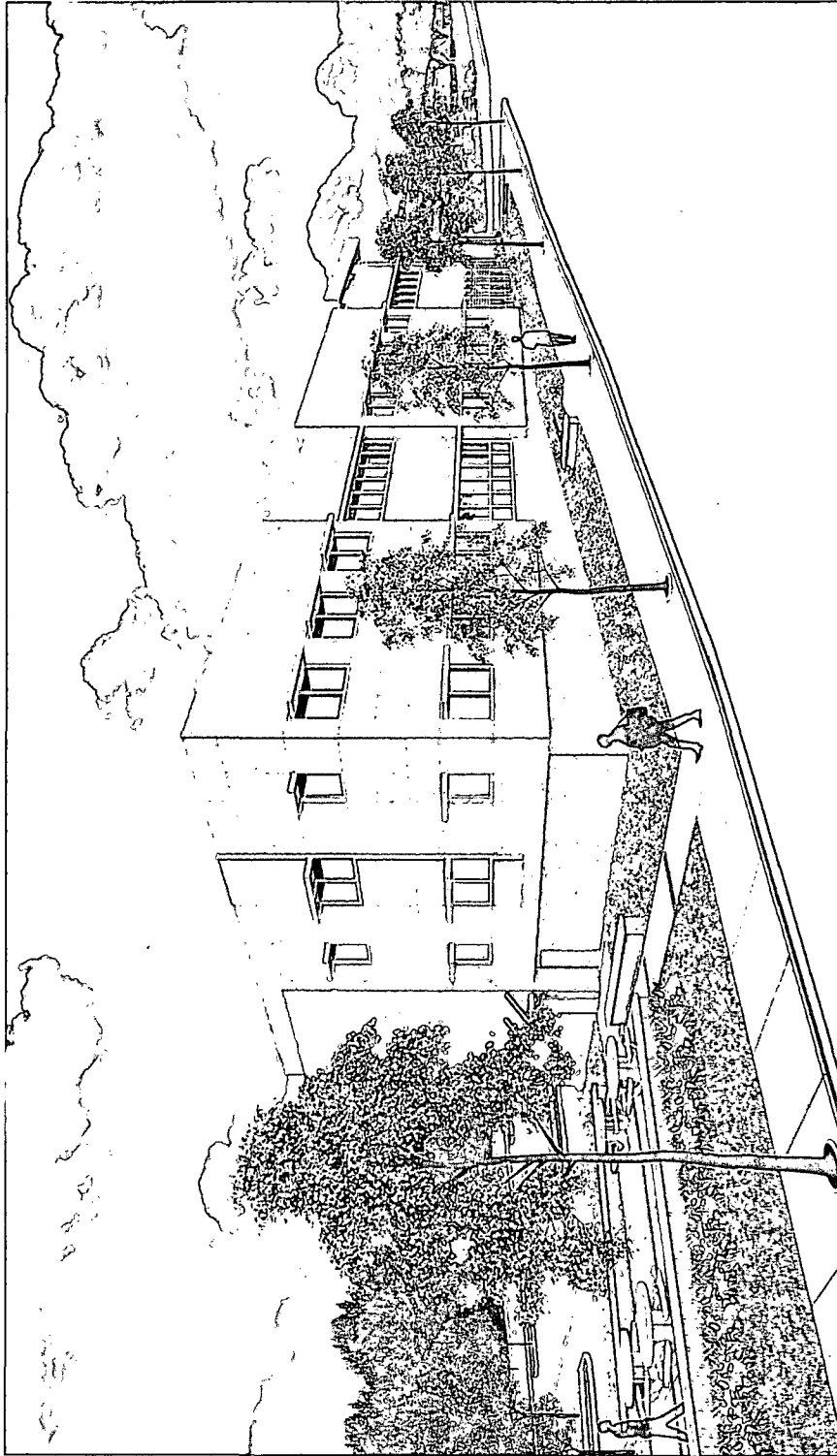
ILLUSTRATIVE RENDERINGS

EXHIBIT "A"

ILLUSTRATIVE RENDERINGS

12

Illustrative Rendering  
Exterior Elevation – Southeast Corner on S Monroe St



**EXHIBIT "B"**

**Big Bend Cares  
Room Area Calculations- Uninsured Patients**

<b>TOTAL BUILDING AREA</b>	<b>25,979</b>
<b>TOTAL CONSTRUCTION VALUE</b>	<b>\$9,279,507.73</b>
<b>% OF AREA FOR UNINSURED</b>	<b>23.67%</b>
<b>VALUE OF AREA FOR UNINSURED</b>	<b>\$2,196,377.58</b>

**UNINSURED PATIENTS - Room Names, Area (SF), % of Area and Cost per Area**

<b>NO.</b>	<b>ROOM NAME</b>	<b>AREA (SF)</b>	<b>% OF AREA</b>	<b>COST/AREA</b>
106	CASE MGMT #1	120	0.46%	\$42,863.12
107	PREV OFFICE #1	115	0.44%	\$41,077.15
109	MNTL HLTH OFF #1	124	0.48%	\$44,291.89
110	MNTL HLTH OFF #2	125	0.48%	\$44,649.08
112	MNTL HLTH GROUP	305	1.17%	\$108,943.76
113	MNTL HLTH OFF #3	121	0.47%	\$43,220.31
115	PREV OFFICE #2	115	0.44%	\$41,077.15
119	CASE MGMT #2	119	0.46%	\$42,505.92
123	LAB WAITING	230	0.89%	\$82,154.31
124	SPECIMEN RR	72	0.28%	\$25,717.87
125	DRAW 1	38	0.15%	\$13,573.32
126	DRAW 2	38	0.15%	\$13,573.32
127	LAB OFFICE	87	0.33%	\$31,075.76
128	LABORATORY	103	0.40%	\$36,790.84
143	PEER ADHER #1	116	0.45%	\$41,434.35
145	LAB	96	0.37%	\$34,290.49
148B	CHANGING	45	0.17%	\$16,073.67
148C	X-RAY	238	0.92%	\$85,011.85
149	EXAM ROOM #9	127	0.49%	\$45,363.47
150	EXAM ROOM #8	111	0.43%	\$39,648.38
151	EXAM ROOM #5	111	0.43%	\$39,648.38
155	EXAM ROOM #4	111	0.43%	\$39,648.38
156	EXAM ROOM #1	113	0.43%	\$40,362.77
157	EXAM ROOM #2	114	0.44%	\$40,719.96
158	EXAM ROOM #3	113	0.43%	\$40,362.77
159	EXAM ROOM #6	113	0.43%	\$40,362.77
160	EXAM ROOM #7	113	0.43%	\$40,362.77
161	EXAM ROOM #10	128	0.49%	\$45,720.66
164	PEER ADHER #2	146	0.56%	\$52,150.13
166	OFFICE #4	129	0.50%	\$46,077.85
167	OFFICE #3	124	0.48%	\$44,291.89
168	DENTAL WAITING	243	0.94%	\$86,797.81
169	LAB/ MODEL	87	0.33%	\$31,075.76
170	EXAM #2	124	0.48%	\$44,291.89
171	EXAM #1	123	0.47%	\$43,934.70
172	X-RAY	26	0.10%	\$9,287.01

**EXHIBIT "B"**

173	STERIL.	148	0.57%	\$52,864.51
174	HYGEN.	51	0.20%	\$18,216.82
201A	WAITING	252	0.97%	\$90,012.55
201B	PHARMACY	920	3.54%	\$328,617.23
201C	PHAR. IT	49	0.19%	\$17,502.44
202	PEER ADHER #2	122	0.47%	\$43,577.50
216	CASE MGMNT #3	123	0.47%	\$43,934.70
217	CASE MGMNT #4	121	0.47%	\$43,220.31
<b>TOTAL AREA</b>		<b>6,149</b>	<b>23.67%</b>	<b>\$2,196,377.58</b>

# Existing Site

Property Boundaries

## GRAPHIC KEY



Big Bend Cares  
Medical Centered Home



Properties to be sold to  
City of Tallahassee CRA

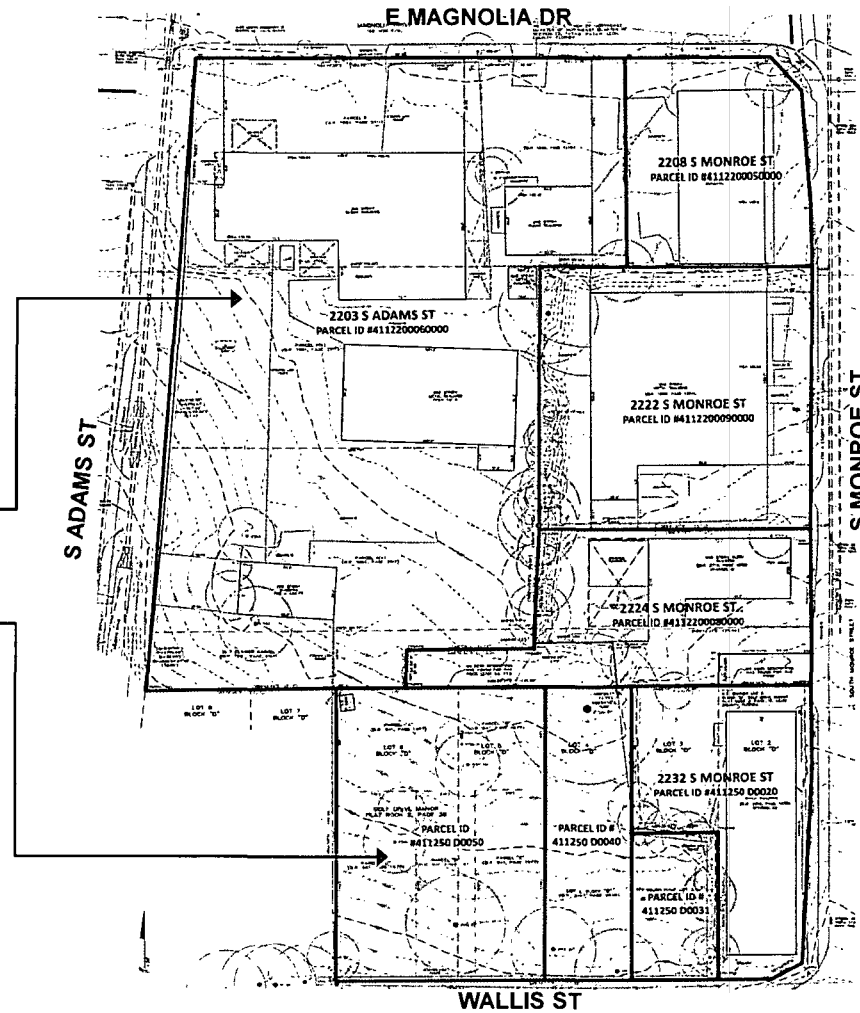
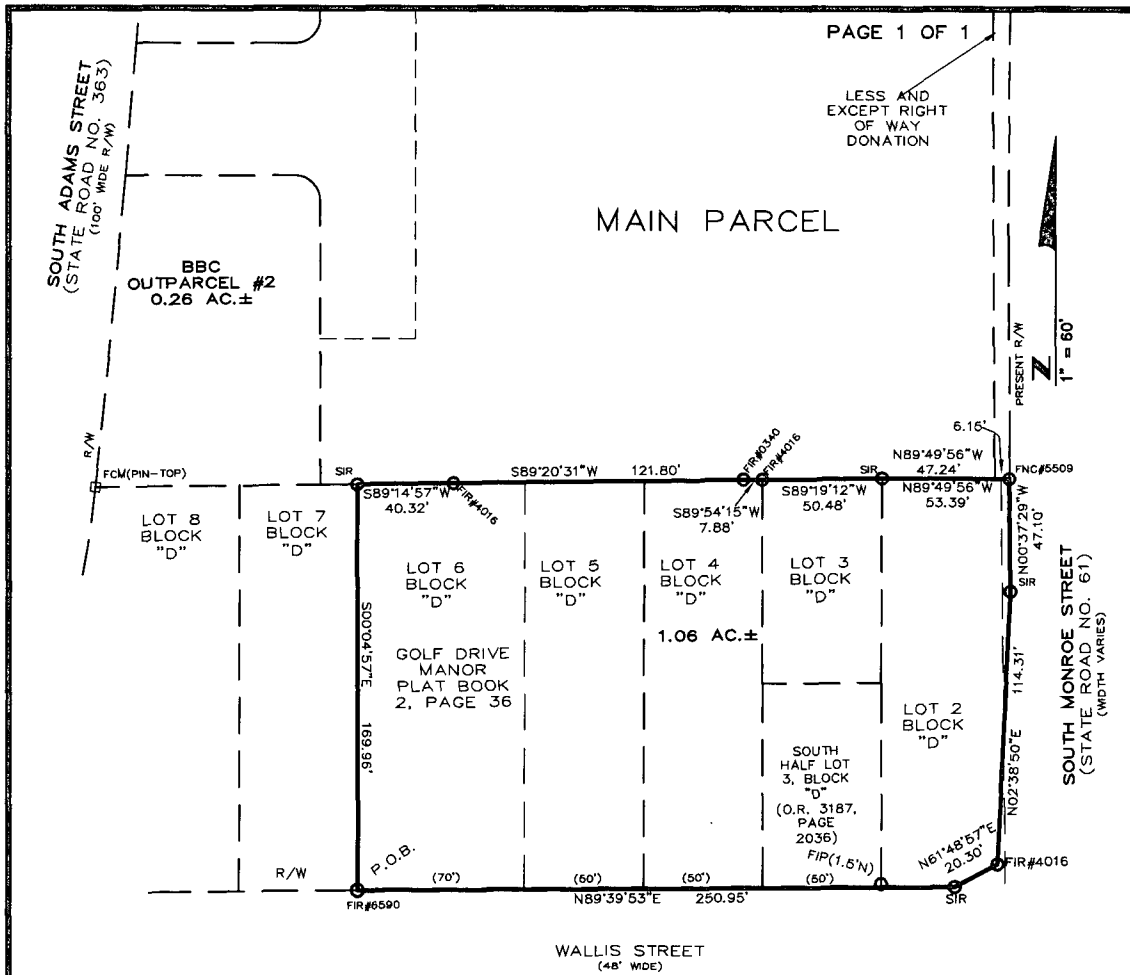


EXHIBIT "C"



Lots 2, 3, 4, 5, and 6 of Block "D", of GOLF DRIVE MANOR, a subdivision as per map or plat thereof recorded in Plat Book 2, Page 36 of the Public Records of Leon County, Florida, being described as follows:

SYMBOLS & ABBREVIATIONS

- AC. - ACRES ±
- Δ - CENTRAL ANGLE
- CH - CHORD
- D.B. - DEED BOOK
- FCM - FOUND CONCRETE MONUMENT
- FIR - FOUND IRON ROD  
(5/8" UNLESS NOTED.)
- F.I.R.M. - FLOOD INSURANCE RATE MAP
- FIP - FOUND IRON PIPE
- FPIP - FOUND PINCHED IRON PIPE  
(4" X 4" UNLESS NOTED.)
- FNC - FOUND NAIL AND CAP
- L - ARC LENGTH
- O.R. - OFFICIAL RECORD BOOK
- PG. - PAGE
- P.O.C. - POINT OF COMMENCEMENT
- P.O.B. - POINT OF BEGINNING
- R - RADIUS OR RANGE
- R/W - RIGHT OF WAY
- R - RANGE
- SEC. - SECTION
- SIR - SET 5/8" IRON ROD/CAP
- SNC - SET NAIL AND CAP
- UNREC. - UNRECORDED
- T - TOWNSHIP
- LB. - LICENSED BUSINESS
- OH - OVERHEAD UTILITY WIRE

NOTES:

1. THERE ARE NO VISIBLE ENCROACHMENTS ON THIS PROPERTY, UNLESS NOTED.
2. THIS SURVEYOR HAS NOT BEEN PROVIDED A CURRENT TITLE OPINION OR ABSTRACT TO THE SUBJECT PROPERTY. IT IS POSSIBLE THERE ARE OTHER DEEDS, EASEMENTS, ETC., RECORDED OR UNRECORDED, THAT MAY AFFECT THE BOUNDARIES.
3. RECORD, DEED, AND COMPUTED MEASUREMENTS ARE SHOWN IN PARENTHESIS
4. THIS PROPERTY LIES IN FLOOD ZONE "X", AS PER FLOOD INSURANCE MAP PANEL No. 12073C0291F & 292F, DATED 08/18/09.
5. IT IS POSSIBLE THERE ARE OTHER DRAINAGE STUDIES DONE SINCE THE PUBLISHED DATE OF THE FLOOD INSURANCE RATE MAP PANEL, THAT MAY AFFECT FLOOD ZONE DESIGNATION, THAT THIS SURVEYOR HAS NOT BEEN PROVIDED.
6. ADJOINERS, UNLESS NOTED WERE NOT FURNISHED TO THIS SURVEYOR
7. BEARINGS ARE BASED ON STATE PLANE NORTH ZONE PER NAVD 1983
8. PERMANENT CORNERS TO BE SET AT TIME OF FINAL SURVEY.

BEGIN at an iron rod (#6590) marking the Southwest corner of Lot 6, Block "D", of GOLF DRIVE MANOR, a subdivision as per map or plat thereof recorded in Plat Book 2, Page 36 of the Public Records of Leon County, Florida, thence run North 89 degrees 39 minutes 53 seconds East a distance of 250.95 feet, thence run North 61 degrees 48 minutes 57 seconds East a distance of 20.30 feet to the present Westerly right of way boundary of State Road No. 61 (South Monroe Street), thence run North 02 degrees 38 minutes 50 seconds East a distance of 114.31 feet, thence run North 00 degrees 37 minutes 29 seconds West a distance of 47.10 feet, thence leaving said Westerly right of way boundary run North 89 degrees 49 minutes 56 seconds West a distance of 53.39 feet, thence run South 89 degrees 19 minutes 12 seconds West a distance of 50.48 feet, thence run South 89 degrees 54 minutes 15 seconds West a distance of 7.88 feet, thence run South 89 degrees 20 minutes 31 seconds West a distance of 121.80 feet, thence run South 89 degrees 14 minutes 57 seconds West a distance of 40.32 feet, thence run South 00 degrees 04 minutes 57 seconds East a distance of 169.96 feet to the POINT OF BEGINNING, containing 1.06 acres, more or less.

I HEREBY CERTIFY THAT THIS SURVEY WAS PERFORMED UNDER MY RESPONSIBLE DIRECTION AND SUPERVISION AND THE PLAT AND DESCRIPTION ARE TRUE AND ACCURATE TO THE BEST OF MY KNOWLEDGE AND BELIEF. THE SURVEY MEETS OR EXCEEDS THE STANDARDS FOR PRACTICE FOR LAND SURVEYING AS ESTABLISHED BY THE FLORIDA BOARD OF PROFESSIONAL SURVEYORS AND MAPPERS (F.A.C. 5J-17.051/.052).

*Alan D. Platt*  
 ALAN D. PLATT, P.L.S.  
 PROFESSIONAL LAND SURVEYOR  
 FLORIDA LICENSED No. 4664

09/23/2016  
 DATE SIGNED  
 09/22/2016  
 DATE SURVEYED

UNLESS IT BEARS THE SIGNATURE AND THE ORIGINAL RAISED SEAL OF A FLORIDA LICENSED SURVEYOR AND MAPPER THIS MAP IS FOR INFORMATIONAL PURPOSES ONLY AND IS NOT VALID.

DRAWING: 1120-85-WA-2016	BOUNDARY SURVEY OF: LOTS 2 - 6, BLOCK "D" GOLF DRIVE MANOR PLAT BOOK 2, PAGE 36 LEON COUNTY, FLORIDA	& ASSOCIATES, INC. 3712 CARRINGTON PLACE, TALLAHASSEE, FL 32303 PHONE: (850) 385-1036 FAX: (850) 385-1108 LICENSED BUSINESS No. 6590	CERTIFIED TO: Big Bend Cares, Inc. Williams, Gautier, Gwynn, DeLoach & Sorenson, P.A. Old Republic National Title Insurance Company
PROJECT: 11220	Page 2 of 2		

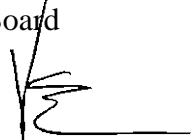
**Leon County  
Board of County Commissioners**

**Notes for Agenda Item #10**

# Leon County Board of County Commissioners

## Agenda Item #10

December 12, 2017

**To:** Honorable Chairman and Members of the Board  
**From:** Vincent S. Long, County Administrator   
**Title:** Fiscal Year 2017 Annual Performance and Financial Report

<b>Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Scott Ross, Director, Office of Financial Stewardship
<b>Lead Staff/ Project Team:</b>	Timothy Barden, Budget Manager Eryn Calabro, Senior Management & Budget Analyst Joshua Pascua, Senior Management & Budget Analyst Jennifer Donald, Management & Budget Analyst Jelani Marks, Management & Budget Analyst

### Statement of Issue:

This agenda item seeks Board acceptance of the FY 2017 Annual Performance and Financial Report. The report provides a review of the financial and organizational performance of the County for Fiscal Year 2017.

### Fiscal Impact:

This item does not have a fiscal impact.

### Staff Recommendation:

Option #1: Accept the FY 2017 Annual Performance and Financial Report (Attachment #1).



## Report and Discussion

### **Background:**

The Office of Management and Budget (OMB) prepares two financial reports annually for Board consideration: (1) a mid-year report that identifies financial trends that are developing, and seeks guidance as required; and (2) a fiscal year-end report that provides a review of the financial and organizational performance of the County.

### **Analysis:**

Included in the Annual Performance Financial Report are the following sections:

#### *Program/Division Summary*

The Program/Division section summarizes each program/division's activities for FY 2017, including highlights, progress towards the Board's Strategic Plan Bold Goals and Five-Year Targets, performance measures, and a financial and staffing summary.

#### *Major Revenues*

The Revenue Section summarizes and describes the County's major revenue receipts (unaudited) for FY 2017. These receipts are compared to the prior fiscal year's actual receipts and FY 2017 adjusted budget.

#### *Expenditures*

This table presents the FY 2017 adjusted budgets for each program, actual expenditures, and the dollar amount and percentage spent over/under the FY 2017 adjusted budget.

#### *Fund Balance*

This table compares the fund balances of each fund for the two prior fiscal years and provides the following analysis: 1) estimated fund balance for each fund; 2) appropriated fund balance; and 3) unreserved fund balance for FY 2017 (unaudited).

#### *Capital Improvement Program*

This section describes each capital improvement project in the County and provides the budgets and expenditures for FY 2017.

#### *Grants Program*

The Grants Program Section provides the FY 2017 budget and expenditure information for all County grants as well as a description of each grant.

#### *Comparative Data*

The Comparative Data Section provides a net budget, population, ad valorem tax collection, and staffing comparison between Leon County and other like-sized counties.

**Options:**

1. Accept the FY 2017 Annual Performance and Financial Report (Attachment #1).
2. Do not accept the FY 2017 Annual Performance and Financial Report.
3. Board direction

**Recommendation:**

Option #1.

**Attachment:**

1. FY 2017 Performance and Financial Report



# ANNUAL PERFORMANCE & FINANCIAL REPORT

PEOPLE FOCUSED. PERFORMANCE DRIVEN.

## FISCAL YEAR 2016/2017



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----------------------------------	-----

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--	-----

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--	-----

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# County Administration Business Plan

**Mission Statement**

The mission of Leon County Administration is to provide leadership and direction to County staff, to facilitate the implementation of Board priorities and policies, and to manage the operation of County functions to ensure the delivery of cost effective, customer responsive public services within the bounds of available resources.

**Strategic Priorities**

**Economy**

- 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.
- EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.

**Quality of Life**

- Q4 - Support and promote access to basic health and welfare services to our community members most in need.

**Governance**

- G1 - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.
- 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**  
October 1, 2017–September 30, 2021

- |  |             |
|--|-------------|
| 1. 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. (EC1, EC4)  | In Progress |
| 2. 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. (EC4)   | In Progress |
| 3. Continue to pursue opportunities for workforce development, including: <ul style="list-style-type: none"> <li>a. 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 Jr. Apprenticeship program. (EC2)</li> <li>b. 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. (EC2)</li> </ul> | In Progress |
| 4. Continue to serve our seniors through programs and partnerships, including: <ul style="list-style-type: none"> <li>a. 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. (Q4)</li> </ul>   | In Progress |
| 5. Evaluate sun setting the Downtown CRA and correspondingly evaluate the effectiveness of the Frenchtown/Southside CRA including the County's partnership with the City. (EC1, EC2)   | In Progress |
| 6. Continue to Support Commissioner Desloge during his term as NACo President. (G1)  | In Progress |

## County Administration

<b>Strategic Initiatives</b> October 1, 2017–September 30, 2021	7. 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. (G5)	In Progress			
	8. Seek opportunities for partnerships through NACO and FAC’s enterprise programs. (G1)	In Progress			
	9. Continue to explore opportunities for efficiency and cost savings through intergovernmental functional consolidation where appropriate. (G5)	In Progress			
	10. 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. (G1, G3)	In Progress			
	11. Continue County sponsorship of employees’ participation in the Certified Public Manager training. (G4)	In Progress			
<b>Actions</b>	1. County staff served on FSU's selection committee for a master plan consultant and are currently awaiting a final decision from the University.	Strategic Initiatives			
	2. Pursued the High Tourism Impact Tax issue during the 2017 Legislative Session	Strategic Initiatives			
	3. Staff continues to pursue opportunities for workforce development: <ul style="list-style-type: none"> <li>a. Hosted the 2016 Leon Works Expo and presented a Budget Discussion Item to the Board to consider continuing to host the Leon Works Expo in 2017 and on an annual basis thereafter.</li> <li>b. Launched the Leon Works Junior Apprenticeship program.</li> </ul>	Strategic Initiatives			
	4. Continuing to conduct a public education campaign to increase awareness of dementia and the available dementia services throughout the community.	Community & Media Relations			
	5. Presented a status report to the Board evaluating the sun setting of the Downtown CRA and effectiveness of the Frenchtown/Southside CRA	Strategic Initiatives			
	6. Continuing to Support Commissioner Desloge during his term as NACo President, including: <ul style="list-style-type: none"> <li>a. Hosted the NACo Fall Board meeting in December 2016</li> <li>b. Assisted Commissioner Desloge during the NACo 2017 Legislative Conference and 2017 Annual Conference</li> <li>c. Staff participated as a speaker on the panel discussion "Overcoming Barriers to Integrate and Share Justice and Health Data" at the 2017 NACo Legislative Conference in Washington, D.C.</li> </ul>	Strategic Initiatives			
	7. Held a Workshop on Establishment of a Citizen Charter Review Committee in April 2017 .	Strategic Initiatives			
	8. Leon County continues to participate in the NACo's Live Healthy Program, which offers residents prescription, dental, and other health discounts at no cost or for a small monthly fee. County Administration continues to regularly discuss and evaluate new opportunities for partnership through their respective enterprise programs.	Strategic Initiatives			
	9. LEADS Cross-Departmental Action Team concened to identify efficiencies and cost savings during the budget development process.	Community & Media Relations			
	10. Hosted the Club of Honest Citizens “Created Equal” event in January 2017 with 600 residents in attendance	Community & Media Relations			
	11. Continuing to identify new employees biannually to participate in the Certified Public Manager Program.	Human Resources			
<b>Bold Goals and Five-Year Targets</b>	<b>Bold Goal: Implement 500 citizen ideas, improvements, solutions and opportunities for co-creation. (BG4)</b>				
		FY 2017	FY 2018	FY 2019 through FY 2021	Total
	Citizen Ideas Implemented	120 <sup>1</sup>	100 <sup>2</sup>	TBD	220

## County Administration

**Strategic Target:** *Connect 5,000 students and citizens to middle skilled job career opportunities. (T3)*

	FY 2017	FY 2018	FY 2019 through FY 2021	Total
Students/ Citizens Connected	1,560 <sup>3</sup>	1,000 <sup>4</sup>	TBD	2,560

**Strategic Target:** *Achieve 90% employee participation in the County’s “My Rewards” Well Being Program. (T14)*

	FY 2017	FY 2018	FY 2019 through FY 2021	Total
“My Rewards” Participation	88% <sup>5</sup>	89%	TBD <sup>6</sup>	89%

**Strategic Target:** *100% of employees are trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace. (T16)*

	FY 2017	FY 2018	FY 2019 through FY 2021	Total
Employees Trained	10% <sup>7</sup>	30%	TBD <sup>8</sup>	30%

**Notes:**

- Staff has implemented 120 citizen ideas, improvements, solutions and opportunities for co-creation, 24% of the County’s five-year Target. Included in this list are 16 recommendations voiced by citizens during community listening session and implemented as part of the Hurricane Hermine After Action Report. Several ideas were proposed by citizen committees such as the Tourist Development Council, Smokey Hollow Citizen’s Committee, Leon Works Expo Workgroup, and Sustainable Communities Summit Planning Committee. Other improvements were submitted by community organizations like the Ft. Braden Little League Club, Southern Trail Riders Association, and American Legion.
- Staff anticipates implementing 100 citizen ideas, improvements, solutions and opportunities for co-creation each year. However, this is subject to citizen feedback.
- To reach this Target, staff has identified new opportunities to interact with the community beyond the Leon Works Expo, an annual event with attendance of approximately 500-600 people. This includes the launch of the Leon Works Junior Apprenticeship program as well as participation in the Ghazvini Learning Center’s monthly career luncheons. As a result, 1,560 students and citizens have been connected to middle skilled job opportunities since the start of fiscal year 2017, 31% of the County’s five-year Target.
- Staff anticipates annually connecting 1,000 students and citizens to middle skilled job career opportunities per year through the County’s Leon Works, Junior Apprentice, and other related programs.
- The “My Rewards” Program is an incentive-based wellness program designed to help employees participate in healthy lifestyle behaviors. Employees who successfully complete the My Rewards Program each calendar year will receive a 2.5% discount off their annual health insurance premium contribution for the following year. Currently, 496 out of 565 eligible employees participate in the Program. Those who are not eligible include Opt Out and Spousal employees, since they do not pay for their health insurance, and part time employees, who don't receive health insurance as a benefit.
- Staff adopted several new strategies to improve employee participation in the program. These include calculating and advertising the actual dollar savings for each health plan, offering a paper version of the application form, and providing Division Directors with a report of employees who had not yet taken advantage of the program. In the coming year, Human Resources will implement additional strategies such as attending staff meetings in divisions with the largest number of employees who do not participate in the My Rewards program.
- In FY 2017, 81 employees have been trained in Customer Experience and 155 employees have been trained in Domestic Violence, Sexual Violence & Stalking in the Workplace. Human Resources staff is currently in the process of updating the training provided to employees on the topic of Diversity. By 2021, all employees will receive the updated training curriculum.
- To ensure 100% of County employees are trained, Human Resources will increase the number of trainings provided each year. Additionally, Staff will work directly with program areas to provide on-site trainings at work areas where staff are required to work 24/7 shifts.

**Bold Goals and Five-Year Targets**



Leon County Government

FY 2017 Annual Performance and Financial Report

<b>DEPARTMENT</b> Administration	<b>DIVISION</b> County Administration	<b>PROGRAM</b> County Administration
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**GOAL**

The goal of County Administration is to provide leadership and direction to County employees, facilitate the implementation of Board priorities and policies and manage the operation of County functions to ensure the delivery of cost effective, customer-responsive public services within the bounds of available resources.

**PROGRAM HIGHLIGHTS**

1. Successfully completed Leon County's first five-year Strategic Plan and delivered an Impact and Progress Report to the Board highlighting the implementation of 148 (or 96%) of the 154 specific strategic initiatives included in the plan in the Board's priority areas of Economy, Environment, Quality of Life, and Governance.
2. Created the new Leon County FY2017-FY2021 Strategic Plan to advance the Board's four strategic priorities, including the addition of new five-year targets and bold "stretch" goals for each priority.
3. Directed the development and implementation of the Hurricane Hermine After-Action Report which included 110 findings and 80 specific recommendations to strengthen the County's ability to respond to and recover from future disasters.
4. Successfully conducted the second Leon Works Expo in October 2016, connecting over 360 students and 220 additional citizens with skilled careers and training opportunities, and further enhanced the Leon Works initiative by creating the Leon Works Junior Apprenticeship Program to employ local high school students to shadow and train with County staff to prepare for in-demand skilled careers.
5. Identified several million dollars in additional cost avoidance and budget reductions through the County's I2 Employee Awards program and Cross Departmental Teams.
6. Led the County's efforts to win 13 more NACo Achievement Awards in 2017 for best practices for the efficient, equitable and innovative provision of services to the community. Four additional Leon County initiatives were recognized as NACo's "100 Brilliant Ideas at Work" in 2017, showcasing the best innovations in government across 3,069 counties.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 001-110-512

	<b>FINANCIAL</b>			<b>STAFFING</b>		
	<b>FY 2017 Adj. Budget</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2017 Adopted</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>
Personnel	1,006,942	1,006,942	1,025,248	Full Time	5.00	5.00
Operating	36,098	29,645	36,859	OPS	0.00	0.00
<b>TOTAL</b>	<b>1,043,040</b>	<b>1,036,587</b>	<b>1,062,107</b>	<b>TOTAL</b>	<b>5.00</b>	<b>5.00</b>

<b>DEPARTMENT</b> Administration	<b>DIVISION</b> Strategic Initiatives	<b>PROGRAM</b> Strategic Initiatives
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**GOAL**

The goal of the Strategic Initiatives Division is to serve as a bridge from strategic planning to action implementation by ensuring alignment of organizational activities, initiatives, and culture with the overarching strategic vision and plan set forth by the Board of County Commissioners.

**PROGRAM HIGHLIGHTS**

1. Provided support for County Commissioners in their leadership roles with the National Association of Counties and the Florida Association of Counties. Through these positions, County Commissioners lead national and statewide conversations about policy issues impacting county governments, as well as exchanging best practices with fellow County Commissioners and staff.
2. Convened 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.
3. Hosted the 2016 Leon Works Expo, connecting over 360 students and 220 additional citizens with skilled careers and training opportunities.
4. Leon County employed 20 local high school students as Leon Works Junior Apprentices to shadow and train with County staff to prepare for in-demand skilled careers.

Strategic Plan Bold Goals and Five-Year Targets				
Reference	Measure	FY 2017 Estimate	FY 2017 Actual	FY 2018 Estimate
BG4	<b>Bold Goal: Implement 500 citizen ideas, improvements, solutions and opportunities for co-creation<sup>1</sup>.</b>	100	120	100
T3	<b>Strategic Target: Connect 5,000 students and citizens to middle skilled job career opportunities<sup>2</sup>.</b>	1,000	1,560	1,000

Notes:

1. Staff has implemented 120 citizen ideas, improvements, solutions and opportunities for co-creation, 24% of the County's five-year Target. Included in this list are 16 recommendations voiced by citizens during community listening session and implemented as part of the Hurricane Hermine After Action Report. Several ideas were proposed by citizen committees such as the Tourist Development Council, Smokey Hollow Citizen's Committee, Leon Works Expo Workgroup, and Sustainable Communities Summit Planning Committee. Other improvements were submitted by community organizations like the Ft. Braden Little League Club, Southern Trail Riders Association, and American Legion. Staff anticipates implementing 100 citizen ideas, improvements, solutions and opportunities for co-creation each year. However, this is subject to citizen feedback.
2. To reach this Target, staff has identified new opportunities to interact with the community beyond the Leon Works Expo, an annual event with attendance of approximately 500-600 people. This includes the launch of the Leon Works Junior Apprenticeship program as well as participation in the Ghazvini Learning Center's monthly career luncheons. As a result, 1,560 students and citizens have been connected to middle skilled job opportunities since the start of fiscal year 2017, 31% of the County's five-year Target. Staff anticipates annually connecting 1,000 students and citizens to middle skilled job career opportunities per through the County's Leon Works, Junior Apprentice, and other related programs.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual
G1	1. Percent of Commission Agenda packets and follow-ups disseminated within scheduled timeframe.	95%	95%	95%
G2	2. Percent of Citizens Connect comments and concerns successfully resolved.	91%	96%	94%
G2	3. Number of LEADS Listening Sessions conducted.	34	N/A	N/A
G2	4. Number of Cross-Departmental Action Team sessions conducted.	N/A	1	1
G3	5. Number of Community Legislative Dialogue meetings coordinated and managed.	3	3	3

**PERFORMANCE MEASUREMENT ANALYSIS**

1. Commission Agenda pack and follow-up dissemination rates remained consistent.
2. Comments/concerns submitted toward the end of FY 2017 require additional time and attention beyond the timeframe of the analysis; therefore, the remaining resolutions will occur within the next fiscal year which will be reflected in the FY 2018 analysis.
3. LEADS Listening Sessions were held in 2014 and 2016. In future years, LEADS Listening Sessions (2019) will be held on a three-year cycle, with every third year (2018) being an "off" year.
4. Cross-Departmental Action Team sessions (held in 2017) are held on a three-year cycle, with every third year (2018) being an "off" year.
5. Staff planned and hosted three Community Legislative Dialogue meetings during FY 2017.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 001-115-513

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	<u>FY 2017 Adj. Budget</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Budget</u>		<u>FY 2017 Adopted</u>	<u>FY 2017 Actual</u>	<u>FY 2018* Budget</u>
Personnel	518,299	482,240	502,225	Full Time	8.00	8.00	7.50
Operating	250,542	250,043	286,313	OPS	0.00	0.00	0.00
<b>TOTAL</b>	<b>768,841</b>	<b>732,283</b>	<b>788,568</b>	<b>TOTAL</b>	<b>8.00</b>	<b>8.00</b>	<b>7.50</b>

\* The Community & Media Relations Director duties were assumed by the Assistant to the County Administrator during FY 2017 and the position will retain supervision of the Community & Media Relations Division, in addition to responsibility for the County's Emergency Management division. As part of this re-organization, one of the Assistant to the County Administrator positions will be 50% funded in the Community & Media Relations Division.

FY 2017 Annual Performance and Financial Report

**DEPARTMENT** Administration                      **DIVISION** Strategic Initiatives                      **PROGRAM** Community & Media Relations

**GOAL**

The goal of the Leon County Community & Media Relations (CMR) Division is to proactively facilitate the accurate, effective, timely and consistent flow of public information to internal and external parties of interest, provide community outreach, and serve as the County's liaison with media partners.

**PROGRAM HIGHLIGHTS**

1. Alongside community partners, engage citizens on issues that matter most to them through the Citizen Engagement Series and Club of Honest Citizens.
2. Continued to operate and update the website LeonPhotos.org to easily and efficiently provide public access to high-resolution photos from County events.
3. Improved equipment infrastructure to expand coverage of Board meetings and County events, on CenturyLink Channel 16 and Comcast Channel 16 and through the County's website. Such improvements keep citizens better informed and to enhance transparency and public access.
4. Continued public education and community outreach for Citizen Engagement Series.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actuals	FY 2017 Estimate	FY 2017 Actual
G1, G3	1. Number of news advisories, releases, and notices detailing County activity.	200	415	318
G1, G3	2. Number of press conferences, community meetings and events.	58	85	55
G3	3. Number of participants in Citizen Engagement Series and Club of Honest Citizens.	350	250	900
G5	4. Annual Report distribution.	1,545	1,600	1,647

**PERFORMANCE MEASUREMENT ANALYSIS**

1. Number of advisories increased due to including public notices in the count. It is important to note that the number of advisories sent in both FY 2016 and FY 2017 are higher than in past years due to hurricane and severe weather alerts in both years.
2. Slight decrease in the number of community events due to some events being cancelled because of weather.
3. The sharp increase in participation is associated with a combination of factors. There were more events, including the Library Lecture Series. There was an increase in marketing of events. Also, the number of Citizen Engagement event participants doubled in part due to the Created Equal event that may be associated with more interest in race issues following a series of high-profile racial conflicts around the country in FY 2017.
4. Annual Report distribution increased by 7% over the previous year. The Annual Report video was watched 400 more times in FY 2017 than in FY 2016. Hard copies of the Annual Report are available to the public at each library and in all County lobby spaces. Additionally, the Annual Report is distributed at Council of Neighborhood Association events, the Spring Home Expo, Springtime Tallahassee, and other large public events.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 001-116-513

	<b>FINANCIAL</b>			<b>STAFFING</b>		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget	FY 2017 Adopted	FY 2017 Actual	FY 2018* Budget
Personnel	306,726	286,138	367,610	Full Time 4.50	4.50	5.00
Operating	283,305	260,370	239,953	OPS 0.00	0.00	0.00
Transportation	1,636	536	1,678			
<b>TOTAL</b>	<b>591,667</b>	<b>547,044</b>	<b>609,241</b>	<b>TOTAL 4.50</b>	<b>4.50</b>	<b>5.00</b>

\* The Community & Media Relations Director duties were assumed by the Assistant to the County Administrator during FY 2017 and the position will retain supervision of the Community & Media Relations Division, in addition to responsibility for the County's Emergency Management division. As part of this re-organization, one of the Assistant to the County Administrator positions will be 50% funded in the Community & Media Relations Division.

FY 2017 Annual Performance and Financial Report

**DEPARTMENT** Administration                      **DIVISION** Emergency Management                      **PROGRAM** Emergency Management

**GOAL**

The goal of the Leon County Emergency Management Division is to save lives and protect the property of the residents of Leon County through the coordination of cost-effective and integrated public safety programs.

**PROGRAM HIGHLIGHTS**

1. Program transferred under Leon County Administration from Sherriff's Office following recommendation from Hurricane Hermine After-Action Report.
2. Activated the Emergency Operations Center for 160 hours in response to Hurricane Irma, which includes 108 hours of continuous activation with 120 personnel from various agencies working around the clock.
3. Sheltered nearly 3,000 people and over 300 pets by coordinating and opening 10 risk shelters and one special needs shelter in partnership the American Red Cross and the Florida Department of Health.
4. Reviewed 36 healthcare facility emergency plans.
5. Partnered with Volunteer Services, the American Red Cross, and City of Tallahassee to help 500 residents build disaster supply kits to enhance community disaster preparedness.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actuals	FY 2017 Estimate	FY 2017 Actual
Q3	1. Number of annual exercises conducted/participated in.	6	4	7
Q3	2. Number of health care facility plans reviewed.	42	45	42
Q3	3. Number of presentations conducted.	12	10	13
Q3	4. Number of planning meetings facilitated.	6	5	10

**PERFORMANCE MEASUREMENT ANALYSIS**

1. Partner agencies have seen the necessity and importance of providing increased preparedness training.
2. Some Health Care facilities have been delayed in submitting their plans for review due to storm impacts that affected their facilities.
3. The increased storm activity over the past year and a half created an increase in demand for preparedness presentations, resulting in a slight increase over the FY 2016 Actual and FY 2017 Estimate.
4. Lessons learned from Hurricane Hermine as well as the impact of actual Emergency Operations Center activations in 2017 necessitated the increase in planning meetings that were conducted.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 125-864-525, 125-952001-525, 125-952002-525

	<b>FINANCIAL</b>			<b>STAFFING</b>		
	<b>FY 2017 Adj. Budget</b>	<b>FY 2017* Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2017 Adopted</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>
Personnel	205,761	107,703	207,307	Full Time	2.00	2.00
Operating	79,686	31,840	92,155	OPS	0.00	0.00
Transportation	9,000	343	9,000	<b>TOTAL</b>	<b>2.00</b>	<b>2.00</b>
Capital	20,000	-	20,000			
<b>TOTAL</b>	<b>314,447</b>	<b>139,886</b>	<b>328,462</b>			

\*The Emergency Management Division was transitioned from the Sheriff's Office to Leon County in March 2017; midway through FY 2017. The FY 2017 Actual expenditures do not encompass the costs incurred by Emergency Management while under the Sheriff's Office.

FY 2017 Annual Performance and Financial Report

**DEPARTMENT** Administration                      **DIVISION** Emergency Management                      **PROGRAM** Enhanced 9-1-1

**GOAL**

The goal of the Leon County 9-1-1 System is to provide Next Generation 9-1-1 services for the reporting of emergencies to response agencies including Law enforcement, Fire Department and Emergency Medical Services (EMS).

**PROGRAM HIGHLIGHTS**

1. Program transferred under Leon County Administration from Sherriff's Office following recommendation from Hurricane Hermine After-Action Report.
2. The Leon County Enhanced 9-1-1 System received 165,992 calls during the past years. Of these calls, 144,431 were from wireless devices, 17,201 were from landline devices, and 4,360 were from VoIP devices.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actuals	FY 2017 Estimate	FY 2017 Actual
Q3	1. Number of days taken to respond to subpoena requests for 9-1-1.	1	1	1
Q3	2. Number of responses to requests for 911 records.	752	722	752
Q3	3. Percent of 9-1-1 database accuracy.	99.4%	99%	99.6%
Q3	4. Percent of 9-1-1 mapping system accuracy (Cellular).	99.2%	97%	N/A
Q3	5. Percent of 9-1-1 mapping system accuracy (Landline).	99.2%	98%	N/A
Q3	6. Number of Master Street Address Guide validations <sup>1</sup> .	1,233	593	1,057

Notes

1. Methodology change to match NG911 data standards has resulted in a higher number of validations.

**PERFORMANCE MEASUREMENT ANALYSIS**

1. No adjustments to workflow for processing of subpoena requests.
2. Speculations on the reasons for 911 record requests to increase or decrease is outside the scope of this department.
3. Cleaning up the data was a top priority and has resulted in nearly 100% accuracy.
4. Due to performance measure #3, this metric is no longer applicable to the current operational processes of the 911 mapping system.
5. Due to performance measure #3, this metric is no longer applicable to the current operational processes of the 911 mapping system.
6. Staff has made increased contact with carriers to improve the accuracy of the data provided by those groups, resulting in increased rejections and follow-up and subsequent clean-up of the database.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 130-180-525

	FINANCIAL			STAFFING		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget	FY 2017 Adopted	FY 2017 Actual	FY 2018 Budget
Personnel	174,302	163,312	381,885	Full Time 5.00	5.00	5.00
Operating	417,791	204,021	782,208	OPS 0.00	0.00	0.00
Transportation	257	293	0	<b>TOTAL</b>	<b>5.00</b>	<b>5.00</b>
Capital	10,000	2,040	5,000			
Budget Transfer*	674,150	677,650	0			
Budgeted Reserves	78,800	0	12,457			
<b>TOTAL</b>	<b>1,355,300</b>	<b>1,047,316</b>	<b>1,181,550</b>			

\*The Emergency Management Division was transitioned from the Sheriff's Office to Leon County in March 2017; midway through FY 2017. The Budget Transfer line encompasses the personnel and operating costs incurred by E-911 while under the Sheriff's Office.

**DEPARTMENT**  
Administration

**DIVISION**  
Human Resources

**PROGRAM**  
Human Resources

**GOAL**

The goal of the Office of Human Resources is to provide program leadership, personnel policy administration and strategic support in the implementation of Leon LEADS by demonstrating the relevance of the County's Core Values and Core Practices in the delivery of Human Resources programs and services to managers, employees, community partners and the public.

**PROGRAM HIGHLIGHTS**

- Expanded electronic Human Resources business processes including applicant tracking, electronic timesheets and employee self-service.
- Automated the Open Enrollment Process, which increased the efficiency of the process by allowing employees to manage their respective benefits through an electronic process.
- Negotiated a reduction in cost for the Dental Insurance Program provider while maintaining the integrity of the level of service.
- Continued to operate the Value-Based Design Program that offers incentives in the form of reduced health insurance costs for employees participating in County Wellness Programs.
- Conducted the Wellness program, Live Well Leon, which promotes healthy employee lifestyles and a healthier workplace. Through these efforts, more than 2,982 participants partook in the Leon County sponsored activities.
- Continued to train all county employees through the Customer Experience Training program, which provides them with the necessary tools to perform to their top ability and contribute the WOW! in customer service.

**BENCHMARKING**

Priorities	Benchmark Data	Leon County	Benchmark
G1	HR Operating Costs Per Capita	\$3.88	\$9.67

Benchmark source: Florida Benchmarking Consortium 2015

**Strategic Plan Bold Goals and Five-Year Targets**

Reference	Measure	FY 2017 Estimate	FY 2017 Actual	FY 2018 Estimate
T14	Strategic Target: Achieve 90% employee participation in the County's "My Rewards" Well Being Program <sup>1</sup> .	84%	88%	89%
T16	Strategic Target: 100% of employees are trained in Customer Experience, Diversity and Domestic Violence, Sexual Violence & Stalking in the Workplace <sup>2</sup> .	10%	10%	30%

Notes

- The "My Rewards" Program is an incentive-based wellness program designed to help employees participate in healthy lifestyle behaviors. Employees who successfully complete the My Rewards Program each calendar year will receive a 2.5% discount off their annual health insurance premium contribution for the following year. Currently, 496 out of 565 eligible employees participate in the Program. Those who are not eligible include Opt Out and Spousal employees, since they do not pay for their health insurance, and part time employees, who don't get our health insurance. Staff adopted several new strategies to improve employee participation in the program. These include calculating and advertising the actual dollar savings for each health plan, offering a paper version of the application form, and providing Division Directors with a report of employees who had not yet taken advantage of the program. In the coming year, Human Resources will implement additional strategies such as attending staff meetings in divisions with the largest number of employees who do not participate in the My Rewards program.
- In FY 2017, 81 employees have been trained in Customer Experience and 155 employees have been trained in Domestic Violence, Sexual Violence & Stalking in the Workplace. Human Resources staff is currently in the process of updating the training provided to employees on the topic of Diversity. By 2021, all employees will receive the updated training curriculum. To ensure 100% of County employees are trained, Human Resources will increase the number of trainings provided each year. Additionally, Staff will work directly with program areas to provide on-site trainings at work areas where staff are required to work 24/7 shifts.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimates	FY 2017 Actual
G4	1. Number of requisitions created, and or recruited for vacant positions.	90	75	102
G4	2. Number of qualified applicants per requisition.	30	40	40
G4	3. Number of positions filled internally.	35	25	24
G4	4. Number of positions filled from outside sources.	36	35	51
G4	5. Average days to fill vacant positions.	73	74	80
G4	6. Average Turnover Rate.	9%	10%	9%
G2	7. Number of Board/Constitutional employees participating in county-sponsored Wellness Program events.	2,431	2,400	2,810
G2	8. Number of Board/Constitutional employees who successfully completed the Value Based Design My Rewards Program.	1,050	1,055	1,065
G4	9. Number of employees attending county-sponsored Training and Professional Development events.	1,248	400	863
G4	10. Number of positions evaluated for external competitiveness and internal equity.	54	125	44

FY 2017 Annual Performance and Financial Report

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimates	FY 2017 Actual
G1	11. Number of employees completing customer experience training.	150	50	81
G1	12. Percentage of new employees completing "on-boarding" within 30 days.	85%	85%	85%
G2	13. Percentage of employees utilizing electronic timesheet system.	90%	100%	90%

**PERFORMANCE MEASUREMENT ANALYSIS**

- The number of requisitions created and or recruited for can vary by year based on turnover and when the recruitment process begins for vacant positions.
- The number of qualified applicants per requisition varies based on the type of position being advertised.
- The number of positions filled internally varies and is based on the qualifications of our current employees.
- The number of positions filled by outside sources varies based on the not having enough internal employees qualified for the opening.
- Average days to fill positions can vary by year. This is based on the length of time of the interview process or the time it takes for candidate to complete the background check process.
- The average turnover rate is consistent with prior years.
- The number of employees participating in County-sponsored events has increased due to more events being held, including the County's Kickball League that had over 200 participants. Additionally, wellness events were more accessible, such as Zumba and meditation classes being held in the Public Works gathering room making Wellness events more accessible to the Operations crews.
- The FY 2017 increase in the number of My Rewards participants may be associated with increased participant motivation after being informed of the actual dollar savings they could earn for participating.
- The number of employees trained in FY 2017 exceeded the estimate due in part to several large group trainings, including the entire Leadership Team completing the Domestic Violence training. The increase is also associated with additional training programs for customer experience. The number of employees trained in FY 2016 was unusually high due to additional training sessions being offered in every division to learn about the changes to the open enrollment process.
- There was a significant decrease in the number of positions evaluated for external competitiveness due to the adoption of the Living Wage policy for all Board employees.
- The number of annual performance appraisals completed is consistent with previous years.
- The number of employees completing Customer Experience training exceeds estimates. This number fluctuates in part based on number of new employees hired each year.
- The on-boarding percentage of 85% is consistent with prior years.
- The percentage of employees utilizing electronic timesheets remains the same as in FY 2016. The only department left to transition to electronic time sheets is Public Works because a large number of these employees do not use computers. HR is working with Public Works to find an alternative solution to paper time sheets.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 001-160-513

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget		FY 2017 Adopted	FY 2017 Actual	FY 2018 Budget
Personnel	1,109,821	1,067,612	1,073,952	Full Time	12.00	12.00	12.00
Operating	328,998	191,331	344,612	OPS	0.00	0.00	0.00
<b>TOTAL</b>	<b>1,438,819</b>	<b>1,258,943</b>	<b>1,418,564</b>	<b>TOTAL</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>



# Office of Information and Technology Business Plan

**Mission Statement**

The mission of the Leon County Office of Information and Technology is to provide reliable and effective technology and telecommunications solutions and services to county agencies to enable them to fulfill their missions in serving the citizens of Leon County.

**Strategic Priorities**

**Quality of Life**

- Q2 - Provide relevant library offerings which promote literacy, life-long learning and social equity.
- Q3 - Provide essential public safety infrastructure and services.

**Governance**

- 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.
- 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**  
October 1, 2017– September 30, 2021

- |   |             |
|---|-------------|
| 1. Implement migration from Groupwise to Microsoft Outlook to better integrate with other software applications that utilize automated notifications, workflows and approvals. (G2) | In Progress |
| 2. Continue the deployment of an updated permitting system that is modernized to use mobile and online technologies. (G1, G2, G5)   | In Progress |
| 3. Continue to evaluate emergency medical response strategies to improve medical outcomes and survival rates. (Q3)  | In Progress |
| 4. Explore opportunities to increase to high speed internet access through a “mobile hot spot” library lending program. (Q2)  | In Progress |

**Actions**

- |   |         |
|---|---------|
| 1. A. Procured services for the Active Directory review and mitigate for any recommended configurations.<br>B. Migrating Groupwise mailboxes to Office 365.<br>C. Provided training to internal IT staff and users.<br>D. Developed new file services solutions within Sharepoint.                            | MIS     |
| 2. A. Finalized deployment of the Accela Automation service for permitting using workflows and automations and finalize statistical reporting.<br>B. Incorporated GIS mapping functionality.<br>C. Implemented mobile apps for citizens and developers to easily access information and schedule inspections. | MIS/GIS |
| 3. A. Implemented additional data sharing systems with Tallahassee Memorial Hospital and Capital Regional Medical Center.<br>B. Participated in the Cardiac Arrest Registry to Enhance Survival program.  | MIS     |
| 4. Coordinated with the Library the procurement of devices that provide mobile connectivity.  | MIS     |

FY 2017 Annual Performance and Financial Report

<b>DEPARTMENT</b> Office of Information and Technology	<b>DIVISION</b> Management Information Systems	<b>PROGRAM</b> Management Information Systems
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**GOAL**

The goal of Management Information Systems (MIS) is to serve end users with continually improved, efficient, cost effective technology, telecommunications products, services, and information so that customers are totally satisfied and able to fulfill their missions.

**PROGRAM HIGHLIGHTS**

- Continued technology infrastructure support of the Public Safety Complex and Library System for telephone, audio/visual needs, and data connectivity.
- Continued support for the Courts, Sheriff and law enforcement: Justice Information, Jail Management, Warrants, and the North Florida Pawn Network and continued the deployment of e-filings and paperless courts.
- Supported approximately 682 servers, 2,334 desktop and 394 laptop computers, 154 tablets, 273 printers, 471 smart phones, 498 network devices, and an on-site computer training facility.
- Completed full consolidation of County phones into a single enterprise system with the addition of the Clerk's Office, bringing the number of total extensions to 4,406.
- Provided the wiring, phones and networking for the consolidated Supervisor of Election's Office at the Voter Operations Center.

**BENCHMARKING**

Priorities	Benchmark Data	Leon County	Benchmark
G1	Average number of users per MIS Full Time Equivalent (FTE)	1:125	1:41
G1	Average number of Devices per Information Technician (IT Staff)	1:141	1:40
G1	Ratio of Network Systems Administrators to File Servers	1:67	1:50
G1	Number of Network sites	68	44
G1	IT Spending per Employee in the County Government Sector	\$3,407	\$5,000

Benchmark Sources: 2014/2015 Computer Economics Report on IT Spending and Staffing (an information and technology research/advisory firm)

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actuals	FY 2017 Estimates	FY 2017 Actual
G1, G3	1. Average number of e-mails processed each month (millions)	0.675	1.0	1.07
G1	2. Approximate amount of valid e-mails (balance after e-mail spam or viruses trapped)	59.8%	50%	56%
Q1, Q2	3. Average monthly visits to Leon County web site	347,302	350,000	317,891
G1	4. Percent of help calls completed in one day	55%	55%	49%
G1	5. Number of new applications/services deployed	4	2	4

**PERFORMANCE MEASUREMENT ANALYSIS**

- FY 2017 saw a slight increase in the average number of emails processed compared to FY 2016 and is on track with the FY 2017 estimate.
- Enhanced spam and virus filters continue to provide a steady percentage of valid e-mails.
- The reduction in visits to the Leon County website in FY 2017 is associated with the Property Appraiser hosting its own site through a cloud-based application vendor.
- The decrease in daily turnaround of service calls is attributed to several large projects that involved the Technical Service Center staff.
- The overestimate is related to a number of new applications/services including the mobile Emergency Information Portal site, Jr. Apprenticeship Website, Emergency Management's WebEOC, and the Library Pay-for-Print upgrade.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 001-171-513, 001-411-529

	<u>FINANCIAL</u>			<u>STAFFING</u>		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget	FY 2017 Adopted	FY 2017 Actual	FY 2018 Budget
Personnel	4,170,081	4,220,068	4,301,713	Full Time	44.34	44.34
Operating	2,220,363	2,110,133	2,306,373	OPS	00.0	00.0
Transportation	8,686	5,359	8,041			
Capital	0	0	25,000			
<b>TOTAL</b>	<b>6,399,130</b>	<b>6,335,560</b>	<b>6,641,127</b>	<b>TOTAL</b>	<b>44.34</b>	<b>44.34</b>

FY 2017 Annual Performance and Financial Report

<b>DEPARTMENT</b> Information and Technology	<b>DIVISION</b> Geographic Information Systems	<b>PROGRAM</b> Geographic Information Systems
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**GOAL**

The goal of the Tallahassee-Leon County GIS (TLCGIS) is to work in partnership with county agencies to provide accurate, consistent, accessible, affordable, and comprehensive Geographic Information Systems (GIS) data, GIS infrastructure, and GIS services to support the unique business needs of Leon County and the citizens served.

**PROGRAM HIGHLIGHTS**

1. Launched the Permits Portal to provide easy access to permitting information, mapping, and building trends.
2. Contributed to the Community Rating System for flood insurance with updated analysis and mapping products, which lowered affected citizens' insurance rates.
3. Modernized Public Works sign maintenance through mobile applications and GPS.
4. Provided state-of-the-art GIS based Address Maintenance application for City and County Permitting agencies.
5. Developed new hydro-corrected drainage boundaries using storm water inventories and detailed Lidar data.
6. Partnered with the Office of Economic Vitality to develop a mapping application for major and ongoing proposed development in Leon County.
7. Participated in the Leon Works expo to educate students on potential careers in GIS.

**BENCHMARKING**

Priorities	Benchmarking	Leon County 2014	Benchmark
G1,G3	Number of Business Units that use GIS (Deployment).	50	11.5 (Average)
G3,Q2	Number of Layers of Data Maintained.	499	300
G1,G3,Q1	Number of Website and Custom Applications.	48	20

*Aegis Business technologies provided a benchmarking report for the LC GIS in May 2012. The report provided several quantitative measures which identified TLC GIS as a leader among GIS programs in the Southeast, These include highest dollar amount acquired through grants, highest number of super-users supported, highest number of active GIS projects and the leader in Virtualization.*

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actuals	FY 2017 Estimates	FY 2017 Actual
G1	1. Provide customer response to system & software requests within (1) hour 100% of the time.	95%	95%	95%
G1,Q1	2. Increase GIS internet applications, services and downloadable files by 20% annually.	20%	70%	50%
G1,Q1	3. Increase ArcGIS Online user accounts by 25% annually.	N/A	N/A	25%
G1	4. Provide maintenance of base map components per schedule matrix, as required.	100%	100%	100%
G1,Q1	5. Layers of data maintained (such as aerial photography at various resolutions; addressing; streets; building footprints; contours within USA (1 ft.) and County (2 ft.); hydrography; elevation; flood zones; land use and zoning; property ownership; subdivisions; easements; census).	624	580	592
G3,Q2	6. Published web services.	200	220	210

**PERFORMANCE MEASUREMENT ANALYSIS**

1. TLCGIS remains consistent from previous fiscal years in providing customer response to system & software requests.
2. Rapid Application development continues to allow departments to be served and goals being met. TLCGIS continues to update existing applications and create new ones with new content. This fiscal year has seen many applications refreshed and new content added. The in-house "Land Information WebMaps for staff continue to be a tool for DSEM, Public Works, Real Estate, Parks and Recreation and many more. A public facing data downloading application is planned for the near future.
3. This is a new performance measure for FY 2017. TLCGIS has increased the number of user accounts assigned to staff for various GIS mapping and data collection needs. Examples are the Public Works Sign Shop and Mosquito Control.
4. TLCGIS continues to maintain the base map at 100%, as required.
5. The number of data layers maintained varies from year to year as TLCGIS continues to retire dated data layers and replace with new content.
6. Web services are used in interlocal and public facing applications throughout the program. As new applications are created, new web services are hosted in TLCGIS's ArcGIS Server environment. The increase in published web services in FY 2017 over FY 2016 reflects the increase in web mapping application offerings and value being offered to internal and external customers.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 001-421-539

	<b>FINANCIAL</b>				<b>STAFFING</b>		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget		FY 2017 Adopted	FY 2017 Actual	FY 2018 Budget
Personnel	1,344,241	1,384,552	1,403,815	Full Time	14.66	14.66	14.66
Operating	579,604	530,969	580,039	OPS	0.00	0.00	0.00
<b>TOTAL</b>	<b>1,923,845</b>	<b>1,915,521</b>	<b>1,983,854</b>	<b>TOTAL</b>	<b>14.66</b>	<b>14.66</b>	<b>14.66</b>

# Public Works Business Plan

**Mission Statement**

The mission of the Leon County Department of Public Works is to provide safe, efficient, and sustainable roadways and transportation amenities, stormwater facilities, vehicle fleet, and solid waste facilities throughout Leon County that enhance its livability, environment and economic vitality.

**Strategic Priorities**

**Environment**

- 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.

**Quality of Life**

- Q3 - Provide essential public safety infrastructure and services.

**Strategic Initiatives**  
October 1, 2017–September 30, 2021

- |   |         |
|---|---------|
| 1. Implement the adopted Basin Management Action Plan (BMAP) for Wakulla Springs including bringing central sewer to Woodville and implementing requirements for advanced wastewater treatment (EN1, EN2).  | Ongoing |
| 2. Support the protection of Lake Talquin (EN1).  | Ongoing |
| 3. Reduce nitrogen impacts in the PSPZ (primary springs protection zone) by identifying cost effective and financially feasible ways including:<br>A.) Develop a septic tank replacement program (EN1, EN2).<br>B.) Evaluate requiring advanced wastewater treatment (AWT) for new construction (EN1, EN2). | Ongoing |
| 4. Increase safety in the unincorporated area through the development of a new street lighting program and evaluation of the need for additional signage (Q3).  | Ongoing |

**Actions**

- |   |             |
|---|-------------|
| 1. A.) Complete the Woodside Heights Springs Restoration Grant for Septic to Sewer Upgrade.<br>B.) Provide education on proper operation and maintenance of septic tanks, and impacts to groundwater if not properly maintained.<br>C.) Coordinate with Northwest Florida Water Management District on Woodville Septic to Sewer Project potentially funded through the Springs Restoration Grant Program.<br>D.) Staff participation in the FDEP Onsite Sewage Treatment and Disposal Systems Committee. | Engineering |
| 2. A.) Monitor FDEP development of a Total Maximum Daily Load for the Ochlockonee River and Lake Talquin to protect and restore the resource.<br>B.) Obtain additional water quality samples to determine what, if any, further actions are needed for the Leon County discharges directly into Lake Talquin.   | Engineering |
| 3. A.) Use permit process to identify septic tanks (OSTDS) requiring repair or upgrade. Develop local grant program to upgrade replacement systems to high nitrogen removing systems at no additional expense to property owner.<br>B.) Identify impacts of requiring nitrogen-reducing OSTDS or connection to the City of Tallahassee advanced wastewater treatment system for any new construction.   | Engineering |
| 4. Develop the Street Lighting Eligibility Criteria and Implementation Policy for Board Approval  | Engineering |

**Bold Goals and Five-Year Targets**

**Bold Goal:** Upgrade or eliminate 500 septic tanks in the Primary Springs Protection Zone. (BG2)

	FY 2017	FY 2018	FY 2019 through FY 2021	Total
Septic Tanks Removed			660 In Progress	660

**Strategic Target 5:** Plant 15,000 trees including 1,000 in canopy roads. (T5)

	FY 2017	FY 2018	FY 2019 through FY 2021	Total
Canopy Road Area <sup>2</sup>	0 <sup>3</sup>	250	TBD	250
Total Trees <sup>2</sup>	523 <sup>4</sup>	750	TBD	1,303

Public Works

**Strategic Target 6: Ensure 100% of new County building construction, renovation and repair utilize sustainable design. (T6)**

	FY 2017	FY 2018	FY 2019 through FY 2021	Total
% Sustainable Design	See Note #5 below.			100%

**Strategic Target 8: Construct 30 miles of sidewalks, greenways and trails. (T8)**

	FY 2017	FY 2018	FY 2019 through FY 2021	Total
Sidewalk and Trails Miles <sup>6</sup>	1.1	6	TBD	7.1

**Strategic Target 10: Construct 100 fire hydrants. (T10)**

	FY 2017	FY 2018	FY 2019 through FY 2021	Total
Fire Hydrants Constructed	17 <sup>7</sup>	35	TBD <sup>7</sup>	52

Notes:

- The upgrade or elimination of 610 septic tanks in the primary springs protection zone are in-progress. To achieve this goal, Leon County has initiated three neighborhood septic to sewer projects which once fully constructed will remove up to 575 septic tanks from the Primary Springs Protection Zone. Leon County has aggressively pursued state grant funds to remove septic tanks in the primary springs protection zone. By leveraging Blueprint water quality funds approved as part of the early passage of the sales tax extension and projected construction schedules, over the next three years, approximately 575 septic tanks can be eliminated in the Woodside Heights, Northeast Lake Munson and Belair/Annawood neighborhoods. In addition, Leon County has worked closely with Florida Department of Environmental Protection and was awarded a stand-alone grant to implement a Passive Onsite Sewage Nitrogen Reduction Pilot Project for the Wilkinson Woods Subdivision which will upgrade an additional 35 septic tanks. Finally, Leon County is implementing the Woodville Septic to Sewer Project through the preliminary design of a central sanitary sewer collection system and transmission system from Woodville to the City of Tallahassee collection system at Capital Circle SE. Like the other projects, the Woodville project is funded through sales tax and an FDEP grant. The County anticipates future grant funding from FDEP to support additional phases of the Woodville project.
- This only reflects the number of trees planted by Public Works. Other Departments, such as Parks & Recreation, also plant trees.
- The Division did not plant any trees on canopy roads in FY 2017 due to the target being adopted after the planting season had passed. To support the planting of 1,000 trees in the canopy roads, the County will work with the Canopy Roads Committee to update the long term management plan for the Canopy Roads including an active tree planting program. The Board approved including \$75,000 in the FY 2018 budget to develop an active canopy road tree planting program.
- Since the start of FY 2017, Leon County Public Works has planted 523 Trees. These trees were planted as part of several planned construction projects, as well as programs the County coordinates annually, such as the Adopt-A-Tree Program and Arbor Day plantings.
- To achieve this Target, staff is currently working to implement policies and procedures that will ensure sustainable design is utilized in 100% of new construction, renovation, and repair by the year 2021. For instance, staff is the process of developing material standards for small renovations such as painting and carpet installation.
- This only reflects the number of sidewalk and trail miles constructed by Public Works. Other Departments, such as Parks & Recreation and Blueprint 2000 also construct sidewalks, greenways, and trails. Public Works contribution to this target will be accomplished through the continued implementation of the County's Sidewalk Program and other transportation capital projects. Staff estimates a total of 10 miles of sidewalk will be constructed from FY 2018 through FY 2021.
- Since the start of the fiscal year, 15 fire hydrants have been constructed in the unincorporated area, 15% of the County's five-year Target. During the FY 2018 budget process, the Board approved revisions to Policy No. 14-2, "Criteria for the Placement of Fire Hydrants on Current Water Systems" and increased funding to implement a new cost sharing program and to install more fire hydrants on the Prioritization List.

Bold Goals and Five-Year Targets

Leon County Government

FY 2017 Annual Performance and Financial Report

**DEPARTMENT**  
Public Works

**DIVISION**  
Engineering Services

**PROGRAM**  
Engineering Services

**GOAL**

The goal of the Department of Public Works Engineering Services is to provide the public with professional services for the construction and maintenance of cost-effective infrastructure to enhance our community's quality of life.

**PROGRAM HIGHLIGHTS**

- Continued to provide essential services that make Leon County a place where people are healthy, safe, and connected to their community.
- Continued to create connectedness and livability through supporting human scale infrastructure.
- Continued emphasis on pedestrian connectivity, resulting in the completion of the following sidewalks in FY 2017: Magnolia Drive Multi-Use Trail from Meridian Street to Pontiac Drive; CSX Pedestrian Crossings at Gearhart Road; and Gadsden Street from 6th Avenue to Ingleside Avenue.
- Installed an additional 15 fire hydrants in the unincorporated area for fire protection.
- Began design of the Woodside Heights Wastewater Retrofit project. This project will build a new sanitary sewer collection system and lift station in the Woodside Heights Subdivision. Upon completion of this project, properties will be on the central sewer without septic tank effluent discharge, which will improve the water quality. To date, over 150 households have signed up for this retrofit project.
- Leveraged a \$1.5 million state grant for the Woodville Wastewater Retrofit project. The grant will be used for the design of a collection and transmission system, which will ultimately eliminate old septic tanks and improve water quality.

Strategic Plan Bold Goals and Five-Year Targets				
Reference	Measure	FY 2017 Estimate	FY 2017 Actual	FY 2018 Estimate
BG2	Upgrade or eliminate 500 septic tanks in the Primary Springs Protection Zone between FY17-FY21 <sup>1</sup> .	661 In Progress		
T5	Plant 15,000 trees between FY17-FY21 <sup>2</sup> .	100	162	150
T6	Ensure 100% of new County building construction, renovation and repair utilize sustainable design.	See Note #3		
T8	Construct 30 miles of sidewalks, greenways and trails between FY17-FY21 <sup>4</sup> .	5	1.1	6
T10	Construct 100 fire hydrants between FY17-FY21 <sup>5</sup> .	17	15	35

Notes:

- The upgrade or elimination of 610 septic tanks in the primary springs protection zone are in-progress. To achieve this goal, Leon County has initiated three neighborhood septic to sewer projects which once fully constructed will remove up to 575 septic tanks from the Primary Springs Protection Zone. In addition, Leon County has worked closely with Florida Department of Environmental Protection and was awarded a stand-alone grant to implement a Passive Onsite Sewage Nitrogen Reduction Pilot Project for the Wilkinson Woods Subdivision which will upgrade an additional 35 septic tanks. Leon County has aggressively pursued state grant funds to remove septic tanks in the primary springs protection zone. By leveraging Blueprint water quality funds approved as part of the early passage of the sales tax extension and projected construction schedules, over the next three years, approximately 575 septic tanks can be eliminated in the Woodside Heights, Northeast Lake Munson and Belair/Annawood neighborhoods. Finally, Leon County is implementing the Woodville Septic to Sewer Project through the preliminary design of a central sanitary sewer collection system and transmission system from Woodville to the City of Tallahassee collection system at Capital Circle SE. Like the other projects, the Woodville project is funded through sales tax and an FDEP grant. The County anticipates future grant funding from FDEP to support additional phases of the Woodville project.
- This only reflects the number of trees planted by the Engineering Division through planned construction projects. The Operations division and other Departments also plant trees every year.
- To achieve this Target, staff is currently working to implement policies and procedures that will ensure sustainable design is utilized in 100% of new construction, renovation, and repair by the year 2021. For instance, staff is the process of developing material standards for small renovations such as painting and carpet installation.
- This only reflects the number of sidewalk and trail miles constructed by Public Works. Other Departments, such as Parks & Recreation and Blueprint 2000 also construct sidewalks, greenways, and trails. Public Works contribution to this target will be accomplished through the continued implementation of the County's Sidewalk Program and other transportation capital projects. Staff estimates a total of 10 miles of sidewalk will be constructed from FY 2018 through FY 2021.
- Since the start of the fiscal year, 15 fire hydrants have been constructed in the unincorporated area, 15% of the County's five-year Target. During the FY 2018 budget process, the Board approved revisions to Policy No. 14-2, "Criteria for the Placement of Fire Hydrants on Current Water Systems" and increased funding to implement a new cost sharing program and to install more fire hydrants on the Prioritization List.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actuals <sup>1</sup>	FY 2017 Estimate	FY 2017 Actual
G1	1. Manage staff so that not less than 30% of staff time is spent on Capital Improvement Project activities.	27%	30%	33%
EN2, Q2	2. Review, permit, and inspect for completion of all projects assigned to ensure compliance with County standards.	100%	100%	100%
G1	3. Maintain subdivision plat review time to an average of 6 days or less.	5	5	5
G1	4. Maintain number of Leon County water bodies sampled annually.	42	42	42

Leon County Government

FY 2017 Annual Performance and Financial Report

**PERFORMANCE MEASUREMENT ANALYSIS**

1. The department exceeded the performance goal with 33% of staff time being spent on Capital Improvement Project activities. The addition of a Customer Support Engineer focusing on citizen issues and one new Construction Engineer position to focus on capital improvement activities contributed to the increase from FY 2016.
2. The department met 100% of its goal to review, permit, and inspect for completion of all projects assigned to ensure compliance with County standards.
3. The department met the performance goal with an average of five days review time for subdivision plats.
4. The department sampled 42 Leon County water bodies, meeting the FY 2017 estimates.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 106-414-541

	<u>FINANCIAL</u>			<u>STAFFING</u>		
	<u>FY 2017 Budget</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Budget</u>	<u>FY 2017 Adopted</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Budget</u>
Personnel	3,165,952	3,018,492	3,210,331	Full Time	35.00	35.00
Operating	467,446	288,709	488,514	OPS	0.00	0.00
Transportation	39,083	44,235	41,429			
<b>TOTAL</b>	<b>3,672,481</b>	<b>3,351,435</b>	<b>3,740,274</b>	<b>TOTAL</b>	<b>35.00</b>	<b>35.00</b>

Leon County Government

FY 2017 Annual Performance and Financial Report

<b>DEPARTMENT</b> Public Works	<b>DIVISION</b> Support Services	<b>PROGRAM</b> Support Services
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**GOAL**

The goal of the Department of Public Works is to effectively serve the residents of Leon County by planning, developing, and maintaining quality infrastructure. This is accomplished by delivering environmentally sensitive and cost-effective products and services in order to achieve a high quality of life that includes health and safety, human comfort, and convenience.

**PROGRAM HIGHLIGHTS**

- Continued coordination with Development Support & Environmental Management and the Department of PLACE regarding development projects and ordinances that impact and overlap with the respective departments.
- Continued coordination with Florida Department of Transportation and City of Tallahassee to ensure proper construction and maintenance of the County's transportation and stormwater-related infrastructure.
- In pursuing Public Works' American Public Works Association (APWA) accreditation, the department has completed the first step in the accreditation process: self-assessment.
- Modified the Fire Hydrant Policy to establish a cost-sharing program with neighborhoods for the installation of new fire hydrants in unincorporated Leon County.
- Developed the Street Lighting Eligibility Criteria and Implementation Policy, which enhances public safety through increased visibility for both drivers and pedestrians.
- Coordinated the department's preparation, response and recovery to Hurricane Irma, which brought tropical-storm force winds to Leon County starting on September 10, 2017.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 106-400-541

	<b>FINANCIAL</b>				<b>STAFFING</b>		
	<b>FY 2017 Adj. Budget</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>		<b>FY 2017 Adopted</b>	<b>FY 2017 Actual</b>	<b>FY 2018* Budget</b>
Personnel	498,351	498,351	458,485	Full Time	4.50	4.50	4.00
Operating	155,770	138,542	145,587	OPS	0.00	0.00	0.00
<b>TOTAL</b>	<b>654,121</b>	<b>636,893</b>	<b>604,072</b>	<b>TOTAL</b>	<b>4.50</b>	<b>4.50</b>	<b>4.00</b>

\*The personnel reduction is associated with the realignment of the Assistant Public Works Director position, split between Support Services and Fleet Management, to the Office of Resource Stewardship.



**DEPARTMENT**

Public Works

**DIVISION**

Operations

**PROGRAM**

Transportation Maintenance

**GOAL**

The goal of the Public Works, Division of Operations Transportation Program is to provide for the safety, comfort, and convenience of the public by creating, maintaining, and managing infrastructure and programs supporting transportation, roadside beautification, and stormwater maintenance. This is accomplished through cost effective, environmentally sensitive, and aesthetically pleasing products and services.

**PROGRAM HIGHLIGHTS**

1. Completed 108 Private Road Repair requests.
2. Partnered with the U.S. Forest Service to create a new emergency detour route on Highway 20 West to serve the Fort Braden community in the case severe weather or other disasters close Highway 20 West.
3. Completed the cross country running track at the Northeast Park off of Proctor road.
4. Refurbished 95 miles of pavement striping to improve driver visibility on our roadways.
5. Performed 6.47 miles of road resurfacing with Open Grade Hot Mix (OGHM).The OGHM pavement is more environmentally friendly asphalt, which provides for a certain degree of stormwater treatment within the asphalt mat.
6. Installed and repaired approximately 13,654 street signs throughout Leon County.
7. Washed & cleaned approximately 7,206 sign panels.
8. Assisted in the removal of debris from Hurricanes Hermine and Irma across the County.
9. Completed 17 burials at the Leon County Serenity Cemetery. The first phase to expand the Cemetery is currently under construction.

**BENCHMARKING**

Priorities	Benchmark Data	Leon County FY 2017 Actual Production MH/Unit	Benchmark (FDOT 4 Year Average Production)
Q2	Pavement Symbols (Plastic)	0.052 man hours/sq ft	0.055 man hours/sq ft
Q2	Plant Mix Patching (Hand) <sup>1</sup>	12.656 man hours/ton	12.17 man hours/ton
Q2	Major Plant Mix Patching (Mechanical) <sup>2</sup>	4.707 man hours/ton	2.928 man hours/ton
Q2	Signs (ground signs 30 sq. ft. or less) <sup>3</sup>	0.234 man hours/sign	0.880 man hours/sign

Benchmark Sources: Florida Department of Transportation, FY16/17

1. Leon County's man hours per unit production exceeds FDOT due to equipment failures during the year, resulting in crews being combined for part of the year.
2. Leon County's man hours per unit production exceeds FDOT due to additional travel time required to move crews and equipment to multiple small projects, as compared to FDOT's typical large projects.
3. Leon County's man hours per unit production is less than FDOT due to the close proximity, density and size of Leon County signs compared to those of FDOT.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actuals	FY 2017 Estimate	FY 2017 Actual
Q2	1. Perform 600 tons/year of major asphalt repairs.	519	600	779
Q2	2. Perform 400 tons/year asphalt/pothole patching.	345	400	412
Q2	3. Install and repair 7,000 sign panels annually.	5,152	7,000	13,654
Q2	4. Wash and clean 9,000 sign panels annually.	7,208	9,000	7,206
Q2	5. Install and refurbish 90,000 sq. ft. of pavement markings and symbols with plastic.	78,926	90,000	79,202
G1	6. Respond to 90% of work orders within three weeks.	94%	90%	96%
G2	7. Maintain an 80% satisfactory rating of completed work orders as randomly selected by the INFOR survey program.	N/A	80%	N/A
Q2	8. Grade County maintained dirt roads on a 14 day cycle.	17 Days	14 Days	14 Days
Q2	9. Perform resurfacing on 5 miles of Open-Grade Mix roads annually.	12.3	5.00	6.0
Q2	10. Repair 130 miles/year of shoulders.	98.34	130	95.35

**PERFORMANCE MEASUREMENT ANALYSIS**

1. The Division used 779 tons of asphalt for major roadway repairs in FY 2017, an increase from 519 in FY 2016. The increase is due primarily to work associated with the Killearn Lakes Root Damage Repair project.
2. The Division used 412 tons of asphalt for pothole patching, exceeding the FY 2017 estimate of 400. There was less equipment downtime for repairs in FY 2017, resulting in a greater level of productivity.
3. The Division installed and repaired 13,654 sign panels in FY 2017, far exceeding the FY 2017 estimate of 7,000. This is due primarily to the number of repairs required from the extensive damage caused by Hurricane Hermine.
4. The Division washed and cleaned 7,206 sign panels in FY 2017, short of the FY 2017 estimate of 9,000. Staff time was diverted to the repair activities from damage caused by Hurricane Hermine.
5. The Division installed and refurbished 79,202 square feet of pavement markings and symbols in FY 2017, short of the 90,000 square feet performance goal, but an increase over FY 2016. This was due primarily to a hiring freeze in the spring of FY 2017.
6. In FY 2017, the Division responded to 96% of work orders within three weeks, exceeding the FY 2017 estimate of 90%. Crews were realigned in FY 2017 in an effort to increase productivity.
7. The customer service survey is a new performance measure for FY 2017. However, the automated survey remains in the development stage and results are not available for FY 2017 reporting.
8. The Division met the performance goal of grading County maintained dirt roads on a 14 day cycle.

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9. The Division resurfaced six miles of Open-Grade Mix roads in FY 2017, slightly higher than the FY 2017 estimate of five miles. The higher productivity in FY 2016 was attributed to roads not being resurfaced in FY 2015 due to logistical issues throughout the year, which resulted in these projects being completed during the first part of FY 2016. The level of productivity returned to normal in FY 2017.
10. The Division repaired 95.35 miles of shoulders in FY 2017. The reduction in shoulder miles was due to the shoulder repair crew being used to complete the Forest Road 301 (Emergency Detour route) project.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 106-431-541

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	<u>FY 2017</u> <u>Adj. Budget</u>	<u>FY 2017</u> <u>Actual</u>	<u>FY 2018</u> <u>Budget</u>		<u>FY 2017</u> <u>Adopted</u>	<u>FY 2017</u> <u>Actual</u>	<u>FY 2018</u> <u>Budget</u>
Personnel	2,887,095	2,946,240	2,971,076	Full Time	54.00	54.00	54.00
Operating	968,148	801,766	947,386	OPS	0.00	0.00	0.00
Transportation	470,999	543,693	474,766				
Capital	9,500	5,865	0				
<b>TOTAL</b>	<b>4,335,742</b>	<b>4,297,564</b>	<b>4,393,228</b>	<b>TOTAL</b>	<b>54.00</b>	<b>54.00</b>	<b>54.00</b>

**DEPARTMENT**  
Public Works

**DIVISION**  
Operations

**PROGRAM**  
Right-of-Way

**GOAL**

The goal of the Public Works, Division of Operations Right-of-Way Management Program is to provide for the safety, comfort, and convenience of the public by managing programs that support transportation, roadside beautification and stormwater maintenance.

**PROGRAM HIGHLIGHTS**

1. Began inspecting the maintenance of the landscaping installed on the Southwest/Northwest segments of Capital Circle. Operations will assume all landscape maintenance responsibility for the segments in FY 2019.
2. Completed the 2017 Canopy Road Tree Inventory update.
3. Began site preparation for the planting of 1,000 trees on canopy roads over the next five years.
4. County residents received 251 Red Cedar trees through the Adopt-A-Tree Program, funded by the Leon County Tree Bank.
5. Performed maintenance on more than 775.92 acres of landscaped areas throughout Leon County.
6. Assisted in the removal of debris from Hurricanes Hermine and Irma across the County.

**Strategic Plan Bold Goals and Five-Year Targets**

Reference	Measure	FY 2017 Estimate	FY 2017 Actual	FY 2018 Estimate
T5	Strategic Target: Plant 15,000 trees between FY17 – FY21 <sup>1</sup>	361	361	600
T5	Strategic Target: Plant 1,000 trees in Canopy Roads between FY17 – FY21 <sup>2</sup>	0	0	250

Notes:

1. This only reflects the number of trees planted by the Operations Division, including the 251 trees planted through the Adopt-A-Tree Program. The Engineering and Parks & Recreation Division also plants trees.
2. The Division did not plant any trees on canopy roads in FY 2017 due to the target being adopted after the planting season had passed. To support the planting of 1,000 trees in the canopy roads, the County will work with the Canopy Roads Committee to update the long term management plan for the Canopy Roads including an active tree planting program. The Board approved including \$75,000 in the FY 2018 budget to develop an active canopy road tree planting program.

**BENCHMARKING**

Priorities	Benchmark Data	Leon County FY 2017 Actual MH/Unit	Benchmark (FDOT 4 Year Average Production)
Q2	Roadside Litter Removal <sup>1</sup>	0.35 man hours/ acre	0.78 man hours/acre
Q2	Right-of-Way Mowing <sup>1</sup>	0.47 man hours/ acre	0.66 man hours/acre
Q2	Finish Cut Mowing <sup>2</sup>	6.26 man hours/ acre	3.21 man hours/acre

Benchmark Source: Florida Department of Transportation FY16/17

1. Man hours per unit ratios are lower than FDOT due to County right-of-ways being narrower and in closer proximity.
2. FDOT man hours per unit is lower due to FDOT landscape areas being larger and more expansive than Leon County which results in less FDOT time lost due to mobilization and travel.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actuals*	FY 2017 Estimate	FY 2017 Actual
Q2	1. Increase the number of Adopt-a-Road litter control groups by 2% over the prior year.	10%	2%	0%
Q2	2. Inspect and remove high risk wood on 58 miles of Canopy Roads every three years with an annual average of 19.3 miles.	24.5	19	24.5
Q2	3. Perform clear zone maintenance on 40 shoulder miles.	8.3	40	17
Q2	4. Pick up litter on 519 miles of roads four times per year.	1,019	2,076	1,579
Q2	5. Maintain 206.89 acres of landscaped area 9 times per year.	1,319	1,862	964
G1	6. Respond to 90% of work orders within three weeks.	99%	90%	98%
G2	7. Maintain an 80% satisfactory rating of completed work orders as randomly selected by the INFOR survey program.	N/A	80%	N/A
Q2	8. Mow 519 miles, five times during the mowing season.	2,787	2,595	2,834

**PERFORMANCE MEASUREMENT ANALYSIS**

1. The Division did not meet the performance goal of increasing the number of Adopt-a-Road litter control groups by 2% in FY 2017. In 2017, the number of participating groups remained the same as 2016. The Adopt-A-Road Program is 100% driven by public interest; therefore, participation levels vary from year to year.
2. The Division inspected and removed high risk wood from 24.5 miles of Canopy roads in both FY 2016 and FY 2017. The high number of large trees in the dead and critical condition classes from the 2015 Canopy Roads Tree Inventory as well as the damaged trees due to Hurricanes Hermine and Irma, led to an increase in the number of miles requiring maintenance in both FY 2016 and FY 2017 compared to previous years.
3. The Division performed clear zone maintenance on 17 miles in FY 2017, an increase compared to FY 2016. However, due to increased public requests for site triangle pruning diverting attention from shoulder maintenance, the Division did not meet the 40 shoulder mile performance goal for FY 2017.

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**PERFORMANCE MEASUREMENT ANALYSIS**

4. The Division picked up litter on a total of 1,579 miles in FY 2017, an increase of 54% over FY 2016. The increase is attributed to the Work Program Crew Chief positions being fully staffed. The Division did not meet the performance measure estimate for FY 2017 due primarily to the availability of work program crews.
5. The Division maintained a total of 964 acres of landscaped area in FY 2017. The decrease from FY 2016 and the FY 2017 estimate is attributed to staff time being diverted to response efforts due to Hurricanes Hermine and Irma.
6. The Division responded to 98% of work orders within three weeks. Response time to work orders varies annually due to various factors such as weather and the number of service requests received.
7. The customer service survey is a new performance measure for FY 2017. However, the automated survey remains in the development stage and results are not available for FY 2017 reporting.
8. The Division exceeded the FY 2017 estimate, mowing a total of 2,834 miles in FY 2017, a 9% increase above the estimate.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 106-432-541

	<u>FINANCIAL</u>			<u>STAFFING</u>		
	<u>FY 2017</u> <u>Adj. Budget</u>	<u>FY 2017</u> <u>Actual</u>	<u>FY 2018</u> <u>Budget</u>	<u>FY 2017</u> <u>Adopted</u>	<u>FY 2017</u> <u>Actual</u>	<u>FY 2018</u> <u>Budget</u>
Personnel	1,749,715	1,638,659	1,857,969	Full Time	35.00	35.00
Operating	647,240	416,434	730,798	OPS	0.00	0.00
Transportation	262,467	255,587	274,626			
<b>TOTAL</b>	<b>2,659,422</b>	<b>2,310,680</b>	<b>2,863,387</b>	<b>TOTAL</b>	<b>35.00</b>	<b>35.00</b>

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<b>DEPARTMENT</b> Public Works	<b>DIVISION</b> Operations	<b>PROGRAM</b> Stormwater Maintenance
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**GOAL**

The goal of the Public Works, Division of Operations Stormwater Maintenance Program is to provide for the safety, comfort and convenience of the public by creating, maintaining and managing infrastructure and programs supporting transportation, roadside beautification, and stormwater maintenance.

**PROGRAM HIGHLIGHTS**

1. Operations stormwater crews constructed the master stormwater treatment facility for the solid waste management facility closure. By doing this construction in-house, the County achieved substantial cost savings.
2. Cleaned and repaired more than 13.85 miles of roadside ditches, which will improve water quality and reduce the potential of stormwater impacts on adjacent properties.
3. Assisted in the removal of debris from Hurricanes Hermine and Irma across the County.

**BENCHMARKING**

Priorities	Benchmark Data	Leon County FY 2017 Actual Production MH/Unit	Benchmark (FDOT 4 Year Average Production)
Q2, EN1	Cleaning of Drainage Pipes (Mechanical) <sup>1</sup>	0.138 man hrs/ linear ft.	0.105 man hrs./linear ft.
Q2, EN1	Cleaning and Reshaping Roadside Ditches	0.117 man hrs/ linear ft.	0.087 man hrs./linear ft.

Benchmark Source: Florida Department of Transportation FY16/17

1. Leon County man hour production is slightly higher than FDOT due to the fact that FDOT has longer runs of enclosed conveyances and roadside ditches resulting in higher production per project.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actuals	FY 2017 Estimate	FY 2017 Actual
G1	1. Complete 90% of work order requests, excluding major construction projects, within six weeks.	89%	90%	75%
G2	2. Maintain an 80% satisfactory rating of completed work orders as randomly selected by the INFOR survey program.	N/A	80%	N/A
Q2,EN1	3. Clean and reshape 150,000 feet/year of roadside ditches annually.	96,444	150,000	97,187
Q2,EN1	4. Clean 9,500 feet of drainage pipes annually (Mechanical).	4,291	9,500	8,640
Q2,EN1	5. Percent of ponds and associated conveyances mowed two times annually per County Operating Permit requirements.	97%	90%	97%
Q2,EN1	6. Percent of County conveyance systems, not associated with County Operating Permits, mowed one time annually.	18%	25%	11%

**PERFORMANCE MEASUREMENT ANALYSIS**

1. The Division did not meet the performance goal due to storm response activities for Hurricane Hermine and Hurricane Irma. The equipment used in maintaining roadside ditches was dedicated to debris removal following the two hurricanes for a large portion of FY 2017.
2. The customer service survey is a new performance measure for FY 2017. However, the automated survey remains in the development stage and results are not available for FY 2017 reporting.
3. The Division cleaned and reshaped 97,187 feet of roadside ditches in FY 2017. As indicated in #1 above, the equipment used in maintaining roadside ditches was dedicated to debris removal following the two hurricanes and prevented the Division from meeting this performance goal.
4. In 2017, the Division cleaned 8,640 feet of drainage pipes, 91% of the estimated performance goal and a 101% increase over FY 2016.
5. The Division achieved 97% of its goal of mowing all permitted ponds and associated conveyances twice annually per County Operating Permit requirements, exceeding the 90% performance estimate.
6. The Division mowed 11% of County non-permitted conveyance systems in FY 2017. The Division continues to experience a decline in the availability of inmate work crews throughout the year to perform this activity, which impacts the percentage of conveyance systems mowed.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 123-433-538

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget		FY 2017 Adopted	FY 2017 Actual	FY 2018 Budget
Personnel	2,150,290	1,895,279	2,310,770	Full Time	42.8	42.8	42.8
Operating	487,010	431,713	531,775	OPS	0.00	0.00	0.00
Transportation	443,044	453,586	422,827				
<b>TOTAL</b>	<b>3,080,344</b>	<b>2,780,577</b>	<b>3,265,372</b>	<b>TOTAL</b>	<b>42.80</b>	<b>42.80</b>	<b>42.80</b>

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**DEPARTMENT**  
Public Works

**DIVISION**  
Operations

**PROGRAM**  
Mosquito Control

**GOAL**

The goal of the Public Works, Division of Operations Mosquito Control Program is to train and empower its employees to provide Leon County residents and visitors with effective and environmentally sound mosquito control services. Services and educational programs are provided to protect public health and reduce human discomfort associated with large mosquito populations.

**PROGRAM HIGHLIGHTS**

1. Adopted an ordinance to establish mosquito control procedures for Leon County.
2. Responded to 8,580 services requests for Mosquito Control Services.
3. Assisted with debris removal efforts from Hurricanes Hermine and Irma across the County.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actuals	FY 2017 Estimate	FY 2017 Actual
Q2, G1	1. Percent of mosquito larva requests responded to in three days.	77% <sup>1</sup>	75%	82%
Q2, G1	2. Percent of adult mosquito spraying requests responded to in three days.	62% <sup>2</sup>	75%	45%
Q2, G1	3. Percent of domestic mosquito requests responded to in three days.	76% <sup>2</sup>	75%	55%
G2	4. Maintain an 80% satisfactory rating of completed work orders as randomly selected by the INFOR survey program.	N/A	80%	N/A

*Notes*

1. Mosquito Control experienced a 62% increase overall in service requests over the previous year, in part due to the Zika response. This significant influx in service requests impacted Mosquito Control's ability to respond within the three day goal.
2. Projection in the Division monitored activities were negatively impacted by crews having to be diverted for the response and recovery to Hurricane Hermine. This event alone resulted in more than a 10% reduction in productivity of many of the Public Works Divisions' monitored activities.

**PERFORMANCE MEASUREMENT ANALYSIS**

1. The Division was able to slightly exceed this performance measure with the assistance of full-time personnel from other Divisions and utilizing overtime funds to operate seven days a week during peak mosquito activity.
2. The Division did not meet this performance measure due to hurricane response activities and delays due to inclement weather which negatively impacted the staff's ability to respond to many requests within the three day window.
3. The Division did not meet this performance measure due to the response delays caused by Hurricane Hermine and Hurricane Irma. Backlogs created by these delays along with staffing shortages prevented a timely response to many requests.
4. The customer service survey is a new performance measure for FY 2017. However, the automated survey remains in the development stage and results are not available for FY 2017 reporting.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 001-216-562 and 125-214-562

	<b>FINANCIAL</b>			<b>STAFFING</b>			
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget	FY 2017 Adopted	FY 2017 Actual	FY 2018* Budget	
Personnel	422,288	420,858	524,119	Full Time	5.20	5.20	6.20
Operating	268,830	219,389	293,160	OPS	1.00	1.00	1.00
Transportation	49,496	54,675	60,827				
Capital	23,441	2,200	0				
<b>TOTAL</b>	<b>764,055</b>	<b>697,122</b>	<b>878,106</b>	<b>TOTAL</b>	<b>6.20</b>	<b>6.20</b>	<b>7.20</b>

\*Addition of a Crew Chief II position to provide better coordination of mosquito control crew activities.

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**DEPARTMENT**  
Public Works

**DIVISION**  
Engineering Services

**PROGRAM**  
Engineering Services

**GOAL**

The goal of the Department of Public Works Engineering Services is to provide the public with professional services for the construction and maintenance of cost-effective infrastructure to enhance our community's quality of life.

**PROGRAM HIGHLIGHTS**

- Continued to provide essential services that make Leon County a place where people are healthy, safe, and connected to their community.
- Continued to create connectedness and livability through supporting human scale infrastructure.
- Continued emphasis on pedestrian connectivity, resulting in the completion of the following sidewalks in FY 2017: Magnolia Drive Multi-Use Trail from Meridian Street to Pontiac Drive; CSX Pedestrian Crossings at Gearhart Road; and Gadsden Street from 6th Avenue to Ingleside Avenue.
- Installed an additional 15 fire hydrants in the unincorporated area for fire protection.
- Began design of the Woodside Heights Wastewater Retrofit project. This project will build a new sanitary sewer collection system and lift station in the Woodside Heights Subdivision. Upon completion of this project, properties will be on the central sewer without septic tank effluent discharge, which will improve the water quality. To date, over 150 households have signed up for this retrofit project.
- Leveraged a \$1.5 million state grant for the Woodville Wastewater Retrofit project. The grant will be used for the design of a collection and transmission system, which will ultimately eliminate old septic tanks and improve water quality.

Strategic Plan Bold Goals and Five-Year Targets				
Reference	Measure	FY 2017 Estimate	FY 2017 Actual	FY 2018 Estimate
BG2	Upgrade or eliminate 500 septic tanks in the Primary Springs Protection Zone between FY17-FY21 <sup>1</sup> .	660 In Progress		
T5	Plant 15,000 trees between FY17-FY21 <sup>2</sup> .	100	162	150
T6	Ensure 100% of new County building construction, renovation and repair utilize sustainable design.	See Note #3		
T8	Construct 30 miles of sidewalks, greenways and trails between FY17-FY21 <sup>4</sup> .	5	1.1	6
T10	Construct 100 fire hydrants between FY17-FY21 <sup>5</sup> .	17	15	35

Notes:

- The upgrade or elimination of 610 septic tanks in the primary springs protection zone are in-progress. To achieve this goal, Leon County has initiated three neighborhood septic to sewer projects which once fully constructed will remove up to 575 septic tanks from the Primary Springs Protection Zone. In addition, Leon County has worked closely with Florida Department of Environmental Protection and was awarded a stand-alone grant to implement a Passive Onsite Sewage Nitrogen Reduction Pilot Project for the Wilkinson Woods Subdivision which will upgrade an additional 35 septic tanks. Leon County has aggressively pursued state grant funds to remove septic tanks in the primary springs protection zone. By leveraging Blueprint water quality funds approved as part of the early passage of the sales tax extension and projected construction schedules, over the next three years, approximately 575 septic tanks can be eliminated in the Woodside Heights, Northeast Lake Munson and Belair/Annawood neighborhoods. Finally, Leon County is implementing the Woodville Septic to Sewer Project through the preliminary design of a central sanitary sewer collection system and transmission system from Woodville to the City of Tallahassee collection system at Capital Circle SE. Like the other projects, the Woodville project is funded through sales tax and an FDEP grant. The County anticipates future grant funding from FDEP to support additional phases of the Woodville project.
- This only reflects the number of trees planted by the Engineering Division through planned construction projects. The Operations division and other Departments also plant trees every year.
- To achieve this Target, staff is currently working to implement policies and procedures that will ensure sustainable design is utilized in 100% of new construction, renovation, and repair by the year 2021. For instance, staff is the process of developing material standards for small renovations such as painting and carpet installation.
- This only reflects the number of sidewalk and trail miles constructed by Public Works. Other Departments, such as Parks & Recreation and Blueprint 2000 also construct sidewalks, greenways, and trails. Public Works contribution to this target will be accomplished through the continued implementation of the County's Sidewalk Program and other transportation capital projects. Staff estimates a total of 10 miles of sidewalk will be constructed from FY 2018 through FY 2021.
- Since the start of the fiscal year, 15 fire hydrants have been constructed in the unincorporated area, 15% of the County's five-year Target. During the FY 2018 budget process, the Board approved revisions to Policy No. 14-2, "Criteria for the Placement of Fire Hydrants on Current Water Systems" and increased funding to implement a new cost sharing program and to install more fire hydrants on the Prioritization List.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actuals <sup>1</sup>	FY 2017 Estimate	FY 2017 Actual
G1	1. Manage staff so that not less than 30% of staff time is spent on Capital Improvement Project activities.	27%	30%	33%
EN2, Q2	2. Review, permit, and inspect for completion of all projects assigned to ensure compliance with County standards.	100%	100%	100%
G1	3. Maintain subdivision plat review time to an average of 6 days or less.	5	5	5
G1	4. Maintain number of Leon County water bodies sampled annually.	42	42	42

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**PERFORMANCE MEASUREMENT ANALYSIS**

1. The department exceeded the performance goal with 33% of staff time being spent on Capital Improvement Project activities. The addition of a Customer Support Engineer focusing on citizen issues and one new Construction Engineer position to focus on capital improvement activities contributed to the increase from FY 2016.
2. The department met 100% of its goal to review, permit, and inspect for completion of all projects assigned to ensure compliance with County standards.
3. The department met the performance goal with an average of five days review time for subdivision plats.
4. The department sampled 42 Leon County water bodies, meeting the FY 2017 estimates.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 106-414-541

	<u>FINANCIAL</u>			<u>STAFFING</u>		
	<u>FY 2017 Budget</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Budget</u>	<u>FY 2017 Adopted</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Budget</u>
Personnel	3,165,952	3,018,492	3,210,331	Full Time	35.00	35.00
Operating	467,446	288,709	488,514	OPS	0.00	0.00
Transportation	39,083	44,235	41,429			
<b>TOTAL</b>	<b>3,672,481</b>	<b>3,351,435</b>	<b>3,740,274</b>	<b>TOTAL</b>	<b>35.00</b>	<b>35.00</b>



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**DEPARTMENT**  
Public Works

**DIVISION**  
Fleet Management

**PROGRAM**  
Fleet Maintenance

**GOAL**

The goal of the Department of Public Works Fleet Management is to provide the best quality maintenance and repair at the most economical cost to the taxpayers of Leon County.

**PROGRAM HIGHLIGHTS**

1. The Green Fleet Team provides input in the selection and purchase of a sustainable fleet. Currently, the County's fleet is composed of 48 alternative fuel vehicles. Four Hybrid vehicles were purchased in FY 2017. Since FY 2015, the Fleet Division has downsized 18 larger trucks with smaller, more fuel-efficient replacements.
2. In the process of maintaining and repairing fleet, the Division routinely recycles auto part cores, batteries, cardboard, used oil, oil filters, plastic, scrap metal, and tires.
3. Echo Power Synthetic Blended Heavy Duty recycled motor oil represents 95% of the oil purchased by Fleet Management for maintenance and other needs.

**BENCHMARKING**

Priorities	Benchmark Data	Leon County	Benchmark
G1	Hourly Shop Rate	\$80.00	\$116.67 <sup>1</sup>
G1	Mechanic productivity (based on 2,080 hrs. annually)	75%	66% to 72% <sup>2</sup>

Benchmark Sources:

1. Based on March 2017 survey of Local Vendor Hourly Labor Cost: Tallahassee Lincoln Ford \$130; Beard Equipment \$100; Ring Power \$105; Dale Earnhardt Chevrolet \$130; Dale Earnhardt GMC \$130, and Great Southern \$105
2. The Mechanic Productivity rate is based on data from Beard Equipment and Ring Power, 2017.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actuals <sup>1</sup>	FY 2017 Estimate	FY 2017 Actual
G1	1. Number of chargeable hours.	4,739	6,600	5,283
G1	2. Number of preventative maintenance services performed.	976	1,000	988
EN4	3. Number of alternative fuel vehicles purchased.	2	3	4
EN4	4. Number of average miles per gallon.	N/A	29.1	N/A

Notes:

1. Due to an issue with the Fuel Master system that tracks fuel usage, the FY 2016 Fleet average miles per gallon measure was unavailable. A recalibration of the system in FY 2016 alerted the Division of the issue and the Division will work toward a resolution during FY 2017.

**PERFORMANCE MEASUREMENT ANALYSIS**

1. The number of chargeable hours was below the FY 2017 estimate due to staff vacancies throughout the year.
2. The Division performed 988 preventative maintenance services in FY 2017, exceeding the FY 2016 Actuals. The measure was below the FY 2017 estimate due to a vacant position for the majority of the fiscal year.
3. The Division purchased four alternative fuel vehicles in FY 2017, an increase of 100% over FY 2016.
4. The Division is currently installing the required software on County vehicles to capture this data. Therefore, the average miles per gallon is not available for FY 2017. Staff anticipates the process being complete for FY 2018 reporting.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 505-425-591

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget		FY 2017 Adopted	FY 2017 Actual	FY 2018* Budget
Personnel	648,227	528,304	608,184	Full Time	9.25	9.25	9.00
Operating	2,146,111	2,139,682	2,311,160	OPS	0.00	0.00	0.00
Transportation	13,139	11,848	13,562				
<b>TOTAL</b>	<b>2,807,477</b>	<b>2,679,834</b>	<b>2,932,906</b>	<b>TOTAL</b>	<b>9.25</b>	<b>9.25</b>	<b>9.00</b>

\*The personnel reduction is associated with the realignment of the Assistant Public Works Director position, split between Support Services and Fleet Management, to the Office of Resource Stewardship.

Leon County Fiscal Year 2017 Annual Performance and Financial Report

# Development Support & Environmental Management Business Plan

**Mission Statement**

The mission of the Leon County Department of Development Support & Environmental Management is to support the development of a sustainable community and its built environment, while protecting and preserving our natural resources to maintain the quality of life for all citizens, while building positive relationships through exceptional customer service.

**Strategic Priorities**

**Environment**

- Protect the quality and supply of our water. (EN1)
- Conserve and protect environmentally sensitive lands and our natural ecosystems. (EN2)
- Promote orderly growth and sustainable practices. (EN3)
- Reduce our carbon footprint. (EN4)

**Quality of Life**

- Promote livability, health, and sense of community by enhancing mobility, encouraging human scale development, and creating public spaces for people. (Q6)

**Governance**

- Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value. (G2)

**Strategic Initiatives**

October 1, 2017– December 31, 2021

- |   |          |
|---|----------|
| 1. Implement Department of Development Support & Environmental Management Project Manager (EC2, G2)                         | Ongoing  |
| 2. Implement Department of Development Support & Environmental Management dual track review and approval process. (EC2, G2) | Ongoing  |
| 3. Provide Greenspace Reservation Area Credit Exchange (GRACE) (EN1, EN3)   | Ongoing  |
| 4. Implement fertilizer ordinance. (EN1)  | Complete |

Leon County Fiscal Year 2017 Annual Performance and Financial Report

Development Support & Environmental Management

Actions

- |  |   |
|--|---|
| 1. Implement the expanded Project Manager concept for site and development plan and environmental applications, and explore opportunities to expand the concept for building plans review processes. | Building Plans Review and Inspection                                |
| 2. Continue monitoring the implementation of the dual track review and approval process to ensure efficiency and to track trends in the preferred approval process.                                  | Development Services/Env. Services/Bldg Plans Review and Inspection |
| 3. Continue to encourage the utilization of the County's Greenspace Reservation Area Credit Exchange (GRACE) program through the pre-application and site plan review processes.                     | Environmental Services  |
| 4. Continue to develop strategies to implement the fertilizer ordinance to minimize nutrients in groundwater and downstream surface waters.  | Environmental Services  |

Five Year Targets and Bold Goals

**Strategic Target 13:** Reduce by at least 30% the average time it takes to approve a single family building permit. (T13)

	FY 2017 <sup>1</sup>	FY 2018	FY 2019 through FY2021	Total
% Approval Time <sup>2</sup>	10%	10%	TBD	19%

Notes:

1. A ten percent reduction in permitting review time was achieved. This is one-third of the target of reducing the average permitting time from 11 days to 8 days. In FY 2015/2016, the average times to approve a single family building permit was 11 days, which is the baseline measurement for the above five-year Target. In FY 2016/2017, 309 single family building permits were issued, a nearly 20% increase from the previous year; however, the average review time for these permits was ten (10) days. Staff anticipates further decreases in permit review time due to an increase in staff and full functionality of new software which 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.
2. At the Board's most recent retreat in December 2016, facilitating the development review and approval process was again a high priority. As such, the County established a five-year bold goal to reduce the average permitting time for single family homes by 30% from 11 business days to eight. Over the past two fiscal years, single family permits have accounted for 94% of the new construction permits issued in unincorporated Leon County. 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 the number of days for approval can be reduced further.

<b>DEPARTMENT</b>	<b>DIVISION</b>	<b>PROGRAM</b>
Development Support & Env. Management	Bldg Plans Review & Inspection	Bldg Plans Review & Inspection

**GOAL**

The goal of the Building Plans Review and Inspections Division is to ensure that built environments are safe, accessible and energy efficient through compliance with all applicable construction codes, plans review, inspections, the use of automated technologies and continuing staff development.

**PROGRAM HIGHLIGHTS**

- Continued to offer after-hours and weekend building inspections for construction projects. This change assists roofing, HVAC, and other specialty contractors, and also provides homeowners the opportunity to be present during the County's final inspection of their project.
- Developed and implemented multi-phase electronic building permit application submittal and plans review processes.
- Continue to implement the expanded Project Manager concept for site and development plan and environmental applications, and explore opportunities to expand the concept for building plans review processes.

Strategic Plan Bold Goals and Five-Year Targets				
Reference	Measure	FY 2017 Actual <sup>1</sup>	FY 2018 Estimate	Total
T13	Reduce by at least 30% the average time it takes to approve a single family building permit. <sup>2</sup>	10%	10%	20%

Notes:

- A ten percent reduction in permitting review time was achieved. This is one-third of the target of reducing the average permitting time from 11 days to 8 days. In FY 2015/2016, the average times to approve a single family building permit was 11 days, which is the baseline measurement for the above five-year Target. In FY 2016/2017, 309 single family building permits were issued, a nearly 20% increase from the previous year; however, the average review time for these permits was ten (10) days. Staff anticipates further decreases in permit review time due to an increase in staff and full functionality of new software which 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.
- At the Board's most recent retreat in December 2016, facilitating the development review and approval process was again a high priority. As such, the County established a five-year bold goal to reduce the average permitting time for single family homes by 30% from 11 business days to eight. Over the past two fiscal years, single family permits have accounted for 94% of the new construction permits issued in unincorporated Leon County. 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, the number of days for approval can be reduced further.

**BENCHMARKING**

Priorities	Permit Review Time Frames <sup>1</sup>	Single Family			Commercial		
		Total Days	Applicant	Staff	Total Days	Applicant	Staff
G2	2014 Actual	21	12	9	32	14	18
G2	2015 Actual	28	21	7	44	33	11
G2	2017 Estimate	28	17	11	44	23	21
G2	2016 Actual	27	16	11	45	24	21
G2	2017 Actual	25	15	10	43	23	20

Notes:

- Review items are times are based on business days and include both staff and applicant/consultant holding periods.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual
G2	1. Number of building inspections performed.	16,670	16,700	23,174
G2	2. Number of miles between each inspection site.	12	12	12
G2	3. Average minutes per inspection on construction site.	20	25	25
G2	4. Percentage of inspections completed on time.	100%	100%	100%
G2	5. Percentage of permit requests completed within 30 days.	100%	100%	100%
G2	6. Building Inspections per day per inspector.	11	11	13
G2	7. Plan reviews per plans examiner per day <sup>2</sup> .	10	11	6

**PERFORMANCE MEASUREMENT ANALYSIS**

- The increase for inspections performed was due to a 20% increase in single family dwelling permits. Single family dwellings have the highest number of required inspections.
- Due to efforts to coordinate inspection locations, the number of minutes between each inspection site has remained consistent.
- Since there were no changes to inspection processes, the amount of time for each inspection remained relatively consistent with a slight increase over FY 2016.
- The percentage of inspections completed on time has remained consistent with actuals and estimates.
- There was no change in the percentage of permit requests completed within 30 days.
- This number increased slightly in direct correlation to the increase in single family dwelling permit application submittals.
- The reduction for plan reviews per plans examiner was the result of only utilizing online permits (Refer to Benchmarking footnote #2 for permit review times), combined with effective workload management.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 120-220-524

	<u>FINANCIAL</u>			<u>STAFFING</u>			
	<u>FY 2017 Budget</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Budget</u>	<u>FY 2017 Adopted</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Budget</u>	
Personnel	1,595,166	1,455,703	1,799,564	Full Time	21.39	21.39	24.75
Operating	69,586	39,101	66,693	OPS	0.00	0.00	0.00
Transportation	30,887	29,827	36,542				
Capital Outlay	-						
<b>TOTAL</b>	<b>1,695,639</b>	<b>1,524,631</b>	<b>1,902,799</b>	<b>TOTAL</b>	<b>21.39</b>	<b>21.39</b>	<b>*24.75</b>

*\*Note: At the April 25, 2017 Budget Workshop, the Board approved funding for a new Administrative Associate III position. In addition, to more efficiently intake and issue permits in FY 2017, the Senior Compliance Specialist position is split funded between Permit and Code Services.*

FY 2017 Annual Performance and Financial Report

DEPARTMENT	DIVISION	PROGRAM
Development Support & Env. Management	Customer Engagement Services	Customer Engagement Services

**GOAL**

The goal of the Customer Engagement Services Division is to better promote and perform process and service improvements with realignments to the permit intake process, providing a more hands-on approach to customer service.

**PROGRAM HIGHLIGHTS**

1. The Customer Engagement Services Division was created as part of the County Administrator's Department of Development Support and Environmental Management Customer Service Upgrade approved at the April 4, 2017 Board Meeting which included the creation of the Chief Development Resources Officer position and the realignment of full and partial positions from the Development Services and Permit & Code Services divisions.
2. The redesign of the Development Support and Environmental Management office which provides for a more efficient and friendly customer service experience.
3. During the year, more than 10,206 walk-in customers were assisted, over 27,295 phone calls were answered, and over 384 online Citizens Connect Service Requests were addressed. Additionally, 872 contractor licensing customers were assisted by staff.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual
G2	1. Number of permit applications received and processed	3,229	3,500	5,315
G2	2. Number of walk-in customers	10,206	14,000	10,069
G2	3. Number of permits issued or approved	2,048	3,300	4,183
G2	4. Total fees received (millions)	\$3.4	\$2.8	\$3.3

**PERFORMANCE MEASUREMENT ANALYSIS**

1. The increase in permit applications is the result of large-scale development approvals which included commercial and residential construction components.
2. The decrease in walk-in customers is attributed to more applicants utilizing electronic application submittal for building, site and development and environmental projects.
3. The increase is due to commercial and residential construction related to approved large-scale development, combined with an increase in residential remodeling and repair projects.
4. The total fees received remained constant.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 121-426-537

	FINANCIAL			STAFFING		
	FY 2017 Budget	FY 2017 Actual*	FY 2018 Budget	FY 2017 Adopted	FY 2017 Actual*	FY 2018 Budget
Personnel	-	-	251,920	Full Time	-	3.75
Operating	-	-	5,600	OPS	-	-
Transportation	-	-	-			
Capital Outlay	-	-	-			
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>257,520</b>	<b>TOTAL</b>	<b>-</b>	<b>3.75</b>

*Note: The Customer Engagement Services Division was created in FY 2017 as part of the County Administrator's Department of Development Support and Environmental Management Customer Service Upgrade. Personnel Costs associated with the creation of the Customer Engagement Services Division were charged to the Development Services and Permit and Code Services divisions for FY 2017.*

FY 2017 Annual Performance and Financial Report

<b>DEPARTMENT</b> Development Support & Env. Management	<b>DIVISION</b> Environmental Services	<b>PROGRAM</b> Environmental Services
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**GOAL**

The goal of the Division of Environmental Services is to provide high quality technical and scientific permitting and review services to the public and to disseminate environmental information to the public and government agencies in support of environmental protection efforts.

**PROGRAM HIGHLIGHTS**

1. Contributed in the drafting of the Mitchell Development Agreement approved by the Board to allow for much needed stormwater infrastructure improvements, including a reduction of nuisance flooding on Meridian Road.
2. Canopy Road Protection Ordinance amendments were drafted and adopted by the Board to provide clarification and simplification of the permit review process.
3. Performed a Lunch and Learn session on environmental permitting for the Tallahassee Builder's Association.
4. Continued to utilize the County's Greenspace Reservation Area Credit Exchange (GRACE) program through the pre-application and site plan review processes.

**BENCHMARKING**

Priorities	Permit Review Time Frames*	Natural Feature Inventory			Environmental Permits		
		Total Days	Applicant	Staff	Total Days	Applicant	Staff
G2	FY 2014 Actual	31	19	12	88	74	14
G2	FY 2015 Actual	31	16	15	28	19	9
G2	FY 2016 Actual	27	14	13	28	19	9
G2	FY 2017 Estimate**	27	14	13	28	19	9

\* Review times are based on calendar days and include both staff and applicant/consultant holding periods.

\*\* Due to the transition of permitting software to Accela, the data is not available at this time, but it is anticipated that the review timeframes will be consistent with FY 2016.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual
EN2	1. Number of Natural Features Inventory application reviews.	54	50	55
EN2	2. Number of site plan reviews (environmental impacts).	118	122	110
EN1	3. Number of stormwater operating permits reviews.	26	28	28
G2	4. Number of environmental service advisor clients.	1,603	1,470	1,727
EN2	5. Number of single family lot environmental permit application reviews.	780	784	772
EN2	6. Number of driveway connection reviews.	62	62	163
EN1	7. Number of stormwater operating permit renewals completed within the 3-year renewal cycle.	212	228	219
EN1	8. Number of environmental inspections conducted annually.	7,311	7,875	7,543
EN2	9. Number of Environmental Management Act permits issued within the time frame designated by Ordinance.	96	91	102
EN1	10. Number of Science Advisory Committee meetings administered.	9	9	9

**PERFORMANCE MEASUREMENT ANALYSIS**

1. The number of Natural Features Inventory (NFI) applications has remained consistent.
2. The number of site plan applications received (environmental impact) slightly decreased.
3. Due to the length of time between permit issuance and project completion, the number of Operating Permit reviews has remained consistent.
4. The Environmental Service Advisor customer service numbers increased slightly, possibly due to the slight increase in NFI submittals and the recently transferred driveway connection responsibilities.
5. The number of single family lot environmental permits issued remained relatively constant.
6. Driveway connection reviews were transferred from Public Works to DSEM on May 16, 2016. FY 17 is the first full year for benchmarking, hence the substantial increase.
7. The number of operating permit renewals is dependent on the three year renewal cycle, but remained steady.
8. The number of environmental inspections remained relatively consistent.
9. Even though the number of applications increased slightly, the overall numbers remained consistent.
10. The number of Science Advisory Committee meetings remained consistent with the previous year.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 121-420-537

	FINANCIAL				STAFFING		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget		FY 2017 Adopted	FY 2017 Actual	FY 2018 Budget
Personnel	1,433,136	1,429,886	1,489,053	Full Time	15.00	15.00	15.00
Operating	38,335	33,311	46,103	OPS	0.00	0.00	0.00
Transportation	26,674	21,271	24,073				
<b>TOTAL</b>	<b>1,498,145</b>	<b>1,484,468</b>	<b>1,599,229</b>	<b>TOTAL</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>

**Leon County Government**

**FY 2017 Annual Performance and Financial Report**

<b>DEPARTMENT</b> Development Support & Env. Management	<b>DIVISION</b> Development Services	<b>PROGRAM</b> Development Services
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**GOAL**

To guide and support the development of sustainable communities through the adopted policies of the Comprehensive Plan and development standards of the Land Development Code, while ensuring and promoting the quality of life for all citizens of Leon County Florida.

**PROGRAM HIGHLIGHTS**

- Continued to provide exceptional customer service to the community and ensured that all approved development met or exceeded the minimum development standards.
- Revised the Land Development Code to allow medical marijuana dispensing facilities in the same zoning districts as pharmacies, consistent with the Medical Marijuana Legalization Initiative.
- Revised the Land Development Code to provide more flexibility in the types of parking and loading surfaces allowed inside the Urban Service Area, including the use of low impact design alternatives.

**BENCHMARKING**

Priorities	Site Plan Types→	Mean time for review of ASAP**, Limited Partitions, and Type A, B, C, D applications		
		Total Days*	Applicant*	Staff*
	Fiscal Year ↓			
G2	2014 Actual	142	105	37
G2	2015 Actual	138	101	37
G2	2016 Actual	75	45	30***
G2	2017 Estimate****	75	45	30
G2	2017 Actual****	75	45	30

Notes:

\*Total application review time frames represent the average number of calendar days required to complete application review. Applicant time refers to the number of days spent by the applicant resolving deficiencies in the application; staff review refers to the average number of days spent by staff reviewing an application.

\*\*Administrative Streamlined Application Process (ASAP) is a new process implemented in FY 2010. This review process includes minor site plan reviews that require significantly fewer days to complete, resulting in a lower combined mean time for review. ASAP applications represented a majority of the total number of site plans approved during FY 2010.

\*\*\*The decrease in 2016 was likely the result of significantly more ASAP submittals which require less processing time, thus impacting the overall benchmark times.

\*\*\*\*Due to the transition of permitting software to Accela, the data is not available at this time, but it is anticipated that the review timeframes will be similar to FY16.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual
Q6,EN1-4,G2	1. Number of site and development plan reviews (Limited Partition, Type A-D).	37	38	37
Q6,EN1-4,G2	2. Number of subdivision/site plan exemption determinations.	50	35	70
Q6,EN1-4,G2	3. Number of Permitted Use Verifications (PUV) and zoning letters issued.	141	145	175
EN1-4,G2	4. Number of zoning compliance determinations for residential development.	1,080	914	915
Q6,EN1-4,G2	5. Number of Board of Adjustment and Appeals Requests.	3	3	3
Q6,G2	6. Number of Concurrency Management Certificates Issued, small & large projects.*	28	25	31
EC2,EN1-4,G2,Q6	7. Number of Development Agreements reviewed & DRI Applications reviewed with recommendations provided to the Board.	1	2	1
Q6,EN1-4,G2	8. Number of Land Development Code amendments by section, recommended to the Board for approval.	24	54	21

\*Small = development that would generate less than 100 P.M. peak hour trips; Large = development that would generate 100 or more P.M. peak hour trips.

**PERFORMANCE MEASUREMENT ANALYSIS**

- The FY 2017 actual is consistent with FY 2016 actual indicating a continuance of development in the community.
- The increase in site plan exemption determinations is the result of an upward trend in exempt projects, (e.g. ASAP, Boundary Settlement, etc.) this fiscal year.
- The 25 percent increase in Permitted Use Verification (PUV) is representative of the steady increase in the local real estate market.
- Compliance determinations have declined slightly, but are consistent with FY17 estimate.
- There has been no increase in the number of Board of Adjustment and Appeals requests.
- This number represents a very slight increase in Concurrency Management Certificate issuance compared with the previous year.
- Due to the limited number of these types of projects, the FY 2017 actual is consistent with the previous year.
- The number of Land Development Code amendments is lower than anticipated due to legal delays associated with the two amendments proposed during the fiscal year.



**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 121-422-537

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	<u>FY 2017 Adj. Budget</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Budget</u>		<u>FY 2017 Adopted</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Budget</u>
Personnel	772,254	770,374	729,864	Full Time	10.00	10.00	9.00
Operating	47,244	44,146	67,813	OPS	1.00	1.00	1.00
Transportation	4,591	3,392	2,846				
<b>TOTAL</b>	<b>824,089</b>	<b>817,912</b>	<b>800,523</b>	<b>TOTAL</b>	<b>11.00</b>	<b>11.00</b>	<b>*10.00</b>

*\*Note: As part of the County Administrator's Customer Service Upgrade, the creation of the Chief Development Resources Office resulted in the realignment of full and partial positions from Development Services and the Permit and Code Services divisions resulting in a decrease in the number of full time positions from 10 to 9. An OPS Planner Position was added in FY2017 as part of staff enhancements and increased permitting activity.*

FY 2017 Annual Performance and Financial Report

<b>DEPARTMENT</b> Development Support & Env. Management	<b>DIVISION</b> Permit & Code Services	<b>PROGRAM</b> Permit & Code Services
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**GOAL**

The goal of the Division of Permit and Code Services is to administer, centralize, coordinate and facilitate licensing code compliance, citizen review boards, and growth and environmental management services to residents, property owners and land development professionals served by the Department of Development Support and Environmental Management, in order to achieve compliance with adopted ordinances and policies.

**PROGRAM HIGHLIGHTS**

1. The Code Compliance Program assisted 854 Contractor's Licensing walk-in and telephone customers, and responded to 4,077 complaint calls, of which 1,229 resulted in site inspections.
2. Answered over 26,989 phone calls and processed over 444 online Citizens Connect Service Requests.
3. Monitored the Abandoned Property Registration Ordinance to ensure vacant properties are maintained, and registered 1,428 properties within unincorporated Leon County.
4. Implemented the Compliance Certification Letter (CCL) Fee Resolution for the recovery of associated costs of researching and processing open code violations and lien research requests. To date, 620 CCL's have been issued.
5. Implemented the amended Sign Code Ordinance to address illegal signs in the right of way in the unincorporated County with over 1,282 signs removed to date.
6. Monitored the Refueling Assistance for Persons with Disabilities Ordinance to ensure that persons with disabilities are provided equal access in refueling their vehicles.
7. Implemented the amended Property Safety and Maintenance Ordinance which includes the creation of the Nuisance Abatement Board to streamline the nuisance abatement process.

**BENCHMARKING**

Priorities	Benchmarking*	Leon County	Benchmark
Q6	Code compliance cases brought into compliance as % of open cases. (542 cases)	44%	55.6%
Q6	Code compliance cases brought into compliance as % of all cases. (1,229 total)	79%	73.1%

\*International City Management Association Comparable Performance Measurement

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual
Q6, G2	1. Number of all construction address assignments and verifications completed within the permitting and review process as established by County Code.	1,963	2,078	2,470
Q6	2. Percentage of Code Enforcement Board orders prepared and executed within 10 working days.	105/100%	80/100%	96/100%
G2	3. Number of calls processed.	27,295	40,000	26,989

**PERFORMANCE MEASUREMENT ANALYSIS**

1. The number of construction address assignments and verifications has increased consistently with the number of building permits issued for FY 2017.
2. There were 96 Code Enforcement Board orders filed within the required 10 working days compared to 105 Code Enforcement Board orders filed in FY 2016.
3. The increase in the estimated number of phone calls for FY 2017 was due to the anticipation of more calls related to the increase in development and permitting activity; however, the number of calls stayed consistent with actual numbers from FY2016, possibly due to customers utilizing the County's electronic permitting process and website versus calling in for information.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 121-423-537

	<b>FINANCIAL</b>			<b>STAFFING</b>		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget	FY 2017 Adopted	FY 2017 Actual	FY 2018 Budget
Personnel	396,170	496,148	332,685	Full Time	6.25	5.00
Operating	81,037	39,436	78,423	OPS	0.00	0.00
Transportation	4,318	3,503	4,619			
<b>TOTAL</b>	<b>481,525</b>	<b>539,087</b>	<b>415,727</b>	<b>TOTAL</b>	<b>6.25</b>	<b>5.00</b>

Note: As part of the County Administrator's Customer Service Upgrade, the creation of the Chief Development Resources Office resulted in the realignment of full and partial positions within the Department of Support and Environmental Management.

FY 2017 Annual Performance and Financial Report

<b>DEPARTMENT</b> Development Support & Env. Management	<b>DIVISION</b> Support Services	<b>PROGRAM</b> Support Services
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**GOAL**

The goal of the Division of Support Services is to provide the administrative direction and support necessary to enable the Department to serve the public, governmental entities, and the development and environmental communities by managing growth and protecting the natural environment through public information and assistance, development review and permitting activities, and other compliance related services consistent with all applicable County and State plans, regulations, and policies.

**PROGRAM HIGHLIGHTS**

- Continued to serve as primary contact to assist customers with all electronic recording of documents with the Clerk of the Courts Office.
- Maintained the Renaissance Center second floor conference room, including the electronic equipment, and coordinated all requests for the meeting space.
- Coordinated all public records requests made via telephone, in person, or through the County Attorney's Office.
- Managed the Administrative Pool to provide administrative support and back-up assistance to all Department Divisions.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 121-424-537

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	<u>FY 2017</u> <u>Adj. Budget</u>	<u>FY 2017</u> <u>Actual</u>	<u>FY 2018</u> <u>Budget</u>		<u>FY 2017</u> <u>Adopted</u>	<u>FY 2017</u> <u>Actual</u>	<u>FY 2018</u> <u>Budget</u>
Personnel	242,218	236,987	250,662	Full Time	3.36	3.36	2.50
Operating	22,695	16,881	30,695	OPS	0.00	0.00	0.00
<b>TOTAL</b>	<b>264,913</b>	<b>253,868</b>	<b>281,357</b>	<b>TOTAL</b>	<b>3.81</b>	<b>3.36</b>	<b>2.50</b>

*Note: As part of the County Administrator's Customer Service Upgrade, the creation of the Chief Development Resources Office resulted in the realignment of full and partial positions within the Department of Support and Environmental Management.*

FY 2017 Annual Performance and Financial Report

<b>DEPARTMENT</b> Development Support & Env. Management	<b>DIVISION</b> Environmental Services	<b>PROGRAM</b> FDEP Storage Tank
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**GOAL**

The goal of the Department of Environmental Protection Petroleum Storage Tank Regulation Program is to effectively and efficiently implement the Florida Department of Environmental Protection's Storage Tank Contract in a customer sensitive manner.

**PROGRAM HIGHLIGHTS**

1. Leon County Petroleum Storage Tank Regulation Program expanded by acquiring inspection duties in Jefferson County.
2. Leon County Petroleum Storage Tank Regulation Program entered a new 10 year contract with Florida Department of Environmental Protection lasting through 2027.
3. Leon County Petroleum Storage Tank Regulation Program inspected one hundred percent of the regulated petroleum storage tanks in Leon County and one hundred percent of the contract required petroleum storage tanks in Gadsden and Wakulla Counties during the Florida Department of Environmental Protections 2016/2017 fiscal year.
4. Leon County Petroleum Storage Tank Regulation Program continued to achieve high marks from the annual Florida Department of Environmental Protection facility files and field inspections audit.
5. Leon County Petroleum Storage Tank Regulation Program has responded to all customer assistance and public complaint telephone calls and emails during the 2016/2017 fiscal year.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual
EN1	1. Percent of regulated facilities inspected within Leon County.	100%	100%	100%
G2	2. Percent of requests for customer assistance responded to within contract guidelines.	100%	100%	100%
EN1	3. Percent of regulated facilities inspected. <sup>1</sup>	50%	50%	50%

Note:

1. The regional program includes Gadsden, Wakulla, and was expanded in May 2017 to include Jefferson County. The program began in FY2012 with contractual obligations that require these facilities to be inspected once every two years.

**PERFORMANCE MEASUREMENT ANALYSIS**

1. As contracted, 50% of the regulated storage tanks within Wakulla and Gadsden Counties were inspected. The program completed 119 inspections in the two counties.
2. 100% of regulated storage tanks within Leon County were inspected, which exceeds the 50% contract requirement. The program completed 336 inspections in Leon County.
3. The number of requests for customer assistance is consistent with past years.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 125-866-524

	<u>FINANCIAL</u>			<u>STAFFING</u>		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget	FY 2017 Adopted	FY 2017 Actual	FY 2018 Budget
Personnel	155,244	147,681	154,447	Full Time	2.00	2.00
Operating	6,089	3,025	6,089	OPS	0.00	0.00
Transportation	4,714	2,038	6,186			
<b>TOTAL</b>	<b>166,047</b>	<b>152,744</b>	<b>166,722</b>	<b>TOTAL</b>	<b>2.00</b>	<b>2.00</b>

# Department of PLACE Business Plan

**Mission Statement**

The mission of the Department of PLACE (Planning, Land Management, and Community Enhancement) is to serve the citizens of Tallahassee and Leon County by providing the City and County Commissions, the Planning Commission, numerous boards, committees, residents and businesses with accurate information, creative solutions, effective planning recommendations and expertise in the areas of long range, land use, environmental and transportation planning.

**Strategic Priorities**

**Environment**

- EN3 - Promote orderly growth and sustainable practices.

**Quality of Life**

- 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.

**Governance**

- G1 - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.

**Strategic Initiatives**  
October 1, 2017–  
September 30, 2021

- |   |             |
|---|-------------|
| 1. In partnership with the Canopy Roads Committee, update the long term management plan for the Canopy Roads including an active tree planting program. (EN3) | In Progress |
| 2. Complete an evaluation of transportation fee alternatives to replace the existing concurrency management system of mobility fees. (EN3)                    | In Progress |
| 3. Complete a comprehensive review and revision to the Land Use Element of the Comprehensive Plan, including a review of inclusionary housing. (Q5)           | In Progress |

**Actions**

- |   |          |
|---|----------|
| 1. In coordination with Public Works and the Canopy Road Citizen Committee, establish goals for the update of the Canopy Road Management Plan, including identification of target areas for replanting within the Canopy Road Protection Zones. | Planning |
| 2. Conduct a Request for Proposals to select a consultant to conduct stakeholder outreach and recommend a methodology to replace or revise the existing concurrency management system.  | Planning |
| 3. For the Land Use Element review, conduct a community survey on draft community values.   | Planning |
| 4. Based on results of the Land Use Element outreach, develop revised draft Goals for the Land Use Element.   | Planning |

**Bold Goals and Five-Year Targets**

**Strategic Target 5: Plant 15,000 trees including 1,000 in canopy roads. (T5)**

	FY 2017	FY 2018	FY 2019 through FY 2021	Total
Canopy Road Area <sup>1</sup>	0	250	TBD	250
Total Trees <sup>1</sup>	106 <sup>2</sup>	750	TBD	1,303

**Strategic Target 8: Construct 30 miles of sidewalks, greenways and trails. (T8)**

	FY 2017	FY 2018	FY 2019 through FY 2021	Total
Sidewalk, Greenway, and Trail Miles <sup>3</sup>	8.10 <sup>4</sup>	10	TBD	18.10

1. This only reflects the number of trees planted by Public Works. Other Departments, such as Parks & Recreation, also plant trees.
2. These trees were planted as part of the South Monroe/Magnolia street beautification project.
3. This only reflects the number of sidewalk and trail miles constructed by Public Works. Other Departments, such as Parks & Recreation, also construct sidewalks, greenways, and trails.
4. In FY2017, Blueprint 2000 constructed 3.99 miles of sidewalks, 3.46 miles of greenways and .65 miles of trails.

**DEPARTMENT**

Department of PLACE

**DIVISION**

Planning Department

**PROGRAM**

Planning Department

**GOAL**

The goal of the Tallahassee-Leon County Planning Department is to provide accurate information, creative and effective planning recommendations, and expertise in the areas of long-range land use, environmental, and transportation planning for the orderly growth of the Leon County and Tallahassee community.

**PROGRAM HIGHLIGHTS**

1. Updated the long term management plan for the Canopy Roads including an active tree planting program.
2. Initiated a comprehensive review and revision to the Land Use and Mobility Elements of the Comprehensive Plan.
3. Reformatted the existing on-line Comprehensive Plan to modernize its appearance and increase usability.
4. Evaluated the existing Comprehensive Plan amendment process and identified opportunities for further streamlining.
5. Initiated and cooperated with the North Monroe Corridor Task Force, a group of residents and business owners, which developed the North Monroe Action and Management Plan.
6. Continued operating the DesignWorks studio to assist public and private partners, while increasing awareness of the services DesignWorks offers to the community.
7. Continued to work with the Florida Department of Transportation on a Complete Streets plan for South Monroe and Adams Streets. This plan will guide sidewalk, landscaping and bicycle facility investments.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual
EN3	1. Number of Land Use Applications processed, including Site Plans, Text Amendments, Subdivisions, Plats, etc. (City and County)	230	136	261
EN3	2. Number of Rezoning, PUDs reviewed. (County & City)	25	36	23
EN3	3. Number of Comp Plan Amendments analyzed and processed.	10	11	11
EN3	4. Number of new dwelling units reviewed and/or approved. (City and County)	816	861	1,910
EN3	5. Number of Non Residential sq. ft. reviewed or approved. (City and County)	600,000	630,000	918,421
EN3	6. Number of Sense of Place Projects and Total Staff Hours worked. (projects/hours)	7/1,500	8/2,000	8/2,500
EN3	7. Number of Special Projects, including Strategic Initiatives, and staff hours worked. (projects/hours)	100/ 12,000	105/ 12,600	105/ 13,000
EN3	8. Number of GIS Layers actively maintained.	7	8	37
Q5,Q6	9. Number of Public Workshops/Listening Sessions/Neighborhood Meetings.	35	36	39
Q5,Q6	10. Number of Committee Meetings (ex: Canopy Road, Water Resources, etc.)	28	25	30
Q5,Q6	11. Number of CONA Meetings.	6	6	6
EN3,G1	12. Number of Direct Mail Notices.	9,200	9,200	6,360
EN3,G1	13. Number of Newspaper Ads. (Average 3 -5 per month)	50	52	41

**PERFORMANCE MEASUREMENT ANALYSIS**

1. The number of development applications processed is driven by external economic factors and the number of applications received, indicating an improved economy which resulted in both an increase over FY16 actuals and FY17 estimates.
2. The number of rezoning and planned unit development applications reviewed and processed is based on the number of applications received. FY17 saw a decrease below FY16.
3. The number of Comp Plan Amendments analyzed and processed met FY17 estimates.
4. The number of new dwellings more than doubled in FY17. This was due to an increase in the number of multi-family units and assisted living facilities approved.
5. The square footage of non-residential development increased by 53% in FY17, indicated a stable increase in non-residential development.
6. Sense of Place projects were on task, and included substantial progress on the County initiated Miccosukee Sense of Place Plan.
7. Special projects are performed as directed by County Administration, including place making projects and special studies such as Design Works Consultation.
8. A large amount of GIS data is maintained by the Planning Department, and is contained in 37 actively maintained GIS layers. Previous estimates included primary layers, such as zoning and future land use, but additional layers maintained by the Department, such as Placemaking and Special Planning Areas, are also included to reflect a more accurate total than prior years.
- 9-11. The number of meetings is driven by areas of community involvement and interest.
12. The number of direct mail notices is driven by the size of the location of the areas being noticed. These are determined by applications received and the size of the notification area.
13. The number of Newspaper Ads is driven by required meeting notices, which has shown a small decrease in FY17.

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**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 001-817-515

	<b>FINANCIAL*</b>			<b>STAFFING**</b>		
	<b>FY 2017 Adj. Budget</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2017 Adopted</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>
Personnel	181,802	199,135	200,432	23.50	23.50	23.50
Operating	25,000	0	25,000			
Grants & Aid	1,089,125	393,826	761,560	0.00	0.00	0.00
<b>TOTAL</b>	<b>1,295,927</b>	<b>592,961</b>	<b>986,992</b>	<b>23.50</b>	<b>23.50</b>	<b>23.50</b>

\* County portion of funding only.

\*\* Total City/County staffing.

# Office of Financial Stewardship Business Plan

**Mission Statement**

The mission of the Office of Financial Stewardship is to provide sound financial management, ethical procurement services and asset control to the Board of County Commissioners, County Administrator and Board departments, offices and divisions, while minimizing long-term costs associated with accidental losses, in order to support effective decision making and ensure responsible stewardship of County resources.

**Strategic Priorities**

**Governance**

- G2 - Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value.
- 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**  
October 1, 2017–  
September 30, 2021

1. 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. (G4) On-Going

**Actions**

1. As part of the FY 2018 budget process, the County implemented an \$12.00/hour minimum living wage for County employees. OMB

**Bold Goals and Five-Year Targets**

Strategic Target: Reduce by 60% the outstanding debt of the County. (T15)

	FY 2017 <sup>2</sup>	FY 2018 <sup>3</sup>	FY 2019 through FY 2021 <sup>4</sup>	Total
Percentage of Outstanding Debt Reduced <sup>1</sup>	19%	17%	37%	73%

**Notes:**

1. As of January 2017, the County's outstanding debt, including principal and interest, totaled \$48,633,089.
2. In FY 2017, the County reduced its debt by 19%, leaving an outstanding balance of \$39,544,440. Based on the current debt service schedule and recent refinancing, the County is on pace to meet this target.
3. The County will pay \$754,576 worth of interest and make principal payments totaling \$7,298,239 in FY 2018.
4. Bonds issued to acquire Leon County Office Annex Building will be paid off in this period, significantly reducing the amount of remaining debt.



<b>DEPARTMENT</b> Financial Stewardship	<b>DIVISION</b> Office of Management & Budget	<b>PROGRAM</b> OMB
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**GOAL**

The goal of the Office of Management & Budget is to continuously enhance the quality of County services by optimizing the use of County financial resources through the effective provision of planning, policy analysis, budget development, budget implementation and program evaluation services to benefit citizens, elected officials, and staff.

**PROGRAM HIGHLIGHTS**

1. The FY2016/2017 budget was balanced without increasing the current 8.3144 millage rate, demonstrating Leon County's commitment to responsible stewardship.
2. Leon County had the lowest net budget (\$778) per countywide resident among like-sized counties and had one of the lowest net budgets per county resident in Florida, with only eight other counties having lower budgets. Additionally, Leon County has six employees per 1,000 residents and ranked sixth lowest in employees per capital among all 67 counties in Florida.
3. Staff convened the Cross-Departmental Action Teams to identify potential areas for cost savings and process and efficiency improvements. This process identified cost savings in the amount of \$1.14 million.
4. Paid off County bonds, providing \$500,000 in savings in FY 2018 and refinanced remaining debt, saving \$489,075 over the life of the loan.
5. Staff facilitated the Let's Balance! Budget simulation game to teach local community groups, such as Youth Leadership Tallahassee and Lighthouse of the Big Bend (rehabilitation education for people who are visually impaired), about the budget process.
6. OMB received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the 27<sup>th</sup> consecutive year.

**BENCHMARKING**

Priorities	Benchmark Data	Leon County	Benchmark
G5	Net Budget Per Countywide Resident*	1:\$788	1:\$1,139

\*Benchmark is generated from the average net budget per county resident of Like-Sized counties. Benchmarked Counties include: Alachua, Escambia, Lake, Osceola, St. Johns and St. Lucie.

Strategic Plan Bold Goals and Five-Year Targets				
Reference	Measure	FY 2017 Estimate	FY 2017 Actual	FY 2018 Estimate
T15	Strategic Target: Reduce by 60% the outstanding debt of the County	4%	19%	17%

*Notes*

1. As of January 2017, the County's outstanding debt, including principal and interest, totaled \$48,633,089. In FY 2017, the County reduced its outstanding debt to \$39,544,440, a 19% reduction. Based on the current debt service schedule and recent debt refinancing, the County is on pace to meet this Target.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actuals	FY 2017 Estimate	FY 2017 Actual
G5	1. Meet all requirements of FL Statutes 129 and 200 (Truth in Millage)	Yes	Yes	Yes
G5	2. Forecast actual major revenue sources within 5% of the budget (actual collections as a % of budget)	97%	98%	96.1%
G2	3. Process budget amendment request within 2 business days or the next scheduled Board meeting (% is an estimate)	95%	100%	94.1%
G5	4. Develop and print 2 semi-annual performance reports by May 30 and November 30	2	2	2
G2	5. Review all agenda items in less than 2 days 95% of the time	94%	98%	92.2%
G2	6. Percentage of departmental performance measures reviewed	100%	100%	100%
G2	7. Number of program management reviews performed	0	1	1

**PERFORMANCE MEASUREMENT ANALYSIS**

1. Leon County received a letter of compliance from the State Department of Revenue for meeting all the FY 2017 Truth in Millage notification requirements.
2. Major revenues (\$203,303,908) accounted for 83% of all revenue receipts (\$246,129,886) budgeted. Actual major revenues were 3.1% greater than budgeted (\$209,521,928).
3. The office processed 34 administrative and board amendments during the fiscal year. Of the processed amendments, 32 or 94.1% were processed within two business days.
4. A mid-year performance report and an annual performance report were submitted by the required deadlines. The office reviewed 100% of the performance measures submitted by departments.
5. During the fiscal year OMB reviewed 51 agenda items. Of the agenda items submitted, 47 or 92.2% were reviewed within two days.
6. The percentage of departmental performance measures reviewed was consistent with the previous year.
7. During the fiscal year, OMB assisted the Office of Human Services & Community Partnerships with a management review of primary healthcare providers in the County.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 001-130-513

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	<u>FY 2017 Adj. Budget</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Budget</u>		<u>FY 2017 Adopted</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Budget</u>
Personnel	572,003	574,339	617,536	Full Time	7.00	7.00	7.00
Operating	86,396	65,894	87,384	OPS	0.00	0.00	0.00
Grants & Aid	63,175	63,175	63,175				
<b>TOTAL</b>	<b>721,574</b>	<b>703,406</b>	<b>768,095</b>	<b>TOTAL</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

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**DEPARTMENT**  
Financial Stewardship

**DIVISION**  
Purchasing

**PROGRAM**  
Procurement

**GOAL**

The goal of the Procurement Program is to provide: 1) timely and professional procurement services to secure requested supplies, services and commodities at a specified level of quality at the lowest possible cost, through open and fair competition; 2) provide contract management and compliance services; and 3) an exemplary records and management control program for the tangible personal property of Leon County.

**PROGRAM HIGHLIGHTS**

- Continued to expand the use of electronic documents, including the implementation of electronic purchase orders. This allows vendors, staff, and other interested parties to obtain copies of purchasing and solicitation documents in a more efficient and cost-effective manner, while promoting sustainability by reducing the use of paper.
- Purchasing implemented electronic purchase orders that are emailed to the vendors and the requesters. This reduces postage and paper costs while promoting sustainability by reducing the use of paper.
- Purchasing continues to serve citizens faster and more easily with an online procurement system called Procurement Connect. This system provides vendors instant access to many different services and processes such as, instant access to bids, requests for proposal, invitations to negotiate, and various other solicitation documents.
- Purchasing continues to provide value-added service to County staff through ongoing procurement customer service and support with policy interpretation, purchase orders, change orders, quotes, informal bids, contract preparation and other assistance. Purchasing also provides sales and customer support to County staff through ordering, stocking and issuance of operational consumable products valued at over \$59 million during the fiscal year through more than 2,100 requisitions.
- As responsible stewards of the community's financial resources, Purchasing mitigates risk to the County through utilization of bonding practices for vendor bids, vendor performance, supplier and subcontractor payment, and requires appropriate vendor insurance coverage.

**BENCHMARKING**

Priorities	Benchmark Data	Leon County	ICMA Mean	ICMA Median
G2	Amount of central purchasing purchases per central purchasing FTE (millions)	\$17.1	\$20.5	\$13.0
G2	Percent of purchasing conducted with purchasing card	8.12%	5.87%	2.56%

Benchmark Source: International City/County Management Association Comparable for Performance Measurement 2010

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actuals	FY 2017 Estimate	FY 2017 Actual
G2, G5	1. Percent of completed requisitions for purchase orders processed within two days of receipt.	100%	100%	100%
G2, G5	2. Percent of bids/RFPs processed within 45 work days of receipt of request.	100%	100%	85%
G2, G5	3. Number of Purchase Orders issued.	2,069	2,230	2,102
G2, G5	4. Volume of Purchase Orders Issued (millions).	\$52.9	\$60	\$59.1
G2	5. Amount of Central Purchasing Office purchases per Central Purchasing FTE (3.35 FTE allocated) (*3.5 for FY17/FY18) (millions)	\$15.8	\$17.1*	\$16.9*
G2, G5	6. Number of bids issued.	48	55	54
G2, G5	7. Purchasing card volume.	\$5,617,756	\$6,000,000	\$6,045,567
G5	8. Purchasing card rebate.	\$78,600	\$87,400	\$87,660
G2, G5	9. Number of assets at year-end.	7,275	7,750	7,465
G2, G5	10. Year-end total asset value (millions).	\$57	\$57.5	\$62.1
G2, G5	11. Number of surplus auctions (including online auctions).	92	90	52
G2, G5	12. Value of auction proceeds.	\$212,891	\$175,000	\$232,672
G2, G5	13. Number of pre-bid meetings held to provide information on County projects to vendors.	19	30	30
G2, G5	14. Ratio of bid protests to total solicited bids.	2:48	0:55	0:54

**PERFORMANCE MEASUREMENT ANALYSIS**

- 100% of purchase orders continue to be processed within two days. Primary attention is given to processing requisitions so that County staff receives needed materials and services in a timely manner.
- The percent of bids and RFPs processed within 45 work days decreased in FY 2017 due to the combination of more complex solicitations and the incorporation of solicitation development meetings and the review processes of other areas.
- The number of purchase orders in FY 2017 was slightly lower than the FY 2017 estimate due to an increase in purchasing card usage.
- The volume of purchase orders in FY 2017 increased slightly over FY 2016 and is in direct relation to the increase in the number of purchase orders issued.
- The slight increase in FY 2017 over FY 2016 is due to an increase in the volume of purchase orders.
- The number of solicitations issued varies from year to year and depends in part to Board policy, such as approval for a new capital project.
- The purchasing card volume increased in FY 2017 due to increased usage by cardholders. This is due in part to Purchasing staff working with Divisions to pay more invoices and bills through purchasing cards.
- The purchasing card rebate increase is directly related to the increase in purchasing card volume.
- The number of assets at year-end varies from year to year depending on need and utilization by the Divisions throughout the year.
- The increase in the value of the FY 2017 assets over FY 2016 is mainly due to the replacement of higher value vehicles and equipment.

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11. The number of auctions decreased for FY 2017 due to grouping smaller value items together in one auction instead of having multiple auctions.
12. The value of the auctions in FY 2017 increased mainly due to the higher sales of surplus vehicles compared to FY 2016.
13. The number of pre-bid meetings is based upon the complexity of the projects. There were more pre-bid meetings in FY 2017 due to a large number of housing solicitations conducted.
14. There were no formal protests during FY2017.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 001-140-513

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	<u>FY 2017 Adj. Budget</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Budget</u>		<u>FY 2017 Adopted</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Budget</u>
Personnel	482,301	482,301	493,011	Full Time	6.00	6.00	6.00
Operating	30,375	25,713	25,707	OPS	0.00	0.00	0.00
Transportation	1,521	793	1,430				
<b>TOTAL</b>	<b>514,197</b>	<b>508,807</b>	<b>520,148</b>	<b>TOTAL</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

FY 2017 Annual Performance and Financial Report

**DEPARTMENT**  
Financial Stewardship

**DIVISION**  
Purchasing

**PROGRAM**  
Warehouse

**GOAL**

The goal of the Warehouse Program is to procure, stock, and issue high turnover type items to facilitate work routines of County departments.

**PROGRAM HIGHLIGHTS**

1. Leon County maintains the proper control records of all tangible personal property. In order to account for all property, Purchasing conducts an annual inventory. This past year, the inventory was completed and consisted of assets valued over \$55 million, with no missing items.
2. In order to maximize investment in property, Leon County utilizes online auction services and on-site surplus sales to dispose of obsolete equipment that is no longer used by departments. This past year, Purchasing conducted online surplus sales/auctions resulting in a return of almost \$232,672.
3. Warehouse staff use competitive quoting and cooperative contracts to reduce inventory costs.

**BENCHMARKING**

Priorities	Benchmark Data	Leon County	Benchmark
G2, G5	Inventory Turnover Rate (sales / inventory value)	2.44	Greater than or equal to 1.5
G2, G5	Annual inventory loss/gain (to measure operational accuracy)	0.5%	Less than 1.5%+/-

Benchmark Sources: National Institute of Governmental Purchasing, Inc. (NIGP)

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actuals	FY 2017 Estimate	FY 2017 Actual
G2, G5	1. Cost per issuance*.	\$7.17	\$7.05	\$7.54
G2, G5	2. Operational cost as a percent of total dollar value of issuances (expenses / dollar value of issuances).	17.8%	18%	19.58%
G2, G5	3. Number of issuances.	14,831	15,400	15,778
G2, G5	4. Dollar volume of issuances.	\$597,495	\$550,000	\$607,447

\* Each issuance is a type of item. For example, a crew getting five (5) light bulbs and three (3) brooms would create two (2) issuances.

**PERFORMANCE MEASUREMENT ANALYSIS**

1. A combination of consistent fixed costs and higher commodity prices resulted in a slight increase in the cost per issuance for FY 2017 over FY 2016.
2. The FY 2017 increase is a result of a minor increase in operational costs.
3. The increase for FY 2017 is due to increased activity related to storm events, resulting in a higher number of issuances compared to FY 2016.
4. The minor FY 2017 increase in volume is directly related to the increase in the number of issuances.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 001-141-513

	FINANCIAL			STAFFING		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget	FY 2017 Adopted	FY 2017 Actual	FY 2018 Budget
Personnel	116,373	116,373	107,395	Full Time	2.00	2.00
Operating	2,923	2,457	2,857	OPS	0.00	0.00
Transportation	995	104	1,550			
<b>TOTAL</b>	<b>120,291</b>	<b>118,933</b>	<b>111,802</b>	<b>TOTAL</b>	<b>2.00</b>	<b>2.00</b>

Leon County Government

FY 2017 Annual Performance and Financial Report

<b>DEPARTMENT</b> Financial Stewardship	<b>DIVISION</b> Office of Management & Budget	<b>PROGRAM</b> Risk Management
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**GOAL**

The goal of Risk Management is to provide our customers with courteous and professional services, in the area of risk management.

**PROGRAM HIGHLIGHTS**

1. Risk Management endeavors to protect the County against the financial consequences of accidental losses that are catastrophic in nature and to preserve County assets and public service capabilities from destruction or depletion.
2. In order to ensure that Leon County continues to maintain a safe working environment for its employees, Risk Management Coordinated ten safety sessions and conducted monthly site visits.
3. Conducted annual driver license checks on all authorized drivers and coordinated random drug and alcohol testing.
4. Reviewed in excess of 475 criminal background checks on individuals wishing to volunteer.
5. Recovered in excess of \$15,000 in damaged County property by pursuing third-party insurers.

**PERFORMANCE MEASURES**

*Risk Management is the process of managing the County's activities in order to minimize the total long-term costs of all accidental losses and their consequences. This is accomplished through risk identification, risk control, and risk finance.*

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual
G5	1. Number of Workers' compensation claims filed.	111	142	145
G5	2. Number of Safety/Loss prevention training courses conducted.	10	8	11
G5	3. Number of auto accidents investigated.	15	15	16
G5	4. Number of Safety Committee meetings.	12	12	12

**PERFORMANCE MEASUREMENT ANALYSIS**

1. There was a thirty percent (30%) increase in the number of Workers' Compensation claims, half of which were for the Leon County Sheriff's Office. The increase in claims is partly due to safety training that encourages filing a claim, even for minor incidents. Though there were more claims filed, there was a decrease in the severity nature of the claims filed. All Workers' Compensation claims were filed in a timely manner.
2. Eleven (11) safety training events provided at five (5) separate locations.
3. Automobile accidents increased by only one (1) compared to FY 2016; staff will continue to train drivers and equipment operators to increase safety to reduce accidents.
4. Safety Committee meets on a monthly basis with consistent attendance.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 501-132-513

	<b>FINANCIAL</b>			<b>STAFFING</b>		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget	FY 2017 Adopted	FY 2017 Actual	FY 2018 Budget
Personnel	107,288	108,160	112,288	Full Time 1.00	1.00	1.00
Operating	133,154	74,159	98,223	OPS 0.00	0.00	0.00
<b>TOTAL</b>	<b>240,442</b>	<b>182,319</b>	<b>210,511</b>	<b>TOTAL 1.00</b>	<b>1.00</b>	<b>1.00</b>

Leon County Government

FY 2017 Annual Performance and Financial Report

<b>DEPARTMENT</b> Financial Stewardship	<b>DIVISION</b> Office of Management & Budget	<b>PROGRAM</b> Real Estate
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**GOAL**

The goal of the Office of Real Estate Management is professional services and management of the County's real estate portfolio including procurement, acquisition, disposition, leasing, and the administration of the county's real property.

**PROGRAM HIGHLIGHTS**

- Leasing activity remains strong in FY 2017. At year-end there were outstanding proposals on 18,095 square feet of leasable space, with strong interest in an additional 7,714 square feet.
- During 2017, revenue derived through leasing activities totaled \$1,832,014.
- Four Affordable Housing parcels were sold in FY 2017, generating revenues of \$58,500.
- 31 parcels of land were added to the County Land Portfolio in FY 2017 with a Just Value of \$294,732.
- Staff continues to work with County agencies to acquire properties and easements for Capital Improvement Projects.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual
Q2	Total leasable square footage occupied <sup>1</sup> .	174,275	153,868	164,497
G5	Percent of total leasable square footage occupied <sup>1</sup> .	85.2%	75.3%	80.1%

Notes:

- Total leasable square footage of space fluctuates from year-to-year and is currently 204,316.

**PERFORMANCE MEASUREMENT ANALYSIS**

- The total leasable square footage occupied in FY 2017 exceeded the FY 2017 estimate. The increase of 10,629 square feet is the result of an increase in tenant activity in the 4<sup>th</sup> quarter of the fiscal year that was not anticipated. This includes three new tenants: Kurkin Forehand Brandes (1,610 square feet), HDR Engineering, Inc, (1,617 square feet), and Fuel Fitness Training Boot Camp, LLC (3,804 square feet). The remaining square footage is attributed to the renewal of China King Restaurant (1,200 square feet).
- The percent change in total leasable square feet occupied is directly tied to the change in square feet occupied.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 501-132-513

	<u>FINANCIAL</u>			<u>STAFFING</u>		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget	FY 2017 Adopted	FY 2017 Actual	FY 2018 Budget
Personnel	145,933	151,604	106,856	Full Time	3.00	3.00
Operating	124,152	65,608	124,167	OPS	0.00	0.00
Grants-in-Aid	25,000	25,000	25,000			
<b>TOTAL</b>	<b>295,085</b>	<b>242,213</b>	<b>302,064</b>	<b>TOTAL</b>	<b>3.00</b>	<b>3.00</b>

# Tourism Development Business Plan

**Mission Statement**

The mission of the Leon County Office of Tourism Development is to spearhead and coordinate the tourism related marketing and management of the destination through the coordination of the hospitality industry, local governments and the business community to sustain and grow visitor spending and job creation in the Tallahassee region.

**Strategic Priorities**

**Economy**

- EC1 - Do well-designed public infrastructure which supports business, attracts private investment and has long term economic benefits.
- EC4 - Grow our tourism economy, its diversity, competitiveness and economic impact.

**Quality of Life**

- Q4 - Support and promote access to basic health and welfare services to our community members most in need.

**Strategic Initiatives**  
October 1, 2017– September 30, 2021

- |   |             |
|---|-------------|
| 1. Continue to work with FSU to bid and host NCAA cross country national and regional championships at Apalachee Regional Park (ARP). (EC4)   | In Progress |
| 2. Enhance sports tourism through the exploration of an NFL Preseason game and other possible events at Doak Campbell Stadium. (EC4)  | In Progress |
| 3. Further enhance our competitiveness in attracting national and regional running championships by making additional strategic investments at the Apalachee Regional Park (ARP). (EC1, EC4)  | In Progress |
| 4. To continue to support Choose Tallahassee’s efforts to market our community as a retirement destination. (Q4 , EC4)  | In Progress |
| 5. Utilizing a portion of the BP settlement funds, identify solutions for weatherization of the Capital City Amphitheater stage, inclusive of potential sound mitigation elements (EC4)   | In Progress |
| 6. 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. (EC1, EC4) | In Progress |
| 7. 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. (EC4)                    | In Progress |

**Actions**

- |   |   |
|---|---|
| 1. Staff partnered with Florida State Athletics in assembling the bid to host NCAA cross country Regional and National Championships and was awarded the 2021 National Collegiate Athletic Association Division One Cross County National Championships at Apalachee Regional Park. | FSU Athletics, NCAA, Hotel partners, Parks Department |
| 2. Staff partnering with Florida State Athletics to identify potential NFL teams to participate in a Pre-Season NFL Game.   | FSU, NFL, Florida Sports Foundation                   |
| 3. Constructed the Apalachee Regional Park Access Road and anticipate approval of Preliminary Master Plan. Leon County BOCC Workshop scheduled for September 26, 2017 regarding closure of landfill and report from Wood+Partners Inc.  | Parks Department, FSU, various community interests    |
| 4. Continuing to coordinate with the Choose Tallahassee executive committee and full board.   | Choose Tallahassee, Zimmerman Agency                  |



# Tourism Development

**Actions**

- 5. Worked with community agencies to develop cost analysis for weatherization of the Capital City Amphitheater stage while considering options to advance sound mitigation. Blueprint IA, City of Tallahassee
- 6. Continuing to communicate with FSU staff and Leon County Office of Financial Stewardship relating to Civic Center District development. FSU, Financial Stewardship
- 7. Monitored legislation with industry lobbyists while working with community partners to advance legislation in support of levying sixth cent. FSU, FADMO, County Lobbyist, Hotel partners

**Bold Goals and Five-Year Targets**

**Bold Goal:** *Grow the five-year tourism economy to \$5 billion. (BG1)*

	FY 2017	FY 2018	FY 2019 through FY 2021	Total
Tourism Economic Growth <sup>1</sup>	\$ .90 billion <sup>2</sup>	\$ .92 billion	TBD	\$1.8 billion

**Strategic Target:** *Attract 80 state, regional, or national championships across all sports. (T1)*

	FY 2017	FY 2018	FY 2019 through FY 2021	Total
Championships Attracted <sup>3</sup>	14 <sup>4</sup>	17	TBD	32

**Strategic Target:** *Host 100,000 residents and visitors as part of the Amphitheater County Concert Series. (T4)*

	FY 2017	FY 2018	FY 2019 through FY 2021	Total
Concert Series Attendance <sup>5</sup>	6,785 <sup>6</sup>	15,000	TBD	19,789

**Notes:**

1. Staff anticipates year-round visitation will continue to increase through aggressive marketing, sales and promotional activities that are guided by research and focused toward targeted, high value audience segments.
2. Leon County currently contracts with the research firm Downs & St. Germain for tourism research services, including determining the quarterly tourism economy. For FY 2017, the research firm has estimated the total economic impact of tourism in Leon County at \$895.8 million, 18% of the County's five-year Bold Goal.
3. Staff anticipates attracting additional championships to Leon County by capitalizing on past successes, relationships with prominent event organizers and national associations, and the strength of tremendous facilities like Apalachee Regional Park to assure future progression and growing national prominence for sports tourism. During FY 2017, Leon County was been selected to host several NCAA championship events at the ARP over the next five years including the 2018 and 2020 Division I Cross Country Regional as well as the 2021 Cross Country National Championship. The 2020 National Championship will be the first time in the race's 78-year history that it will be held in Florida.
4. Since the start of FY 2017, 14 championship sporting events have been held in Leon County, 18% of the County's five-year Target. These events include the Red Hills Horse Trials, Florida State Soccer Invitational, Youth Basketball of America Tournament (Youth Boys), Tallahassee Marathon & Half Marathon, Gold Star Elite Girls Fast Pitch Showcase, and the Jacksonville Storm Softball Showcase. The remaining championship events are cross country races hosted at Apalachee Regional Park (ARP).
5. Staff anticipates attracting more concert attendees by enhancing the County's growing reputation for live entertainment among travelers by offering high profile, quality performances at Capital City Amphitheater. Staff will work closer with the County's contractor to find high quality acts that will fill the Amphitheater rather than small frequent shows. Since the start of FY 2018, the County has scheduled two concerts at the Amphitheater; however, the Lynyrd Skynyrd concert scheduled on November 3, 2017 was cancelled due to a medical emergency. The second concert is scheduled on April 13, 2018 during Word of South and will feature the Tedeschi Trucks Band.

**Bold Goals  
and Five-  
Year Targets**

6. In FY 2017, the County hosted four concerts at the Capital City Amphitheater in Cascades Park: (1) Lisa Loeb & Joan Osborne (Word of Sourth), (2) Shovels & Rope (Word of South), (3) The Avett Brothers, and (4) The Florida Jazz & Blues Festival. In total, these concerts had 6,785 residents and visitors in attendance, 7% of the County's five-year Target.

FY 2017 Annual Performance and Financial Report

<b>DEPARTMENT</b> Office of Tourism Development	<b>DIVISION</b> Tourism Development	<b>PROGRAM</b> Tourism Development
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**GOAL**

The goal of the Division of Tourism Development is to enhance the local economy and quality of life through the benefits associated with a strong visitor industry by maximizing the number of visitors, length of stay of visitors, and the economic impact of visitors to Leon County.

**PROGRAM HIGHLIGHTS**

- In 2017, Tourism related jobs are now estimated to exceed 14,500 in Leon County supported by 2.4 million annual visitors who infused nearly \$895 million of economic impact into Leon County.
- Sports Tourism continues expanding its importance for Leon County as it hosted 100 events, attracted more than 73,000 visitors that infused \$31.5 million in direct spending in the local economy. Included were more than 6,000 runners competing in cross country meets that attracted more than 20,000 visitors and \$9 million in direct spending.
- Presented "Spring On Stage", a campaign that collectively promoted numerous special events, and major festivals such as the Red Hills International Horse Trials, Springtime Tallahassee, Word of South Festival, Southern Shakespeare Festival, Opening Nights, the Tallahassee Tennis Challenger, Doak After Dark and LeMoyné Chain of Parks Art Festival.
- Leveraged an additional \$807,612 in advertising equivalency through earned media during FY 2017. Generated 41 million #iHeartTally impressions, increased total social media audience to 76,042 with increases in each platform: increased Twitter followers by 17%, Facebook followers by 7%, Instagram by 29%, and Pinterest by 17%.
- Produced and promoted concert events at the Capital City Amphitheater including Avett Brothers, Lisa Lobe, Joan Osborne, Shovels & Rope, and Florida Jazz and Blues Festival.
- Provided destination information and assisted 137 groups with welcome materials representing 19,300 visitors and served 2,070 domestic visitors from 45 states and 514 international visitors from 33 countries at the Leon County Visitor Information Center during FY 2017.
- Leon County Tourism awarded grants totaling \$575,000 to 98 local special, signature and sports events, as well as allocating \$1.35 million to the Council on Culture and Arts for regranting to arts and culture organizations. All of which brought overnight visitors to the Capital County.

Strategic Plan Bold Goals and Five-Year Targets				
Reference	Measure	FY 2017 Estimate	FY 2017 Actual	FY 2018 Estimate
<b>BG1</b>	<b>Grow the five-year tourism economy to \$5 billion.<sup>1</sup></b>	<b>\$.89 billion</b>	<b>\$.90 billion<sup>2</sup></b>	<b>\$.92 billion</b>
<b>T1</b>	<b>Attract 80 state, regional, or national championships across all sports.<sup>3</sup></b>	<b>15</b>	<b>14<sup>4</sup></b>	<b>17</b>
<b>T4</b>	<b>Host 100,000 residents and visitors as part of the Amphitheater County Concert Series.<sup>5</sup></b>	<b>4,789</b>	<b>6,785<sup>5</sup></b>	<b>15,000</b>

Notes:

- Staff anticipates year-round visitation will continue to increase through aggressive marketing, sales and promotional activities that are guided by research and focused toward targeted, high value audience segments.
- Leon County currently contracts with the research firm Downs & St. Germain for tourism research services, including determining the quarterly tourism economy. For FY 2017, the research firm has estimated the total economic impact of tourism in Leon County at \$895.8 million, 18% of the County's five-year Bold Goal.
- Staff anticipates attracting additional championships to Leon County by capitalizing on past successes, relationships with prominent event organizers and national associations, and the strength of tremendous facilities like Apalachee Regional Park to assure future progression and growing national prominence for sports tourism. During FY 2017, Leon County was been selected to host several NCAA championship events at the ARP over the next five years including the 2018 and 2020 Division I Cross Country Regional as well as the 2021 Cross County National Championship. The 2020 National Championship will be the first time in the race's 78-year history that it will be held in Florida.
- Since the start of FY 2017, 14 championship sporting events have been held in Leon County, 18% of the County's five-year Target. These events include the Red Hills Horse Trials, Florida State Soccer Invitational, Youth Basketball of America Tournament (Youth Boys), Tallahassee Marathon & Half Marathon, Gold Star Elite Girls Fast Pitch Showcase, and the Jacksonville Storm Softball Showcase. The remaining championship events are cross country races hosted at Apalachee Regional Park (ARP).
- Staff anticipates attracting more concert attendees by enhancing the County's growing reputation for live entertainment among travelers by offering high profile, quality performances at Capital City Amphitheater. Staff is working closely with the County's contractor to find high quality acts that will fill the Amphitheater rather than small frequent shows. Since the start of FY 2018, the County has scheduled two concerts at the Amphitheater; however, the Lynyrd Skynyrd concert scheduled on November 3, 2017 was cancelled due to a medical emergency. The second concert is scheduled on April 13, 2018 during Word of South and will feature the Tedeschi Trucks Band.
- In FY 2017, the County hosted four concerts at the Capital City Amphitheater in Cascades Park: (1) Lisa Lobe & Joan Osborne (Word of South), (2) Shovels & Rope (Word of South), (3) The Avett Brothers, and (4) The Florida Jazz & Blues Festival. In total, these concerts had 6,785 residents and visitors in attendance, 7% of the County's five-year Target.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actuals	FY 2017 Estimate	FY 2017 Actual <sup>1</sup>
EC4	1. Tourist Development Tax per penny <sup>2</sup>	\$1,047,376	\$1,115,000	\$1,156,660
EC4	2. Percent Change in Tourist Development Tax	2%	7%	10%
EC4	3. Number of total visitors to Leon County	2,312,120	2,395,000	2,358,833
EC4	4. Percent Change in number of total visitors to Leon County	-1%	4%	2%
EC4	5. Total Direct Visitor Economic Impact (billions)	\$0.84	\$0.89	\$0.90
EC4	6. Percent Change in Direct Visitor Economic Impact	0%	6%	6%
EC4	7. Number of Direct Tourism Related Jobs	13,702	14,500	14,354
EC4	8. Percent Change in the number of Direct Tourism Related Jobs	0%	6%	5%
EC4	9. Hotel Occupancy <sup>3</sup>	63%	65%	67%
EC4	10. Hotel Revenue (millions) <sup>3</sup>	\$124	\$126	\$134
EC4	11. Percent Change in Hotel Revenue	5%	2%	8%

Notes:

1. FY 2017 shows consistency in the upward trend in local growth over the past eight years. Hotel revenue saw a slight increase as the economy has a positive effect on room rates.
2. Data provided by the Leon County Tax Collector.
3. Data provided by Smith Travel Research.

**PERFORMANCE MEASUREMENT ANALYSIS**

- 1-8. Visitors, economic impact and tourism related jobs all increased by between 2% and 6% in FY17 rebounding from a comparatively flat FY16. Tourist Development Tax collections, however increased by 10% continuing eight consecutive years of growth. The sustained development is due to increased and focused marketing and a local hospitality economy that continues to improve.
- 9-11. Hotel Occupancy and Revenue continue to see growth as demand increases. Future years may see a slight decline as several newly proposed properties come on line.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 160-(301-305)-552, 160-888-573

	FINANCIAL <sup>1</sup>			STAFFING <sup>2</sup>		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget	FY 2017 Adopted	FY 2017 Actual	FY 2018 Budget
Personnel	\$973,508	\$905,708	\$946,889	Full Time	12.00	12.00
Operating	\$2,349,329	\$1,975,200	\$2,450,426	OPS	0.00	0.50
Transportation	\$1,710	\$2,107	\$1,438			
Grants & Aid	\$2,038,000	\$1,481,295	\$2,053,356			
<b>TOTAL</b>	<b>\$5,362,547</b>	<b>\$4,364,310</b>	<b>\$5,452,109</b>	<b>TOTAL</b>	<b>12.00</b>	<b>12.50</b>

Notes:

1. FY 2017 Adjusted Budget and FY 2018 Budget does not include the previous 1-Cent Tourist Development Tax, or \$5,109,853, now dedicated to the Community Redevelopment Agency.
2. Staffing total reflects the addition of OPS positions of .25 FTE in both Administration and Marketing to maintain coverage for the Visitor Services Representative position when the current part-time employees are unable to fulfill the hours needed.

Leon County Fiscal Year 2017 Annual Performance and Financial Report

Office of Public Safety  
Business Plan

Mission Statement

The mission of the Leon County Office of Public safety is to enrich, preserve and improve the lives of citizens and visitors to Leon County by: 1. Promoting safety through clinically superior and compassionate pre-hospital care and life safety education through the Division of Emergency Medical Services Division, and 2. Provide education, prevention, and enforcement programs and humane animal care and control services through the Division of Animal Control.

Strategic Priorities

**Quality of Life**

- 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.

**Governance**

- G1 - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.

Strategic Initiatives  
October 1, 2017–  
September 30, 2021

- |    |  |         |
|----|--|---------|
| 1. | Continue to evaluate emergency medical response strategies to improve medical outcomes and survival rates. (Q3)                  | Ongoing |
| 2. | Improve pet overpopulation by engaging vested community partners in the implementation of spay and neutering strategies.(Q3, Q4) | Ongoing |

Actions

- |    |  |                |
|----|--|----------------|
| 1. | Implementing additional data sharing systems with TMH & CRMC and completing comprehensive medical protocol update.         | EMS            |
| 2. | Implemented neighborhood sweeps to provide education and voucher disbursements of low/no cost spay and neutering vouchers. | Animal Control |

Bold Goals and Five-Year Targets

Strategic Target: Train 8,500 citizens in CPR/AEDs. (T5)

	FY 2017	FY 2018	FY 2019 - 2021	Total
Citizens trained in CPR/AED <sup>1</sup>	1,572 <sup>2</sup>	1,700	TBD	3,272

Notes:

1. In order to train 8,500 citizens in CPR and AED use over the next five years, EMS will continue to partner with businesses, organizations, churches and schools to reach this goal. Additionally, EMS will host several larger events such as "Press the Chest" to reach out to the entire community.
2. EMS has held 43 trainings in FY 2017 during which 1,572 citizens were trained in CPR/AEDs, 18% of the County's five-year Target. This includes the County's annual Press the Chest training event, which was held on June 11, 2017 and trained 450 Leon County citizens.

FY 2017 Annual Performance and Financial Report

<b>DEPARTMENT</b> Public Safety	<b>DIVISION</b> Animal Control	<b>PROGRAM</b> Animal Services
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**GOAL**

The goal of the Division of Animal Control is to improve the well-being of citizens and animals through humane education, prevention, and enforcement programs for the citizens and domestic animals of Leon County.

**PROGRAM HIGHLIGHTS**

1. Educated residents about responsible pet care, animal safety, bite prevention and related matters by participating in community outreach events such as public safety fairs, Greenway Day, Bags for Wags, and community pet adoption events.
2. Provided identification tags and collars to ensure lost pets were returned home.
3. Facilitated the Capital Area Animal Network to provide an open forum format bringing together various animal welfare groups in the capital region.
4. Actively participated on Tallahassee-Leon Animal Service Center Advisory Committee. Continued to implement strategies that allow Animal Control Officers to return animals to their owners, eliminating the need to take animals to the shelter.
5. Animal control staff fielded over 7,200 phone calls resulting in over 3,300 services requests and over 4,200 Animal Control Officer activities.
6. Animal control staff investigated over 46 dangerous or aggressive animal complaints.

**BENCHMARKING**

Priorities	Benchmark Data	Leon County	Benchmark
Q3,Q4	Field deployed staff to population <sup>1</sup>	1:19,599 <sup>1</sup>	1:15,000 to 18,000 <sup>2</sup>

Benchmark Sources: Florida Animal Control Association (FACA)

1. Calculation based on unincorporated area population (97,996).
2. Florida Animal Control Association 2013 policy statement on recommended staffing.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual
Q3,Q4	1. Maintain customer complaint rate at 5 per 1,000 calls received.	1.8	5.0	1.0
Q3,Q4	2. Number of citations issued.	106	250	133
Q3,Q4	3. Number of field service calls (bite and service calls including follow-ups).	6,286	6,250	3,347
Q3,Q4	4. Return 7% of lost pets to their owners annually (in the field).	4.5%	7%	3.2%
Q3,Q4	5. Reduce field impounds at the Animal Shelter by 3% annually.	8.5%	3%	1%

**PERFORMANCE MEASUREMENT ANALYSIS**

1. As a part of Leon LEADS Core Practices Initiative, a strong emphasis was placed on customer satisfaction training. Through these efforts, the complaint rate has remained relatively constant with FY16 and below FY17 estimates.
2. The Division has continued a practice that emphasizes education and assistance prior to formal enforcement which has contributed to a decrease in the number of citations estimated in FY17. However, owner non-compliance has increased despite these efforts resulting in 25% increase in citations issued.
3. The decrease in field service calls is attributed to the reassignment of animal bite investigations to the Health Department in accordance with Florida Statutes and the related follow-ups for citizen education and assistance.
4. The Division returned 3.2% of lost pets in the field. This is below both the FY16 actual and FY17 estimate and is directly related to the lack of owners utilizing microchips for their pets.
5. Strategies have been implemented that makes animal impoundment a last resort in the number of animals being brought to the shelter by field officers. The FY17 actuals reflect a decrease in the percentage of animals impounded.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 140-201-562

	FINANCIAL			STAFFING		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget	FY 2017 Adopted	FY 2017 Actual	FY 2018 Budget
Personnel	434,605	406,727	448,589	Full Time	7.00	7.00
Operating	1,151,101	1,013,592	918,125	OPS	0.00	0.00
Transportation	48,923	39,228	59,588			
Capital Outlay	0	0	0			
Grants & Aid	71,250	71,250	71,250			
<b>TOTAL</b>	<b>1,705,879</b>	<b>1,530,797</b>	<b>1,497,552</b>	<b>TOTAL</b>	<b>7.00</b>	<b>7.00</b>

**DEPARTMENT**  
Public Safety

**DIVISION**  
Emergency Medical Services

**PROGRAM**  
Emergency Medical Services

**GOAL**

The goal of Leon County Emergency Medical Service Division is to provide clinically superior, compassionate, cost effective emergency medical services to all citizens and visitors of Leon County; regardless of social economic status, utilizing the latest technologies and medical care standards, within the bounds of available resources.

**PROGRAM HIGHLIGHTS**

1. Leon County Emergency Medical Service Partnered with the local hospitals and medical providers to improve heart attack outcomes and develop a system of care that exceeds national standards. These efforts were recognized through the American Heart Association awarding EMS the Mission: Lifeline Silver Plus award.
2. For the seventh consecutive year, EMS maintained accreditation from the Commission on Accreditation of Ambulance Services.
3. EMS Operated a Tactical Medical Program to provide medical support to the Sheriff's Office Special Weapons and Tactics (SWAT) unit, allowing specially trained paramedics to reach victims of violent incidents faster, resulting in decreased mortality.
4. In cooperation with community partners, successfully produced the 7<sup>th</sup> annual Press the Chest event held at the Donald L. Tucker Civic Center. This event trained over 500 citizens in CPR (cardio pulmonary resuscitation) and AED (automated external defibrillator) as one class.

**BENCHMARKING**

Priorities	Benchmark Data	Leon County	Benchmark
Q3	Percent of cardiac arrest patients that experience Return of Spontaneous Circulation (ROSC) upon arrival at the Emergency Room	41%	17.7% <sup>1</sup>
Q3	Percent of requests for services that result in patient transport	68%	63% <sup>2</sup>
Q3	EMS responses per 1,000 population	132.768	76.786 <sup>3</sup>

Benchmark source:

1. Florida EMSTARS Database, 2015
2. Florida EMSTARS Database, 2015
3. International City/County Management Association FY15 Benchmark Data for Jurisdictions with 250,000-499,000 population

**Strategic Plan Bold Goals and Five-Year Targets**

Reference	Measure	FY 2017 Estimate	FY 2017 Actual	FY 2018 Estimate
T11	Strategic Target: Train 8,500 citizens in CPR/AEDs between FY17-FY21 <sup>1</sup>	1,700 <sup>2</sup>	1,572	1,700

Notes:

1. In order to train 8,500 citizens in CPR and AED use over the next five years, EMS will continue to partner with businesses, organizations, churches and schools to reach this goal. Additionally, EMS will host several larger events such as "Press the Chest" to reach out to the entire community.
2. EMS has held 43 trainings in FY 2017 during which 1,572 citizens have been trained in CPR/AEDs, 18% of the County's five-year Target. This includes the County's annual Press the Chest training event, which was held on June 11, 2017 and trained 450 Leon County citizens.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual
Q3	1. Number of calls for service responded to.	40,181	42,190	41,476
Q3	2. Number of transports made.	27,610	28,578	28,392
Q3,Q4	3. Number of public education events conducted annually.	160	160	150
Q2,Q4	4. Number of public access Automated External Defibrillator (AEDs) registered with the Division.	855	880	858
Q3	5. Percent of trauma alert patients correctly identified by Paramedics annually.	97%	90%	99%
Q3	6. Percent of stroke alert patients correctly identified by Paramedics annually.	84%	90%	N/A
Q3	7. Percent of STEMI patients correctly identified by Paramedics annually.	96%	90%	94%
Q3	8. Percent of STEMI electrocardiogram (EKGs) transmitted to receiving hospital by Paramedics annually.	100%	90%	100%

**PERFORMANCE MEASUREMENT ANALYSIS**

1. In FY 2017, the division experienced a 3.2% increase in the number of requests for service over last fiscal year. The total numbers of requests for service represents the busiest year on record for the division, breaking the previous year's mark.
2. Corresponding to the previous performance measure, actual transports to the hospital increased by nearly 3%. The division continues to experience a high number of patients that request EMS assistance, but do not want to be transported to the hospital.
3. The division provided 150 public education and injury prevention programs to community groups in an effort to reduce community risk, slightly below the FY 2016 actual.
4. The number of AEDs in the community registered with the division stands at 858. Staff has distributed close to 30 additional AEDs in FY 2017 and is actively contacting those entities to encourage them to register their device.

**PERFORMANCE MEASUREMENT ANALYSIS (Cont.)**

5. Paramedics correctly identified 99% of trauma alert patients in FY 2017, improving the morbidity and mortality chances of these patients and well exceeding FY 2016 actuals and FY 2017 estimates.
6. At the time of reporting for the FY 2017 performance report, the final numbers were not available as a result of a delay in data retrieval due to the implementation of new Electronic Patient Care Reporting (eCPr) software. It is estimated that the percentage will fall within the range of last year's percentage and the FY 2017 estimate. Final numbers will be captured and reporting will be on track for FY 2018.
7. Paramedics correctly identified 94% of myocardial infarction patients, resulting in faster in-hospital treatment times and corresponding improved mortality rates.
8. Paramedics again transmitted 100% of EKGs identified as a STEMI to the receiving hospital due to continuing emphasis on quality measure activities and evolving modifications to the technology used for the transmission.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 135-185-526

	<u>FINANCIAL</u>			<u>STAFFING*</u>		
	<u>FY 2017 Adj. Budget</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Budget</u>	<u>FY 2017 Adopted</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Budget</u>
Personnel	10,508,587	10,664,642	11,124,505	Full Time	122.20	122.20
Operating	5,166,439	5,038,479	5,246,063	OPS	1.00	1.00
Transportation	884,893	887,655	1,056,878			
Capital Outlay	38,000	7,145	38,000			
<b>TOTAL</b>	<b>16,597,921</b>	<b>16,597,921</b>	<b>17,465,446</b>	<b>TOTAL</b>	<b>123.20</b>	<b>123.20</b>

\*The increase in FY18 positions reflects the addition of one ambulance and a half crew of 6 paramedic/EMTs.



## Office of Library Services Business Plan

### Mission Statement

The mission of the Leon County Office of Library Services is to enrich the community by Inspiring a love of reading, providing a dynamic resource for intellectual, creative and recreational pursuits, and enabling residents to live a life of learning.

### Strategic Priorities

#### Quality of Life

- Q2 - Provide relevant library offerings which promote literacy, life-long learning and social equity.

#### Governance

- G1 - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.

### Strategic Initiatives

October 1, 2017 –  
September 30, 2021

1. Explore opportunities to increase high speed internet access through a “mobile hot spot” lending program. (Q2, G1) Ongoing

### Actions

1. Received approval from the Board and funding through the FY 2018 Budget to establish a Pilot Mobile Hostspots Library Lending Program that will allow citizens without internet access at home to check out mobile hotspots. Library Services

### Bold Goals and Five-Year Targets

**Strategic Target:** *Double the number of downloadable books at the library. (Q3)*

	FY 2017	FY 2018	FY 2019 through FY 2021	Total
Downloadable E-books <sup>1</sup>	10,002 <sup>2</sup>	1,100	TBD	11,102

Notes:

1. At the start of the Fiscal Year 2017, Leon County’s libraries had 13,500 downloadable books in circulation.
2. In FY 2017, Library Services added 10,002 new downloadable books to their collection, 74% of the County’s five-year Target. This substantial increase is the result of Leon County joining the Panhandle Library Access Network (PLAN), which allows regional libraries to cooperatively purchase E-Books, E-Audio Books, E-Magazines, and other electronic products. The net total of downloadable books currently available through Leon County Libraries is now 22,020.

FY 2017 Annual Performance and Financial Report

<b>DEPARTMENT</b> Library Services	<b>DIVISION</b> Library Services	<b>PROGRAM</b> Policy, Planning & Operations, Public Services, Collection Services
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**GOAL**

The goal of the LeRoy Collins Leon County Public Library System is to enrich the community by inspiring a love of reading, providing a dynamic resource for intellectual, creative and recreational pursuits, and enabling residents to live a life of learning.

**PROGRAM HIGHLIGHTS**

1. Leon County citizens made more than 970,000 visits to the seven locations of the LeRoy Collins Leon County Public Library.
2. Library card-holders checked out 1.49 million books and other materials.
3. Library card-holders downloaded 85,900 ebooks, audiobooks, graphic novels, magazines, games and art instruction videos from the library website, an increase of 19% over FY 2016.
4. 31,000 adults, teens and children attended more than 1,200 programs throughout the library system.
5. The library became an affiliate of CareerSource Capital Region, emphasizing the library's training and workforce development online and print materials.
6. The 2017 Summer Reading Program theme, "Building a Better World," drew 8,000 children, teens and adults to 249 programs.
7. Library meeting rooms were used 2,900 times by a wide variety of groups.
8. The Telescope Lending Program began in January 2017.
9. There were 381,000 uses of free public-access Internet computers and wi-fi throughout the library system.

**BENCHMARKING**

Priorities	Benchmark Data	Leon County	Benchmark
Q2	Cost Per Capita	\$22.10	13th of 31
Q2	Materials Expenditures Per Capita	\$2.21	14th of 31
Q2	Circulation Items Per Capita	6.11	11th out of 31
Q2	Square feet Per Capita (State Standard 0.6 sf) [FY12]	0.56	8th out of 31
Q2	FTE per 1,000 population [same as Brevard county]	0.37/1,000	4th out of 31
Q2	Internet terminals available per 1,000 population	1.23/1,000	5th out of 31
Q2	Number of Individual Registered Users (% of total population) [FY12]	59%	46.4%

Benchmark Source:

1. State Library of Florida, Annual Public Library Statistics and Ranking Tables 2014 (most current vetted information) for libraries with service population 100,001-750,000.

**Strategic Plan Bold Goals and Five-Year Targets**

Reference	Measure	FY 2017 Estimate	FY 2017 Actual	FY 2018 Estimate
<b>T9</b>	<b>Strategic Target: Double the number of downloadable books at the library<sup>1</sup></b>	<b>866</b>	<b>10,002<sup>2</sup></b>	<b>1,100</b>

Notes:

1. At the start of the Fiscal Year 2017, Leon County's libraries had 13,500 downloadable books in circulation.
2. In FY 2017, Library Services added 10,002 new downloadable books to their collection, 74% of the County's five-year Target. This substantial increase is the result of Leon County joining the Panhandle Library Access Network (PLAN), which allows regional libraries to cooperatively purchase E-Books, E-Audio Books, E-Magazines, and other electronic products. The net total of downloadable books currently available through Leon County Libraries is now 22,020.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual
Q2	1. Number of total Library visits	979,658	1,000,000	970,268
Q2	2. Number of items in Library collection	810,605	795,000	786,128
Q2	3. Number of total material circulation	1,581,547	1,650,000	1,492,333
Q2	4. Number of total number of computer uses	1,679,897	2,300,000	1,610,876
Q2	5. Number of new volumes cataloged	42,615	40,000	42,972
Q2	6. Number of Library programs held	1,013	800	1,159
Q2	7. Number of Library programs attendance	31,482	31,000	30,311
Q2	8. Number of entries that the library develops as the first record of a particular item for the shared international cataloging database	109	100	124
G1	9. Daily average number by month of engaged Facebook users	76	95	81
G1	10. Number of Facebook likes	4,774	5,200	5,510

**PERFORMANCE MEASUREMENT ANALYSIS**

1. Library visits have been trending down nationally; however, the number of groups using the library for meeting space increased 13%, from 2,564 in FY16 to 2,915 in FY17.
2. As predicted, the items in the library catalog decreased as the library's multiyear database clean-up project removed out-of-date records; the library added 42,970 new items to the collections (measure 5).
3. Materials circulation is trending down nationally; however, efforts to increase circulation are showing positive effects.
4. The total number of computer uses is a combination of several measures involving computer use: wifi, public internet PCs and laptops, database usage and website hits.
5. See analysis measure 2.
6. Tech Help One-on-One began December 2016 as a system-wide program; additional Lego clubs added for older children.
8. The RDA (Resource Description and Access) systematic review is complete. The library contributed 124 first catalog records for the shared international cataloging database in FY 17.
- 9&10. The library has introduced Instagram and continues its Facebook presence resulting in a 15% increase in Facebook likes.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 001-(240-242)-571

	<u>FINANCIAL</u>			<u>STAFFING</u>		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget	FY 2017 Adopted	FY 2017 Actual	FY 2018 Budget
Personnel	5,451,089	5,165,147	5,568,401	Full Time	101.70	101.70
Operating	771,719	724,508	794,730	OPS	1.00	1.00
Transportation	18,326	6,137	14,652			
Capital Outlay	622,505	613,544	627,005			
Grants & Aid	3,000	3,000	3,000			
<b>TOTAL</b>	<b>6,866,639</b>	<b>6,512,336</b>	<b>7,007,788</b>	<b>TOTAL</b>	<b>102.70</b>	<b>102.70</b>

Leon County Fiscal Year 2017 Annual Performance and Financial Report

Intervention & Detention Alternatives  
Business Plan

<b>Mission Statement</b>	<p>The mission of the Leon County Office of Intervention and Detention Alternatives is to provide information to the courts, which support judicial custody release decisions, and provide alternatives to incarceration to persons accused of crimes and offenders, which hold them accountable, improve their ability to live lawfully and productively in the community, enhance the overall administration of justice, and support community safety and well-being.</p>	
<b>Strategic Priorities</b>	<p><b>Governance</b></p> <ul style="list-style-type: none"> <li>Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County’s core practices. (G4)</li> </ul> <p><b>Quality of Life</b></p> <ul style="list-style-type: none"> <li>Support and promote access to basic health and welfare services to our community members most in need. (Q4)</li> </ul>	
<b>Strategic Initiatives</b> October 1, 2017– September 30, 2021	<p>1. 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. (Q4)</p> <p>Ongoing</p>	
<b>Actions</b>	<p>1a. Continued participation in Data Driven Justice biweekly telephone conferences. (Q4)</p> <p>1b. Further staff development through training with community agencies to assist in identifying health and well-being needs of offenders to connect them with community resources. (Q4)</p> <p>1c. Continued participation in problem-solving courts to provide intensive supervision and treatment as an alternative to incarceration. (Q4)</p> <p>1d. Evaluation strategies to implement job readiness programs with community partners for pre and post-sentence offenders. (Q4)</p>	<p>Pretrial Release Probation</p> <p>Pretrial Release, Probation, Drug and Alcohol Testing Division (DATD)</p> <p>Pretrial Release, Probation</p> <p>Pretrial Release, Probation</p>

<b>DEPARTMENT</b> Intervention & Detention Alternatives	<b>DIVISION</b> County Probation	<b>PROGRAM</b> County Probation
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**GOAL**

The goal of the Leon County Probation Division is to hold defendants accountable, improve their ability to live lawfully and productively in the community, and enhance the overall administration of justice and support community safety and well-being.

**PROGRAM HIGHLIGHTS**

- Office of Intervention & Detention Alternatives (OIDA) staff participated in training for the Ohio Risk Assessment System to provide an additional tool in the development of case management plans for offenders participating in Mental Health and Veterans Treatment Courts.
- As a part of a continued education program for Probation/Pretrial Officers, 211 Big Bend and the National Alliance on Mental Illness (NAMI) provided suicide prevention training to OIDA staff.
- The Probation Division participated in the two Driver's License Clinics with various criminal justice and community partners to assist Leon County citizens in having their driving privileges reinstated and enhancing their quality of life.
- Following Board approval of the amended "Division of Animal Control Ordinance Administration Procedures and Guidelines Policy", the Probation and Animal Control Divisions implemented a process for citizens electing to complete community service hours in lieu of monetary fines for violation of county animal control ordinances.
- OIDA and Career Source Capital Region have implemented monthly Resume Writing Workshops for pre and post sentence offenders to assist with improving employability.

**BENCHMARKING**

Priorities	Benchmark Data	Leon County	Benchmark
Q4	Annual average monthly hours allocated per Probation Officer/Pretrial Officer per month, per case based upon offender risk factors and blended caseload	1.14	2.33

*Benchmark Source: The American Probation and Parole Association (APPA), recommends that officers not exceed an average workload of 120 hours per month or 2.33 hours per case based on a blended caseload of low, medium and high risk cases. This APPA benchmark includes a number of tasks that Leon County either does not perform (i.e. home visits, drug testing and other administrative functions) or has automated these processes to improve efficiencies in case management. This produces a lower number of hours needed by Leon County Probation staff for caseload management.*

**PERFORMANCE MEASUREMENTS**

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual
Q4	1. Average End of Month Caseload per hour, per Probation Officer	1.14	0.83	1.36
Q4	2. Utilize intervention strategies to minimize technical violations to no more than 20% of the total supervised.	22%	20%	21%
Q4	3. Schedule Work Program participants to defer Division of Operations labor costs by no less than \$300K annually (based upon minimum wage only).	\$221,883	\$277,508	\$193,169
Q4	4. Monitor participants to ensure they complete no less than 70% of the court ordered Work Program days assigned.	74%	74%	76%
Q4	5. Schedule Community Service participants to ensure the equivalent of no fewer than 20 FTEs available to non-profit agencies.	23	20	24

**PERFORMANCE MEASUREMENT ANALYSIS**

- Office of Intervention & Detention Alternatives (OIDA) continues to utilize automation to perform case management tasks below the APPA benchmark for monthly hours allocated per blended caseload. The division experienced a 1.5 FTE reduction in FY 17 from previous fiscal years due to position vacancies resulting in an increase over FY16 actuals and FY17 estimates.
- The Division experienced a nominal decrease in the number of technical violations over FY 2016.
- The Division experienced a decline in Work Program labor cost savings due to 17.2% fewer work program days being ordered as a condition of probation.
- The Division experienced a 2% increase in the number of participants completing assigned work program days over the previous fiscal year.
- The level of participation in community service through hours increased by 11.4% over the previous fiscal year.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 111-542-523

	FINANCIAL			STAFFING		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget	FY 2017 Adopted	FY 2017 Actual	FY 2018 Budget
Personnel	1,085,128	1,045,463	1,120,705	Full Time	16.00	16.00
Operating	42,431	24,084	42,440	OPS	0.00	0.00
<b>TOTAL</b>	<b>1,127,559</b>	<b>1,069,547</b>	<b>1,163,145</b>	<b>TOTAL</b>	<b>16.00</b>	<b>16.00</b>

FY 2017 Annual Performance and Financial Report

<b>DEPARTMENT</b> Intervention & Detention Alternatives	<b>DIVISION</b> Supervised Pretrial Release	<b>PROGRAM</b> Pretrial Release
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**GOAL**

The goal of the Supervised Pretrial Release Division (SPTR) is to hold defendants accountable, improve their ability to live lawfully and productively in the community, and enhance the overall administration of justice and support community safety and well-being.

**PROGRAM HIGHLIGHTS**

- Office of Intervention and Detention Alternatives (OIDA) staff participated in training for the Ohio Risk Assessment System to provide an additional tool for development of case management plans for offenders participating in Mental Health and Veterans Treatment Courts.
- As a part of a continued education program for Probation/Pretrial Officers, 211 Big Bend and the National Alliance on Mental Illness (NAMI) provided suicide prevention training to staff.
- Provided more than 7,800 assessments and criminal reviews for daily First Appearance Hearings.
- The Division monitored 64 defendants through Secure Continuous Remote Alcohol Monitoring (SCRAM), providing 9,046 days of supervision of which 99.8 % were alcohol fee days.
- The Supervised Pretrial Release staff attends approximately 400 hours annually in staff meetings and court hearings for Mental Health and Veterans Treatment Courts.

**BENCHMARKING**

Priorities	Benchmark Data	Leon County	Benchmark
Q4	Average number of workload hours per Probation/Pretrial Officer, per case, per month based upon defendant risk factors and blended caseloads	0.94	2.33

*Benchmark Source: The American Probation and Parole Association (APPA), recommends that officers not exceed an average workload of 120 hours per month or 2.33 hours per case based on a blended caseload of low, medium and high risk cases. This APPA benchmark includes a number of tasks that Leon County either does not perform (i.e. home visits, drug testing and other administrative functions) or has automated these processes to improve efficiencies in case management. This produces a lower number of hours needed by Leon County Pretrial staff for caseload management.*

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual
Q4	1. Average End of Month number of hours per case, per Pretrial Officer	1.04	.98	.94
Q4	2. Utilize intervention strategies to minimize technical violations Order to Show Cause (OTSC) to no more than 10% of the total supervised	8%	12%	8%
Q4	3. Utilize intervention strategies to ensure no fewer than 80% of defendants supervised successfully complete pretrial	79%	78%	78%
Q4	4. Divert jail operating costs by no less than \$10 million by promoting and utilizing supervised pretrial alternatives	\$11.4	\$10.7	\$13.4

**PERFORMANCE MEASUREMENT ANALYSIS**

- Intervention and Detention Alternatives (OIDA) continues to utilize automation to perform case management tasks below the APPA benchmark for monthly hours allocated per blended caseload.
- The number of technical violations remained consistent with the previous fiscal year by continuing to engage the strategy of informing the courts of at-risk behaviors and providing options other than incarceration to the court.
- The Division experienced a nominal decrease in the number of defendants successfully completing pretrial supervision from FY 2016 due to a 2.3% increase in the number of moderate to high risk offenders being assigned by the courts.
- As an alternative to incarceration, pretrial release of offenders diverted a total of \$13.4 million in jail operating costs while enhancing victim and public safety during the judicial process. The increase is attributed to a 7% increase in the total number of offenders assigned to supervision over the previous fiscal year.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 111-544-523

	<b>FINANCIAL</b>			<b>STAFFING</b>		
	<u>FY 2017 Adj. Budget</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Budget</u>	<u>FY 2017 Adopted</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Budget</u>
Personnel	832,623	788,620	875,638	Full Time 14.00	14.00	14.00
Operating	310,513	266,763	310,951	OPS 0.00	0.00	0.00
<b>TOTAL</b>	<b>1,143,133</b>	<b>1,055,383</b>	<b>1,186,589</b>	<b>TOTAL 14.00</b>	<b>14.00</b>	<b>14.00</b>

<b>DEPARTMENT</b> Intervention & Detention Alternatives	<b>DIVISION</b> Drug & Alcohol Testing	<b>PROGRAM</b> Drug & Alcohol Testing
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**GOAL**

The goal of the Leon County Drug and Alcohol Testing Division (DATD) is to assist county departments, the judicial system and other agencies in creating a safe and secure environment free from the adverse effects caused by abuse or misuse of alcohol and drugs.

**PROGRAM HIGHLIGHTS**

1. Division staff administered more than 15,600 alcohol tests and in excess of 11,475 drug tests for pre and post sentence offenders with court-ordered conditions of abstinence from alcohol or illegal substances.
2. Division staff was able to adapt business processes and provide timely response to special circumstances requiring off site post-accident testing in the absence of alternative resources.
3. DATD implemented the use of document scanning to reduce fiscal and environmental impacts which improved operational efficiencies such as timelier test results to Probation/Pretrial Officers.

**PERFORMANCE MEASUREMENTS**

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual
Q4	1. Number of alcohol tests administered annually to court ordered defendants	14,023	13,560	15,601
Q4	2. Number of urinalysis tests administered annually to court ordered defendants	8,963	9,384	11,475
Q4	3. Number of urinalysis collections performed annually for other agencies	462	512	464
Q4	4. Number of DOT alcohol tests administered annually	12	6	20
Q4	5. Fees collected for alcohol tests	\$117,851	\$119,182	\$88,683
Q4	6. Fees Collected for urinalysis tests	\$136,679	\$155,918	\$167,463

**PERFORMANCE MEASUREMENT ANALYSIS**

1. Drug and Alcohol Testing Division (DATD) experienced an 11.25% increase in the number of alcohol tests administered to Veterans Treatment Court participants due to procedural change within the specialty court's requirements.
2. DATD experienced a 27% increase in the number of urinalysis tests due to multiple factors including an increase in the number of court-ordered tests for Veterans Treatment Court participants and an increase in the usage of ETG testing in monitoring alcohol abstinence.
3. The number of urinalysis collections for other agencies remained consistent with FY 2016; however, the FY 2017 estimates were slightly elevated due to policy changes related to employment related testing in 2015 and the number of court-ordered offenders from other jurisdictions utilizing DATD services.
4. The number of DOT alcohol tests administered to Commercial Driver's License (CDL) operators increased by 66% due to increase in the number of random tests required by Risk Management.
5. Revenues collected for alcohol tests, including Secure Continuous Remote Alcohol Monitor (SCRAM) user fees, were reduced by 25% due to a reduction in the number of court ordered assignments to SCRAM monitoring and an increase in the number of ETG urinalysis in lieu of alco-breathalyzer.
6. Due to an increase in the number of court-ordered assignments for ETG testing, the division experienced a 22% increase in fees collected for urinalysis tests.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 111-599-523

	FINANCIAL			STAFFING		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget	FY 2017 Adopted	FY 2017 Actual	FY 2018 Budget
Personnel	122,159	108,924	107,532	Full Time	2.00	2.00
Operating	46,575	26,868	46,690	OPS	0.00	0.00
<b>TOTAL</b>	<b>168,734</b>	<b>135,792</b>	<b>154,222</b>	<b>TOTAL</b>	<b>2.00</b>	<b>2.00</b>

# Office of Human Services & Community Partnerships Business Plan

**Mission Statement**

The mission of the Leon County Office of Human Services and Community Partnerships is to build a stronger, healthier community by providing a safety net of resources, services, and solutions for citizens in need, in partnership with our community.

**Strategic Priorities**

**Quality of Life**

- Q4 - Support and promote access to basic health and welfare services to our community members most in need.
- Q5 - Support strong neighborhoods.
- Q7 - Assist local veterans and their dependents with securing entitled benefits and advocating their interests.

**Strategic Initiatives**  
October 1, 2017 – September 30, 2021

- |   |             |
|---|-------------|
| 1. 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. (Q4)   | In Progress |
| 2. 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. (Q4, Q5) | In Progress |
| 3. Work with community partners to expand appreciation of local veterans including recognition of National Pearl Harbor Remembrance Day. (Q7)   | In Progress |
| 4. Continue County support of primary healthcare through participation in CareNet in order to increase access to affordable healthcare for those in need. (Q4)  | In Progress |

**Actions**

- |   |                    |
|---|--------------------|
| 1. Work with the City of Tallahassee to draft a new Memorandum of Understanding for the allocation of CHSP funds.   | Human Services     |
| 2. Work with the City of Tallahassee to facilitate the collaboration of the Joint Affordable Housing Workgroup in developing a plan to address affordable housing in Tallahassee-Leon County. | Housing Services   |
| 3. Continue the Operation Thank You Initiative to provide enhanced programs and services to Leon County Veterans.   | Veteran Services   |
| 4. Continue to analyze the use of Healthcare Competitive Provider Reimbursement Pool funding to monitor Leon County citizens' access to the Healthcare Program (CareNet).                     | Primary Healthcare |

**Five-Year Targets and Bold Goals**

**Bold Goal:** Secure more than \$100 million in Veteran Affairs (VA) benefits for Leon County veterans and their families. (BG3)

	FY 2017 Actual	FY 2018 Estimate	FY 2019 through FY 2021	Total
Veteran Affairs Benefits	\$21,233,727 <sup>1</sup>	\$22,122,888	TBD	\$43,356,615

Notes:

1. The numbers are based on the projected amount of Veterans Compensation & Pension as well as Medical Care Expenditures reported by the VA for Leon County and adjusted for the unique clients served by the Leon County Veterans Office. The final actual numbers will be provided by the VA in April 2018.



FY 2017 Annual Performance and Financial Report

<b>DEPARTMENT</b> Human Services & Community Partnerships	<b>DIVISION</b> Volunteer Center	<b>PROGRAM</b> VolunteerLEON
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**GOAL**

To empower citizens to answer local needs through volunteerism and community engagement.

**PROGRAM HIGHLIGHTS**

- As a part of Leon County's Summer Youth Training Program, 64 students were introduced to the world of volunteerism and civic engagement in 2017. Each student participated in meaningful service projects and opportunities to learn more about how decisions are made in local government. Feedback from students was overwhelmingly positive; many students reported that they now have a better understanding of how policies and programs are developed, and more importantly, how necessary it is for young citizens to use their voices, skill and talents to contribute to the community.
- As the County's Emergency Support Function coordinating volunteers and donations, Volunteer Services supported Leon County's Emergency Operation Center during critical activations.
- Managed the Citizen Information Line during Hurricane Irma for 108 consecutive hours, with 58 volunteers working 1,554 hours with more than 3,000 calls answered.
- Managed Community Organizations Active in Disaster (COAD) during Hurricane Irma by conducting daily conference calls to address citizens' unmet needs with social service partners to ensure a coordinated response to deliver the resources and information requested. Coordinated the transition of information to 2-1-1 Big Bend following the deactivation of the Citizen's Information Line to ensure that citizens received assistance in the recovery phase of the operation.
- Recruited and referred volunteers to help address critical needs of response organizations during all phases of the Hurricane Irma event.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actual	FY 2016 Estimate	FY 2017 Actual
Q4	1. Number of citizen volunteers coordinated. <sup>1</sup>	6,074	5,300	5,608
Q4	2. Number of departments utilizing volunteers annually.	15	30	30

Notes

- The FY 2016 increase reflects volunteers associated with Hurricane Hermine.

**PERFORMANCE MEASUREMENT ANALYSIS**

- This increase represents the volunteers associated with the 102 citizens recruited for the Hurricane Irma event and the total of 235 volunteers recruited for the Lake Jackson Clean-up hosted by the Office of Resource Stewardship.
- The volunteer utilization goal was met for FY 2017. The number includes all departments and programs.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 001-113-513

	<b>FINANCIAL</b>			<b>STAFFING</b>		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget	FY 2017 Adopted	FY 2017 Actual	FY 2018 Budget
Personnel	170,101	170,685	176,454	Full Time 2.00	2.00	2.00
Operating	23,129	22,322	22,411	OPS 0.00	0.00	0.00
<b>TOTAL</b>	<b>193,230</b>	<b>193,007</b>	<b>198,865</b>	<b>TOTAL 2.00</b>	<b>2.00</b>	<b>2.00</b>

<b>DEPARTMENT</b> Human Services & Community Partnerships	<b>DIVISION</b> Veteran Services	<b>PROGRAM</b> Veteran Services
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**GOAL**

The goal of the Leon County Veteran Services Division is to assist Veterans and their dependents in securing all entitled benefits earned through honorable military service, and to advocate for Veterans' interests in the community.

**PROGRAM HIGHLIGHTS**

1. Helped veterans and their dependents with processing benefit claims and obtaining other benefits entitled to them through the U.S. Department of Veterans Affairs and other federal agencies.
2. Continued to fund and administer Leon County's Active Duty Grant Program, to help offset financial obligations for active duty service members and their families.
3. Continued to fund and administer Leon County's Veterans Emergency Assistance Program (VEAP), which provides veterans in need with emergency financial support for expenses such as rent, utilities, temporary shelter and transportation for medical treatment.
4. Continued to host the annual Operation Thank You breakfast on Veterans Day in partnership with the American Legion.
5. Continued to partner with Career Source Capital Region by referring veterans who require assistance with obtaining employment job search skills.

**Strategic Plan Bold Goals and Five-Year Targets**

Reference	Measure	FY 2017 Actual	FY 2018 Estimate	Total
BG3	Secure more than \$100 million in Veteran Affairs benefits for Leon County veterans and their families. <sup>1</sup>	\$21,233,727	\$22,122,888	\$43,356,615

Note:

1. Veteran benefits are reported annually. This actual number will be released by the VA during the first half of 2018. The numbers are based on the projected amount of Veterans Compensation & Pension as well as Medical Care Expenditure reported by the VA for Leon County and adjusted for the unique clients served by the Leon County Veterans Office. The final actual numbers will be provided by the VA in April 2018.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual
Q7	1. Number of clients served.	4,723	4,500	10,473
Q7	2. Number of outreach events attended.	157	150	54
Q7	3. Number of clients served in the Veterans Resource Center.	242	250	261
Q7	4. Dollar amount of VA benefit payments made to Leon County Veterans.	N/A	\$21,304,688	\$21,233,727
Q7	5. Dollar amount of Military Grant used to assist service members.	\$0	\$5,000	\$0
Q7	6. Dollar amount of Veterans Emergency Assistance Program (VEAP) disbursed.	\$59,444	\$50,000	\$71,623
Q7	7. Number of Veterans Emergency Assistance Program (VEAP) requests.	277	250	258

**PERFORMANCE MEASUREMENT ANALYSIS**

1. A number of factors, including the development and application of data capturing procedures, the implementation of customer management software, the expansion of online services offered, and a fully staffed office during the fiscal year, have contributed to the dramatic increase (122%) in the number of clients reported. The technology and support has provided a more efficient, consistent, and accurate reporting of information for FY 2017.
2. Greater focus on customer service and the increased demand for services has limited staff's ability to attend outreach events.
3. The estimate for FY 2017 was revised to 250 instead of 50. There has been an 8% increase in number of clients served at this Veteran Resource Center over FY 2016.
4. Beginning in FY 2017, figures are based on new metrics specific to Leon County for services rendered. Recurring benefits fluctuate due to a multitude of factors including eligibility, changes in the Veteran population, etc. This number is released by the Veteran Administration during the first half of the calendar year following the reporting period. The FY 2017 will be reported in April of 2018.
5. Similar to the previous year, no military grant funds were distributed as a result of Leon County National Guard or Reserve units being deployed. Through the VEAP Agreement, brought before the Board on October 24, 2017; between Leon County and Emergency Care Help Organization (ECHO), any unallocated funds from the Active Duty Personnel Grant funds may be used for VEAP.
6. Using available funds earmarked for the Military Grant program has allowed the Veteran Services to more appropriately address the need of local Veterans. In previous years, the VEAP funds were exhausted early in the fiscal year with no reduction in demand.
7. This number represents a decrease although 20% more VEAP funds were distributed in FY 2017 compared to the prior year as noted, the increase is highly correlated with the rise in the number of distributions paid out for rent, up to a maximum of \$500, as compared to utilities which is limited to \$300.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 001-390-553

	<u>FINANCIAL</u>			<u>STAFFING</u>		
	<u>FY 2017 Adj. Budget</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Budget</u>	<u>FY 2017 Adopted</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Budget</u>
<i>Personnel</i>	169,533	171,777	180,156	Full Time	3.00	3.00
<i>Operating</i>	58,230	59,371	21,071	OPS	0.00	0.00
<i>Grants &amp; Aid</i>	100,000	56,116	150,900			
<b>TOTAL</b>	<b>327,763</b>	<b>287,264</b>	<b>351,227</b>	<b>TOTAL</b>	<b>3.00</b>	<b>3.00</b>

FY 2017 Annual Performance and Financial Report

<b>DEPARTMENT</b> Human Services & Community Partnerships	<b>DIVISION</b> Housing Services	<b>PROGRAM</b> Housing Services
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**GOAL**

To promote safe, sanitary and affordable housing through homeowner education, home buyer and foreclosure prevention counseling and home rehabilitation in the unincorporated areas of Leon County.

**PROGRAM HIGHLIGHTS**

1. Provided administration and marketing for the Leon County Housing Finance Authority First Mortgage and Down Payment Assistance Program. 55 first-time home buyers purchased their own home in Leon County. The program supplied more than \$5.1 million dollars in first mortgage financing and close to \$312,000 million in down payment assistance was provided.
2. Ten (10) Leon County residents were assisted with severe housing repair needs through a new Emergency Housing Repair Program, funded through the Leon County Housing Finance Authority. A total of \$16,653 in funding was allocated to roof, HVAC, septic, and well repairs.
3. Leon County replaced five low-income homes and rehabilitated nine homes.
4. Supported 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.

**PERFORMANCE MEASUREMENTS**

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual
Q5	1. Number of clients receiving Purchase Assistance.	59	65	55
Q5	2. Number of clients receiving Foreclosure Prevention Assistance.	25	5	0
Q5	3. Dollar amount of property value retained by foreclosure prevention State Housing Initiative Partnership (SHIP).	\$642,381	\$625,000	0
Q5	4. Number of housing units receiving Home Rehabilitation. <sup>2</sup>	40	50	34
Q5	5. Number of housing units receiving Home Replacement.	5	10	11
Q5	6. Total funding received to support the Affordable Housing Program.	\$2,069,000	\$1,720,000	\$2,237,259

Notes:

1. All Down Payment Assistance was provided by Leon County Housing Finance Authority (HFA). The HFA Interlocal agreement with Escambia County created a down payment assistance program, which is marked through the Division of Housing Services.
2. The HFA allocated \$10,000 towards housing rehabilitation. With that funding allocation, the Division of Housing Services is providing 6 to 10 homeowners with septic system repair and water/well restoration.

**PERFORMANCE MEASUREMENT ANALYSIS**

1. The number of clients receiving Down Payment Assistance decreased slightly through FY 2017.
2. The Hardest Hit Fund Foreclosure Prevention Program was sunset on August 31, 2016. FY 2017 estimates are based upon the beginning of the SHIP Foreclosure Prevention Program. A Foreclosure Prevention Strategy was included in the revised SHIP, which was not completed until late in FY 2017, resulting in no foreclosure assistance in FY 2017; however, no assistance applications were submitted in FY 2017, due to the sun-setting of the Hardest Hit Program. The new SHIP foreclosure prevention program will begin in FY 2018.
3. Refer to Performance Measurement Analysis Note #2 above.
4. The reduction in the number of Home Rehabilitations is due to the lack of contractors participating in the housing program.
5. Home Replacement goals were marginally exceeded for FY 2017 but increased 100% over FY 2016.
6. The 30% increase in funding is attributed to a number of factors. The regular annual SHIP distribution increased significantly. The County received funding for the Housing Counseling and disaster funding associated with damages from Hurricane Hermine. The Florida Department of Economic Opportunity (DEO) also granted the County an extension of its CDBG (Community Development Block Grant) grant agreement to expend remaining funding.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 001-371-569

	<u>FINANCIAL</u>			<u>STAFFING</u>		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget	FY 2017 Adopted	FY 2017 Actual	FY 2018 Budget
Personnel	439,913	439,912	481,309	Full Time	6.00	6.00
Operating	113,006	109,031	89,165	OPS	0.00	0.00
Transportation	3,210	2,143	2,613			
Capital Outlay	-	-	5,000			
<b>TOTAL</b>	<b>556,129</b>	<b>551,086</b>	<b>578,087</b>	<b>TOTAL</b>	<b>6.00</b>	<b>6.00</b>

FY 2017 Annual Performance and Financial Report

<b>DEPARTMENT</b> Human Services & Community Partnerships	<b>DIVISION</b> Health and Human Services	<b>PROGRAM</b> Human Services
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**GOAL**

To serve as a safety net to enhance the quality of life for residents by providing resources, access to social services, and short term financial assistance.

**PROGRAM HIGHLIGHTS**

- As mandated by State law, Leon County paid more than \$2.76 million as a Medicaid match for Medicaid patients' hospital stays and for nursing home residents.
- Continued to support, fund, and administer the Community Human Service Partnership (CHSP), in partnership with the City of Tallahassee and United Way, by allocating \$1.2 million for human services programs. FY 2017 is the last year of United Way's participation in the CHSP process. Beginning in FY 2018, United Way will conduct a funds distribution process separate from the County and City.
- Through the partnership with Salvation Army, Direct Emergency Assistance Program (DEAP) funds were able to assist 94 families that include 294 family members with utilities and rental assistance in emergency situations.

**PERFORMANCE MEASUREMENTS**

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual
Q4	1. Amount Reimbursed for Medicaid County Match and HCRA for hospital and nursing home services provided to citizens enrolled in Medicaid.	\$2,717,667	\$2,536,000	\$2,785,973
Q4	2. Number of Residents admitted to the publicly funded Baker Act unit.	1,105	990	722
Q4	3. Number of Residents admitted to the publicly funded Marchman Act Unit.	404	650	414
Q4	4. Number of Disposition services provided for indigent, unclaimed, or unidentified persons through the Indigent Burial Program.	30	45	43
Q4	5. Number of Child Protection Exams Paid.	211	190	196
Q4	6. Number of families served by the Direct Emergency Assistance Program (DEAP).	4	50	298
Q4	7. Number of CHSP training sessions for applicant agencies.	10	10	10
Q4	8. Number of CHSP site visits conducted.	75	76	89

**PERFORMANCE MEASUREMENT ANALYSIS**

- The slight increase is due to the county's annual contribution of matching funds required by the State of Florida.
- Leon County provides funding to the Apalachee Center to provide mental health services for its residents. The Center reported a 35% decrease in admissions for the Baker Act unit.
- Leon County provides funding to the Apalachee Center to provide alcohol and substance abuse services for its residents. The Center reported a marginal increase in admissions for the Marchman Act unit.
- The Indigent Program provided burials/cremation for 43 residents in coordination with the County's Public Works Department and a local funeral home. The increased number of applicants needing assistance and the change in eligibility requirements can be attributed to the increase in the number of cases.
- Leon County provided funding to the Children's Home Society of Florida to provide child protection medial examination for allege abuse and neglected children. The number of exams varies, depending on cases resulting from reports to the Florida Abuse Hotline or to law enforcement. The decrease reflects the number of referrals from the Department of Children and Families and law enforcement.
- In recent years, due to a lack of partnering agencies needed make eligibility determinations, the number of DEAP clients reduced significantly. In FY 2017, the County fomed a new partnership with the Salvation Army. The organization is known in the community for providing emergency assistance. The Salvation Army currently administers two other programs to assist individuals with emergency needs. The numbers reflects the increased assistance provided to families as a result of this new partnership.
- A total of 10 training sessions were conducted to accommodate 100 CHSP volunteers in FY 2017.
- The number of CHSP site visits is determined by the number of agency applications received and considered for CHSP funding.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 001-370-527,562,563,564,569

	<u>FINANCIAL</u>			<u>STAFFING</u>		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2017 Budget	FY 2016 Adopted	FY 2016 Actual	FY 2017 Budget
Personnel	54,566	35,253	82,396	Full Time	1.00	1.00
Operating	759,691	717,528	645,656	OPS	0.00	0.00
Grants & Aid	4,688,990	4,321,174	4,772,487			
<b>TOTAL</b>	<b>5,503,247</b>	<b>5,073,955</b>	<b>5,500,539</b>	<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>

FY 2017 Annual Performance and Financial Report

<b>DEPARTMENT</b> Human Services & Community Partnerships	<b>DIVISION</b> Health and Human Services	<b>PROGRAM</b> Primary Healthcare
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**GOAL**

The goal of the Primary Healthcare Program is to improve the health of citizens by providing quality and cost effective health services through collaborative community partnerships.

**PROGRAM HIGHLIGHTS**

- As mandated by State law, Leon County paid more than \$2.76 million as a Medicaid match for Medicaid patients' hospital stays and for nursing home residents.
- Provided support to the Apalachee Center to establish a Central Receiving Facility, a single reception point that offers initial psychiatric assessments and screenings, emergency placement and short-term counseling for people who are involuntarily transported for crisis stabilization.
- Expanded Primary Healthcare services to include allocated funds for Dental Care services in an effort to reduce the health disparities surrounding oral health and increasing health services care coordination.
- Leon County contributed \$1.3 million to help fund the more than 9,131 visits for primary care, mental health and dental services for uninsured and low-income residents at Neighborhood Medical Center, Bond Community Health Center, and Apalachee Center.
- Through partnership with Capital Medical Society Foundation's We Care Network, uninsured and underinsured Leon County residents utilize a network of volunteer specialty physicians to address client needs that cannot be addressed by the primary care physician.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual
Q4	1. Number of Residents receiving primary healthcare through CareNet providers.	11,047	20,000	9,131
Q4	2. Value of prescriptions filled by CareNet providers.	\$2,371,163	\$2,000,000	\$2,773,629
Q4	3. Value of specialty medical and dental care provided through We Care.	\$3,258,975	\$3,000,000	\$4,103,549
Q4	4. Number of residents receiving specialty medical and dental care provided through We Care.	829	1,500	1,673

**PERFORMANCE MEASUREMENT ANALYSIS**

- With the implementation of the Affordable Care Act (ACA), there has been a steady decline in the number of residents served mainly attributed to patients signing up for insurance on the Federal Health Insurance Marketplace. This trend is anticipated to reverse if the ACA is repealed and/or replaced.
- The increased value is attributed to the increase in the number of residents served, as more prescriptions were filled at CareNet pharmacies. However, the change in value also reflects the variations in the type, quantity, and costs of the medications prescribed.
- The value of donated care and number of residents served increased for We Care, indicating a more than 100% increase in the number of residents who were uninsured and needed specialty care.
- The increase in the number of residents in need of We Care is due to more referrals for specialized care and services such as dental care.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 001-971-562/140-971-562

	<b>FINANCIAL</b>			<b>STAFFING</b>		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget	FY 2017 Adopted	FY 2017 Actual	FY 2018 Budget
Personnel	70,594	69,661	73,146	Full Time	1.00	1.00
Operating	1,748,362	1,323,038	1,748,362	OPS	0.00	0.00
Grants & Aid	200,000	200,000	200,000			
<b>TOTAL</b>	<b>2,018,956</b>	<b>1,592,699</b>	<b>2,021,508</b>	<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>

Leon County Fiscal Year 2017 Annual Performance and Financial Report

Office of Resource Stewardship  
Business Plan

Mission Statement

The mission of the Leon County Office of Resource Stewardship is to provide leadership and coordination of services through the Office of Sustainability, the Cooperative Extension program, the Division of Facilities Management, Solid Waste, and the Division of Parks & Recreation, in order to identify opportunities for synergy and added efficiencies between each work group to effectively promote stewardship of the community’s natural, societal, and economic resources.

Strategic Priorities

**Economy**

- Do well-designed public infrastructure which supports business, attracts private investment and has long term economic benefits. (EC1)
- Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation. (EC2)

**Environment**

- Conserve and protect environmentally sensitive lands and our natural ecosystems. (EN2)
- Promote orderly growth and sustainable practices. (EN3)
- Reduce our carbon footprint, realize energy efficiencies, and be a catalyst for renewable energy, including solar. (EN4)

**Quality of Life**

- Maintain and enhance our parks and recreational offerings and green spaces. (Q1)
- Provide essential public safety infrastructure and services, (Q3)
- Promote livability, health and sense of community by enhancing human scale development, and creating public spaces for people. (Q6)

**Governance**

- Sustain a culture of performance, and deliver effective, efficient service that exceed expectations and demonstrate value. (G2)
- Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County’s core practices. (G4)
- Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner. (G5)

Strategic Initiatives  
October 1, 2017– December 31, 2021

1. Develop strategies to increase recycling and reuse rates. (EN4)	In Progress
2. Convene the Leon County Sustainable Communities Summit on a bi-annual basis. (EN3)	Ongoing
3. Add environmental education kiosks, trail markings/ mapping at Greenways and Parks. (EN2)	In Progress
4. Explore new opportunities for solar on County facilities. (EN4)	In Progress
5. Develop a master plan for the Apalachee Regional Park. (Q1)	In Progress
6. Develop a Program to establish a signature landscaping feature with regular blooming season. (Q6)	Complete-Ongoing
7. Evaluate additional trail expansion opportunities. (Q6)	In Progress
8. Identify opportunities to create dog parks in the unincorporated area. (Q6)	In Progress
9. Exploring opportunities to address fraud/ scams targeted towards seniors. (Q4)	In Progress
10. Implement the Tallahassee-Leon County Greenways Master Plan. (Q1, Q6)	In Progress

Leon County Fiscal Year 2017 Annual Performance and Financial Report

Office of Resource Stewardship

Strategic Initiatives

- 11. 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. (EN4) In Progress
- 12. Implement Apalachee Landfill closure process in an environmentally sensitive manner which complements the master planning for the site. (EN3) In Progress

Actions

- 1. Conducting an updated waste composition study and developing outreach and education to touch all unincorporated commercial properties which do not currently have a recycling account. Facilities, Sustainability/ Solid Waste
- 2. Hosted the 2017 Summit themed "Exploring our Backyard." Sustainability
- 3. Inventoried all existing kiosks and established priority for new kiosks, funding needs, and implementation sequence. Parks & Recreation
- 4. Conducted solar study to identify locations for potential solar improvements. Sustainability
- 5. Presented preliminary Master Plan to Board. Facilities, Parks & Recreation, Sustainability
- 6. Identified opportunity for Crap-apple tree planting at Pedrick Park. Planting anticipated to take place during FY 2018 Facilities, Parks & Recreation
- 7. Construction of trail head for Northeast Park in progress Parks & Recreation
- 8. Presented a status report to the Board identifying potential sites and opportunities for dog parks in the unincorporated area. Parks & Recreation
- 9. Established opportunity for routine shredding of sensitive documents in conjunction with senior programming at community centers. Parks & Recreation
- 10. Installed signage for Lake Jackson Blueway. Parks & Recreation  
Facilities  
Sustainability
- 11. Anticipated launch of Florida Resiliency & Energy District PACE program enabling FDFC to operate a PACE program Sustainability
- 12. Bidded out Landfill Closure Construction Contract. Parks & Recreation

Five Year Targets and Bold Goals

**Strategic Target 5:** *Plant 15,000 trees including 1,000 in canopy roads. (T5)*

	FY 2017	FY 2018	FY 2019 – FY 2021	Total
Total Trees <sup>1</sup>	32 <sup>2</sup>	10,250	TBD	10,295

**Strategic Target 7:** *75% community recycling rate. (T7)*

	FY 2017	FY 2018	FY 2019 – FY 2021	Total
Recycling Rate <sup>3</sup>	54%	57%	TBD	55.5%

**Strategic Target 8:** *Construct 30 miles of sidewalks, greenways, and trails. (T8)*

	FY 2017	FY 2018	FY 2019 – FY 2021	Total
Trail(s) miles <sup>4</sup>	1.45	5	TBD	7

**Strategic Target 12:** *Open 1,000 new acres of park land to the public. (T12)*

	FY 2017	FY 2018	FY 2019 – FY 2021	Total
Acres of Park Land <sup>5</sup>	0	191	TBD	191



## Office of Resource Stewardship

### Five Year Targets and Bold Goals

Notes:

1. This number only reflects the trees planted by Parks and Recreation. Other Departments, such as Public Works, also plant trees.
2. Trees were planted at Jackson View Landing as part of the boat landing reconstruction project (30) and plantings through the Memorial Amenities Program (2) in FY 2017. Parks and Recreation estimates planting approximately 10,295 trees over the next five years. The significant increase of trees planted in FY 2018 compared to FY 2017 accounts for 9,750 trees anticipated to be planted at the J.R. Alford Greenway as part of its 10-year Land Management Plan. Also included is a signature landscape feature at Pedrick Pond Park.
3. Annual county recycling rates are calculated and published by the Florida Department of Environmental Protection (FDEP) each summer. For 2016, Leon County had a recycling rate of 55%, which includes a traditional recycling rate of 52% and three additional percentage points for Renewable Energy Recycling Credits. Leon County is one of only 20 counties in the state to achieve a rate of 50% or higher. Continued efforts to achieve the 75% Target, include exploring new technologies, partnerships, and strategies to increase commercial and residential recycling rates in Leon County. A more detailed update will be provided at the Board's December 12, 2017 meeting.
4. 1.45 miles of improvements/stabilization were completed for the Miccosukee Greenway trail in FY 2017.
5. While no additional acreage was opened during FY2017, the County funded and prepared for the opening of additional park lands in FY 2018:
  - Northeast Park: The Northeast Park running trail will be completed in late December of this, making 64 new park acres open to the public. Once complete, Northeast Park will include 100 acres of park land open to the public.
  - St. Marks Headwaters Greenway: In late December/early January, the first phase of the St. Marks Headwaters Greenway trail will be completed making 161 of the total 754 acres of the park open to the public. Additional park acreage will be opened to the public over the next several years as subsequent phases are implemented.
  - Additional park land anticipated to open to the public over the next five years includes portions of Apalachee Regional Park and Broadmore Pond.

**DEPARTMENT**  
Resource Stewardship

**DIVISION**  
Office of Sustainability

**PROGRAM**  
Office of Sustainability

**GOAL**

The goal of the Office of Sustainability is to initiate and maintain a commitment to sustainable practices through innovative leadership and cooperative partnerships within Leon County operations and our community.

**PROGRAM HIGHLIGHTS**

1. Hosted the 2017 Sustainable Communities Summit in February 2017.
2. Launched a commercial and residential Property Assessed Clean Energy (PACE) program and identified opportunities to train industry professionals on sustainable building practices for participation in the PACE program.
3. Developed strategies to increase recycle and reuse rates.
4. Hosted multiple new beautification and litter reduction initiatives for the community.
5. Launched the Green Team, an interdepartmental sustainability task force for Leon County employees.

**BENCHMARKING**

Priorities	Benchmark Data	Leon County	Statewide Goal
G1	% of waste tonnage recycled	54%	60%

Note: Statewide recycling goal: 40% by 12/31/12, 50% by 12/31/14, 60% by 12/31/16, 70% by 12/31/18 and 75% by 12/31/20

**Strategic Plan Bold Goals and Five-Year Targets**

Reference	Measure	FY 2017 Estimate	FY 2017 Actual	FY 2018 Estimate
<b>T7</b>	<b>Strategic Target: 75% community recycling rate.<sup>1</sup></b>	<b>54%</b>	<b>54%</b>	<b>57%</b>

Note:

1. Annual county recycling rates are calculated and published by the Florida Department of Environmental Protection (FDEP) each summer. For 2016, Leon County had a recycling rate of 55%, which includes a traditional recycling rate of 52% and three additional percentage points for Renewable Energy Recycling Credits. Leon County is one of only 20 counties in the state to achieve a rate of 50% or higher. Continued efforts to achieve the 75% Target, include exploring new technologies, partnerships, and strategies to increase commercial and residential recycling rates in Leon County. A more detailed update will be provided at the Board's December 12, 2017 meeting.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual
EN4	1. Estimated energy savings from conservation projects.	\$1,004,406	\$850,000	\$1,003,562
EN4	2. Number of people who follow ORS (Office of Resource Stewardship) on social media.	1,345	2,000	1,943
EN4	3. County Schools Recycling tonnage.	93	80	77
EN4	4. County Curbside Recycling tonnage.	5,701	5,800	5,961
EN3	5. Number of participating community-wide recycling and sustainability related events.	8	6	9
EN3, Q1	6. Number of waste reduction/sustainability/recycling community education presentations/tours. <sup>2</sup>	56	50	31
EN3, Q1	7. Number of citizens participating in sustainability and recycling educational presentations.	1,684	4,500	4,800
EN4	8. Number of educational publications written.	6	11	7

**PERFORMANCE MEASUREMENT ANALYSIS**

1. This increase exceeded energy savings goals for this fiscal year due to various significant building upgrades done in the past ten years.
2. Although there has been significant increase since the end of FY 2016, expected to hit the goal of 2,000 Facebook followers before the end of the calendar year.
3. This number represents a decrease by three tons from the goal of 80 tons. In FY 2018, ORS will continue to will engage schools on better recycling to increase numbers to meet estimates.
4. This number represents an increase in estimation for County curbside recycling tonnage, which in part is due to increased communication and education for residents.
5. Exceeded event participation goal this year by attending new events in the community.
6. This decrease is due to a shortage of staff for the majority of the fiscal year and a refocus on other strategic priorities, staff did not give as many educational presentations as expected. FY 2017 estimates reflect a reduction in tours related to the approved closure of the County landfill. The estimates also reflect the reduction of classroom presentations as a result of staff's development of a more effective recycling education curriculum for school age children.
7. This increase includes engagements at tabling events and group presentations.
8. Due to a refocus on other strategic priorities, staff did not write as many educational publications as expected but did increase over FY 2016.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 001-127-513

	<u>FINANCIAL</u>		
	<u>FY 2017 Adj. Budget</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Budget</u>
Personnel	141,933	128,021	166,700
Operating	158,982	87,585	139,144
Transportation	2,095	1,023	1,842
<b>TOTAL</b>	<b>303,010</b>	<b>216,629</b>	<b>307,686</b>

	<u>STAFFING</u>		
	<u>FY 2017 Adopted</u>	<u>FY 2017 Actual</u>	<u>FY 2018 Budget</u>
Full Time	2.50	2.50	2.50
OPS	1.00	1.00	1.00
<b>TOTAL</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>

Leon County Government

FY 2017 Annual Performance and Financial Report

**DEPARTMENT**  
Resource Stewardship

**DIVISION**  
Parks & Recreation

**PROGRAM**  
Parks & Recreation

**GOAL**

The goal of the division of Parks & Recreation Services is to provide for the safety, comfort, and convenience of the public by creating, maintaining, and managing infrastructure and programs supporting recreation, parks and open space. This is accomplished through cost effective, environmentally sensitive and aesthetically pleasing products and efficient services.

**PROGRAM HIGHLIGHTS**

1. Began construction for the St. Marks Headwaters Greenway, Baum Road trailhead. This construction, which is Phase I of a multi-phase project, provides for public access to 700+ acres of conservation and environmentally sensitive lands.
2. Conducted volunteer workdays at Fred George Greenway and Park, Lake Jackson, and Jackson View Park to improve water quality and promote environmental stewardship.
3. Improved user accessibility and Greenway connectivity through the third and final phase of the Miccosukee Greenway trail stabilization project between Fleischman Road and Edenfield Road trail heads.
4. Staffed a record year of ten cross country events at Apalachee Regional Park drawing participants from around the country.
5. Completed construction of the access road at Apalachee Regional Park to ensure event buses can traverse safely back to the cross Country course to drop off runners.

Strategic Plan Bold Goals and Five-Year Targets				
Reference	Measure	FY 2017 Estimate	FY 2017 Actual	FY 2018 Estimate
T5	Strategic Target: Plant 15,000 trees between FY17-21. <sup>1</sup>	45	32	10,250
T8	Strategic Target: Construct 30 miles of sidewalks, greenways, and trails. <sup>2</sup>	2	1.45	5
T12	Open 1,000 new acres of park land to the public. <sup>3</sup>	0	0	191

Notes:

1. This number only reflects trees planted by Parks and Recreation. Trees that were planted at Jackson View Landing as part of the boat landing reconstruction project (30) and plantings through the Memorial Amenities Program (2) in FY 2017. Parks and Recreation estimates planting approximately 10,295 trees over the next five years. The significant increase of trees planted in FY 2018 compared to FY 2017 accounts for 9,750 trees anticipated to be planted at the J.R. Alford Greenway as part of its 10-year Land Management Plan. Also included is a signature landscape feature at Pedrick Pond Park.
2. 1.45 miles of improvements/stabilization were completed for the Miccosukee Greenway trail in FY 2017.
3. While no additional acreage was opened during FY2017, the County funded and prepared for the opening of additional park lands in FY 2018:
  - Northeast Park: The Northeast Park running trail will be completed in late December of this, making 64 new park acres open to the public. Once complete, Northeast Park will include 100 acres of park land open to the public.
  - St. Marks Headwaters Greenway: In late December/early January, the first phase of the St. Marks Headwaters Greenway trail will be completed making 161 of the total 754 acres of the park open to the public. Additional park acreage will be opened to the public over the next several years as subsequent phases are implemented.
  - Additional park land anticipated to open to the public over the next five years includes portions of Apalachee Regional Park and Broadmore Pond.

**BENCHMARKING**

Priorities	Benchmark Data	Leon County	Benchmark
Q1	Total Park Acres per 1,000 Population	13.52	9.9
Q1,G4,G5	Total Park Acres Maintained per FTE	132.66	46.1
Q1,G5	Total Operating Expenditures per Capita	\$9.83	\$33.98

Benchmark Source: National Recreation and Park Association (NRPA) 2015 Field Report, a Parks and Recreation National Database Analysis. Benchmarks reflect the median of the data set for like-sized jurisdictions.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actuals	FY 2017 Estimate	FY 2017 Actual
Q1	1. Number of acres of invasive exotic plants removed from greenways/open spaces.	1,857	1,250	957
Q1,EN2,EC4	2. Number of greenway acres maintained.	2,852	2,902	2,852
Q1	3. Number of youths participating in sport activities.	2,323	2,500	2,049
EC4	4. Host three economically significant events at the Apalachee Regional Park annually.	5	5	10

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**PERFORMANCE MEASUREMENT ANALYSIS**

1. A sole prescribed burn was completed on 28 acres at Apalachee Regional Park (open space). The remaining 929 acres were treated with herbicides and included the following facilities: Alford Greenway, Miccosukee Greenway, Fred George Greenway and Park, J. Lee Vause Park, Stoneler Road Park, and Cypress Landing. It is anticipated that more prescribed fire opportunities will be available and conducted in FY 2018 that will allow the actuals to meet the estimate,
2. The number of Greenway acres maintained remained consistent since the additional 50 acres of the Fallschase property has yet to be acquired by the State and turned over to the County for management.
3. Although over 600 children participated in the football program, there was still a slight decrease in numbers for both flag and tackle activities. The estimate reflects participation levels in football and baseball, including opportunities the second year of reinstating flag football and a 13-16 year old Little League baseball division.
4. The actual reflects the busiest year of cross country events since the creation of the course.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 140-436-572

	<b>FINANCIAL</b>			<b>STAFFING</b>		
	<b>FY 2017 Adj. Budget</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>	<b>FY 2017 Adopted</b>	<b>FY 2017 Actual</b>	<b>FY 2018 Budget</b>
Personnel	1,604,996	1,573,811	1,699,937	Full Time	29.00	30.00
Operating	905,017	897,628	953,351	OPS	0.00	0.00
Transportation	174,263	169,055	203,772			
Capital Outlay	40,000	16,803	40,000			
Grants & Aid	179,000	179,000	179,000			
<b>TOTAL</b>	<b>2,903,276</b>	<b>2,836,297</b>	<b>3,076,060</b>	<b>TOTAL</b>	<b>29.00</b>	<b>30.00</b>

<b>DEPARTMENT</b> Resource Stewardship	<b>DIVISION</b> Facilities Management	<b>PROGRAM</b> General Operations
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**GOAL**

The goal of the Division of Facilities Management is to serve the citizens of Leon County and occupants of County facilities through the provision of professional maintenance, construction, and operating services; in order to provide clean, safe and fully-functional County facilities.

**PROGRAM HIGHLIGHTS**

1. Assisted the Supervisor of Elections in the relocation from their main headquarters located at the Leon County Government Annex building to their newly renovated and designed location at 2990 Apalachee Parkway.
2. Leon County provided free access cards to 17 persons with disabilities and 21 veterans for the parking lot at the Main Library.
3. Collaborated with the John G. Riley Center/Museum on their annual Blended Lives program.
4. Facilities Management continued to promote sustainability initiatives and practices.

**BENCHMARKING**

Priorities	Benchmark Data	Leon County	Benchmark
G5	1. Repair and Maintenance cost per Square Foot – In-house	\$2.08 sq. ft.	\$2.02 sq. ft.
G5	2. Repair and Maintenance cost per Square Foot – Contracted	.98 sq. ft.	.78 sq. ft.
G2,G5	3. % Internal Customers rating Facilities Management responding promptly to needs	95%	95% mean 96% median

Benchmark Sources: International Facilities Management Association (IFMA); International City Management Association (ICMA) 2009 Center for Performance Management. Ratios are based on (RSF) rentable square ft.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actuals	FY 2017 Estimate	FY 2017 Actual
Q2, EC2	1. Dollar (\$) volume of capital projects managed in millions.	\$4.1	\$9.1	\$2.6
Q1, Q2	2. Number of work orders opened.	14,496	19,740	14,133
Q1	3. Percent of work orders opened for preventative maintenance.	66%	80%	67%
Q1, Q2	4. Number of work orders opened for set-ups/take-down and special events/projects.	92	95	87
G2, G4	5. Percent of field workforce converted to mobile technology interface.	17%	50%	50%
Q2, EC2	6. Total square footage of County facilities maintained.	1,568,567	1,573,762	1,587,228
Q1, Q2	7. Percent of work orders closed within the year.	93%	92%	92%

**PERFORMANCE MEASUREMENT ANALYSIS**

1. FY 2017 CIP reduction in actual expenditures is due to the realignment of capital projects from Facilities Management to Engineering.
2. This slight decrease is a result of continuing to update equipment information and improve workflow processes for better efficiency.
3. Percentage of work orders opened for preventative maintenance is consistent with the prior year. Facilities Management is currently restructuring the preventative maintenance process.
4. This decrease is a result of a decline in the number of events requiring Facilities Management's assistance. Some departments have their own hauling trailers and similar equipment to handle their own events and special projects.
5. In a continued effort to improve customer service, Facilities Management is working with MIS to provide an interface program that will allow employees to record work order information electronically resulting in an increase of field staff having mobile technology.
6. This number represents in an increase in the total square footage of County facilities maintained due to the additional space for the Supervisor of Elections consolidated Voting Operations Center.
7. Staff has met estimate in the closing of work orders for the Division. Staff will continue to strive to reach the goal of 100% work order closure.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 001-150-519, 001-410-529, 165-154-519, 166-155-519

	<b>FINANCIAL</b>				<b>STAFFING</b>		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget		FY 2017 Adopted	FY 2017 Actual	FY 2018 Budget
Personnel	2,426,447	2,590,060	2,536,848	Full Time	37.00	37.00	38.00
Operating	6,753,086	6,086,211	6,696,483	OPS	0.00	0.00	0.00
Transportation	103,150	86,386	95,415				
Capital Outlay	10,000	4,077	92,765				
<b>TOTAL</b>	<b>9,292,683</b>	<b>8,766,735</b>	<b>9,421,511</b>	<b>TOTAL</b>	<b>37.00</b>	<b>37.00</b>	<b>*38.00</b>

\*Note: Position increase is related to a reclassification of an Assistant Director of Public Works from Public Works to a Facilities Manager in the Office of Resource Stewardship.

**DEPARTMENT** Resource Stewardship      **DIVISION** Solid Waste      **PROGRAM** Rural Waste Service Centers

**GOAL**

The Rural Waste Service Centers serve as part of an integrated Solid Waste Management system dedicated to excellent customer service and responsible fiscal and environmental stewardship.

**PROGRAM HIGHLIGHTS**

1. Solid Waste continued to partner with the Forest Edge neighborhood to remove trash and debris from the National Forest. This year 35 tons of trash were collected and disposed of.
2. In an effort to reduce illegal dumping, Solid Waste and the Office of Sustainability will host Amnesty Day at the Rural Waste Service Centers, allowing citizens can bring any waste and debris free of charge.
3. The management of the Rural Waste Service Centers and the Transfer Station were combined to provide for greater efficiencies.
4. The Rural Waste Service Centers continue to provide the County's residents a favorable option for household waste disposal.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual
G1	1. Number of random load inspections per site per month.	10	10	10
G2	2. Annual customer satisfaction survey score (1=very poor, 5=excellent).	4.89	4.50	4.92
G5	3. Number of chargeable accidents for roll-off truck drivers.	0	0	0
G5	4. Number of traffic violations for roll-off truck drivers.	0	0	0
G2	5. Average customer turn-around time from gate to gate (minutes).	8 minutes	8 minutes	8 minutes
G2	6. Average truck turn-around time from gate to gate (minutes).	90 minutes	90 minutes	90 minutes
EN1	7. Tons of rural waste collected.	2,071	2,587	2,000

**PERFORMANCE MEASUREMENT ANALYSIS**

1. The Rural Waste Supervisor continues to maintain ten random load inspections per site per month.
2. The Rural Waste Attendants continue to deliver the highest level of quality customer service to its customers as actuals indicate.
3. The Rural Waste truck drivers have been alert and not had any accidents this year.
4. The Rural Waste truck drivers have not had any traffic violations this year.
5. Customer turnaround time remains optimal and continues to meet or exceed estimates.
6. Ninety minute turnaround remains optimal due to distances traveled. The time might be reduced once the Capital Circle road widening is complete in FY 2018.
7. The continued decrease in Rural Waste tonnage collected is likely due to the migration of customers to Waste Pro for collection services.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 401-437-534

	<u>FINANCIAL</u>			<u>STAFFING</u>		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget	FY 2017 Adopted	FY 2017 Actual	FY 2018* Budget
Personnel	409,519	427,682	420,956	Full Time 8.65	8.65	8.40
Operating	142,575	120,095	147,458	OPS 1.00	1.00	1.00
Transportation	102,642	99,555	107,799			
<b>TOTAL</b>	<b>654,736</b>	<b>647,332</b>	<b>676,213</b>	<b>TOTAL 9.65</b>	<b>9.65</b>	<b>9.40</b>

\* Personnel reduction associated with 0.25 of an In-Mate Supervisor position being reallocated to the Solid Waste Management Facility.

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**DEPARTMENT**  
Resource Stewardship

**DIVISION**  
Solid Waste

**PROGRAM**  
SWM Facility

**GOAL**

The Solid Waste Management (SWM) Facility is an essential component of an integrated solid waste management system dedicated to excellent public service and responsible fiscal and environmental stewardship. The goals of the Facility are to comply with the Florida Department of Environmental Protection Operating Permit and to ensure that existing solid waste is properly contained by maintaining the surfaces of the inactive cells to reduce erosion and landfill gas emissions.

**PROGRAM HIGHLIGHTS**

1. Began the design and permitting for the permanent closure of the solid waste landfill.
2. Solid Waste staff finalized the closures of Class 3 East and Class 3 West Cells, for an estimated savings of \$600,000.
3. Staff replaced the 5,000 gallon on site fuel tank with a 500 gallon fuel tank as part of fuel reduction.
4. Received full Compliance inspections from the Florida Department of Environmental Protection.

**Benchmarking**

Priorities	Benchmark Data	Leon County	Benchmark <sup>1</sup>
G1	Tipping Fee (Yard Debris)	\$42.92/ton	\$39/ton

Note:

1. Average yard debris tipping fees for eight Florida counties with operations similar to Leon County.

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actuals	FY 2017 Estimate	FY 2017 Actual
G1	1. Percent of Florida Department of Environmental Protection (FDEP) quarterly inspections found in compliance.	100%	100%	100%
G4	2. Percent of employees satisfying FDEP certification requirements.	100%	100%	100%
EN4	3. Tons of tire waste processed. <sup>1</sup>	254	220	302
EN4	4. Tons of wood waste processed.	25,010	14,000	29,209

Note:

1. The estimated tire waste tonnage is based on previous years' averages.

**PERFORMANCE MEASUREMENT ANALYSIS**

1. All four Quarterly FDEP unannounced inspections resulted in " Full Compliance " with our operating permit conditions.
2. Staff continuing to be appropriately trained through the University of Florida TREEO (Training, Research and Education for Environmental Occupations) Center to meet the requirements of FDEP.
3. The tonnage of waste tires is from the outgoing tire loads that were recorded across the scale. Some of the increase could be attributable to the loads of tires removed from the National Forest.
4. Yard Waste tonnage reflects the total amount of yard waste processed at the facility. The increase in tonnage is mostly due to the two major storms this last year (Hermine and Irma).

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 401-442-534

	FINANCIAL			STAFFING			
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget	FY 2017 Adopted	FY 2017 Actual	FY 2018* Budget	
Personnel	239,591	244,730	181,488	Full Time	3.60	3.60	2.55
Operating	764,301	760,820	406,158	OPS	0.00	0.00	0.00
Transportation	136,790	145,752	60,585				
<b>TOTAL</b>	<b>1,140,682</b>	<b>1,006,447</b>	<b>648,231</b>	<b>TOTAL</b>	<b>3.60</b>	<b>3.60</b>	<b>2.55</b>

\* Personnel reduction is associated with budgeting the Yard Waste program separately from the Solid Waste Management Facility in FY 2018 to better account for yard debris recycling costs



<b>DEPARTMENT</b> Resource Stewardship	<b>DIVISION</b> Solid Waste	<b>PROGRAM</b> Transfer Station
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**GOAL**

The Transfer Station is an essential component of an integrated solid waste management system dedicated to excellent public service and responsible fiscal and environmental stewardship.

**PROGRAM HIGHLIGHTS**

1. Transfer Station staff removed 36 tons of waste tires from the household waste stream, resulting in annual savings of \$41,000.
2. Solid Waste continued to partner with the Forest Edge neighborhood to remove trash and debris from the National Forest. This year, 35 tons of trash were collected and disposed.
3. Transfer Station had deodorizer nozzles installed outside of the Transfer Station building to help reduce odors migrating off site.

**BENCHMARKING**

Priorities	Benchmark Data	Leon County	State Average <sup>1</sup>
G1	Tipping Fee	\$37.80 <sup>1</sup>	\$43.65 <sup>2</sup>

Note:

1. The decline from \$38.09 is due to an adjustment in the fuel service charge.
2. Average State of Florida Tipping Fee (Source: Green Power Inc.)

**PERFORMANCE MEASURES**

Priorities	Performance Measures	FY 2016 Actuals	FY 2017 Estimate	FY 2017 Actual
G2	1. Percent of operating days with waste left on the floor overnight.	0	0	0
G2	2. Average loading time for transport trailers (minutes).	12	12	12
G4	3. Percent of employees satisfying FDEP certification requirements.	100%	100%	100%
G1	4. Percent of FDEP quarterly inspections found in compliance.	100%	100%	100%
EN1	5. Average net outbound load weight (tons).	26.26	26.27	26.20
EN1	6. Tons of Class I waste processed.	198,880	180,000	246,320

**PERFORMANCE MEASUREMENT ANALYSIS**

1. Over the last year there were no instances or waste being held on the tipping floor overnight.
2. Transfer trailer loading times have remained the same due to a continued high level of efficiency.
3. All staff have maintained all FDEP certification requirements.
4. The Transfer Station has maintained all of the FDEP operating permit requirements and passed all inspections.
5. The efficiency of the personnel loading the transport trailers has maintained a consistent load weight.
6. The increase in tonnage is primarily due to waste from Marpan and two major storms over the last year (Hermine and Irma).

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 401-441-534

	<u>FINANCIAL</u>				<u>STAFFING</u>		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget		FY 2017 Adopted	FY 2017* Actual	FY 2018 Budget
Personnel	727,763	731,703	756,562	Full Time	11.90	12.65	12.65
Operating	6,101,958	6,039,262	6,193,210	OPS	0.00	0.00	0.00
Transportation	108,664	154,423	164,783				
<b>TOTAL</b>	<b>6,938,385</b>	<b>6,925,388</b>	<b>7,114,555</b>	<b>TOTAL</b>	<b>11.90</b>	<b>12.65</b>	<b>12.65</b>

\* Midway through FY 2017, the Board approved the addition of a Contract Compliance Specialist position funded from liquidated damages collected from the vendor for not meeting current contract conditions. This is offset by one quarter (0.25) of the Assistant Public Works Director position funded by the Transfer Station being reallocated.

<b>DEPARTMENT</b> Resource Stewardship	<b>DIVISION</b> Solid Waste	<b>PROGRAM</b> Hazardous Waste
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**GOAL**

The goal of the Hazardous Waste Management Program is to ensure that hazardous waste materials are properly managed and legally disposed in an environmentally sound manner.

**PROGRAM HIGHLIGHTS**

1. Hazardous Waste Manager given "Presidents award" and "Hometown Hero award" by North American Hazardous Materials Management Association (NAHMMMA).
2. Held nine weekend collection events at the Public Works Facility.
3. Returned 70 tons of reusable household products, such as paint and pool chemicals, to the community free of charge through the Swap Shop program which promotes the reuse of household products.
4. Provided 5,420 gallons of free re-blended latex paint to the public through the ReNew Paint program, including 430 gallons of recycled paint to 17 local nonprofit organizations.
5. Coordination with Sustainability and Community and Media Relations (CMR) to create a unified ReNew branding for paint, reuse center and potentially, mulch.
6. Coordination with Sustainability and CMR to produce new, safe transport video featured on Facebook and Youtube.

**PERFORMANCE MEASUREMENTS**

Priorities	Performance Measures	FY 2016 Actuals	FY 2017 Estimate	FY 2017 Actual
EN1	1. Number of residents using household hazardous waste disposal service.	15,078	10,500	16,257
EN1	2. Number of conditionally exempt agencies and small businesses household hazardous waste disposal services provided to.	231	160	252
EN1	3. Number of participants at off-site household hazardous waste collection events.	2,725	3,200	3,506
EN1	4. Number of tons of potentially hazardous material processed.	399	425	416
EN1	5. Number of tons of potentially hazardous material reused or recycled.	234	250	247
EN1	6. Number of tons of electronics waste processed.	347	300	394

**PERFORMANCE MEASUREMENT ANALYSIS**

1. The increase in the number of residents is a result of more participation in areas such as e-scrap and better tracking to more accurately capture total visits. The overall participation increase is associated with more return customers and outreach bringing in new customers.
2. Coordination with City of Tallahassee SQG (Small Quantity Generator) inspectors resulted in more commercial customers knowing about the program and bringing in their hazardous waste.
3. Large numbers of return customers (consistently over 60%) and continued advertising through different outlets has led to increased event participation.
4. Increase in number of tons processed is a result of increased participation. Staff anticipates a continued increase in materials in FY 2018.
5. The FY 2017 amount of hazardous materials reused/recycled is slightly less than expected, due in part to less reusable paint being received.
6. Increased customer participation resulted in more than expected e-scrap being recycled.

**FINANCIAL AND STAFFING SUMMARY**

ACCOUNT NUMBER: 401-443-534

	<u>FINANCIAL</u>			<u>STAFFING</u>		
	FY 2017 Adj. Budget	FY 2017 Actual	FY 2018 Budget	FY 2017 Adopted	FY 2017 Actual	FY 2018 Budget
Personnel	271,948	275,202	279,887	Full Time 3.25	3.25	3.25
Operating	382,023	375,432	394,292	OPS 1.00	1.00	1.00
Transportation	7,811	9,133	8,051			
Capital Outlay	-	-	-			
<b>TOTAL</b>	<b>661,782</b>	<b>659,767</b>	<b>682,230</b>	<b>TOTAL 4.25</b>	<b>4.25</b>	<b>4.25</b>

**MAJOR REVENUE SUMMARY**

Total FY17 budgeted revenues shown below represents approximately 83% of all FY17 budgeted County revenues. (1)

Revenue Source	FY16 Actual	FY17 Budget	FY17 Actual	FY16 Actuals vs. FY17 Actuals	FY17 Budget vs. FY17 Actuals
Ad Valorem Taxes (2)	115,201,457	117,437,048	119,068,016	3.4%	1.4%
Stormwater Fees (3)	3,331,419	3,362,221	3,361,940	0.9%	0.0%
State Revenue Sharing (4)	5,324,185	5,461,550	5,538,479	4.0%	1.4%
Communication Serv. Tax (5)	3,317,387	3,264,200	3,330,698	0.4%	2.0%
Public Services Tax (6)	7,053,471	8,315,350	8,344,130	18.3%	0.3%
State Shared Gas Tax	4,179,558	4,052,985	4,248,624	1.7%	4.8%
Local Option Gas Tax (7)	8,108,908	7,933,165	8,206,950	1.2%	3.5%
Local 1/2 Cent Sales Tax (4)	12,176,999	12,274,000	12,414,836	2.0%	1.1%
Local Option Sales Tax (4)	4,184,349	4,376,650	4,286,089	2.4%	-2.1%
Local Option Tourist Tax (8)	5,073,342	4,907,600	5,603,779	10.5%	14.2%
Solid Waste Fees (9)	9,433,199	8,100,362	10,107,409	7.1%	24.8%
Building Permits Fees (10)	2,081,028	2,004,310	2,236,730	7.5%	11.6%
Environmental Permit Fees (11)	1,268,843	1,776,215	1,042,661	-17.8%	-41.3%
Ambulance Fees (12)	10,676,942	9,408,357	10,436,145	-2.3%	10.9%
Probation and Pre-Trial Fees (13)	821,608	865,545	772,978	-5.9%	-10.7%
Court Facilities Fees (14)	898,780	1,003,682	811,301	-9.7%	-19.2%
Fire Services Fee (15)	7,312,644	7,094,946	7,813,626	6.9%	10.1%
Interest Income - GF/FF (16)	847,468	547,818	577,984	-31.8%	5.5%
Interest Income - Other (16)	1,312,150	1,117,904	1,319,553	0.6%	18.0%
<b>TOTAL:</b>	<b>\$ 202,603,737</b>	<b>\$ 203,303,908</b>	<b>\$ 209,521,928</b>	<b>3.4%</b>	<b>3.1%</b>

**Notes:**

(1) The percentage is based on all County revenues net of transfers and appropriated fund balance.

(2) Ad Valorem revenue is generated from property taxes. The revenue increase indicates that while the millage rate has remained level at 8.3144, a rise in property value is generating increased collections.

(3) The fee is used to support stormwater facility maintenance and operation; fund the Stormwater Engineering Section to plan, design, and construct stormwater treatment and flood prevention projects; to investigate drainage problems; to ensure Leon County compliance with state, federal, and local stormwater permits; and to monitor water quality in County lakes. The fee is based on impervious area, minus exemptions for permitted stormwater facilities, and has seen nominal growth.

(4) The 1/2 Cent Sales Tax and State Revenue Sharing are both State shared revenues supported by state and local sales tax collections. Overall, local sales tax transactions have been higher, indicating a continued economic recovery.

(5) Statewide the Communication Service Tax has been in decline the past five years. Initially, Leon County was not following the trend; however, the current fiscal year shows an almost level collections as the previous year and is anticipated to continue in FY18.

(6) The significant increase is due to completion of repayment to the City of Tallahassee for previous overpayments to the County, and a correction to the calculation of the tax on Talquin electric customer billings. The FY17 revenue is consistent with the budget.

(7) Improving economic conditions, low to mid-range fuel prices have caused a modest increase in fuel consumption, reflecting a slight increase in gas tax revenue.

(8) Increase in the Local Option Tourist Tax is due to increased number of visitors, room rates, and an increase in consumer based economic activity.

(9) The solid waste fee includes the Non Ad Valorem assessment paid on the property tax bill, the transfer station tipping fees, and other solid waste fees; such as the rural waste center or hazardous materials. The increase is due to increased tonnage going through the transfer station and yard waste collections associated with hurricane debris removal.

(10) As the construction market continues to rebound in the current economy, an increase in new construction and commercial permits is being seen, resulting in an increase in revenue for FY17.

(11) Changes made to expedite the development review and approval process, such as the Administrative Stream lined Application Process (ASAP) and the Concept Plan Approval, have resulted in an overall reduction in the amount of fees collected by Development Support and Environmental Management (DSEM). This lower permitting review threshold has a lower application fee resulting in less permitting revenue.

(12) To more accurately estimate revenues, the forecasting methodology shifted from a collection receivables basis to a cash basis. While FY17 actuals exceed the FY17 budget, the revenues were slightly lower than FY16 actuals.

(13) The decrease in revenue for the Probation/Pre-Trial program is related to a decline in Probation and Pre-Trial caseloads, associated with early termination of sentences and a decrease in court ordered GPS pre-trial tracking. Additionally, the decrease in probation fees compared to FY16, is associated with the continued issuance of fee waivers by the Courts.

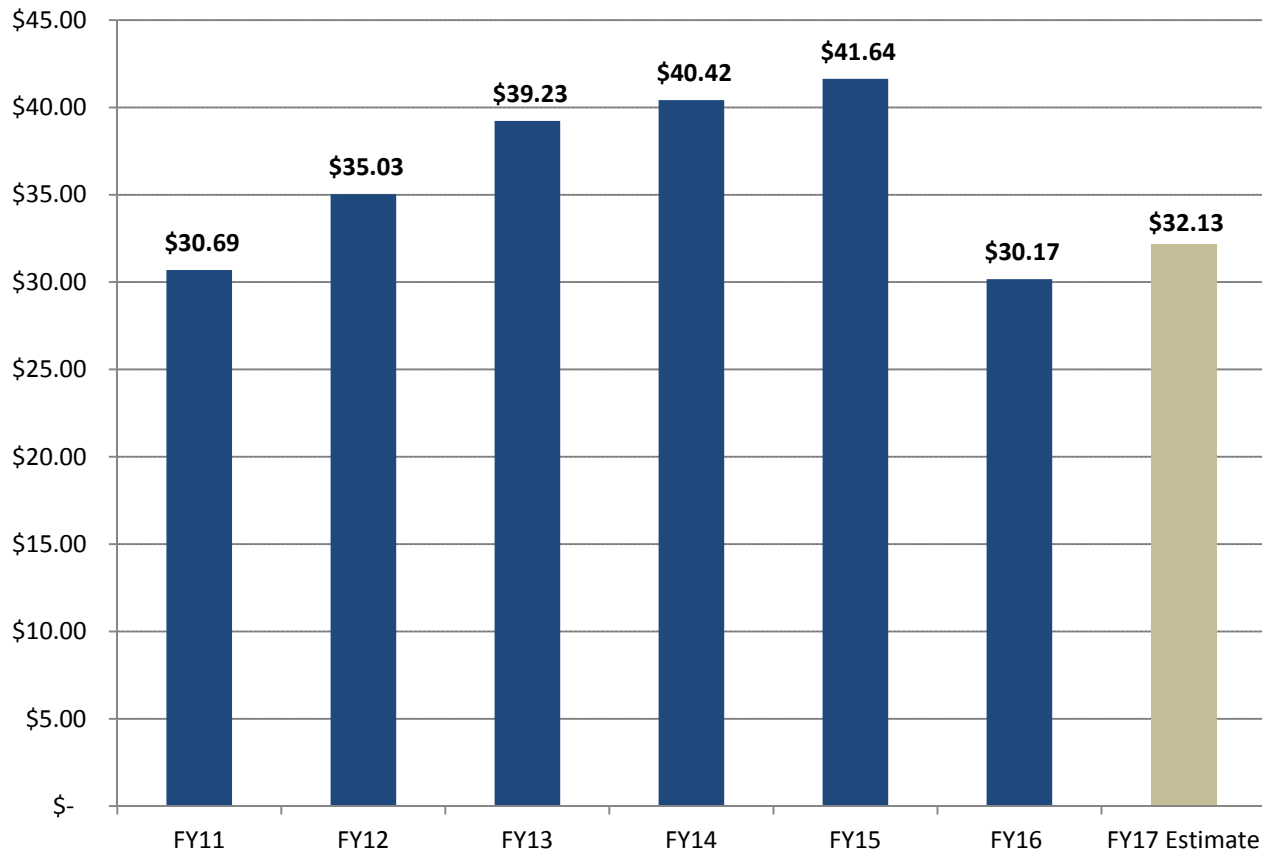
(14) Court Facilities fees have decreased due to a decline in Probation and Pre-Trial caseloads, associated with early termination of sentences and a decrease in court ordered GPS pre-trial tracking and a continued decline in the issuance of traffic tickets. This trend is anticipated to continue into FY18.

(15) The fire services fee was implemented in FY10. Revenues shown reflect collections by the City of Tallahassee and non ad valorem assessments placed on the County tax bill.

(16) The Federal Reserve has steadily increased interest rates, directly influencing interest earnings on County funds, therefore interest revenues reflected are higher than originally budgeted. The decline in GF/FF interest is associated with the transfer of fund balance to capital reserves in the last part of FY 2016. This accounts for the increase in the other interest category which includes capital funds.

**GENERAL FUND/FINE AND FOREITURE – FUND BALANCE**

**General/Fine and Forfeiture Fund Balance (Millions)**



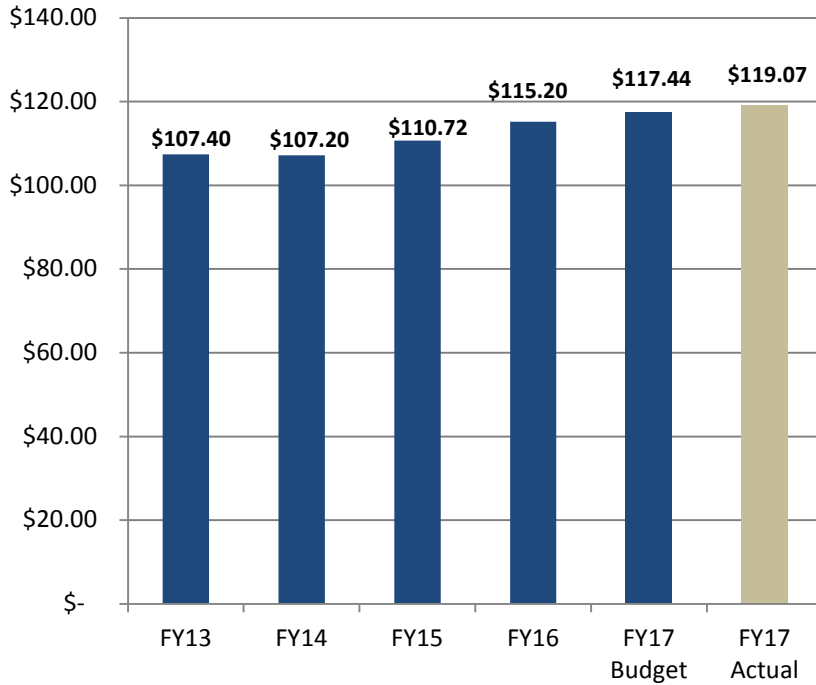
**General/Fine and Forfeiture Fund Balance:**

Fund Balance is maintained for cash flow purposes, as an emergency reserve and a reserve for one-time capital improvement needs. In addition, the amount of fund balance is used by rating agencies in determining the bond rating for local governments. The Leon County Reserves Policy requires fund balances to be between a minimum of 15% and a maximum of 30% of operating expenditures. The decrease from FY15 - FY16 is due to the midyear appropriation of \$9.6 million to fund one-time capital projects. The FY17 fund balance estimate includes \$10.3 million in receivables anticipated in FEMA reimbursements of which \$6.7 million has been received as of November 2017. This fund balance reflects 22% of the FY18 operating budget.

In order to be in compliance with the Leon County Reserves Policy minimum and maximum levels, the FY17 General/Fine and Forfeiture Fund Balance would have to remain between \$20.1 million and \$40.2 million. As depicted, the fund balance is within the range of the policy maximum.

**AD VALOREM TAXES**

**Fiscal Year Budget & Actuals (Millions)**



**Background:**

Ad Valorem Taxes are derived from all non-exempt real and personal properties located within Leon County. The non-voted countywide millage rate is constitutionally capped at 10 mills (Article VII, Section 9(a) and (b)).

The amounts shown are the combined General Fund and Fine and Forfeiture Fund levies.

**Trend:**

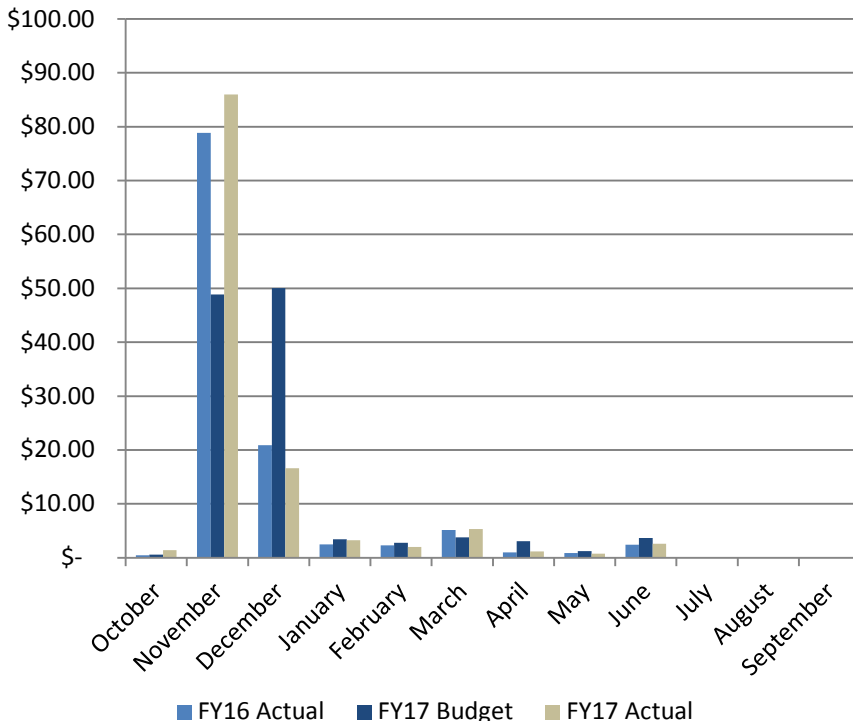
In January 2008 a constitutional amendment was passed that established restrictions on property valuations, such as an additional \$25,000 homestead exemption and Save Our Homes tax portability. These restrictions limit the future growth in ad valorem taxes.

During the 2017 legislative session, the legislature approved a joint resolution that places a constitutional amendment on the 2018 general election ballot to provide an additional \$25,000 homestead exemption for all ad valorem taxes except those levied by school districts. If adopted, the amendment would create a new \$25,000 homestead exemption applicable to the value of homesteaded property between \$100,000 and \$125,000. If this referendum passes, beginning in FY 2020, Leon County would see \$7.2 million possible loss in property taxes with the loss in \$1.0 billion in taxable value.

In FY17, due to an increase in property values, with the millage rate remaining 8.3144, the actual Ad Valorem Taxes collected were 1.4% higher than budgeted and 3.4% higher than FY16. As depicted in the monthly graph, due to the early payment discount, most property taxes are paid in the first quarter of the year.

FY16 Actual: \$115,201,457  
 FY17 Budget: \$117,437,048  
 FY17 Actual: \$119,068,016

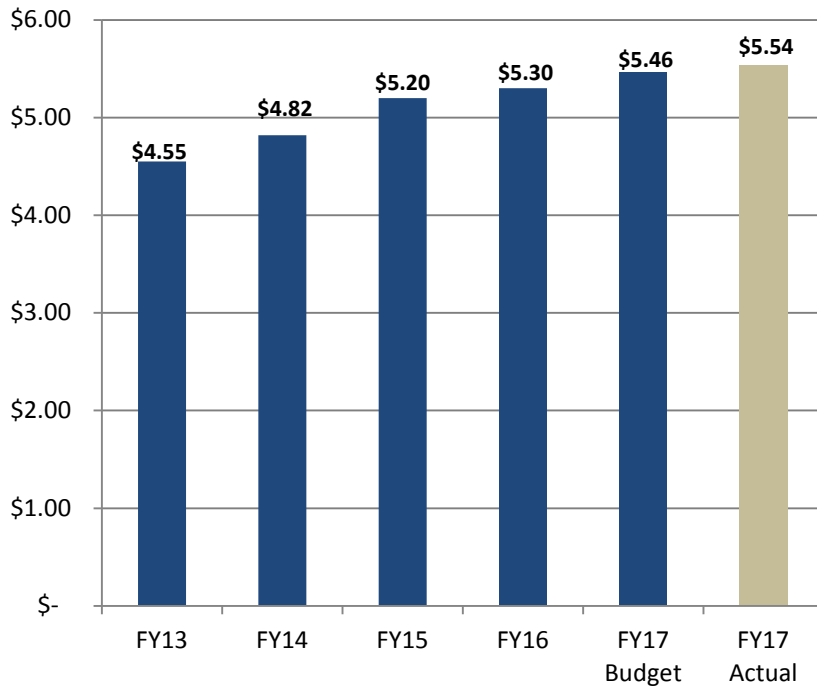
**Monthly Totals: Budget vs. Actuals (Millions)**



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**STATE REVENUE SHARINGS TAX**

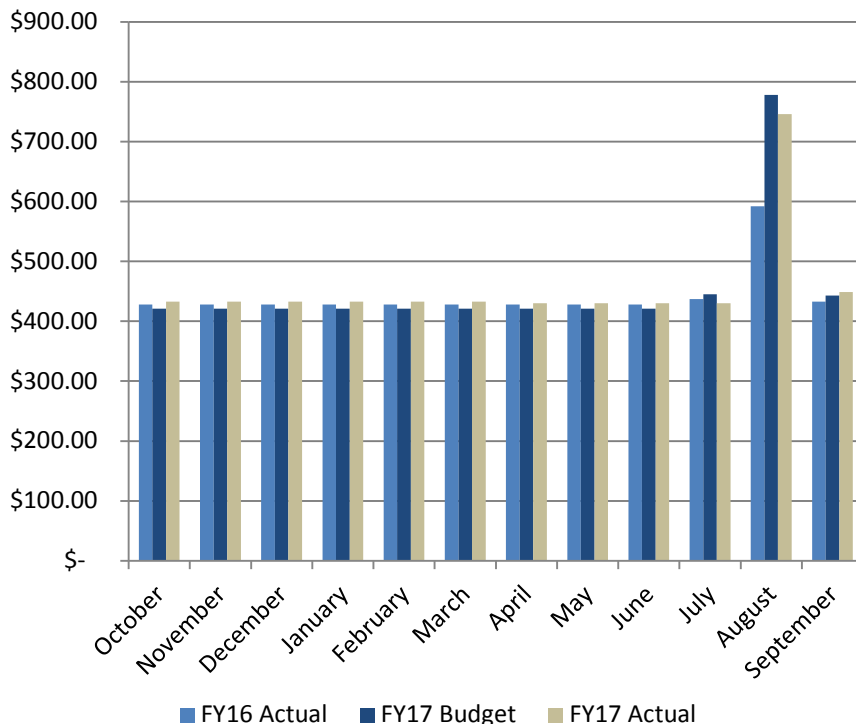
**Fiscal Year Budget & Actuals (Millions)**



**Background:**

The Florida Revenue Sharing Act of 1972 was an attempt by the Legislature to ensure a minimum level of parity across units of local government when distributing statewide revenue. Currently, the Revenue Sharing Trust Fund for Counties receives 2.9% of the net cigarette tax collections and 2.25% of sales and use tax collections. On July 1, 2004, the distribution formula reduced the County's share to 2.044% or a net reduction of approximately 10%. The sales and use tax collections provide approximately 96% of the total revenue shared with counties, with the cigarette tax collections making up the small remaining portion. These funds are collected and distributed on a monthly basis by the Florida Department of Revenue.

**Monthly Totals: Budget vs. Actuals (Thousands)**



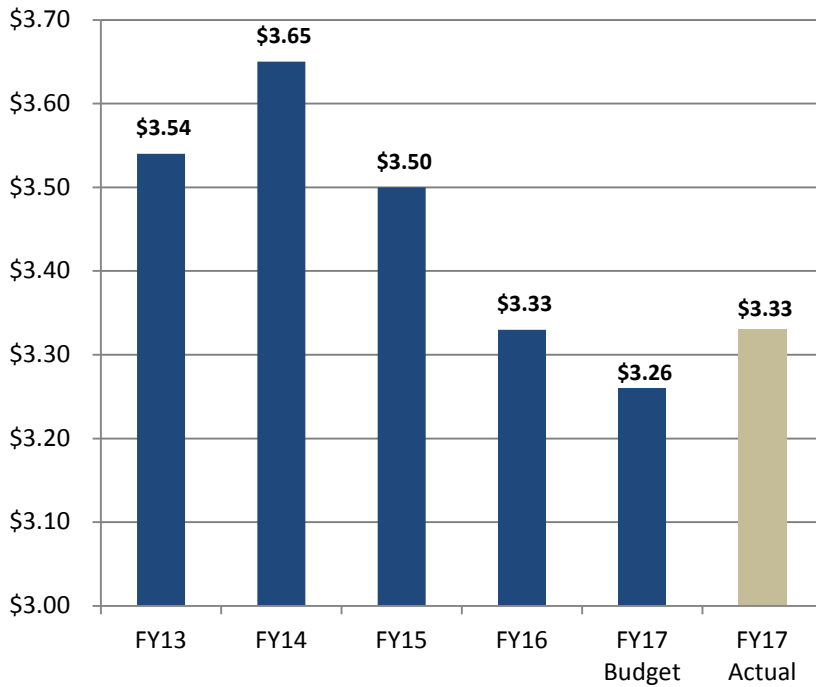
**Trend:**

Leon County collected increasing state revenue sharing taxes from the recession indicating a growing confidence in consumer spending, which has continued through FY17. In FY17 the County collected 1.4% higher State Revenue Sharing Tax than the budgeted amount and 4% higher than FY16 actuals. This is indicative of an improving economy and sales transactions.

FY16 Actual: \$5,324,185  
 FY17 Budget: \$5,461,550  
 FY17 Actual: \$5,538,479

**COMMUNICATION SERVICES TAX**

**Fiscal Year Budget & Actuals (Millions)**



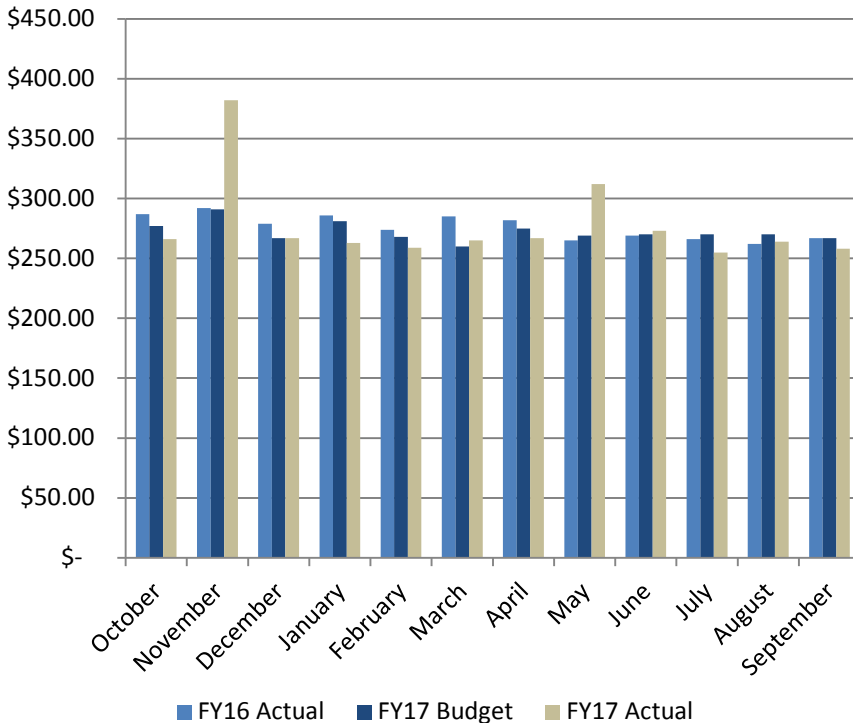
**Background:**

The Communication Services Tax combined seven different State and local taxes or fees by replacing them with a two tiered tax, each with its own rate. These two taxes are (1) The State Communication Services Tax and (2) The Local Option Communication Services Tax. The County correspondingly eliminated its 5% Cable Franchise Fee and certain right of way permit fees. Becoming a Charter county allowed the County to levy at a rate of 5.22%. This rate became effective in February of 2004.

**Trend:**

Statewide the CST has been in decline the past five years. Initially, Leon County was not following the trend: however in FY15, proceeds began declining. FY17 revenues came in slightly higher at 2.0% more than the FY17 budget and 0.4% higher than the FY16 budget.

**Monthly Totals: Budget vs. Actuals (Thousands)**



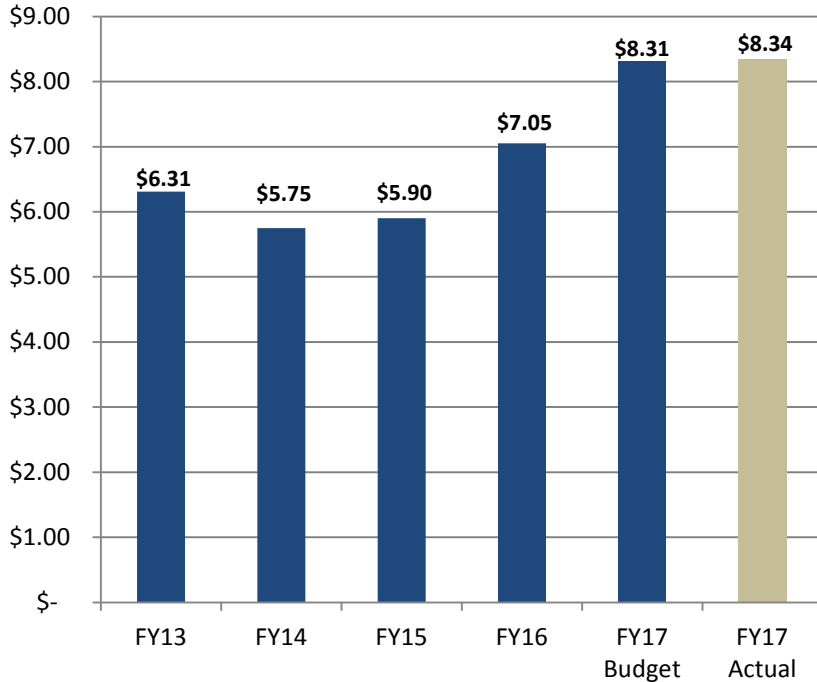
The Florida Department of Revenue notified the Office of Financial Stewardship that an adjustment in the amount of \$329,729 will be made due to erroneous overpayment of local taxes instead state taxes by a vendor. This adjustment will be deducted from future monthly distributions effective March 2018. The adjustment will be spread over 36 months and will average a monthly deduction of \$9,159.

FY16 Actual: \$3,317,387  
 FY17 Budget: \$3,264,200  
 FY17 Actual: \$3,330,698

Leon County Government  
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**PUBLIC SERVICES TAX**

**Fiscal Year Budget & Actuals (Millions)**



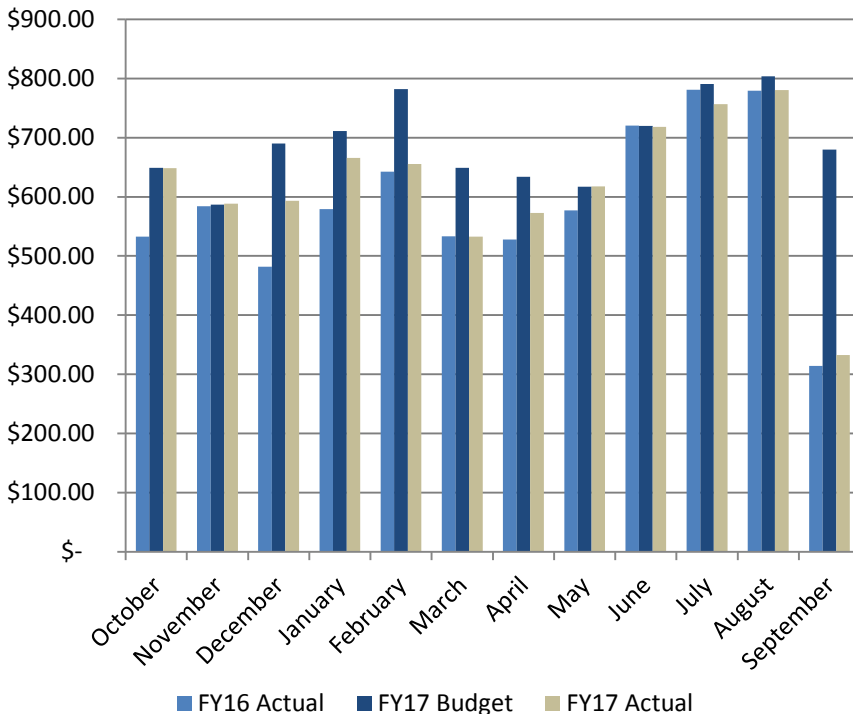
**Background:**

The Public Services Tax is a 10% tax levied upon each purchase of electricity, water, and metered or bottled gas within the unincorporated areas of the County. It is also levied at \$0.04 per gallon on the purchase of fuel oil within the unincorporated areas of the County. This tax became effective on October 1, 2003.

**Trend:**

Due to its consumption basis, this tax is subject to many variables including rates and usage. Revenues have steadily trended upward since FY09; however, in 2013 the City of Tallahassee determined it had incorrectly overpaid \$2.1 million on the electric portion of the tax for the past three years. The payback began in March 2013 and ended in March 2016 which accounts for the FY16 increase.

**Monthly Totals: Budget vs. Actuals (Thousands)**



The Public Services Tax (PST) generated revenue in excess of 18% over FY16 actuals, as anticipated, due to the end of a three year repayment schedule to the City of Tallahassee of \$2.1 million for over payment of the electric PST to the County from FY10 – FY13. FY17 actual revenues are in line with the budgeted amount.

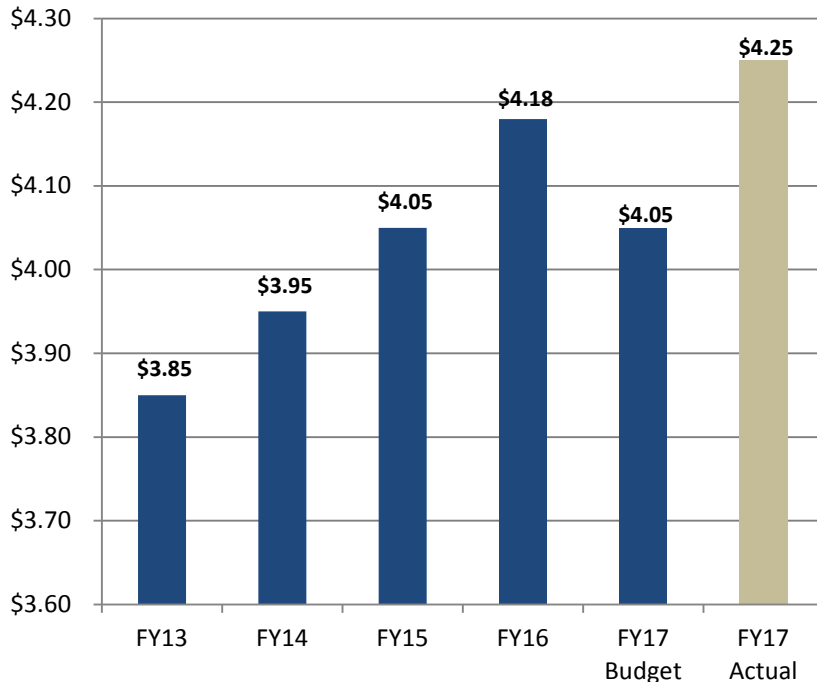
FY16 Actual: \$7,053,471  
 FY17 Budget: \$8,315,350  
 FY17 Actual: \$8,344,130



Leon County Government  
Fiscal Year 2017 Annual Performance and Financial Report

**STATE SHARED GAS TAX**

**Fiscal Year Budget & Actuals (Millions)**



**Background:**

The State Shared Gas Tax consists of two discrete revenue streams: County Fuel Tax and the Constitutional Gas Tax. These revenues are all restricted to transportation related expenditures (Florida Statutes 206 and others). These revenue streams are disbursed from the State based on a distribution formula consisting of county area, population, and collection.

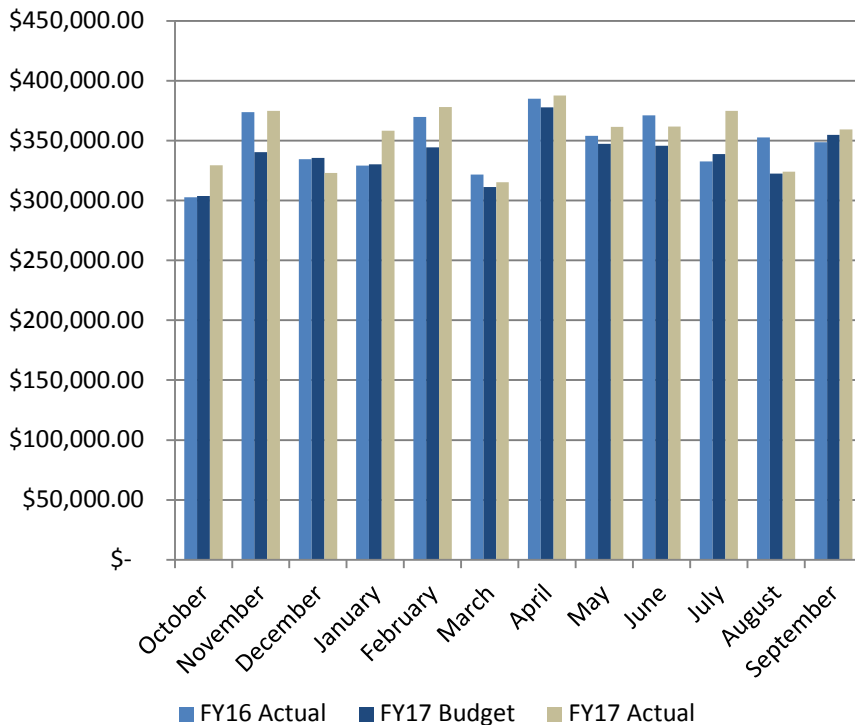
**Trend:**

Since the recession, there has been a decline in fuel prices resulting in moderately increased consumption leading to moderate growth in the tax.

In FY17, Leon County collected 4.8% higher State Shared Gas taxes compared to the budgeted amount, and 1.7% higher than FY16 actuals. This is due to lower gas prices, which has led to fuel consumption returning to pre-recession levels.

FY16 Actual: \$4,179,558  
FY17 Budget: \$4,052,985  
FY17 Actual: \$4,248,624

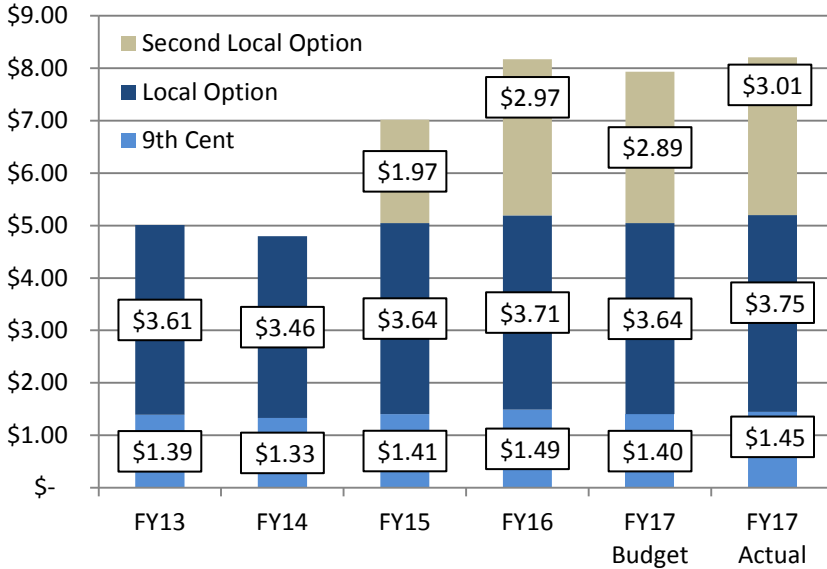
**Monthly Totals: Budget vs. Actuals (Thousands)**



Leon County Government  
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**LOCAL OPTION GAS TAX**

**Fiscal Year Budget & Actuals (Millions)**



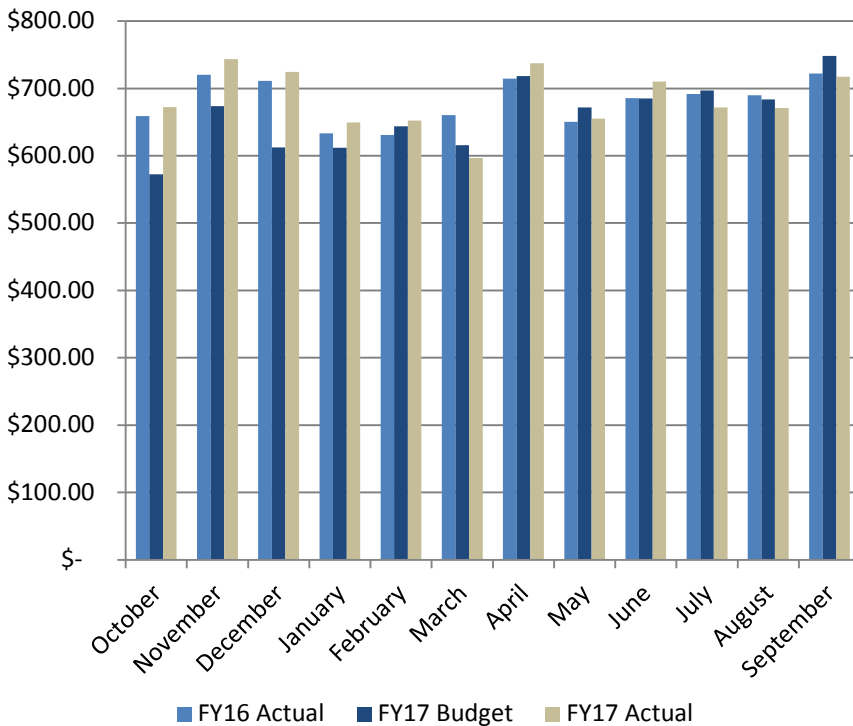
**Background:**

**9<sup>th</sup> Cent Gas Tax:** This tax was a State imposed 1 cent tax on special and diesel fuel. Beginning in FY02, the County began to levy the amount locally on all fuel consumption.

**Local Option Gas Tax:** This tax is a locally imposed 6 cents per gallon tax on every net gallon of motor and diesel fuel. Funds are restricted to transportation related expenditures. In September 2013, the County and City amended the Inter-local Agreement, which authorizes the extension of 6 cents gas tax, with an allocation of 50/50 between the County and the City, being effect from October 1, 2015. This tax will not sunset until FY 2045.

**2<sup>nd</sup> Local Option:** On September 10, 2013, the Board approved levying an additional five-cent gas tax, to be split with the City 50/50. Beginning in January 2014, the County began to levy this tax on all motor fuel consumption in Leon County.

**Monthly Totals: Budget vs. Actuals (Thousands)**



The amounts shown are the County's share only.

**Trend:**

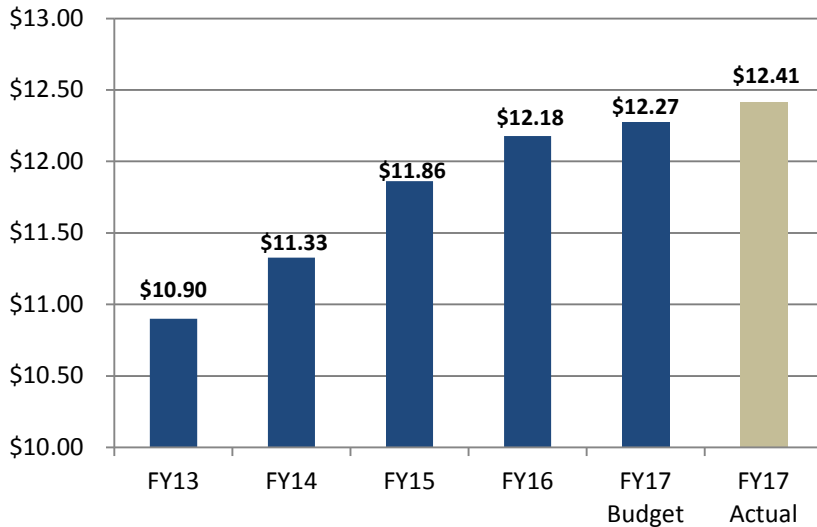
This is a consumption based tax on gallons purchased. In FY14, Leon County collected higher amount of gas tax revenue than FY 13 due to the new 2<sup>nd</sup> local option 5-cent gas tax. FY17 collections are higher than the previous year due to improving economic conditions and low gas prices, which has caused an increase in consumption. FY17 collections are 3.5% higher than budgeted, and 1.2% higher than FY16 actuals.

FY16 Actual: \$8,108,908  
FY17 Budget: \$7,933,165  
FY17 Actual: \$8,206,950

Leon County Government  
Fiscal Year 2017 Annual Performance and Financial Report

**LOCAL GOVERNMENT HALF CENT SALES TAX**

**Fiscal Year Budget & Actuals (Millions)**



**Background:**

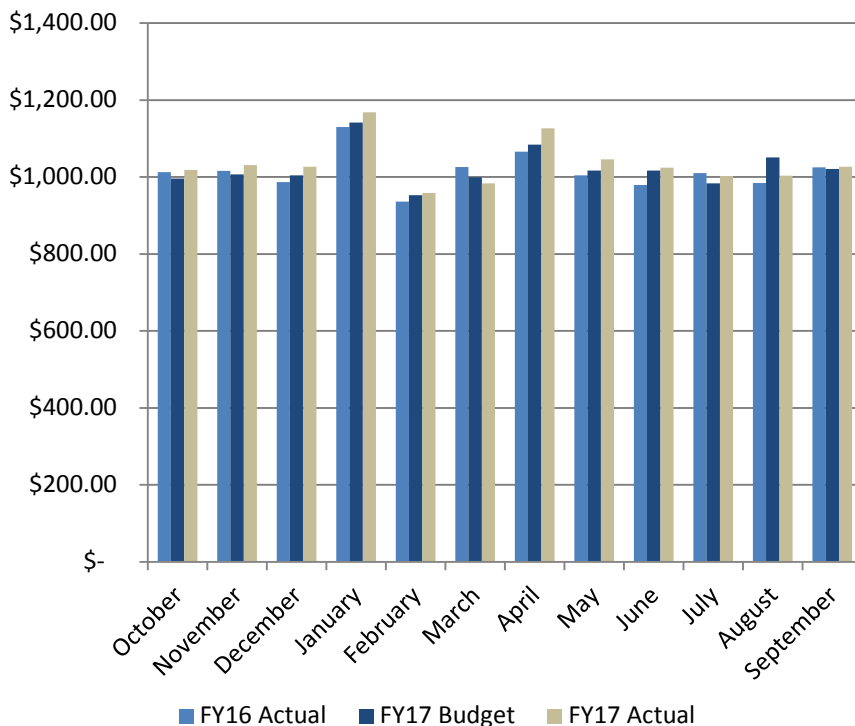
The Local Government 1/2 Cent Sales Tax is based on 9.653% of net sales tax proceeds remitted by all sales tax dealers located within Leon County. On July 1, 2004, the distribution formula reduced the County's share to 8.814% or a net reduction of approximately 9.5%. The revenue is split 56.6% County and 43.4% City based on a statutory defined distribution formula (Florida Statutes Part VI, Chapter 218). On April 9, 2015, the House approved the House Tax Cut Package, HB 7141, which changed the formula, but there is no impact to the portion of Local Government 1/2 Cent Sales Tax.

The amounts shown are the County's share only.

**Trend:**

Due to the recession, sales tax revenue declined from FY09 to FY11, a trend that ended in FY12. Since FY12 this revenue has trended upward. FY17 actuals are 1.1% higher than budgeted and 2.0% higher than FY16 actuals.

**Monthly Totals: Budget vs. Actuals (Thousands)**

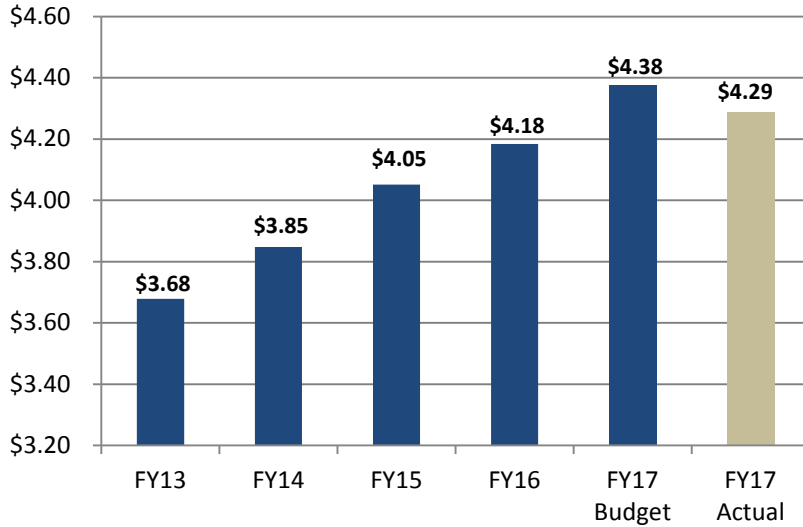


FY16 Actual: \$12,176,999  
 FY17 Budget: \$12,274,000  
 FY17 Actual: \$12,414,836

Leon County Government  
Fiscal Year 2017 Annual Performance and Financial Report

**LOCAL OPTION SALES TAX**

**Fiscal Year Budget & Actuals (Millions)**



**Background:**

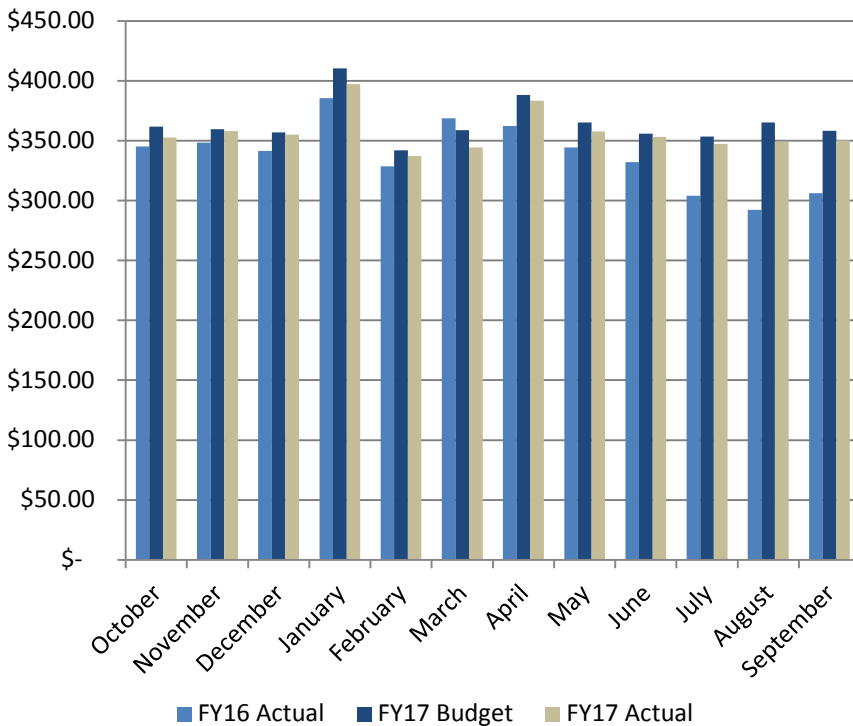
The Local Option Sales Tax is a 1 cent sales tax on all transactions up to \$5,000. In a November 2000 referendum, the sales tax was extended for an additional 15 years beginning in 2004. In a November 2014 referendum, the sales tax was extended for another 20 years beginning in 2019. The revenues are distributed at a rate of 10% to the County, 10% to the City, and 80% to Blueprint 2000.

The amounts shown are the County's share only.

**Trend:**

Leon County collected a 2.1% lower amount of local sales tax than budgeted in FY17, but collections are 2.4% higher than FY16. This indicates a recovering economy with a steady upward trend in consumer spending.

**Monthly Totals: Budget vs. Actuals (Thousands)**

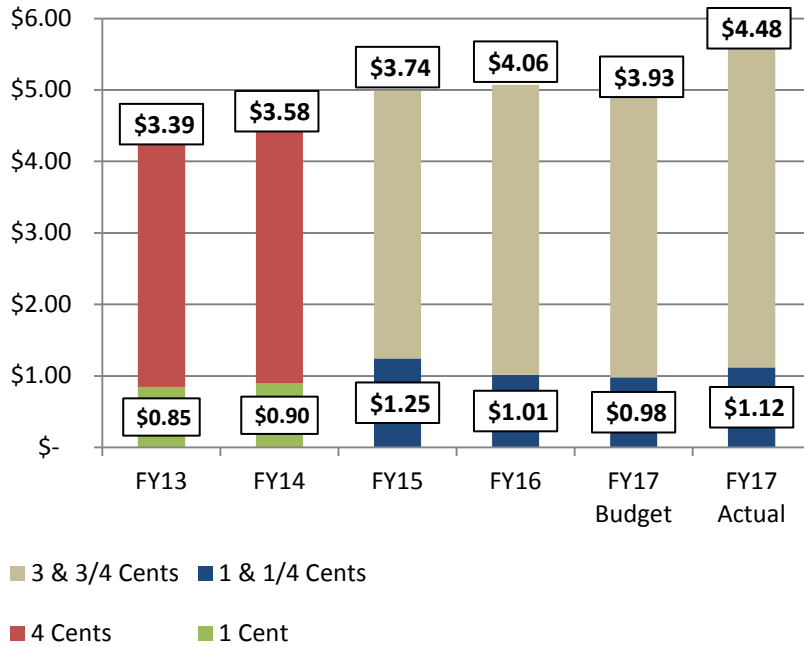


FY16 Actual: \$4,184,349  
FY17 Budget: \$4,376,650  
FY17 Actual: \$4,286,089

Leon County Government  
Fiscal Year 2017 Annual Performance and Financial Report

**LOCAL OPTION TOURIST DEVELOPMENT TAX**

**Fiscal Year Budget & Actuals (Millions)**



**Background:**

The Local Option Tourist Tax is a locally imposed 5% tax levied on rentals and leases of less than 6-month duration. This tax is administered locally by the Tax Collector. The funds are restricted to advertising, public relations, promotional programs, visitor services and approved special events (Florida Statute 125.014). On March 19, 2009, the Board approved to increase total taxes levied on rentals and leases of less than 6-month duration by 1%. The total taxes levied are now 5%. The additional 1% became effective on May 1, 2009 and is used for marketing as specified in the TDC Strategic Plan.

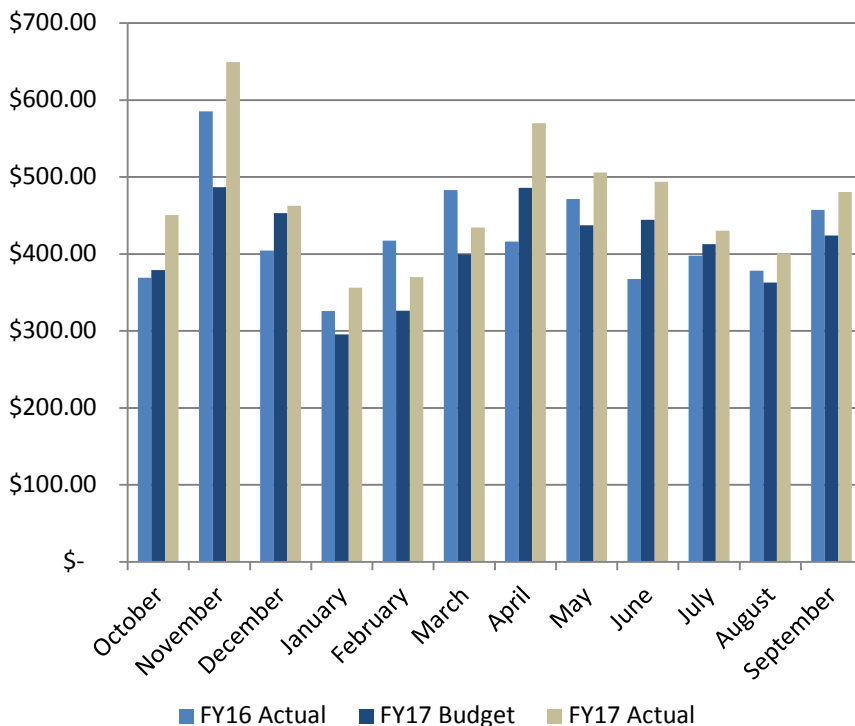
On December 9, 2014, the Board amended TDC ordinances and restated the Grant Funding Agreement with Council on Culture & Arts (COCA), reallocating the TDT dedicated to the COCA from approximately 1/2-cent TDT to a total 1 1/4-cent TDT beginning in FY15. And the 1/4-cent portion TDT will be used to support a capital grants program. Beginning in FY17, 1/4-cent portion will also support COCA's cultural grant and cultural tourism grant programs. The rest of 3 3/4-cent TDT is distributed to support TDC marketing and promotions.

**Trend:**

Improved economic conditions allowed for an increase in tourist tax from FY12 to FY15. The additional one cent levied in May 2009, along with an increase in available rooms, increased rates, and an increase in the business travelers sector of the market contributed to the steady growth. Leon County collected 10.5% higher Tourist Development Taxes compared to the FY17 budget and 14.2% higher than the FY16 actuals.

FY16 Actual: \$5,073,342  
FY17 Budget: \$4,907,600  
FY17 Actual: \$5,603,779

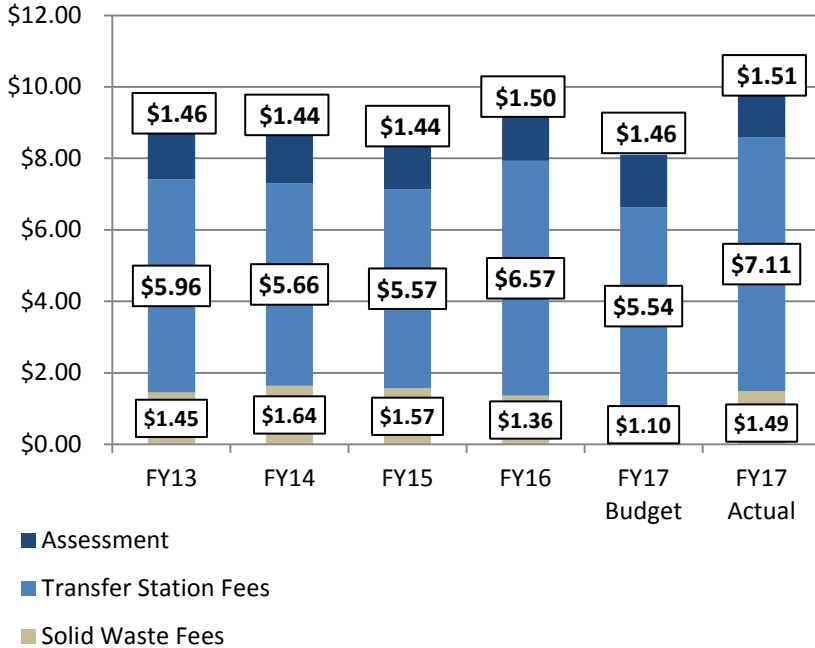
**Monthly Totals: Budget vs. Actuals (Thousands)**



Leon County Government  
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**SOLID WASTE FEES**

**Fiscal Year Budget & Actuals (Millions)**



**Background:**

Solid Waste Fees are collected for sorting, reclaiming, disposing of solid waste at the County landfill and transfer station. Revenues collected will be used for the operation of all solid waste disposal sites.

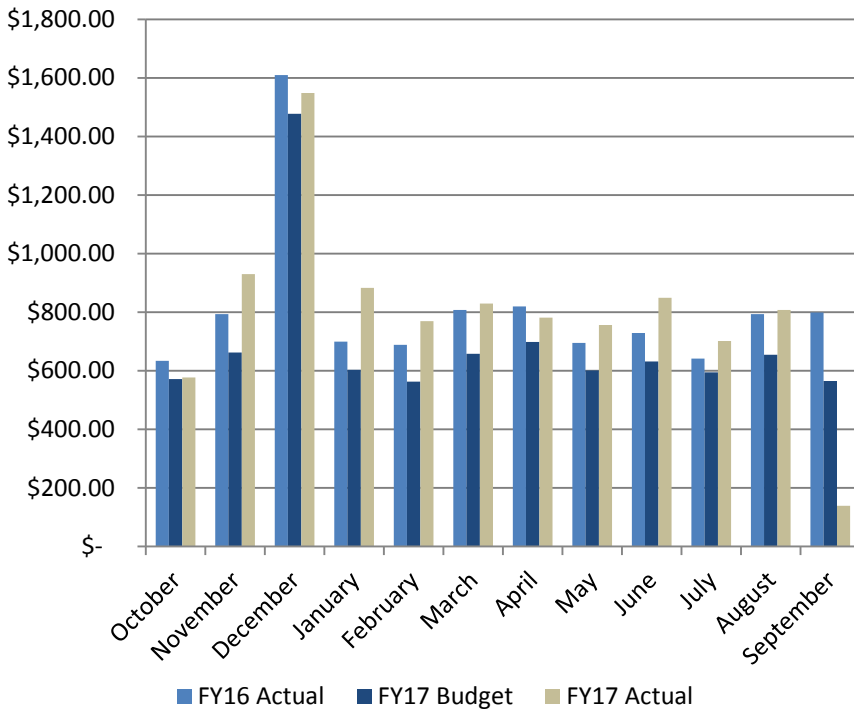
In October 2008, the Board entered into a contractual agreement with Marpan Recycling. The Solid Waste Management Facility is no longer accepting Class I waste as of January 1, 2009. This contract caused a decline in revenues at the Solid Waste Management Facility. However, expenditures were adjusted to reflect the change in operations at the facility.

**Trend:**

Leon County established a reduced tipping fee in FY13 due to a reduction in hauling rates. FY17 revenue reflects a 7.1% increase over the FY16 actuals and 24.8% over the FY17 budget. The increase is due to increased tonnage as a result of hurricane debris removal.

FY16 Actual: \$9,433,199  
FY17 Budget: \$8,100,362  
FY17 Actual: \$10,107,409

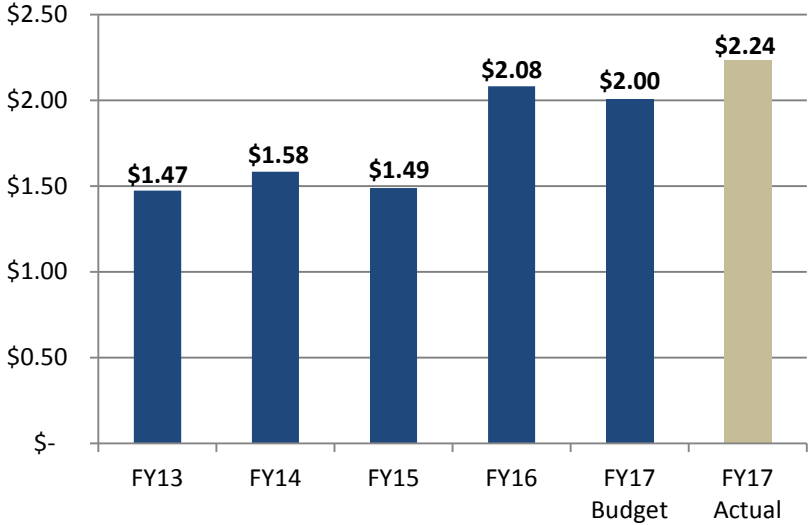
**Monthly Totals: Budget vs. Actuals (Thousands)**



Leon County Government  
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**BUILDING PERMIT FEES**

**Fiscal Year Budget & Actuals (Millions)**



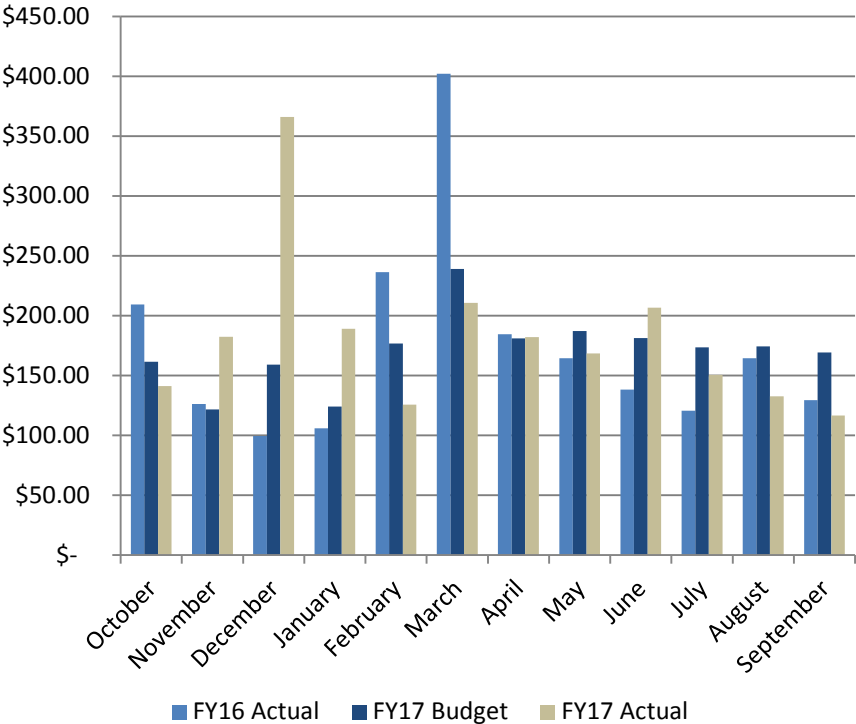
**Background:**

Building Permit Fees are derived from developers of residential and commercial property and are intended to offset the cost of inspections to assure that development activity meets local, State and federal building code requirements. The County only collects these revenues for development occurring in the unincorporated area. As a result of a fee study, the Board adopted the first revised fee study in more than ten years. The fee increase was implemented in three phases: 34% on March 1, 2007; 22% on October 1, 2007; and a final 7% on October 1, 2008.

**Trend:**

Increased commercial and housing construction indicate an improve economy. The revenue collections exceed pre-recession levels. FY17 actuals are 11.6% higher than budgeted and 7.5% higher than FY16.

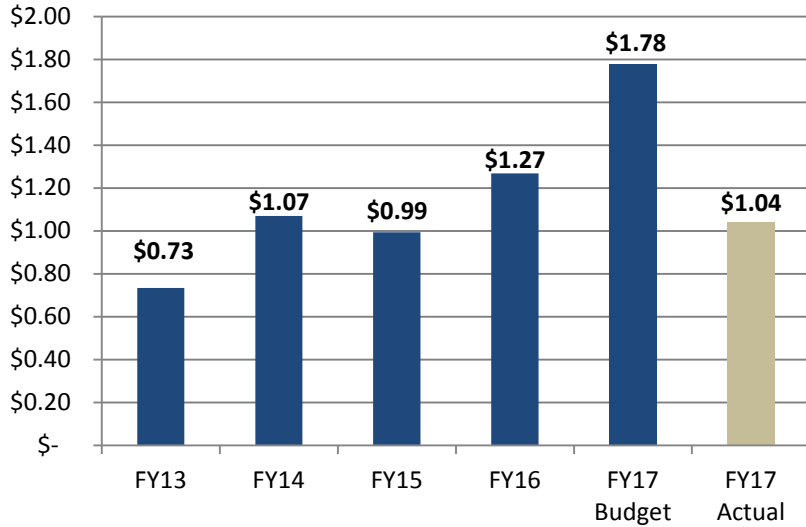
**Monthly Totals: Budget vs. Actuals (Thousands)**



FY16 Actual: \$2,081,028  
 FY17 Budget: \$2,004,310  
 FY17 Actual: \$2,236,730

**ENVIRONMENTAL PERMIT FEES**

**Fiscal Year Budget & Actuals (Millions)**



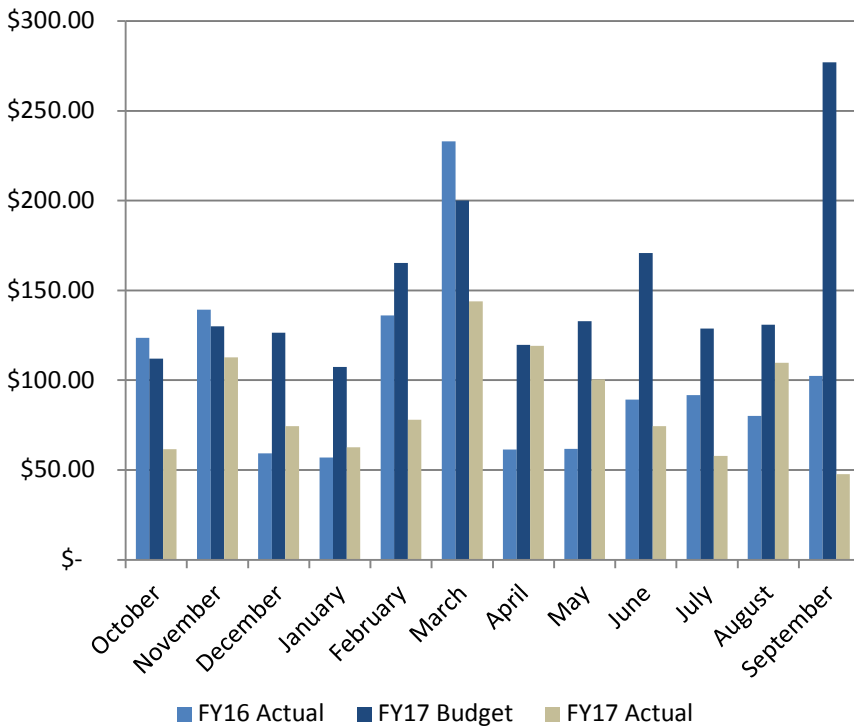
**Background:**

Environmental Permit Fees are derived from development projects for compliance with stormwater, landscape, tree protection, site development and zoning, and subdivision regulations. As a result of a fee study, the Board adopted a revised fee resolution effective October 1, 2006. On March 11, 2008 the Board approved an overall fee increase of 20% in addition to adopting new fees for Growth Management. The new fees were implemented immediately and the overall fee increase was effective as of October 1, 2008.

**Trend:**

Environmental Permit Fees experienced a sharp decrease correlating with the start of the economic downturn in FY09 and through FY12. To offset this decline in revenue, eight positions were eliminated in FY10.

**Monthly Totals: Budget vs. Actuals (Thousands)**



Beginning in FY13, an increase in development permitting started. This trend continued into FY16. In FY17, more projects being submitted under lower cost permitting thresholds, is causing a decline in revenue even though there is an overall increase in permitting approvals.

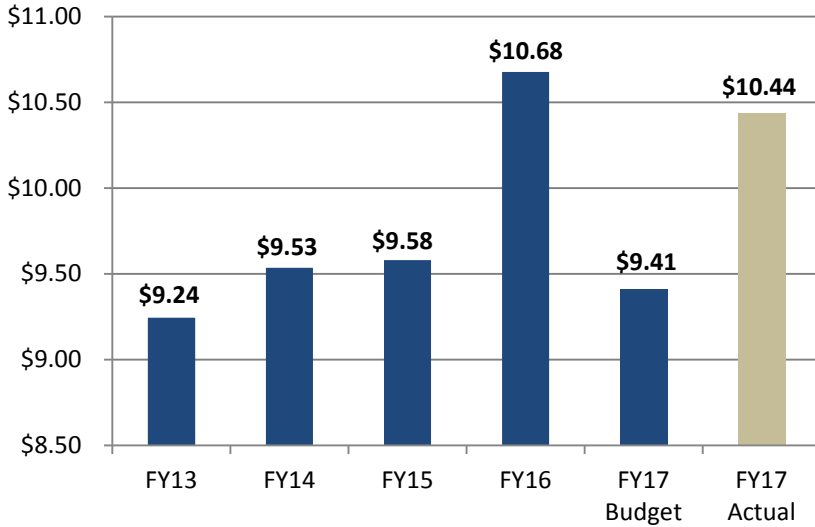
FY16 Actual: \$1,268,843  
 FY17 Budget: \$1,776,215  
 FY17 Actual: \$1,042,661



Leon County Government  
Fiscal Year 2017 Annual Performance and Financial Report

**AMBULANCE FEES**

**Fiscal Year Budget & Actuals (Millions)**



**Background:**

Leon County initiated its ambulance service on January 1<sup>st</sup> of 2004. Funding for the program comes from patient billings and a Countywide Municipal Services Tax. The amounts shown are the patient billings only.

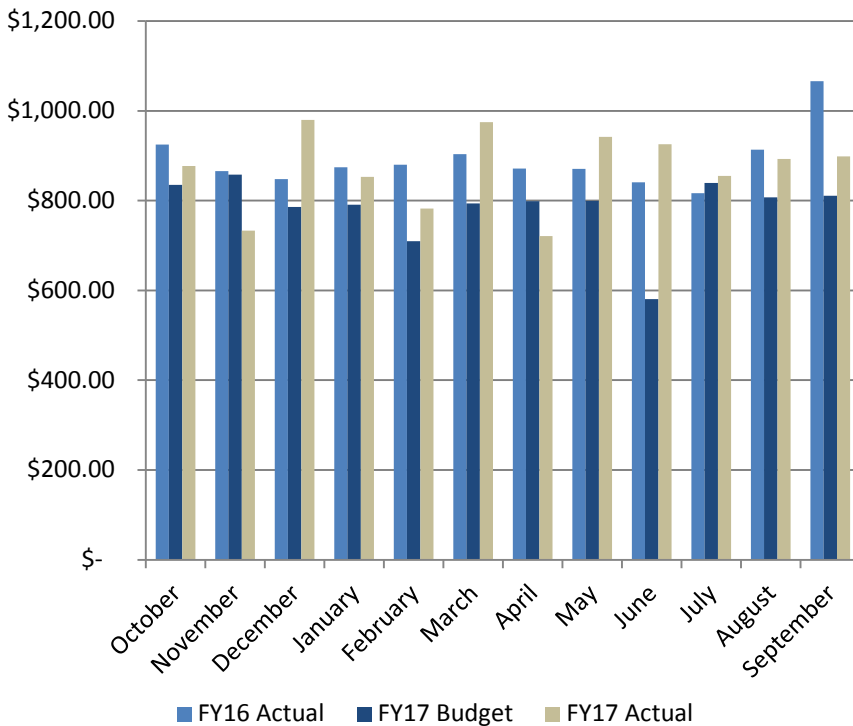
The EMS system bills patients based on the use of an ambulance transport to the hospital. As with a business, the County has an ongoing list of patients/insurers that owe the County monies (outstanding receivables).

**Trend:**

In FY08, the County established a collection policy to pursue uncollected bills, and to allow the write-off of billings determined uncollectible. In order to more accurately estimate revenues, In FY16, the forecasting methodology shifted from a collection receivables basis to a cash basis. In FY17 Leon County collected 10.9% higher than what was budgeted.

FY16 Actual: \$10,676,942  
FY17 Budget: \$9,408,357  
FY17 Actual: \$10,436,145

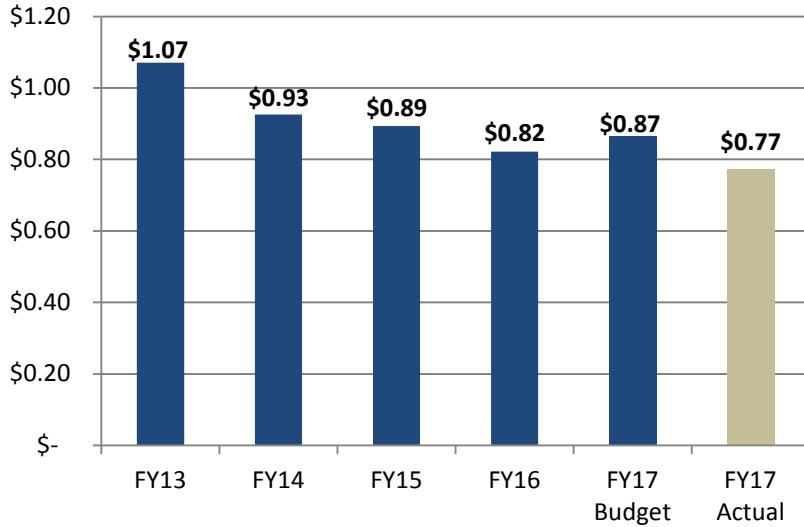
**Monthly Totals: Budget vs. Actuals (Thousands)**



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**PROBATION FEES**

**Fiscal Year Budget & Actuals (Millions)**



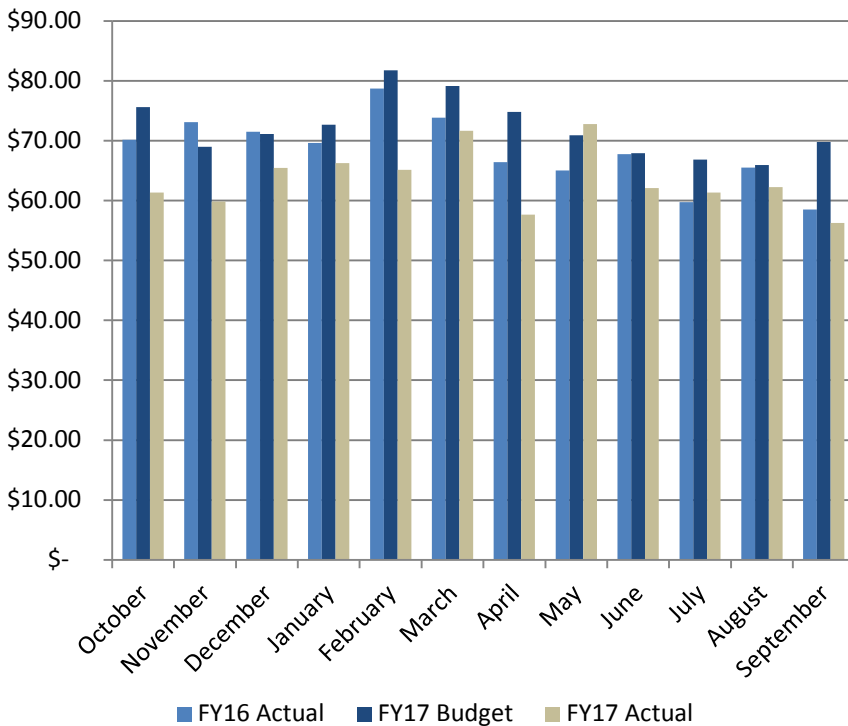
**Background:**

The Probation Fees are a combination of County court probation fees, alternative community service fees, no-show fees (all governed by Florida Statute 948) and pre-trial release fees (governed by an Administrative Order). These fees are collected from individuals committing infractions that fall within the jurisdiction of Leon County Courts. The amount of each individual fee is expressly stated in either the Florida Statute or the Administrative Order.

**Trend:**

Revenues collected through Probation and Pre-Trial fees have steadily declined since FY11. This can be attributed to a decline in Probation and Pre-Trial caseloads, associated with early termination of sentences and a decrease in court ordered GPS pre-trial tracking.

**Monthly Totals: Budget vs. Actuals (Thousands)**



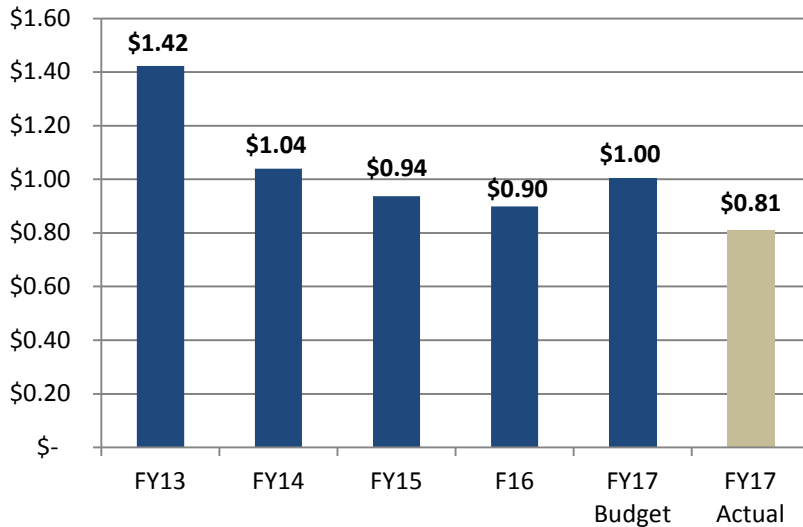
FY17 collections saw an 5.9% decrease from FY16 actuals, and a 10.7% decrease from the amount budgeted. This is due to fees that go uncollected continuing to remain at a high level. Additionally, the decrease in probation fees is associated with the continued issuance of fee waivers by the Courts.

FY16 Actual: \$821,608  
 FY17 Budget: \$865,545  
 FY17 Actual: \$772,978

Leon County Government  
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**COURT FACILITIES FEES**

**Fiscal Year Budget & Actuals (Millions)**



**Background:**

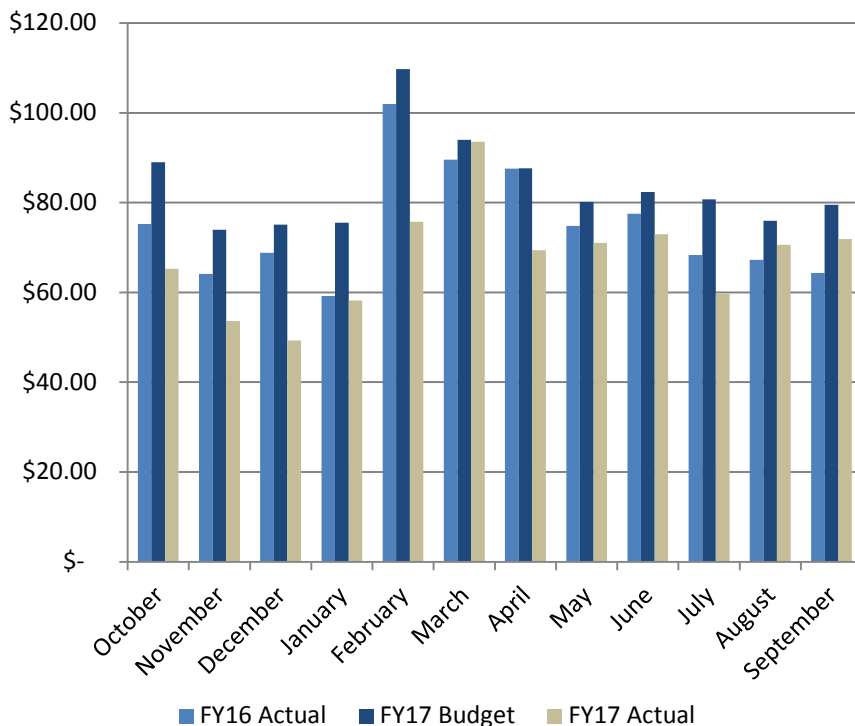
Court Facilities Fees are established to fund “state court facilities” as defined in Chapter 29, Florida Statutes (2009). On June 19, 2009, legislation approved permitting counties to change the surcharge placed on non-criminal traffic infractions from \$15 to \$30. In FY17 the County collected \$811,301 meanwhile in FY16 expended more than \$8.3 million on behalf of the State Court system.

The Board approved the increase in surcharges on August 25, 2009.

**Trend:**

In FY10, an approved fee increase resulted in increased revenues. The first two years with the approved fee increase, FY11 through FY13 showed moderate revenue increases. Due to a decline in the issuance of moving traffic violations, FY14 experienced a sharp decrease. The continued decline in citations has shown the same affect in FY17 collections.

**Monthly Totals: Budget vs. Actuals (Thousands)**



FY16 Actual: \$898,780  
FY17 Budget: \$1,003,682  
FY17 Actual: \$811,301

# Leon County Government

## FY 2017 Annual Performance and Financial Report

### PROGRAM EXPENDITURE SUMMARY\*

\*Reflects expenditures posted to financial system as of 11/20/2017

<u>Fund</u>	<u>Org</u>	<u>Description</u>	<u>FY17 Adj. Budget</u>	<u>FY17 Expenditures</u>	<u>FY17 Budget \$ Balance</u>	<u>FY17 Budget % Bal. Remaining</u>
<b><u>Board of County Commissioners</u></b>						
<b><u>County Commission</u></b>						
001	100	County Commission	1,589,374	1,589,374	0	0.00%
001	101	District 1 <sup>1</sup>	16,242	16,242	0	0.00%
001	102	District 2	12,500	5,463	7,037	56.29%
001	103	District 3	12,500	12,442	58	0.47%
001	104	District 4	12,500	7,966	4,534	36.27%
001	105	District 5	12,500	8,847	3,653	29.22%
001	106	At Large District 6	12,500	6,347	6,153	49.22%
001	107	At Large District 7	12,500	11,898	602	4.82%
001	108	Commissioners Account	25,395	20,308	5,087	20.03%
<b>Subtotal:</b>			<b>1,706,011</b>	<b>1,678,888</b>	<b>27,123</b>	<b>1.59%</b>
<b><u>County Administration</u></b>						
<b><u>Country Administration</u></b>						
001	110	Country Administration	1,043,040	1,036,587	6,453	0.62%
<b><u>Strategic Initiatives</u></b>						
001	115	Strategic Initiatives	768,841	732,388	36,453	4.74%
001	116	Community and Media Relations	591,667	547,044	44,623	7.54%
<b><u>Emergency Management</u></b>						
125	864	Emergency Management <sup>2</sup>	108,686	32,183	76,503	70.39%
125	952001	Emergency Management Base Grant - Federal <sup>2</sup>	87,141	45,053	42,088	48.30%
125	952002	Emergency Management Base Grant - State <sup>2</sup>	118,620	62,650	55,970	47.18%
125	952003	Emergency Management SHSGP Federal Grant <sup>2</sup>	58,000	18,496	39,504	68.11%
130	180	Enhanced 911	1,355,300	1,047,316	307,984	22.72%
<b><u>Human Resources</u></b>						
001	160	Human Resources	1,438,819	1,258,943	179,876	12.50%
<b>Subtotal:</b>			<b>5,570,114</b>	<b>4,780,660</b>	<b>789,454</b>	<b>14.17%</b>
<b><u>Office of Information Technology</u></b>						
001	171	Management Information Systems	6,148,796	6,130,449	18,347	0.30%
001	411	Public Safety Complex Technology	250,334	205,112	45,222	18.06%
001	421	Geographic Information Services	1,923,845	1,915,521	8,324	0.43%
<b>Subtotal:</b>			<b>8,322,975</b>	<b>8,251,082</b>	<b>71,893</b>	<b>0.86%</b>
<b><u>County Attorney</u></b>						
001	120	County Attorney	2,158,617	2,038,219	120,398	5.58%
<b>Subtotal:</b>			<b>2,158,617</b>	<b>2,038,219</b>	<b>120,398</b>	<b>5.58%</b>

# Leon County Government

## FY 2017 Annual Performance and Financial Report

### PROGRAM EXPENDITURE SUMMARY\*

\*Reflects expenditures posted to financial system as of 11/20/2017

<u>Fund</u>	<u>Org</u>	<u>Description</u>	<u>FY17 Adj. Budget</u>	<u>FY17 Expenditures</u>	<u>FY17 Budget \$ Balance</u>	<u>FY17 Budget % Bal. Remaining</u>
<b><u>Department of Public Works</u></b>						
<b><u>Support Services</u></b>						
106	400	Support Services	654,121	636,893	17,228	2.63%
106	978	Public Works Chargebacks <sup>3</sup>	(350,000)	0	(350,000)	100.00%
<b><u>Operations</u></b>						
106	431	Transportation	4,335,742	4,297,564	38,178	0.88%
106	432	Right-of-Way	2,659,422	2,310,680	348,742	13.11%
123	433	Stormwater Maintenance	3,080,344	2,780,577	299,767	9.73%
001	216	Mosquito Control	708,093	663,634	44,459	6.28%
125	214	Mosquito Control Grant <sup>2</sup>	55,962	33,487	22,475	40.16%
<b><u>Engineering Services</u></b>						
106	414	Engineering Services	3,672,481	3,351,435	321,046	8.74%
<b><u>Fleet Maintenance</u></b>						
505	425	Fleet Maintenance	2,807,477	2,679,834	127,643	4.55%
<b>Subtotal:</b>			<b>17,623,642</b>	<b>16,754,106</b>	<b>869,536</b>	<b>4.93%</b>
<b><u>Department of Development Support &amp; Env. Mgt</u></b>						
<b><u>Building Inspection</u></b>						
120	220	Building Inspection	1,695,639	1,524,631	171,008	10.09%
<b><u>Environmental Compliance</u></b>						
121	420	Environmental Compliance	1,498,145	1,484,468	13,677	0.91%
<b><u>Development Services</u></b>						
121	422	Development Services	824,089	817,912	6,177	0.75%
<b><u>Permit Compliance</u></b>						
121	423	Permit Compliance	591,504	539,087	52,417	8.86%
<b><u>Support Services</u></b>						
121	424	Support Services	264,913	253,868	11,045	4.17%
<b><u>DEP Storage Tank<sup>2</sup></u></b>						
125	866	DEP Storage Tank	166,047	152,744	13,303	8.01%
<b>Subtotal:</b>			<b>5,040,337</b>	<b>4,772,710</b>	<b>267,627</b>	<b>5.31%</b>
<b><u>Department of PLACE</u></b>						
<b><u>Planning Department</u></b>						
001	817	Planning Department	1,295,927	592,961	702,966	54.24%
<b>Subtotal:</b>			<b>1,295,927</b>	<b>592,961</b>	<b>702,966</b>	<b>54.24%</b>
<b><u>Office of Financial Stewardship</u></b>						
<b><u>Office of Management and Budget</u></b>						
001	130	Office of Management and Budget	721,574	703,406	18,168	2.52%
<b><u>Purchasing</u></b>						
001	140	Procurement	514,197	508,807	5,390	1.05%
001	141	Warehouse	120,291	118,933	1,358	1.13%
<b><u>Real Estate Management</u></b>						
001	156	Real Estate Management	295,085	242,213	52,872	17.92%
<b><u>Risk Management</u></b>						
501	132	Risk Management	240,442	182,319	58,123	24.17%
501	821	Workers Compensation Management / Insurance	3,296,292	2,872,723	423,569	12.85%
<b>Subtotal:</b>			<b>5,187,881</b>	<b>4,628,401</b>	<b>559,480</b>	<b>10.78%</b>

# Leon County Government

## FY 2017 Annual Performance and Financial Report

### PROGRAM EXPENDITURE SUMMARY\*

\*Reflects expenditures posted to financial system as of 11/20/2017

<u>Fund</u>	<u>Org</u>	<u>Description</u>	<u>FY17 Adj. Budget</u>	<u>FY17 Expenditures</u>	<u>FY17 Budget \$ Balance</u>	<u>FY17 Budget % Bal. Remaining</u>
<b><u>Office of Tourism Development</u></b>						
160	301	Administration	525,530	468,663	56,867	10.82%
160	302	Advertising	1,321,473	1,185,247	136,226	10.31%
160	303	Marketing	1,493,644	1,239,566	254,079	17.01%
160	304	Special Projects	645,000	460,856	184,144	28.55%
160	305	Cultural, Visual Arts, & Heritage (CRA)	5,042,522	0	5,042,522	100.00%
<b>Subtotal:</b>			<b>9,028,169</b>	<b>3,354,332</b>	<b>5,673,837</b>	<b>62.85%</b>
<b><u>Office of Public Safety</u></b>						
<b><u>Emergency Medical Services</u></b>						
135	185	Emergency Medical Services	16,597,921	16,597,921	0	0.00%
<b><u>Animal Services</u></b>						
140	201	Animal Services	1,705,879	1,530,797	175,082	10.26%
<b>Subtotal:</b>			<b>18,303,800</b>	<b>18,128,717</b>	<b>175,083</b>	<b>0.96%</b>
<b><u>Office of Library Services</u></b>						
<b><u>Library Services</u></b>						
001	240	Policy, Planning & OPS	847,469	815,918	31,551	3.72%
001	241	Public Library Services	4,493,362	4,179,445	313,917	6.99%
001	242	Collection Services	1,525,808	1,516,973	8,835	0.58%
<b>Subtotal:</b>			<b>6,866,639</b>	<b>6,512,336</b>	<b>354,303</b>	<b>5.16%</b>
<b><u>Office of Intervention &amp; Detention Alternatives</u></b>						
<b><u>County Probation</u></b>						
111	542	County Probation Division	1,127,559	1,069,547	58,012	5.14%
<b><u>Supervised Pretrial Release</u></b>						
111	544	Pretrial Release	1,143,133	1,055,383	87,750	7.68%
<b><u>Drug &amp; Alcohol Testing</u></b>						
111	599	Drug and Alcohol Testing	168,734	135,792	32,942	19.52%
<b><u>FDLE JAG Grant Pretrial<sup>2</sup></u></b>						
125	982062	FDLE JAG Grant Pretrial FY17	40,000	38,356	1,644	4.11%
<b>Subtotal:</b>			<b>2,479,426</b>	<b>2,299,078</b>	<b>180,348</b>	<b>7.27%</b>

# Leon County Government

## FY 2017 Annual Performance and Financial Report

### PROGRAM EXPENDITURE SUMMARY\*

\*Reflects expenditures posted to financial system as of 11/20/2017

<u>Fund</u>	<u>Org</u>	<u>Description</u>	<u>FY17 Adj. Budget</u>	<u>FY17 Expenditures</u>	<u>FY17 Budget \$ Balance</u>	<u>FY17 Budget % Bal. Remaining</u>
<b><u>Office of Human Services &amp; Community Partnerships</u></b>						
<b><u>Veteran Services</u></b>						
001	390	Veteran Services	327,763	287,264	40,499	12.36%
<b><u>Health &amp; Human Services</u></b>						
001	370	Social Service Programs	5,503,247	5,407,583	95,664	1.74%
<b><u>Health Department</u></b>						
001	190	Health Department	296,681	281,177	15,504	5.23%
<b><u>Primary Health Care</u></b>						
001	971	Primary Health Care	1,818,956	1,610,743	208,213	11.45%
140	971	Primary Health Care	200,000	200,000	0	0.00%
<b><u>Housing Services</u></b>						
001	371	Housing Services	556,129	551,086	5,043	0.91%
161	808	Housing Finance Authority	763,561	763,561	0	0.00%
<b><u>Volunteer Services</u></b>						
001	113	Volunteer Center	193,230	193,007	223	0.12%
<b><u>SHIP 2014-2018<sup>2</sup></u></b>						
124	932047	SHIP 2014-2017	322,949	310,934	12,015	3.72%
124	932048	SHIP 2015-2018	896,896	0	896,896	100.00%
124	932049	SHIP 2016-2019	636,425	0	636,425	100.00%
124	932050	SHIP Disaster Fund	302,517	14,696	287,821	95.14%
124	932051	SHIP Housing Counseling Fund	13,899	0	13,899	100.00%
<b>Subtotal:</b>			<b>11,832,253</b>	<b>9,620,050</b>	<b>1,274,058</b>	<b>18.70%</b>
<b><u>Office of Resource Stewardship</u></b>						
<b><u>Office of Sustainability</u></b>						
001	127	Office of Sustainability	303,010	216,629	86,381	28.51%
<b><u>Facilities Management</u></b>						
001	150	Facilities Management	7,202,592	7,044,497	158,095	2.19%
<b><u>Public Safety Complex</u></b>						
001	410	Public Safety Complex	1,528,056	1,303,993	224,063	14.66%
<b><u>County Government Annex</u></b>						
165	154	Bank of America	427,510	376,292	51,218	11.98%
<b><u>Huntington Oaks Plaza Operating</u></b>						
166	155	Huntington Oaks Plaza Operating	134,525	41,953	92,572	68.81%
<b><u>Cooperative Extension</u></b>						
001	361	Extension Education	470,954	441,238	29,716	6.31%
<b><u>Parks &amp; Recreation</u></b>						
140	436	Parks & Recreation	2,903,276	2,836,297	66,979	2.31%
<b><u>Solid Waste</u></b>						
401	435	Landfill Closure	265,282	136,533	128,749	48.53%
401	437	Rural Waste Collection Centers	654,736	647,332	7,404	1.13%
401	441	Transfer Station Operations	6,938,385	6,925,388	12,997	0.19%
401	442	Landfill (Solid Waste Management Facility)	1,140,682	1,006,447	134,235	11.77%
401	443	Hazardous Waste	661,782	659,767	2,015	0.30%
<b>Subtotal:</b>			<b>22,630,790</b>	<b>21,636,366</b>	<b>994,424</b>	<b>4.39%</b>

# Leon County Government

## FY 2017 Annual Performance and Financial Report

### PROGRAM EXPENDITURE SUMMARY\*

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<u>Fund</u>	<u>Org</u>	<u>Description</u>	<u>FY17 Adj. Budget</u>	<u>FY17 Expenditures</u>	<u>FY17 Budget \$ Balance</u>	<u>FY17 Budget % Bal. Remaining</u>
<b><u>Constitutional Officers<sup>4</sup></u></b>						
<b><u>Clerk of the Circuit Court</u></b>						
001	132	Clerk Finance	1,609,217	1,609,217	0	0.00%
110	537	Circuit Court Fees	407,457	407,457	0	0.00%
<b><u>Property Appraiser</u></b>						
001	512	Property Appraiser	5,159,673	5,143,525	16,148	0.31%
<b><u>Sheriff</u></b>						
110	510	Law Enforcement	36,216,890	36,216,890	0	0.00%
110	511	Corrections	34,549,212	34,549,212	0	0.00%
<b><u>Tax Collector</u></b>						
001	513	General Fund Property Tax Commissions	4,717,758	4,567,164	150,594	3.19%
123	513	Stormwater Utility Non Ad-Valorem	67,960	67,960	0	0.00%
135	513	Emergency Medical Services MSTU	144,369	144,369	0	0.00%
145	513	Fire Service Fee	39,090	38,399	691	1.77%
162	513	Special Assessment Paving	5,500	5,500	0	0.00%
164	513	Sewer Services Killarn Lakes I and II	5,000	4,565	435	8.69%
401	513	Landfill Non-Ad Valorem	32,620	30,227	2,393	7.33%
<b><u>Supervisor of Elections</u></b>						
060	520	Voter Registration	2,663,176	2,663,176	0	0.00%
060	521	Elections	1,524,182	1,524,182	0	0.00%
060	525	SOE Grants <sup>2</sup>			0	0.00%
<b>Subtotal:</b>			<b>87,142,104</b>	<b>86,971,843</b>	<b>170,261</b>	<b>0.20%</b>
<b><u>Judicial Officers</u></b>						
<b><u>Court Administration</u></b>						
001	540	Court Administration	245,773	238,894	6,879	2.80%
001	547	Guardian Ad Litem	21,627	19,645	1,982	9.16%
110	532	State Attorney	116,421	115,434	987	0.85%
110	533	Public Defender	137,819	136,123	1,696	1.23%
110	555	Legal Aid	259,914	257,500	2,414	0.93%
114	586	Teen Court	115,179	103,538	11,641	10.11%
117	509	Alternative Juvenile Program	55,480	54,701	779	1.40%
117	546	Law Library	55,480	0	55,480	100.00%
117	548	Judicial/Article V Local Requirements	55,480	36,286	19,194	34.60%
117	555	Legal Aid	55,480	44,000	11,480	20.69%
<b>Subtotal:</b>			<b>1,118,653</b>	<b>1,006,121</b>	<b>112,532</b>	<b>10.06%</b>



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### PROGRAM EXPENDITURE SUMMARY\*

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<u>Fund</u>	<u>Org</u>	<u>Description</u>	<u>FY17 Adj. Budget</u>	<u>FY17 Expenditures</u>	<u>FY17 Budget \$ Balance</u>	<u>FY17 Budget % Bal. Remaining</u>
<b><u>Non-Operating</u></b>						
<b><u>Line Item Funding</u></b>						
001	888	Line Item Funding	497,759	497,759	0	0.00%
160	888	Council on Culture and Arts Regranting	1,226,900	859,690	367,210	29.93%
<b><u>City of Tallahassee</u></b>						
140	838	City Payment, Tallahassee (Parks & Recreation)	1,273,620	1,273,620	0	0.00%
145	838	City Payment, Tallahassee (Fire Fees)	7,955,524	7,479,001	476,523	5.99%
164	838	City Payment, Tallahassee (Killlearn Lakes Sewer)	232,500	223,797	8,703	3.74%
<b><u>Other Non-Operating</u></b>						
001	114	Economic Vitality	735,731	384,352	351,379	47.76%
001	278	Summer Youth Employment	80,425	55,672	24,753	30.78%
001	402	Capital Regional Transportation Planning Agency	119,523	106,680	12,843	10.75%
001	403	Blueprint 2000 <sup>5</sup>	417,777	417,777	0	0.00%
001	820	Insurance Audit, and Other Expenses	1,031,324	843,109	188,215	18.25%
001	831	Tax Deed Applications	45,000	40,391	4,609	10.24%
001	972	CRA-TIF Payment	2,402,311	2,402,311	0	0.00%
110	508	Diversionsary Program	100,000	100,000	0	0.00%
110	620	Juvenile Detention Payment - State	960,500	845,180	115,320	12.01%
116	800	Drug Abuse	53,395	53,395	0	0.00%
131	529	800 MHZ System Maintenance	1,338,826	1,262,302	76,524	5.72%
145	843	Volunteer Fire Department	482,479	302,666	179,813	37.27%
502	900	Communications Control	953,689	918,848	34,841	3.65%
<b><u>Interdepartmental Billing</u></b>						
		Countywide Automation	439,118	439,118	0	0.00%
		Indirects (Internal Cost Allocations)	0	0	0	100.00%
		Risk Allocations	1,113,517	1,088,165	25,352	2.28%
		<b><u>Subtotal:</u></b>	<b>21,459,918</b>	<b>19,593,834</b>	<b>1,866,084</b>	<b>8.70%</b>
<hr/>						
<b>Total Operating</b>			<b>203,500,196</b>	<b>192,317,269</b>	<b>11,182,927</b>	<b>5.50%</b>
<b>Total Non-Operating</b>			<b>21,459,918</b>	<b>19,593,834</b>	<b>1,866,084</b>	<b>8.70%</b>
<b>Total CIP</b>			<b>65,862,445</b>	<b>21,539,300</b>	<b>44,323,145</b>	<b>67.30%</b>
<b>Operating Grants</b>			<b>2,807,142</b>	<b>708,599</b>	<b>2,098,543</b>	<b>74.76%</b>
<b>Non Operating Grants (6)</b>			<b>18,155,500</b>	<b>3,291,264</b>	<b>14,864,236</b>	<b>81.87%</b>
<b>Total Debt Service</b>			<b>8,570,548</b>	<b>8,527,128</b>	<b>43,420</b>	<b>0.51%</b>
<b>Total Reserves</b>			<b>10,243,784</b>	<b>9,428,166</b>	<b>815,618</b>	<b>7.96%</b>
<b>TOTAL NET EXPENDITURES:</b>			<b>330,599,533</b>	<b>255,405,559</b>	<b>75,193,974</b>	<b>22.74%</b>

Notes:

1. Commission District 1 budget was increased to cover additional travel expenses in FY17 which was offset by an equal reduction in budget in FY18.
2. Operating Grants include Mosquito Control, DEP Storage Tank, FDLE JAG Pretrial, SHIP, Emergency Management and Elections.
3. Public Works Chargebacks were not utilized in FY 2017 to preserve funding in capital projects.
4. Expenses reflect budgeted transfers to the Constitutional Officers and do not reflect excess fees or unexpended funds returned to the Board as revenue, as required by the Florida Statute.
5. The Blueprint budget was established to fund the salary and benefits for an employee who opted to be on the County's payroll. Total expenses for the position are reimbursed.
6. For accounting purposes this amount includes funding isolated in specific budgets received from other governmental entities such as the Florida Department of Environmental Protection (sewer grants), Blueprint 2000 (Magnolia Sidewalk Funding) and the Department of Transportation (Natural Bridge Road bridge replacement). See the grant section of

Leon County Government

FY 2017 Annual Performance and Financial Report

**SUMMARY OF FUND BALANCE & RETAINED EARNINGS (unaudited)**

Org	Fund Title	FY15	FY16	FY17	FY18	FY18
		Actuals (A)	Actuals (A)	Estimated Balance (B)	Appropriated Fund Balance (C)	Beginning Unreserved Fund Balance (D)
<b>General &amp; Fine and Forfeiture Funds</b>						
001	General Fund (E)	39,800,756	28,921,968	30,657,461	8,254,963	22,402,498
110	Fine and Forfeiture Fund (E)	1,840,601	1,247,521	1,473,331	519,320	954,011
	<b>Subtotal:</b>	<b>41,641,357</b>	<b>30,169,489</b>	<b>32,130,792</b>	<b>8,774,283</b>	<b>23,356,509</b>
<b>Special Revenue Funds</b>						
106	County Transportation Trust Fund	5,994,258	4,030,990	4,597,332	116,132	4,481,200
111	Probation Services Fund	1,017,467	1,069,379	1,200,168	366,000	834,168
114	Teen Court Fund	37,020	10,566	0	0	0
116	Drug Abuse Trust Fund	936	936	3,159	0	3,159
117	Judicial Programs Fund	232,576	319,222	377,705	47,218	330,487
120	Building Inspection Fund (F)	1,723,885	2,245,648	2,640,661	285,026	2,355,635
121	Growth Management Fund (F)	885,124	525,507	203,054	100,000	103,054
123	Stormwater Utility Fund	1,991,776	1,105,831	1,449,005	0	1,449,005
124	SHIP Trust Fund	180	181	1,490,194	0	1,490,194
125	Grants	1,328,914	1,863,764	2,484,081	896,527	1,587,554
126	Non-Countywide General Revenue Fund	3,612,218	3,168,872	3,482,243	0	3,482,243
127	Grants (G)	190,574	199,179	820,484	0	820,484
130	9-1-1 Emergency Communications Fund (H)	1,555,151	555,476	183,270	0	183,270
131	Radio Communications Systems Fund (I)	0	14,578	70,670	0	70,670
135	Emergency Medical Services Fund (J)	9,420,586	9,020,680	7,686,354	2,794,177	4,892,177
140	Municipal Services Fund	3,128,975	1,176,319	101,661	101,661	0
145	Fire Services Fund	1,128,724	1,230,522	1,501,706	110,000	1,391,706
160	Tourist Development Fund (1st-5th Cents) (K)	2,044,057	2,368,661	2,347,932	772,952	1,574,980
160	Tourist Develop. Cultural, Visual Arts, Heritage (K)	5,042,522	5,042,522	5,109,853	5,109,853	0
161	Housing Finance Authority Fund (L)	671,455	650,011	0	0	0
162	Special Assessment Paving Fund	264,056	418,434	545,847	0	545,847
164	Killearn Lakes Unit I and II Sewer	2,477	5,331	6,617	0	6,617
165	Bank of America Building Operating Fund (M)	1,698,517	915,607	1,028,162	729,375	298,787
166	Huntington Oaks Plaza Fund (N)	188,044	274,526	304,129	200,000	104,129
	<b>Subtotal:</b>	<b>42,159,492</b>	<b>36,212,743</b>	<b>37,634,288</b>	<b>11,628,921</b>	<b>26,005,367</b>
<b>Debt Service Funds</b>						
211	Debt Service - Series 2003 A&B	1,286	2,516	3,369	0	3,369
220	Debt Service - Series 2004	224,712	98,414	41,538	0	41,538
222	Debt Service - Series 2014	0	2,203	3,230	0	3,230
	<b>Subtotal:</b>	<b>225,998</b>	<b>103,133</b>	<b>48,136</b>	<b>0</b>	<b>48,136</b>
<b>Capital Projects Funds (O)</b>						
305	Capital Improvements Fund (P)	19,940,027	29,391,988	24,695,189	22,567,581	2,127,608
306	Gas Tax Transportation Fund (Q)	3,728,625	6,770,546	7,489,022	6,485,414	1,003,608
308	Local Option Sales Tax Fund (R)	8,599,509	5,104,357	4,732,494	4,503,735	228,759
309	Local Option Sales Tax Extension Fund	7,422,380	4,770,800	5,429,040	5,361,792	67,248
311	Construction Series 2003 A&B Fund (T)	6,906	6,998	7,051	7,038	13
318	1999 Bond Construction Fund (T)	134,416	50,024	50,399	50,308	91
321	Energy Savings Contract ESCO Capital Fund (T)	20,472	20,746	20,901	20,746	155
330	9-1-1 Capital Projects Fund (H)	1,997,757	3,243,836	3,863,748	0	3,863,748
341	Countywide Road District Fund - Impact Fee	746,460	189,940	191,112	47,449	143,663
343	NW Urban Collector Fund - Impact Fee	364,341	70,651	71,087	0	71,087
344	SE Urban Collector Fund - Impact Fee	97,961	99,272	99,885	0	99,885
	<b>Subtotal:</b>	<b>43,058,854</b>	<b>49,719,156</b>	<b>46,649,928</b>	<b>39,044,063</b>	<b>7,605,864</b>

## Leon County Government

## FY 2017 Annual Performance and Financial Report

## SUMMARY OF FUND BALANCE &amp; RETAINED EARNINGS (unaudited)

Org	Fund Title	FY15	FY16	FY17	FY18	FY18
		Actuals (A)	Actuals (A)	Estimated Balance (B)	Appropriated Fund Balance (C)	Beginning Unreserved Fund Balance (D)
<b>Enterprise Funds</b>						
401	Solid Waste Fund (U)	5,320,453	2,730,708	3,666,435	1,966,059	1,700,376
	<b>Subtotal:</b>	<b>5,320,453</b>	<b>2,730,708</b>	<b>3,666,435</b>	<b>1,966,059</b>	<b>1,700,376</b>
<b>Internal Service Funds</b>						
501	Insurance Service Fund (V)	1,610,635	2,000,631	2,218,776	0	2,218,776
502	Communications Trust Fund	128,086	47,058	261,500	0	261,500
505	Motor Pool Fund	45,677	42,321	76,545	0	76,545
	<b>Subtotal:</b>	<b>1,784,398</b>	<b>2,090,010</b>	<b>2,556,820</b>	<b>0</b>	<b>2,556,820</b>
<b>TOTAL:</b>		<b>134,190,552</b>	<b>121,025,239</b>	<b>122,686,398</b>	<b>61,413,326</b>	<b>61,273,072</b>

## Notes:

A. Audited Fund Balance according to the Comprehensive Annual Financial Report.

B. Unaudited Fund Balance and Retained Earnings. Balances may change pending final audit adjustments.

C. Appropriated Fund Balance includes fund balance appropriated as a part of the budget process and FY17 carryforwards necessary to complete projects.

D. Unreserved Fund Balance is the year ending FY17 estimated balance less the FY17 appropriated fund balance.

E. The estimated FY17 Fund Balance contemplates \$10.3 million in reimbursement from FEMA associated with debris clean up costs from Hurricane Hermine. The beginning unreserved fund balance for FY 2018 budget reflects the use of \$2.5 million appropriated to balance the budget and \$5.7 million in carryforward projects, of which \$1.58 million is contemplated for final payment associated with Hurricane Hermine and \$2.9 million in new catastrophe reserves.

F. The increase in the Building fund balance is reflective of an increase in building and development permitting due to an improved economy. The decrease in the Development Support fund balance is associated with the County's revised permit review process generating less revenue. During the economic downturn, at the direction of the Board in an effort to expedite the review and approval time-frames for proposed development projects, County development review thresholds were revised. The revisions allowed more proposed development projects to qualify for administrative review and approval, and also resulted in a reduced level of associated review fees.

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

H. As part of the year-end cleanup process, unspent funds were moved to Fund 330 (911 Emergency Capital Projects Fund) for future capital projects, as required by State Statute.

I. The Radio Communications Systems Fund is used to account for the new radio system operating expenses. These funds were previously reflected in Fund 331.

J. The reduction in fund balance is associated with appropriating fund balance in FY 2018 to offset the addition of one ambulance and half a crew (6 positions), as well as the planned draw down of fund balance. This planned draw down of fund balance is part of a long term fiscal plan to address increased service needs without a millage increase.

K. The Tourist Development Tax is reflected in two separate fund balances. Currently five cents supports the Tourist Development Division marketing, promotion, and cultural re-granting activities. The fund balance previously established by the one cent for the performing arts center is now dedicated to be expended on cultural, visual arts and heritage funding programs pursuant to the inter local agreement between the County, the City and the Community Redevelopment Agency. The reduction in fund balance is associated with appropriating \$1.0 million in Tourist Development funding for amenities and a pavilion at the Apalachee Regional Park cross country track in order to host the 2021 NCAA National Cross Country Championship.

L. In FY2017, the Board authorized the Housing Finance Authority (HFA) autonomy over budget, contracting, and policies separate from the Board. As a result, all funds were transferred to the HFA at year end.

M. The reduction in the FY 2018 available fund balance is associated with appropriating \$344,799 in fund balance in FY 2018 for major building renovations.

N. The reduction in the FY 2018 available fund balance is associated with appropriating \$200,000 in fund balance in FY 2018 for new tenant renovations.

O. The Capital Projects balances are accumulated for purposes of funding projects that are often multi-year in nature. Balances reflected above are often programmed as part of the five year plan.

P. The fund balance reflects the remaining capital reserves budgeted during FY 2017 as a "sinking fund" for maintaining existing County infrastructure for the next five years. The estimated FY 2017 fund balance contemplates \$1.25 million in revenue from the sale of the Miccosukee Road property across from the Public Works Complex. The FY 2018 available fund balance is higher than usual due to a restructuring of the capital building maintenance plan creating a savings and previously budgeted funds.

Q. The fund balance reflects the remaining capital reserves budgeted during FY 2017 as a "sinking fund" for maintaining existing County transportation infrastructure, specifically Old Bainbridge Road improvements.

R. The reduction in fund balance reflects capital reserves budgeted in FY 2017 as a "sinking fund" for maintaining existing infrastructure associated with the initial and extension of the local option tax.

T. Bond construction funds are anticipated to be closed in FY 2018.

U. Amount reflected is available retained earnings. The FY 2017 increase is associated with increased revenue from storm cleanup.

## Leon County Government

## FY 2017 Annual Performance and Financial Report

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**

<b>Project Service Types</b>	<b># of Projects</b>	<b>% of CIP Budget</b>	<b>Adjusted Budget</b>	<b>YTD Activity</b>	<b>% of Budget Committed</b>	<b>Project Balance</b>
Culture and Recreation	18	12.4%	8,177,784	2,683,817	32.8%	5,493,967
General Government	41	16.1%	10,605,073	6,412,543	60.5%	4,192,530
Health and Safety	6	10.8%	7,087,711	2,183,532	30.8%	4,904,179
Physical Environment	32	27.1%	17,856,832	4,022,924	22.5%	13,833,908
Transportation	19	33.6%	22,135,045	6,236,485	28.2%	15,898,560
<b>TOTAL</b>	<b>116</b>	<b>100%</b>	<b>\$65,862,445</b>	<b>\$21,539,300</b>	<b>32.7%</b>	<b>\$44,323,145</b>

Notes: Projects listed in the report were fully funded in FY 2017. All unspent capital project funds were carry forward into the FY 2018 budget in order to complete the projects.

1. Culture and Recreation: A total of 32.8% of the funding for capital projects in Culture and Recreation was expended. This includes improvements to boat landings, playground equipment, the Main Library, Apalachee Regional, Woodville Community and Fred George parks. Funding was also used for the capital maintenance of County parks and greenways.

2. General Government: A total of 60.4% of the funding for capital projects in General Government was expended. This includes vehicle replacements, Courthouse and the Leon County Government Annex building renovations and repairs. Funding was also used for technology improvements such as data wiring, network upgrades, file server upgrades and completion of the Supervisor of Elections Voting Operations Center.

3. Health and Safety: A total of 30.8% of the funding for capital projects in Health and Safety was expended. This includes repairs to the Jail, Sheriff Patrol vehicles and equipment purchases for Emergency Medical Services

4. Physical Environment: A total of 22.5% of the funding for capital projects in Physical Environment was expended. This includes the Transfer Station, Landfill, and Household Hazardous Waste Center improvements, as well as funding for GIS incremental basemap updates, water quality enhancements, stormwater pond repairs and vehicle replacements.

5. Transportation: A total of 28.3% of the funding for capital projects in Transportation was expended. This includes sidewalk construction, Pullen Road at Old Bainbridge Road, as well as transportation and stormwater improvements, arterial/collector and local roads resurfacing and intersection safety improvements.

## Leon County Government

## FY 2017 Annual Performance and Financial Report

## CULTURE AND RECREATION

Project #	Project Description	Adjusted Budget	YTD Activity	% of Budget Expended	Project Balance
045001	Apalachee Parkway Regional Park	1,897,093	356,279	18.78%	1,540,814
047002	Boat Landing Improvements	123,184	53,838	43.71%	69,346
043007	Fred George Park	500,000	480,446	96.09%	19,554
046009	Greenways Capital Maintenance (Greenways and Trails)	457,571	125,628	27.46%	331,944
043001	J. Lee Vause Park Improvements	122,550	-	0.00%	122,550
045004	J.R. Alford Greenway	140,000	-	0.00%	140,000
076011	Library Services Technology	174,000	172,509	99.14%	1,491
086053	Main Library Improvements	365,342	326,532	89.38%	38,810
044005	Miccosukee Community Center	15,000	-	0.00%	15,000
044003	Miccosukee Greenways*	238,603	137,152	57.48%	101,451
046007	Parks New Vehicles and Equipment	174,366	105,768	60.66%	68,598
044001	Northeast Community Park	250,000	17,054	6.82%	232,946
043008	Okeeheepkee Prairie Park	342,461	-	0.00%	342,461
046001	Parks Capital Maintenance	2,501,184	619,671	24.78%	1,881,513
046006	Playground Equipment Replacement	136,250	117,993	86.60%	18,257
086066	Pre-Fabricated Buildings (Concrete Masonry Restrooms)	123,700	28,879	23.35%	94,821
047001	St. Marks Headwaters Greenways*	103,334	15,106	14.62%	88,228
041002	Woodville Community Park	513,146	126,960	24.74%	386,186
<b>TOTAL CULTURE AND RECREATION</b>		<b>\$8,177,784</b>	<b>\$2,683,817</b>	<b>32.82%</b>	<b>\$5,493,967</b>

## GENERAL GOVERNMENT

086064	A/C Unit Replacement	52,671	52,671	100.00%	-
086073	Amtrak Building Renovations	303,207	15,337	5.06%	287,871
086011	Architectural and Engineering Services	60,000	20,527	34.21%	39,473
096019	Capital Grant Match Program	81,205	-	0.00%	81,205
086054	Centralized Storage Facility	219,758	23,336	10.62%	196,422
086017	Common Area Furnishings	30,000	24,103	80.34%	5,897
086062	Community Services Building Roof Renovations	51,519	-	0.00%	51,519
086030	Cooperative Extension Renovations	153,713	17,550	11.42%	136,163
086027	Courthouse Renovations	429,627	269,653	62.76%	159,974
086024	Courthouse Repairs	1,018,012	331,429	32.56%	686,583
086016	Courthouse Security	20,000	19,228	96.14%	772
086007	Courtroom Minor Renovations	60,000	33,924	56.54%	26,076
076023	Courtroom Technology	335,666	92,637	27.60%	243,029
076003	Data Wiring	39,412	16,573	42.05%	22,839
076004	Digital Phone System	306,092	135,974	44.42%	170,118
076063	E-Filing System for Court Documents	249,813	2,480	0.99%	247,333
086037	Elevator Generator Upgrades	546,970	447,017	81.73%	99,953
076008	File Server Maintenance	513,687	513,441	99.95%	246
076001	Financial Hardware and Software Migration (Banner)	240,378	96,864	40.30%	143,514
086071	Fleet Management Shop Improvements	38,250	995	2.60%	37,255
086057	General County Maintenance and Minor Renovations	406,753	340,489	83.71%	66,264
026003	General Vehicle and Equipment Replacement	849,892	788,667	92.80%	61,225
076055	Growth Management Technology	11,476	740	6.45%	10,736
086052	Health Department Improvements	225,758	47,821	21.18%	177,937
083002	Lake Jackson Town Center	242,775	-	0.00%	242,775
086068	Jackson View Park Landing	701,731	667,472	95.12%	34,259
086025	Leon County Courthouse Annex Renovations	776,567	431,768	55.60%	344,799
076064	MIS Data Center/Elevator Halon System	311,015	32,148	10.34%	278,867
076018	Network Backbone Upgrade	193,043	191,210	99.05%	1,833
026018	New General Vehicles and Equipment	66,000	43,654	66.14%	22,346

## Leon County Government

## FY 2017 Annual Performance and Financial Report

## GENERAL GOVERNMENT

086033	Parking Lot Maintenance	255,413	204,514	80.07%	50,899
076051	Public Defender Technology	87,679	87,679	100.00%	-
076061	Records Management	144,909	21,083	14.55%	123,827
076047	State Attorney Technology	30,000	30,000	100.00%	0
086074	Supervisor of Elections Space Consolidation	903,176	903,176	100.00%	-
076005	Supervisor of Elections Technology	102,526	89,097	86.90%	13,429
076022	Technology in Chambers	48,300	47,662	98.68%	638
076024	User Computer Upgrades	319,303	319,242	99.98%	61
096028	Voting Equipment Replacement	94,000	-	0.00%	94,000
086065	Welcome Center Roof Replacement	41,300	11,817	28.61%	29,484
076042	Work Order Management	43,477	40,564	93.30%	2,913
<b>TOTAL GENERAL GOVERNMENT</b>		<b>10,605,073</b>	<b>6,412,543</b>	<b>60.47%</b>	<b>\$4,192,530</b>

## HEALTH AND SAFETY

Project #	Project Description	Adjusted Budget	YTD Activity	% of Budget Expended	Project Balance
076058	Emergency Medical Services Technology	37,128	37,128	100.00%	-
026014	EMS Vehicle & Equipment Replacement	1,174,961	982,887	83.65%	192,074
086031	Jail Complex Maintenance	2,991,486	988,317	33.04%	-
086067	Medical Examiner Facility	2,342,365	145,569	6.21%	2,196,796
096016	Public Safety Complex	490,110	29,630	6.05%	460,480
096002	Volunteer Fire Departments	51,661	-	0.00%	51,661
<b>TOTAL HEALTH AND SAFETY</b>		<b>\$7,087,711</b>	<b>\$2,183,532</b>	<b>30.81%</b>	<b>\$4,904,179</b>

## PHYSICAL ENVIRONMENT

054011	Baum Road Drainage Improvements	73,760	-	0.00%	73,759
067002	Blueprint 2000 Water Quality Enhancements	309,361	37,792	12.22%	271,569
055011	Crump Road Drainage Improvement	415,674	-	0.00%	415,674
076009	Geographic Information Systems	459,680	148,946	32.40%	310,734
076060	GIS Incremental Basemap Update	298,500	298,500	100.00%	-
062005	Gum Road Target Planning Area	400,000	-	0.00%	400,000
036042	Hazardous Waste Vehicle and Equipment Replacement	186,000	-	0.00%	186,000
036019	Household Hazardous Waste Collection Center	85,650	-	0.00%	85,650
064001	Killearn Acres Flood Mitigation	497,677	-	0.00%	497,677
064006	Killearn Lakes Plantation Stormwater	2,027,960	597,938	29.48%	1,430,022
061001	Lake Henrietta Renovations	472,554	-	0.00%	472,554
062001	Lake Munson Renovations	227,599	2,095	0.92%	225,504
062002	Lakeview Bridge	157,232	3,591	2.28%	153,641
036002	Landfill Improvements	186,029	138,816	74.62%	47,213
063005	Lexington Pond Retrofit	3,652,442	779,560	21.34%	2,872,882
062004	Longwood Subdivision Retrofit	223,345	-	0.00%	223,345
026020	New Stormwater Vehicles and Equipment	380,511	380,305	99.95%	206
045007	Pedrick Road Pond Walking Trail	43,320	2,600	6.00%	40,720
076015	Permit and Enforcement Tracking System	215,450	214,811	99.70%	639
036033	Rural/Hazardous Waste Vehicle & Equipment Replacement	432,809	176,732	40.83%	256,077
036003	Solid Waste Heavy Equipment/Vehicle Replacement	544,032	348,346	64.03%	195,686
036028	Solid Waste Master Plan	100,000	28,029	28.03%	71,971
036041	Solid Waste Pre-Fabricated Buildings	55,274	26,211	47.42%	29,063
067006	Stormwater Infrastructure Prev Main	550,000	-	0.00%	550,000

## Leon County Government

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## PHYSICAL ENVIRONMENT

066026	Stormwater Pond Repairs	110,659	61,474	55.55%	49,185
066003	Stormwater Structure Inventory and Mapping	611,720	-	0.00%	611,720
026004	Stormwater Vehicle and Equipment Replacement	557,897	359,320	64.41%	198,577
066004	TMDL Compliance Activities	350,000	-	0.00%	350,000
036010	Transfer Station Heavy Equipment	434,800	387,192	89.05%	47,608
036023	Transfer Station Improvements	297,219	30,666	10.32%	266,553
061002	Woodside Heights*	1,999,678	-	0.00%	
062003	Woodside Sewer Project*	1,500,000	-	0.00%	1,500,000
<b>TOTAL PHYSICAL ENVIRONMENT</b>		<b>\$17,856,832</b>	<b>4,022,924</b>	<b>22.53%</b>	<b>\$13,833,908</b>

## TRANSPORTATION

Project #	Project Description	Adjusted Budget	YTD Activity	% of Budget Expended	Project Balance
026015	Arterial/Collector Roads Pavement Markings	135,200	131,579	97.32%	3,621
056001	Arterial/Collector/Local Resurfacing	5,858,067	3,426,488	58.49%	2,431,579
054003	Bannerman Road	446,663	294,980	66.04%	151,683
056005	Community Safety and Mobility*	1,450,179	324,838	22.40%	1,125,341
026010	Fleet Management Shop Equipment	50,000	47,562	95.12%	2,438
057001	Intersection and Safety Improvements	5,165,923	263,937	5.11%	4,901,986
055010	Magnolia Drive Multi-Use Trail*	200,324	994	0.50%	199,330
051006	Natural Bridge Road*	30,000	3,070	10.23%	26,930
026022	New Public Works Vehicles and Equipment	93,000	74,912	80.55%	18,088
053003	North Monroe Turn Lane	47,449	-	0.00%	47,449
053007	Old Bainbridge Road Safety Improvements*	322,000	-	0.00%	322,000
026006	Open Graded Cold Mix Stabilization	963,441	387,130	40.18%	576,311
056011	Public Works Design and Engineering Services	100,000	61,566	61.57%	38,434
026005	Public Works Vehicle and Equipment Replacement	1,136,563	663,042	58.34%	473,521
053002	Pullen Road at Old Bainbridge Road*	299,164	136,586	45.66%	162,578
056013	Sidewalk Program	2,286,544	94,783	4.15%	2,191,761
051008	Springhill Road Bridge Rehabilitation	350,500	-	0.00%	-
057013	Street Lights/Unincorporated Area	125,000	-	0.00%	125,000
056010	Transportation and Stormwater Improvements	3,075,028	325,018	10.57%	2,750,010
<b>TOTAL TRANSPORTATION</b>		<b>\$22,135,045</b>	<b>6,236,485</b>	<b>28.17%</b>	<b>\$15,898,560</b>

\* The remaining funds for the joint/grant funded projects are budgeted as grants and the additional expenditure is reported in the Grants section of the report

Leon County Government  
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### GRANTS PROGRAM SUMMARY

The County utilizes grants to fund a number of programs and activities in Leon County. As reflected in the table below, the County is currently administering approximately \$20.9 million in grant funding. As grants often cross multiple fiscal years, it is not uncommon to see the actual expenditures for a fiscal year less than the total funding available. All balances are carried into the subsequent fiscal year consistent with any grant award requirements.

Most grants are accepted by the Board of County Commissioners and placed within one of three funds, Fund 124 (SHIP Grants), Fund 125 (Reimbursement Grants) and Fund 127 (Interest Bearing Grants). While placed in a Grants Fund, a program budget can be a federal or state authorization, a contractual arrangement between two governing bodies, a contract between the County and a non-governmental entity, a method to keep a specific revenue source separate from operating budgets, or a pure grant award.

Some programs are anticipated as part of the regular budget process: Mosquito Control, the Underground Storage Tank Program, the FDLE Justice Assistance Grant (JAG), the Department of Health Emergency Medical Grant, and the Emergency Management Base Grant. These grant funds are administered within various County department operating budgets, and are reported in the expenditure section of the annual report.

The Grants Program is cooperatively monitored by department program managers, the Office of Management and Budget (OMB), and the Clerk's Finance Division. OMB monitors all aspects of these grants, particularly block grants. Program Managers in conjunction with OMB often pursue grants independently and administer grants throughout the year. OMB and the Clerk's Finance Division monitor overall expenditures and revenues as well as coordinate the year-end close-out and carry forward processes with all grant funded programs.

Budget by Administering Department				
Department	% of Total Grants	FY17 Budget	FY17 Expended	Balance
Administration	4.64%	971,872	709,624	262,248
Dev. Sup. & Environmental Management	0.79%	166,047	152,744	13,303
Public Services	1.34%	280,328	149,776	130,552
Library Services	2.41%	504,650	77,512	427,138
Human Services and Community Partnerships	13.99%	2,932,025	562,367	2,369,658
Resource Stewardship	13.10%	2,746,897	388,758	2,358,139
Public Works	61.52%	12,895,877	1,684,675	11,211,202
Intervention & Detention Alternatives	1.03%	216,329	123,191	93,138
Judicial	0.76%	158,617	151,217	7,400
Miscellaneous	0.43%	90,000	0	90,000
<b>Total Grants:</b>	<b>100%</b>	<b>20,962,642</b>	<b>3,999,863</b>	<b>16,962,779</b>
<b>Operating Grants Total:</b>		<b>2,807,142</b>	<b>708,599</b>	<b>2,098,543</b>
<b>Non-Operating Grants Total:</b>		<b>18,155,500</b>	<b>3,291,264</b>	<b>14,864,236</b>



Leon County Government

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**Grants Program Summary**

\*Denotes Interest Bearing Grant

Org	Grant/Program	Description/Purpose	FY17 Budget	Spent	% Unspent
<b>Administration</b>					
915068	Leon Works Expo/Junior Apprentice	Funding from the Florida Legislature, through Tallahassee Community College to support the 2017 Leon Works Expo and an entry level skills training initiative through Leon Works Junior Apprenticeship Program	99,425	51,241	48.5%
983016	EDC/Qualified Targeted Industry	Funding for the establishment of a 1.0 million economic development incentive fund for the joint Tallahassee/Leon County Office of Economic Vitality	500,000	500,000	0.0%
952001	EMPA Base Grant	Funding for Emergency Management Preparedness & Assistance and Emergency Management Performance Grant Program	87,141	45,053	48.3%
952002	EMPG Base Grant		118,620	62,650	47.2%
952003	EM-SHSGP Federal Grant		58,000	18,496	68.1%
864	Emergency Management Base Grant	Emergency management activities (operating)	108,686	32,183	70.4%
<b>Subtotal:</b>			<b>971,872</b>	<b>709,624</b>	<b>27.0%</b>
<b>Development Support &amp; Environment Management</b>					
866	DEP Storage Tank Program	Annual Inspections of petroleum storage tank facilities, tank removals and abandonments (operating)	166,047	152,744	8.0%
<b>Subtotal:</b>			<b>166,047</b>	<b>152,744</b>	<b>8.0%</b>
<b>Public Services</b>					
<b>Emergency Medical Services</b>					
961045	EMS Equipment	EMS equipment	40,620	40,451	0.4%
961051	DOH-EMS Match M4081	Automated External Dibrillators	60,000	-	100.0%
961052	DOH-EMS Match M4253	Funding from the Florida Department of Health for CPR training to the public	43,700	43,700	0.0%
961053	DOH-EMS Match M4254	Funding from the Florida Department of Health for the purchase of 45 Automated External Defibrillators (AEDs)	39,358	39,375	0.0%
961054	DOH-EMS Match M4255	Funding from the Florida Department of Health for the purchase of a direct telemedicine connection between Tallahassee Memorial Hospital and the County	27,245	-	100.0%
961055	DOH-EMS Match M5054	Funding from the Florida Department of Health for the purchase of Automated External Defibrillators (AEDs)	26,250	26,250	0.0%
961056	DOH-EMS Match M5054	Funding from the Florida Department of Health for CPR training to the public	43,155	-	100.0%
<b>Subtotal:</b>			<b>280,328</b>	<b>149,776</b>	<b>46.6%</b>

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**Grants Program Summary**

\*Denotes Interest Bearing Grant

Org	Grant/Program	Description/Purpose	FY17 Budget	Spent	% Unspent
<b>Library Services</b>					
912013	E-Rate	Federal Communications Commission funding for the purchase of Internet access computers and related charges	33,684	-	100.0%
913023	Patron Donations	Individual patron donations designated for particular use within the library system	147,180	28,487	80.6%
913024	Capelouto Donation	Donation to the Library to purchase Holocaust materials	3,415	856	74.9%
913045	Friends-Literacy	Annual donation in support of basic literacy	46,340	11,082	76.1%
913115*	Friends Endowment	Endowment funds from Friends of the Library, a 501 (c)(3) support group	192,471	37,088	80.7%
913200*	Van Brunt Library Trust	Proceeds from the Caroline Van Brunt estate dedicated to the Library	81,560	-	100.0%
<b>Subtotal:</b>			<b>504,650</b>	<b>77,512</b>	<b>84.6%</b>
<b>Human Services and Community Partnerships</b>					
<b>Housing</b>					
(124) 932047	SHIP 2014-2017	Affordable housing (operating)	322,949	310,934	3.7%
(124) 932048	SHIP 2015-2018	Affordable housing (operating)	896,896	-	100.0%
(124) 932049	SHIP 2016-2019	Affordable housing (operating)	636,425	-	100.0%
(124) 932050	SHIP Disaster Fund	Allocation for declared disasters	302,517	14,696	95.1%
(124) 932051	SHIP Housing Counseling Fund	Assistance/Counseling for first time home buyers or prospective home buyers	13,899	-	100.0%
932016	Florida Hardest Hit Program	Contract for HHF Advisory Services for the HFA Florida Hardest Hit Fund Unemployment Mortgage Assistance Program and Mortgage Loan Reinstatement Program	11,012	2,866	74.0%
932077	CDBG 2013 Community Development	CDBG Small Cities grant for housing rehabilitation and replacement	748,327	233,871	68.7%
<b>Subtotal:</b>			<b>2,932,025</b>	<b>562,367</b>	<b>80.8%</b>

Leon County Government  
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**Grants Program Summary**

\*Denotes Interest Bearing Grant

Org	Grant/Program	Description/Purpose	FY17 Budget	Spent	% Unspent
<b>Resource Stewardship</b>					
<b>Parks and Recreation</b>					
044003	Miccosukee Canopy Road Greenway	Construction/trail improvements on the Miccosukee Canopy Road Greenway	269,030	103,843	61.4%
047001	St. Marks Headwaters Greenway	Construction/Improvements on the St. Marks Headwaters Greenway	1,355,482	15,588	98.9%
921043	Boating Improvement	State funding for boating improvements - Completed Reeves Landing, Lake Talquin Restrooms, New Cypress Landing; Rhoden Cove is pending	225,600	177,666	21.2%
921064	Amtrak Community Room		1,900	760	60.0%
921116*	Miccosukee Community Center		8,038	1,903	76.3%
921126*	Chaires Community Center		18,125	875	95.2%
921136*	Woodville Community Center	Fee revenue collected for the rental of community facilities. Separate expenditure accounts have been established to allow for the payment of approved expenditures associated with improvements to the respective facilities	35,222	900	97.4%
921146*	Fort Braden Community Center		20,230	4,047	80.0%
921156*	Bradfordville Community Center		20,073	3,015	85.0%
921166*	Lake Jackson Community Center		17,542	-	100.0%
<b>Facilities Management</b>					
925015	Energy Efficiency Retrofit Project	Upgrade the HVAC System at the Dr. B.L. Perry, Jr. Branch Library	68,374	-	100.0%
925017	BP Horizon Oil Spill	Funding to pursue programming for the Capital City Amphitheater as well as future building improvements for the amphitheater	706,693	80,000	88.7%
915058	Community Foundation of North Florida	Donation providing for the annual placement of a wreath at the WWII Memorial	588	163	72.4%
<b>Subtotal:</b>			<b>2,746,897</b>	<b>388,758</b>	<b>85.8%</b>

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**Grants Program Summary**

\*Denotes Interest Bearing Grant

Org	Grant/Program	Description/Purpose	FY17 Budget	Spent	% Unspent
<b>Public Works</b>					
916017	Big Bend Scenic Byway	Phase 2 of the development of a series of improvements along the Big Bend Scenic Byway	784,131	-	100.0%
214	Mosquito Control	Mosquito control activities (operating)	55,962	33,487	40.2%
921053*	Tree Bank	Payment for the planting of trees which can not be practically planted on development sites	46,875	2,332	95.0%
001000*	Side Walks District 1	Fee paid by developers to County for sidewalk construction in lieu of constructing sidewalk with development	13,394	-	100.0%
002000*	Side Walks District 2	Fee paid by developers to County for sidewalk construction in lieu of constructing sidewalk with development	23,696	-	100.0%
003000*	Side Walks District 3	Fee paid by developers to County for sidewalk construction in lieu of constructing sidewalk with development	67,334	-	100.0%
004000*	Side Walks District 4	Fee paid by developers to County for sidewalk construction in lieu of constructing sidewalk with development	52,719	-	100.0%
005000*	Side Walks District 5	Fee paid by developers to County for sidewalk construction in lieu of constructing sidewalk with development	6,145	-	100.0%
053002	Pullen Road at Old Bainbridge Road	Capacity Fee	56,428	56,427	0.0%
053007	Old Bainbridge Road Road Safety Improvements	Funding for project costs for the design of safety improvements on Old Bainbridge Road at Knots Lane and Old Bainbridge Road from North Monroe Street to the Gadsden County Line.	103,071	-	100.0%
054010	Beechridge Trail Improvements	Significant Benefit Funds	4,928	1,000	79.7%
055010	Magnolia Drive Multi-use Trail	Funding for design and construction of Magnolia Drive Multi-use trail	6,339,397	903,022	85.8%

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**Grants Program Summary**

\*Denotes Interest Bearing Grant

Org	Grant/Program	Description/Purpose	FY17 Budget	Spent	% Unspent
<b>Public Works (Cont.)</b>					
056005	Community Safety and Mobility	Funding from Ox Bottom Homeowners Association for the installation of a roundabout at the Intersection of Ox Bow Road and Single Tree Trace. Under the terms of the agreement, the County will survey, design and construct the Ox Bow Road roundabout	36,225	36,221	0.0%
057001	Intersection and Safety Improvements	Capacity Fee	13,121	13,091	0.2%
057008	SR 20/Geddie Road	LAP Agreement with Florida DOT	225,000	225,000	0.0%
918001	Southwood Payment - Woodville Highway	Proportional share	50,178	-	100.0%
926105	Robinson Rd Flood Relief	Legislative Appropriation	12,905	-	100.0%
926155	Woodville Heights Sewer Project	Legislative Appropriation	18,914	2,668	85.9%
061002	NWFWMD Grant-Woodside Heights	Funding for the Woodside Heights subdivision septic to sewer conversion project	2,950,000	411,427	86.1%
062003	Woodville Sewer Project	Springs restoration grant for Woodville septic to sewer project	1,500,000	-	100.0%
009010	Significant Benefit District 1	Fee paid by developers to County for road and safety improvements	370,518	-	100.0%
009009	Significant Benefit District 2	Fee paid by developers to County for road and safety improvements	84,669	-	100.0%
009011	Significant Benefit District 3	Fee paid by developers to County for road and safety improvements	2,415	-	100.0%
009012	Significant Benefit District 4	Fee paid by developers to County for road and safety improvements	77,852	-	100.0%
<b>Subtotal:</b>			<b>12,895,877</b>	<b>1,684,675</b>	<b>86.9%</b>

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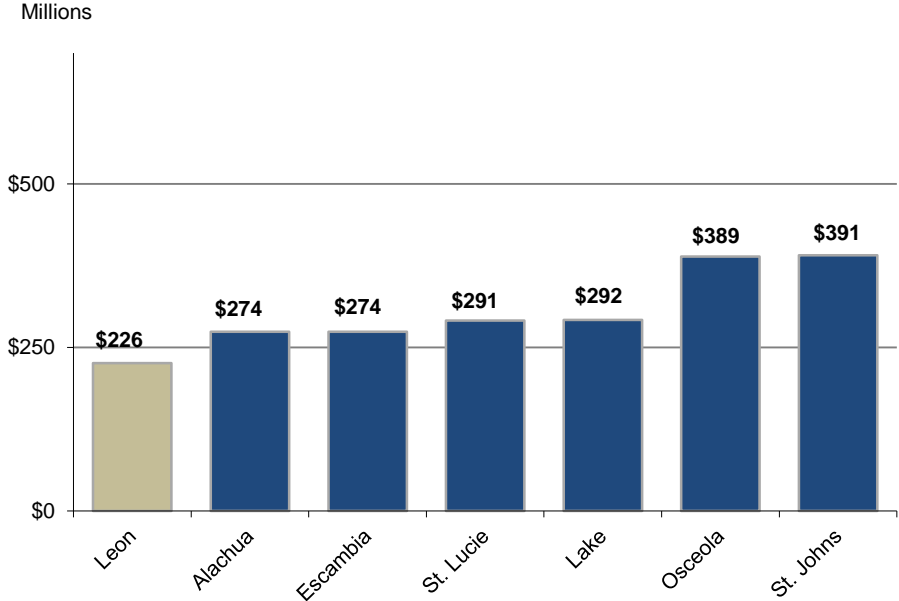
**Grants Program Summary**

\*Denotes Interest Bearing Grant

Org	Grant/Program	Description/Purpose	FY17 Budget	Spent	% Unspent
<b><u>Intervention and Detention Alternatives</u></b>					
<b>Supervised Pre-trial Release</b>					
982062	FDLE JAG Grant Pretrial FY17	Funding for positions in drug/alcohol testing programs (operating)	40,000	38,356	4.1%
915013	Slosberg-Driver's Education	A program that funds organizations providing driver education	176,329	84,835	51.9%
<b>Subtotal:</b>			<b>216,329</b>	<b>123,191</b>	<b>43.1%</b>
<b><u>Judicial</u></b>					
943085	DCF - Drug Testing	Testing and treatment cost relating to Adult Drug Court	33,617	33,617	0.0%
944010	Veterans Drug Court	Funding received to pay for testing and treatment costs related to Veterans Drug Court	125,000	117,600	5.9%
<b>Subtotal:</b>			<b>158,617</b>	<b>151,217</b>	<b>4.7%</b>
<b><u>Miscellaneous</u></b>					
991	Grant Match Funding	Funding set aside to meet grant matching requirements	90,000	-	100.0%
<b>Subtotal:</b>			<b>90,000</b>	<b>-</b>	<b>100.0%</b>
<b>Grants Subtotal</b>			<b>20,962,642</b>	<b>3,999,863</b>	<b>16,962,779</b>
<b>Less Operating Grants</b>			<b>2,807,142</b>	<b>708,599</b>	<b>2,098,543</b>
<b>TOTAL</b>			<b>18,155,500</b>	<b>3,291,264</b>	<b>81.9%</b>

**Comparative Data for Like-Sized Counties**

**Total Net Budget (FY17)**

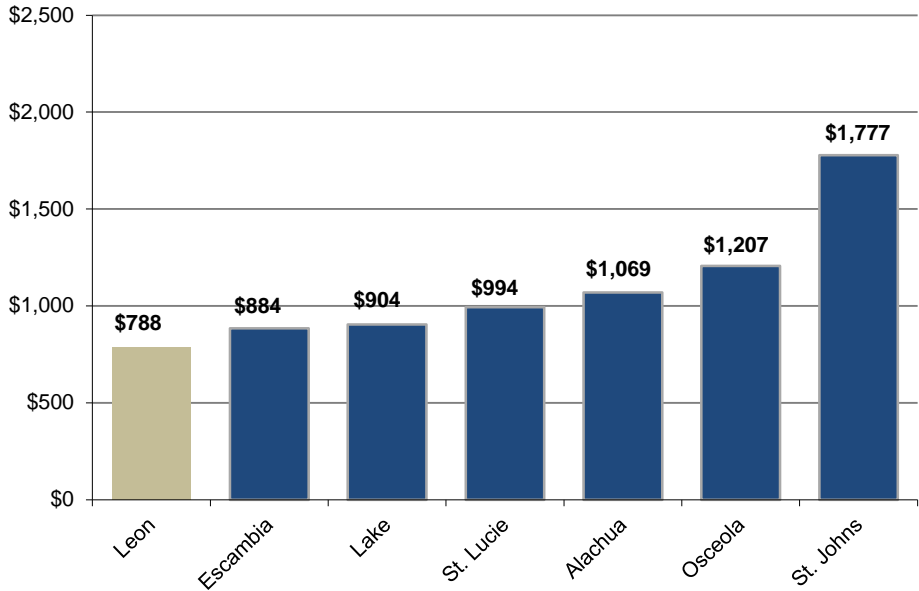


Leon County ranks lowest in operating budget among like-sized counties, with a net budget of \$226 million.

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

Source: FY17 Leon County Office of Management and Budget Survey

**Net Budget Per Countywide Resident (FY17)**



Leon County is the lowest for dollars spent per county resident—second to Escambia County. St. Johns County spends over two times the amount per resident that Leon County spends.

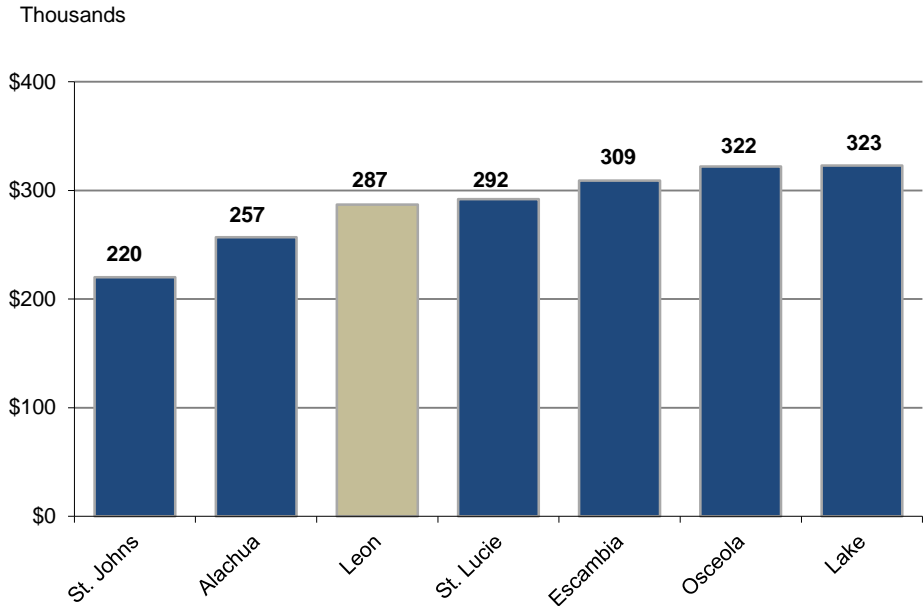
Source: FY17 Leon County Office of Management and Budget Survey

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**Comparative Data for Like-Sized Counties**

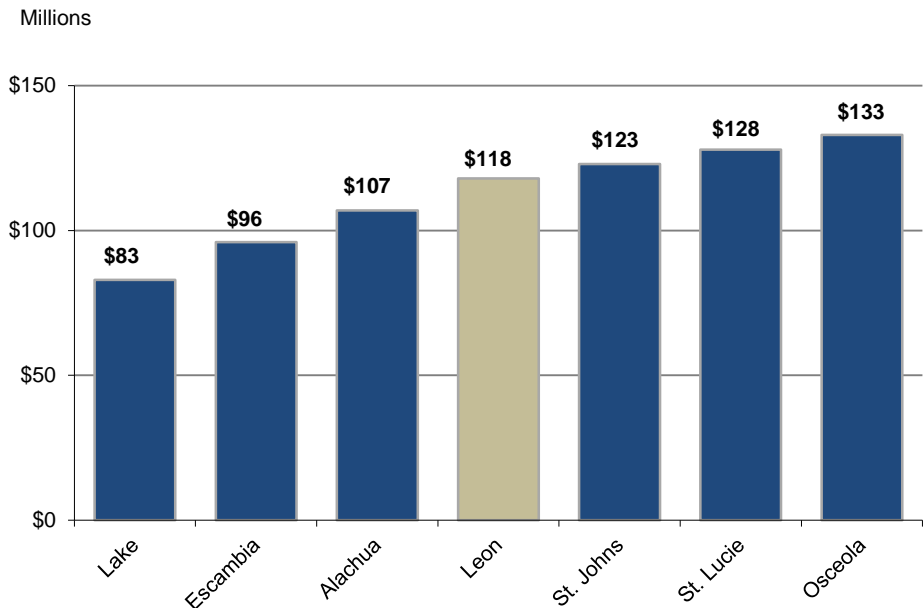
**Countywide Population (2016)**



The Florida Bureau of Economic and Business Research estimated the Leon County 2016 population at 287,671 residents. The selection of comparative counties is largely based on population served.

Source: University of Florida, Bureau of Economic and Business Research, 4/15/2017

**Anticipated Ad Valorem Tax Collections (FY17)**



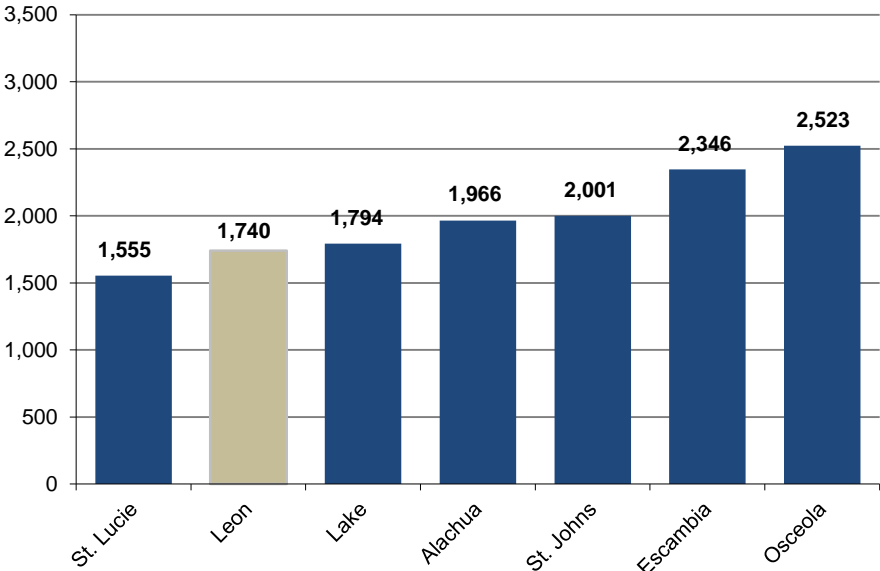
Among the seven like-sized counties, Leon County represents the median, collecting \$117 million in ad valorem taxes. Ad valorem taxes account for 51% of the County's operating revenue.

Source: FY17 Leon County Office of Management & Budget Survey



**Comparative Data for Like-Sized Counties**

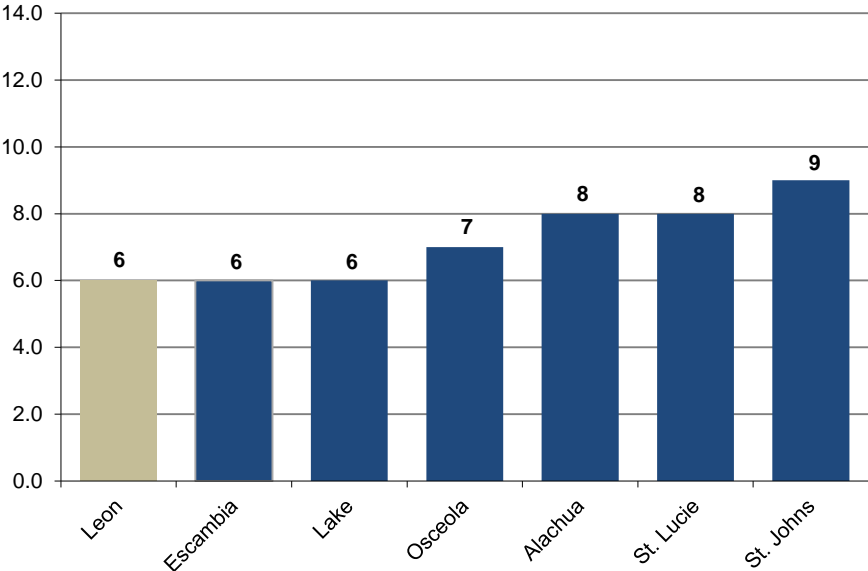
**Total Number of County Employees (FY17)**



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

Source: FY17 Leon County Office of Management and Budget Survey

**County Employees per 1,000 Residents (FY16)**



Leon County (tied with Escambia and Lake Counties) has a ratio of 6 employees for every thousand County residents, among the lowest ratios for like-sized counties.

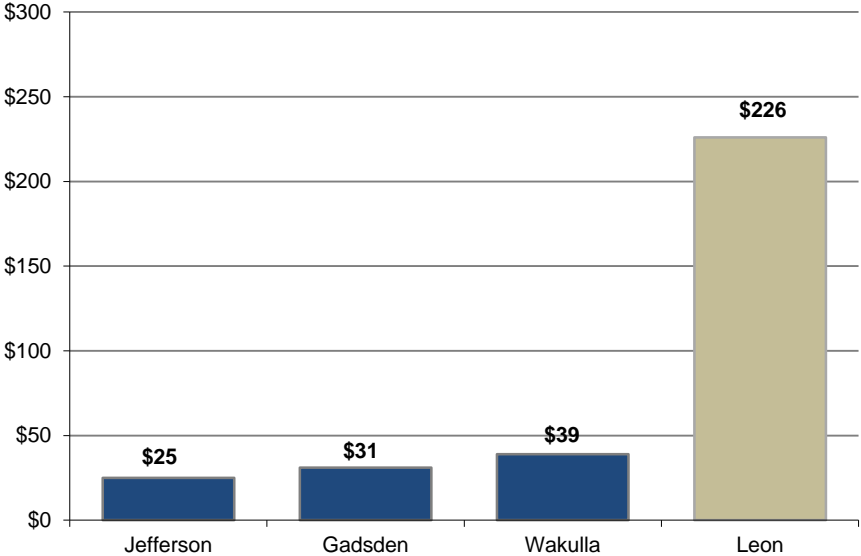
Source: University of Florida, Bureau of Economic and Business Research, 4/20/2017 & FY17 Leon County Office of Management and Budget Survey

\* Comparative Counties updated based on 2016 population estimates.  
Source: University of Florida, Bureau of Economic and Business Research, 4/20/2017.

**Comparative Data for Surrounding Counties**

**Total Net Budget (FY17)**

Millions

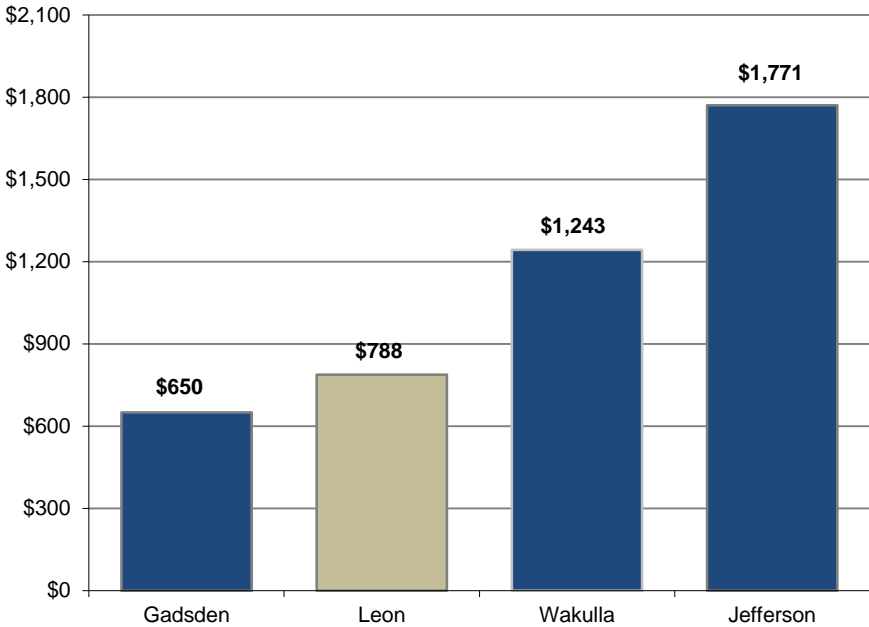


Leon County ranks highest in operating budget among surrounding counties, with a net budget of \$226 million. Jefferson County ranks lowest with a net budget of \$25 million.

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

Source: FY17 Leon County Office of Management and Budget Survey

**Net Budget Per Countywide Resident (FY17)**



Leon County is the second lowest for dollars spent per county resident. Gadsden County spends 21% less per county resident.

Source: University of Florida, Bureau of Economic and Business Research, 4/20/2017 & FY17 Leon County Office of Management and Budget Survey

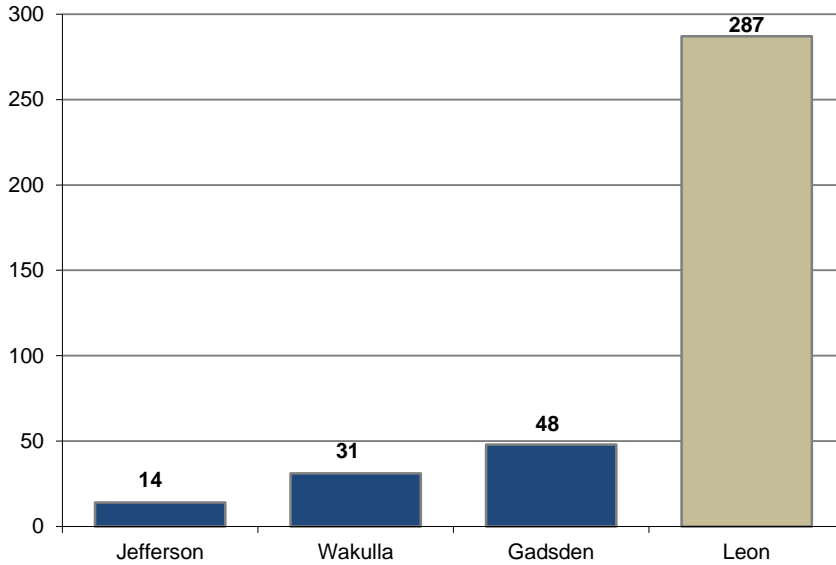
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**Comparative Data for Surrounding Counties**

**Countywide Population (2016)**

Thousands

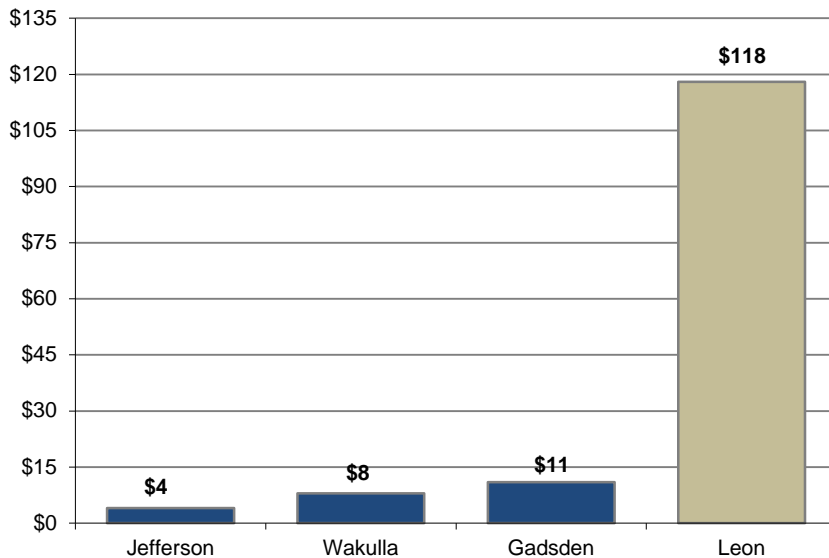


The Florida Bureau of Economic and Business Research estimated the 2016 Leon County population at 287,671. Leon County has approximately 239,000 more residents than neighboring Gadsden County which has the next highest population.

Source: University of Florida, Bureau of Economic and Business Research, 4/20/2017

**Anticipated Ad Valorem Tax Collections (FY17)**

Millions



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

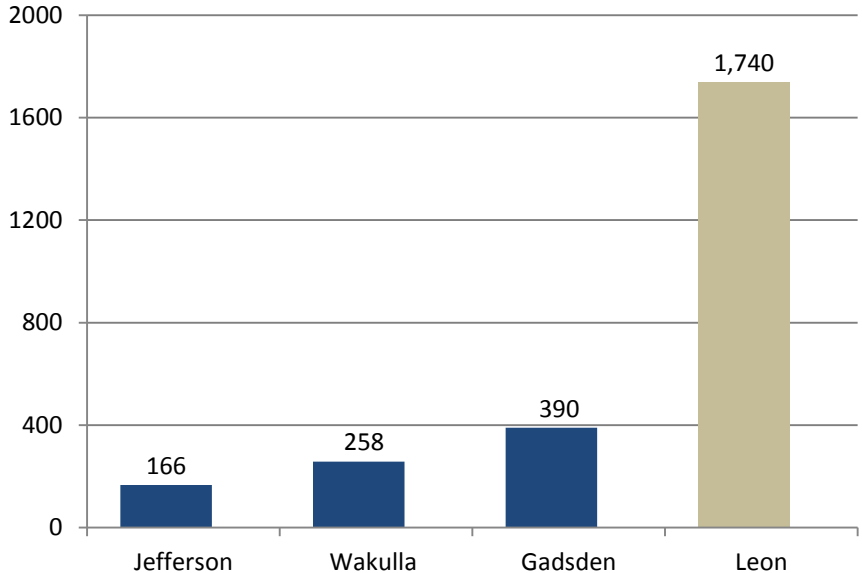
Source: Florida Department of Revenue 2016 Taxable Value by County

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**Comparative Data for Surrounding Counties**

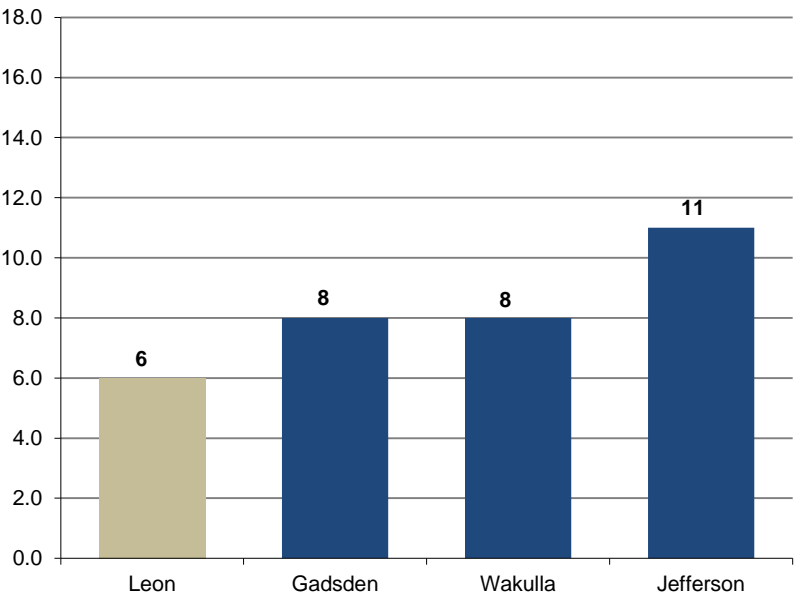
**Total Number of County Employees (FY17)**



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

Source: FY17 Leon County Office of Management and Budget Survey

**Total County Employees per 1,000 Residents (FY17)**



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

Source: University of Florida, Bureau of Economic and Business Research, 4/20/2017 & FY17 Leon County Office of Management and Budget Survey

## Comparative Data – All Counties Net Budget per Countywide Resident

County	Net Budget Per Capita	Staff Per 1,000
Hernando County	\$372	7.9
Columbia County	\$496	8.2
Washington County	\$641	7.8
Gadsden County	\$650	8.0
Santa Rosa County	\$762	5.4
Okaloosa County	\$783	7.6
<b>Leon County</b>	<b>\$788</b>	<b>6.0</b>
Orange County	\$862	8.0
Seminole County	\$876	6.3
Escambia County	\$884	8.8
Hillsborough County	\$899	8.7
Highlands County	\$899	8.7
Lake County	\$904	5.5
Brevard County	\$917	6.5
Marion County	\$949	7.6
Saint Lucie County	\$994	5.3
Lee County	\$994	7.8
Union County	\$1,013	6.6
Alachua County	\$1,069	7.7
Holmes County	\$1,074	7.2
Hamilton County	\$1,084	10.7
Pasco County	\$1,106	7.9
Pinellas County	\$1,125	5.4
Lafayette County	\$1,130	8.7
Clay County	\$1,176	6.7
Citrus County	\$1,188	7.7
Osceola County	\$1,207	7.3
Nassau County	\$1,216	8.8
Hardee County	\$1,237	11.8
Wakulla County	\$1,243	8.2
Bradford County	\$1,259	7.8

County	Net Budget Per Capita	Staff Per 1,000
Okeechobee County	\$1,271	10.1
Gulf County	\$1,305	11.2
Volusia County	\$1,348	6.5
Hendry County	\$1,397	10.1
Levy County	\$1,420	12.3
Manatee County	\$1,520	9.1
Madison County	\$1,525	11.4
Putnam County	\$1,525	9.4
Gilchrist County	\$1,553	10.7
Calhoun County	\$1,563	9.2
Indian River County	\$1,601	9.4
Bay County	\$1,613	7.4
DeSoto County	\$1,683	9.3
Sumter County	\$1,704	6.3
Flagler County	\$1,731	7.2
Jefferson County	\$1,771	11.4
Saint Johns County	\$1,777	9.1
Sarasota County	\$1,782	8.9
Miami-Dade County	\$1,793	9.9
Duval County	\$1,795	7.8
Suwannee County	\$1,876	9.6
Broward County	\$1,878	6.3
Liberty County	\$1,933	6.9
Charlotte County	\$1,942	6.5
Martin County	\$1,990	10.9
Polk County	\$2,001	6.5
Walton County	\$2,099	15.6
Glades County	\$2,211	14.6
Collier County	\$2,534	10.3
Franklin County	\$2,709	14.0
Palm Beach County	\$3,120	8.1
Monroe County	\$3,674	16.8

- 2016 population date source: University of Florida, Bureau of Economic and Business Research, 4/20/2017.
- Baker, Jackson and Taylor Counties were nonresponsive to the 2017 Leon County Survey

## Percent of Exempt Property

County	%Exempt	Net Budget Per Capita	Staff Per 1,000
Collier County	11%	\$2,534	10.3
Walton County	11%	\$2,099	15.6
Palm Beach County	16%	\$3,120	8.1
Lee County	16%	\$994	7.8
Manatee County	16%	\$1,520	9.1
Martin County	17%	\$1,990	10.9
Sarasota County	18%	\$1,782	8.9
Miami-Dade County	18%	\$1,793	9.9
Indian River County	19%	\$1,601	9.4
Saint Johns County	19%	\$1,777	9.1
Seminole County	20%	\$876	6.3
Sumter County	20%	\$1,704	6.3
Broward County	20%	\$1,878	6.3
Nassau County	21%	\$1,210	8.5
Monroe County	21%	\$3,477	17.2
Orange County	21%	\$862	8.0
Hardee County	22%	\$1,237	11.8
Okaloosa County	22%	\$783	7.6
Charlotte County	23%	\$1,942	6.5
Hamilton County	23%	\$1,084	10.7
Osceola County	23%	\$1,207	7.3
Pinellas County	23%	\$1,125	5.4
Hillsborough County	24%	\$1,360	7.2
Bay County	24%	\$1,613	7.4
Polk County	25%	\$2,001	6.5
Flagler County	26%	\$1,731	7.2
Saint Lucie County	26%	\$994	5.3
Lake County	27%	\$904	5.5
Volusia County	27%	\$1,348	6.5
Suwannee County	27%	\$1,876	9.6
Citrus County	28%	\$1,188	7.7
Pasco County	28%	\$1,106	7.9

County	%Exempt	Net Budget Per Capita	Staff Per 1,000
DeSoto County	28%	\$1,683	9.3
Okeechobee County	28%	\$1,271	10.1
Marion County	29%	\$949	7.6
Franklin County	29%	\$2,709	14.0
Washington County	30%	\$641	7.8
Madison County	30%	\$1,525	11.4
Clay County	30%	\$1,176	6.7
Highlands County	30%	\$899	8.7
Putnam County	31%	\$1,525	9.4
Calhoun County	31%	\$1,563	9.2
Santa Rosa County	31%	\$762	5.4
Gilchrist County	32%	\$1,553	10.7
Duval County	32%	\$1,795	7.8
Gulf County	33%	\$2,113	11.1
Levy County	33%	\$1,153	12.3
Jefferson County	35%	\$1,771	11.4
Columbia County	35%	\$496	8.2
Hernando County	35%	\$372	7.9
Escambia County	36%	\$884	8.8
Bradford County	37%	\$917	6.5
Brevard County	37%	\$917	6.5
Wakulla County	38%	\$1,243	8.2
<b>Leon County</b>	<b>38%</b>	<b>\$788</b>	<b>6.0</b>
Gadsden County	41%	\$650	8.0
Lafayette County	41%	\$1,130	8.7
Holmes County	42%	\$1,074	7.2
Hendry County	44%	\$1,397	10.1
Alachua County	46%	\$1,069	7.7
Union County	50%	\$1,013	6.6
Glades County	60%	\$2,211	14.6
Liberty County	65%	\$1,933	6.9

Note: Baker, Jackson and Taylor Counties were nonresponsive to the 2017 Leon County Survey

## Total County Employees per 1,000 Residents

County	Staff Per 1,000	# of Employees	Population
Saint Lucie County	5.3	1,555.18	292,826
Santa Rosa County	5.4	895	167,009
Pinellas County	5.4	5,197.30	954,569
Lake County	5.5	1,794	323,985
<b>Leon County</b>	<b>6.0</b>	<b>1740</b>	<b>287,671</b>
Broward County	6.3	11,771	1,854,513
Sumter County	6.3	2817.01	118,577
Volusia County	6.5	3,355	517,411
Polk County	6.5	4,226.98	646,989
Charlotte County	6.5	1108	170,450
Brevard County	6.5	3,722.25	568,919
Union County	6.6	105	15,887
Clay County	6.7	1,384.00	205,321
Liberty County	6.9	60	8736
Flagler County	7.2	746.99	103095
Holmes County	7.2	144	20003
Hillsborough County	7.2	9,738.11	1,352,797
Bay County	7.4	1,302	176,016
Marion County	7.6	2,618	345,749
Okaloosa County	7.6	1,457	192,925
Citrus County	7.7	1,096	143,054
Alachua County	7.7	1,967	257,062
Bradford County	7.8	214	27,440
Washington County	7.8	194	24,888
Duval County	7.8	7,195	923,647
Lee County	7.8	5,288	680,539
Hernando County	7.9	1,412	179,503
Pasco County	7.9	3,899	495,868
Orange County	8.0	10,196	1,280,387
Gadsden County	8.0	390	48,486
Palm Beach County	8.1	11,210	1,391,741

County	Staff Per 1,000	# of Employees	Population
Osceola County	8.2	2,346.77	322,862
Wakulla County	8.2	258	31,599
Columbia County	8.2	561	68,566
Highlands County	8.7	888	101,531
Lafayette County	8.7	75	8,621
Escambia County	8.8	2,715	309,986
Nassau County	8.8	684	77,841
Sarasota County	8.9	3,571	399,538
Seminole County	8.9	3571	449,124
Manatee County	9.1	3,246	357,591
Saint Johns County	9.1	2001.3	220,257
Calhoun County	9.2	134	14,580
DeSoto County	9.3	327	35,141
Putnam County	9.4	687	72,972
Indian River County	9.4	1369	146,410
Suwannee County	9.6	425	44,349
Levy County	12.3	499	40,553
Miami-Dade County	9.9	26,801	2,700,794
Hendry County	10	387	38,370
Okeechobee County	10.1	413	40,806
Collier County	10	3,608	350,202
Gilchrist County	10.7	180	16,848
Hamilton County	11	157	14,665
Martin County	10.9	1,647	150,870
Gulf County	11	186	16,628
Jefferson County	11.4	166	14,498
Madison County	11	220	19,238
Hardee County	11.8	326	27,637
Franklin County	14	167	11,916
Glades County	14.6	191	13,047
Walton County	16	981	62,943
Monroe County	16.8	1279.06	76,047

Note: Baker, Jackson and Taylor Counties were nonresponsive to the 2017 Leon County Survey

**Leon County  
Board of County Commissioners**

**Notes for Agenda Item #11**

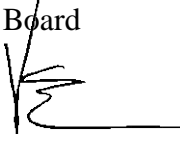


# Leon County Board of County Commissioners

## Agenda Item #11

December 12, 2017

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

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

**Title:** Status Report on the 2017 Leon Works Expo and Junior Apprenticeship Program

<b>Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Ben Pingree, Director, PLACE Al Latimer, Director, Office of Economic Vitality
<b>Lead Staff/ Project Team:</b>	Heather Peeples, Special Projects Coordinator

### Statement of Issue:

This agenda item seeks the Board's approval of a status report on the County's two Leon Works programs: (1) the Leon Works Expo and (2) the Leon Works Junior Apprenticeship.

### Fiscal Impact:

The FY2018 budget includes \$36,000 to support the Leon Works Expo and ongoing expenses (not including salaries) of operating the Leon Works Junior Apprenticeship Program. To support the salaries for the Junior Apprenticeship Program, CareerSource Capital Region had committed a federal Workforce Innovation and Opportunity Act (WIOA) Youth Grant. Subsequent to the adoption of the budget, CareerSource has since notified staff that depending upon the demographics of student applicants, sufficient grant funds may not be available to support all ten (10) Junior Apprentice positions. To continue the hiring of ten (10) Junior Apprentices, those students that are ineligible to be funded by CareerSource grant funds will have their salaries (approximately \$2,000 each) paid from the County department where the Junior Apprenticeship position is housed.

### Staff Recommendation:

Option #1: Accept the status report on the 2017 Leon Works Expo and Junior Apprenticeship Program.

## **Report and Discussion**

### **Background:**

During the December 8, 2014 Annual Retreat, the Board directed then Leon County Office of Economic Vitality staff to collaborate with community partners in order to promote middle-skill (skilled) job and training opportunities, specifically to high school students. Skilled careers are those that require more education and training than a high-school diploma, but less than a four-year college degree.

Subsequently, staff engaged the Leon Works Workgroup (Workgroup), which worked to achieve the following goals: (1) develop a shared definition of skilled workforce to ensure that all stakeholders understood and addressed the same topic; (2) identify shortages of skilled labor in our community and challenges in filling those jobs and; (3) identify the challenges associated with promoting both training and career opportunities in our community to high school students.

On March 10, 2015, the Board directed staff to collaborate with community partners and the skilled business community to host the Leon Works Exposition (Expo), specifically to educate high school students (15-18 years old), on the skilled jobs anticipated locally and raise awareness regarding a wide range of career and training opportunities available. The Workgroup continued to meet monthly in 2015 to plan the first Expo which was held at Lively Technical Center on October 23, 2015. The Leon Works Expo has since been held annually in October.

During the December 7, 2015 Annual Retreat, the Board adopted a Strategic Initiative to have staff bring back a proposed structure for an apprenticeship-like program for the Board's consideration during the budget process. At the June 14, 2016 Budget Workshop, the Board then directed staff to coordinate with Leon County Schools to implement the Leon Works Junior Apprenticeship Program in January 2017.

Both Leon Works Programs are currently overseen by County Administration's Strategic Initiatives Division staff. These programs were transferred to the Division in 2016 when the City and County consolidated their economic development departments under the joint Tallahassee-Leon County Office of Economic Vitality (OEV).

The Leon Works Expo and Junior Apprenticeship Program are essential to the following FY2017-FY2021 Strategic Initiative and 5-year Target that the Board approved at the January 24, 2017 meeting:

- 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 Jr. Apprenticeship program (2016-4A).
- Connect 5,000 students and citizens to middle skilled job career opportunities (T3).

This particular Strategic Initiative aligns with the Board's Economy Strategic Priority:

- (EC2) Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, and job creation.

**Analysis:**

The following is an update on activities related to the Leon Works Expo and Junior Apprenticeship Program during FY 2017.

*Leon Works Expo*

On October 20, 2017, the Leon Works Expo was held at the Donald L. Tucker Civic Center to promote skilled careers and training opportunities. A complete overview of the outcomes of this year's Expo is included in Attachment #1.

Nearly 400 students, primarily juniors and seniors, attended the event during the morning session, where they toured two indoor exhibit spaces and an outdoor demonstration area. These students represented Leon County School's eight high schools as well as Florida State University Schools (FSUS Florida High) and Woodland Hall Academy for students with language and learning disorders.

Approximately 175 people attended the afternoon session. During the afternoon, attendees could receive free professional headshots, interview coaching with the TCC Career Center, and resume assistance with CareerSource. The Florida Department of Highway Safety & Motor Vehicles' mobile licensing unit was also in attendance for the first time and offered both students and job seekers the opportunity to get an original, renewal, or replacement identification card.

Over 100 area businesses, academic exhibitors, as well as County and City Departments participated in the Expo. These exhibitors were divided into the categories of business & IT (24), creative (10), health (14), trade (42), partners (8), and other (2). Of these exhibitors, 42 were private organizations, which is approximately a 14% increase from the previous year.

On November 3, 2017, the stakeholders' Workgroup held a wrap-up meeting to discuss the Expo and next steps for raising awareness about skilled jobs. Attachment #1 contains more detailed information regarding the outcome of the Expo and stakeholder wrap-up meeting. One key takeaway from the Workgroup is the desire to explore making the Expo a regional event with participation from high schools and employers in surrounding counties.

For the 2018 Leon Works Expo, staff is also transitioning to OEV as the lead department in coordinating the event; as OEV has been an integral part of the existing Workgroup. The Expo's purpose as an economic development and workforce readiness tool aligns with the Office's mission and supports OEV staff in continuing to foster relationships with the local businesses and other community stakeholders. The transition is further supported by feedback from the stakeholders' Workgroup to explore opening the event to surrounding counties in order to have a more regional economic focus. County staff would continue to serve on the Workgroup and Community and Media Relations (CMR) would support OEV in coordinating the Expo.

*Leon Works Junior Apprenticeship*

In January 2017, Leon County successfully launched the Leon Works Junior Apprenticeship Program. The second class of ten (10) students will successfully complete their semester-long Junior Apprenticeship with a County department in December 2017. Junior Apprenticeship

positions for the Spring 2018 semester were advertised to all Leon County Schools high schools and the next class of students will report to their County worksite on January 3, 2018.

During the June 2017 Budget Workshop, the County approved a collaboration with CareerSource Capital Region to have Junior Apprentice wages and training provided through their Dynamic Futures Program. Dynamic Futures is a work readiness program funded by the Workforce Innovation and Opportunity Act (WIOA) Youth Federal Grant. The collaboration required that the County become an approved Dynamic Futures worksite and update the Leon Works Junior Apprenticeship Program Policy to include WIOA eligibility criteria.

These requirements included limiting participation to those ages 16 to 21 who are attending school and are either low-income or live in a high poverty area and have a “barrier” to employment such as homelessness, current or former foster child, disabled, at risk of dropping out, youth offender (including non-convictions), or lacking in significant work history (less than six months of work experience within the last year), etc.

CareerSource had agreed to fund Leon County’s ten (10) Junior Apprentice positions each semester beginning in FY2018; however, subsequent to the adoption of the budget, CareerSource notified staff in November that they recently became aware of WIOA Youth Federal Grant requirements, which limits their ability to fund in-school students using the above eligibility criteria. To ensure that the County is able to support ten (10) Junior Apprentices in the upcoming Spring 2018 semester, those students that are ineligible to receive WIOA Youth Grant funds will have their salaries paid from the County department budget where their Junior Apprenticeship position is housed. Over the next few weeks, staff will work with CareerSource to finalize the number of Junior Apprenticeship positions that will be funded by the County.

Staff will provide the Board with another status report on the Junior Apprenticeship Program and the partnership with CareerSource during the development of the FY 2019 budget.

**Options:**

1. Accept the status report on the 2017 Leon Works Expo and Junior Apprenticeship Program.
2. Board direction.

**Recommendation:**

Option #1.

**Attachment:**

1. Post-Expo Summary



# Leon Works Expo

## POST-EXPO SUMMARY

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On October 20, 2017, Leon County hosted the Leon Works Expo in partnership with the following organizations:

- Career Source Capital Region
- City of Tallahassee
- Florida Department of Education
- Leon County Schools
- Keiser University
- Lively Technical Center
- Tallahassee Builders Association
- Tallahassee Community College
- Tallahassee-Leon County Office of Economic Vitality
- Talquin Electric Cooperative
- World Class School of Leon County

**Attendance:** The Expo was attended by 390 Leon County high school students and 29 chaperones from Leon County School's eight high schools as well as Florida State University School (FSUS Florida High) and Woodland Hall Academy for students with language and learning disorders. Approximately 175 members of the public attended in the afternoon, and 46 County and OEV staff members and volunteers attended throughout the day to help coordinate the event at the Donald L Tucker Civic Center.

**Exhibitors:** At the 2017 Leon Works Expo, 105 organizations participated as exhibitors. These exhibitors were divided into the categories of business & IT (21), creative (8), health (20), trade (45), and other/partners (11). Of these exhibitors, 42 were private organizations, which is approximately a 14% increase from the previous year. For a detailed list of exhibitors participating in the Expo see Exhibit A.

**Communication and Marketing:** A complete summary of staff's communication and marketing efforts for the 2017 Leon Works Expo can be found in Exhibit B. Staff implemented several additional strategies to promote this year's event including:

- Social media posts on all platforms and Facebook event page with paid promotions;
- Advertisements on job search websites;
- Increased Desktop and Mobile Impressions;
- Increased flyer/poster distribution to community organizations; and
- Billboards advertisements.

Staff also increased earned media coverage of the Leon Works Expo, which included two media interviews and day of coverage by WFSU and WTXL. Red Hills Radio also conducted a live broadcast outside of the Civic Center during the afternoon.

**Post-Expo Exhibitor Survey:** The post-Expo exhibitor survey results summarize responses from 27 of the participating exhibitors. Overall, the exhibitors felt the event was worthwhile:

- The majority of exhibitors heard about Leon Works through "word of mouth" or "other" sources (Chamber, partner organizations, email promotions, etc.)
- Over 78% of the exhibitors felt the morning session was either "somewhat effective" or "very effective" in connecting their organization with potential students or employees.
- Only 40% of exhibitors felt the afternoon session was equally as effective.
- 92% of exhibitors rated the Expo as "good" or "excellent" overall.
- 76% of exhibitors said they would attend a similar event next year.

**Leon Works Expo**  
Post-Expo Fact Sheet  
*Page 2*

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**Public Attendee Survey:** The public attendee survey results summarize responses from a survey administered during the public portion of the Expo. Staff was able to survey 93 members of the public that attended in the afternoon. Key points from the survey include:

- The majority of attendees heard about the Leon Works Expo through “word of mouth” (24%), social media (24%), or radio advertisements (16%).
- 48% of attendees said they planned to take professional headshots.
- 40% of attendees said they planned to participate in interview coaching session with the TCC Career Center.
- 23% of attendees said they were employed, 48% said they were seeking a new career opportunity, and 29% said they were both.
- 62% of public attendees were under the age of 40.

**Post-Expo Student Survey:** The post-Expo student survey results summarize 217 student survey responses from after the event.

- Almost 90% of students “strongly agree” or “agree” that the Professionalism Workshop with CareerSource taught them valuable lessons about entering the workforce, interviewing, and achieving success.
- 80% of students reported that the “Pathways to Success” panel in the morning successfully introduced them to local academic institutions and important resources.
- Nearly 90% of students “strongly agree” or “agree” that the Leon Works Expo taught them about skilled careers that may be right for them.
- Almost three quarters of students said they intend to follow up one or more of the employers or academic institutions that exhibited at the Expo.
- Over 90% of students “strongly agree” or “agree” that the Leon Works Expo was informative and useful for after the student graduates from high school.

**Leon Works Workgroup Debrief:** On November 3, 2017, the Leon Works Expo Workgroup met to debrief and discuss the future of the event moving forward and ways to expand the impact of the Leon Works Initiative. Key takeaways from the meeting include the following:

- Continue to host the Expo at the Donald L. Tucker Civic Center, which will be able to accommodate the event as it continues to grow in future years.
- Identify ways to increase public participation in the afternoon session, such as evaluating the best date/time to host the event.
- Continue to increase participation from the local business community.
- Coordinate with Leon County Schools to increase outreach and engagement of parents.
- Continue to partner with local charter and/or private schools to increase student attendance and evaluate the possibility of expanding the event to include high schools in the surrounding counties.

**Exhibits:**

- A. Leon Works Expo Exhibitor List
- B. Communication and Marketing Summary
- C. Post-Expo Exhibitor Survey Results
- D. Public Attendee Survey Results
- E. Post-Expo Student Survey Results



### 2017 Leon Works Expo Exhibitors

#	Career Field	Company	Contact Person	
			First Name	Last Name
1	Business & IT	Canon Solutions America	Chris	Niro
2	Business & IT	Consolidated Dispatch Agency	Melissa	Parker
3	Business & IT	CSC Global	Lynette	Coleman
4	Business & IT	Department of Highway Safety & Motor Vehicles	Desiree	Aller
5	Business & IT	First Commerce Credit Union	Sarah	Sorne
6	Business & IT	Joyce Publishing, Inc.	Dale	Joyce
7	Business & IT	Junior Achievement Big Bend	Kristi	Strickland
8	Business & IT	Keiser University - Business Administration	Marie	Mattox
9	Business & IT	Keiser University - Information Technology	Leon	Merker
10	Business & IT	Leon County - LeRoy Collins Leon County Public Library	Scott	Joyner
11	Business & IT	Lively Tech - Business Management & Administration		
12	Business & IT	Peoplesouth Bank	Anna	Gainey
13	Business & IT	Senior Life Insurance	Wesley	Myers
14	Business & IT	Senior Life Insurance Company	Michael	Poze
15	Business & IT	Tallahassee-Leon County GIS	Scott	Weisman
16	Business & IT	Tallahassee-Leon Federal Credit Union	Blair	Jett
17	Business & IT	TCC - BIT - Business and Accounting Technologies	Jessica	Jones
18	Business & IT	TCC - BIT - Computer Technology	Jessica	Jones
19	Business & IT	TCC - Business and Industry Technology (BIT) - Engineering Technology (ET)	Jessica	Jones
20	Business & IT	TCC - Workforce Development - Cyber Security Technology	Jessica	Griffin
21	Business & IT	Whataburger	Nicki	Keller
22	Creative	Aveda Institute Tallahassee	Julie	Todd
23	Creative	Keiser University - Culinary Arts/Baking and Pastry and Hospitality	Debora	Miller
24	Creative	Lively Tech - Digital Design, Digital Media/Multimedia Design, and Web Development		
25	Creative	Lively Tech - Barbering		
26	Creative	Lively Tech - Commercial Foods & Culinary Arts		
27	Creative	Lively Tech - Commercial Photography		
28	Creative	Lively Tech - Cosmetology		
29	Creative	North Florida Cosmetology Inst	Anita	Coppedge
30	Health	Apalachee Center, Inc.	Stephanie	Luckie
31	Health	Capital Area Community Action Agency	Nina	Self
32	Health	FDOH- Leon County- Dental	Shelby	Morgan

### 2017 Leon Works Expo Exhibitors

#	Career Field	Company	Contact Person	
			First Name	Last Name
33	Health	Hopewell In-Home Senior Care	Jami	Eddy
34	Health	Keiser University - Medical Assisting	Jeremy	Soto
35	Health	Keiser University - Nursing	Charlene	Whiddon
36	Health	Keiser University - Occupational Therapy Assisting	William	Gielow
37	Health	Keiser University - Radiologic Technology	Chad	Wilson
38	Health	Keiser University - Sports Medicine and Fitness Technology	Jenifer	Thorn
39	Health	Leon County - EMS	Sally	Davis
40	Health	Lively Tech - Health Education (Medical Administrative Specialist)		
41	Health	Lively Tech - Health Education (Medical Assisting)		
42	Health	Lively Tech - Health Education (Patient Care Technician)		
43	Health	Lively Tech - Health Education (Pharmacy Technician)		
44	Health	Lively Tech - Health Education (Practical Nursing)		
45	Health	Neighborhood Medical Center	Jeanne'	Freeman
46	Health	Office of Intervention and Detention Alternatives	Teresa	Broxton
47	Health	TCC - Behavioral, Social Sciences and Education	Veronica	Forehand
48	Health	TCC Ghazvini Center for Healthcare Education	Stephanie	Solomon
49	Health	YouFit Health Clubs	Reenee	Williams
50	Other/Partner	Adult & Community Education School	Martha	Clark
51	Other/Partner	CareerSource Capital Region	Dan	McGrew
52	Other/Partner	Department of Highway Safety & Motor Vehicles		
53	Other/Partner	FDOE Apprenticeship Office	Patrick	Wright
54	Other/Partner	Keiser University - Admissions	Summer	Toomey
55	Other/Partner	Leon County - Human Resources	Linda	Haynes
56	Other/Partner	Leon County Supervisor of Elections	Susie	Caplowe
57	Other/Partner	Lively Tech - Student Services		
58	Other/Partner	TCC - Enrollment Services	Christen	Givens
59	Other/Partner	TCC - Strategic Employment Placement Program (SEP) - Workforce Development	Zarien	Colson
60	Other/Partner	VolunteerLEON	Kay	Pelt-Walker
61	Trade	City Of Tallahassee - StarMetro	Donald	Worrell
62	Trade	City of Tallahassee - Utilities	Dallas	Bennett
63	Trade	Danfoss Turbocor	Christina	Casey
64	Trade	FL Aviation Center, LLC	Faith	Drewry



### 2017 Leon Works Expo Exhibitors

#	Career Field	Company	Contact Person	
			First Name	Last Name
65	Trade	Florida Army National Guard	Matt	Collins
66	Trade	Gulfeagle Supply	Farley	Maxwell
67	Trade	Jones Welding & Industrial	Ronnie	Fuller
68	Trade	Keiser University - Criminal Justice	Matt	Hollern
69	Trade	Leon County - Animal Control	Cara	Aldridge
70	Trade	Leon County - Fleet Management Division	Johnny	Pompey
71	Trade	Leon County - Office of Resource Stewardship	Maggie	Theriot
72	Trade	Leon County - Operations	Dean	Richards
73	Trade	Leon County - Public Works	Charles	Wu
74	Trade	Leon County Extension Service	Mark	Tancig
75	Trade	Leon County Sheriff's Office	Patti	Jackson
76	Trade	Lively Tech - Air Conditioning, Refrigeration & Heating Technology		
77	Trade	Lively Tech - Automotive Service Technology		
78	Trade	Lively Tech - Aviation Maintenance Technology		
79	Trade	Lively Tech - Electricity		
80	Trade	Lively Tech - Print Shop		
81	Trade	Lively Tech - Welding Technology		
82	Trade	Manufacturers Association of Florida	Amanda	Bowen
83	Trade	Mr. Fix This		
84	Trade	NRG Industries, Inc.	William	Strickland
85	Trade	OnBoard4Jobs Construction Careers	Diane	Hackney
86	Trade	Precision Signs of Tallahassee, Inc.	Jacob	Staack
87	Trade	Rapid Press	Val	Kibler
88	Trade	Super-Lube Oil Change Center	Delores	Dodd
89	Trade	Syntech	Gina	Reeves
90	Trade	Tallahassee Builders Association	Lynne	Edwards
91	Trade	Tallahassee Fire Department	Annette	Brown
92	Trade	Tallahassee International Airport	Jim	Durwin
93	Trade	Tallahassee Police Academy	Melissa	Rios
94	Trade	Talquin Electric Cooperative, Inc.	Linda	Bakker
95	Trade	TCC - Advanced Manufacturing Training Center (AMTC) - Machining Technologies - Industrial Machinery Maintenance	Amy	O'Donnell
96	Trade	TCC - Business and Industry Technology (BIT) - Construction Management	Jessica	Jones
97	Trade	TCC - Florida Public Safety Institute (FPSI)	DeMarrio	Bryant

### 2017 Leon Works Expo Exhibitors

#	Career Field	Company	Contact Person	
			First Name	Last Name
98	Trade	TCC - Workforce Development - Commercial Truck Driving	Jessica	Griffin
99	Trade	TCC - Workforce Development - HVAC	Pat	Whitsell
100	Trade	TCC - Workforce Development - Masonry Apprenticeship	Pat	Whitsell
101	Trade	TCC- Behavioral, Social Sciences and Education	Veronica	Forehand
102	Trade	The Lincoln Electric Company	Jim	Issa
103	Trade	United States Army	Justin	Thomas
104	Trade	United States Army/FAMU ROTC	Kevin	Leefatt
105	Trade	WastePro	Gion	Enzor



## 2017 Leon Works Communication and Marketing

### 1. News Advisory

- a. Distributed on October 6
- b. News Release distributed October 20

### 2. Radio Advertisements

- a. Rotations on WFSU and Red Hills Radio (99.9 Hank FM and 103.1 The Wolf)
- b. Rotations on Cumulus Broadcasting (102.3), (96.1), and (98.9)

### 3. Print Ads

- a. Tallahassee Democrat (1/4 page ad in employment classifieds section) – Sunday, October 15 and Wednesday, October 18
- b. Leon County LINK – October 1 (Democrat) and Thursday, October 5 (Capital Outlook)

### 4. Digital Ads

- a. Tallahassee Democrat Push Down – Monday, October 16
- b. Tallahassee Democrat Mobile First Impression Ad – October 18
- c. Posted on Total Talent Network (Tallahassee Democrat's job page)
- d. Billboard (Lamar)- CCNE @ I-10, W. Tenn (near car dealerships), Mahan/Capital Circle
- e. WCTV- Desktop and Mobile Impressions beginning Oct 9

### 5. Print Materials

- a. Rack Cards
- b. 11x17 Poster

These materials were distributed at partner sites, Libraries, Community Centers, Probation, Leon County Veterans Services and the VA Outpatient Clinic, Bethel Ready4Work, Tallahassee Housing Authority, Tallahassee Urban League, Leon County Health Department, TBA Home & Garden Show, etc.

### 6. Social Media – began October 3

- a. Facebook
  - i. Paid Promotion –Reached 28,000 people and viewed nearly 900 times
  - ii. Created Facebook event with over 200 people stating interest
- b. Twitter – over 7,000 impressions
- c. Instagram
- d. LinkedIn

### 7. TV

- a. Comcast & CenturyLink



**8. Media Outreach**

- a. WTXL
- b. WCTV
- c. Tallahassee Democrat
- d. Capital Outlook
- e. WFSU

**9. Community Partners**

- a. Career Source Capital Region
- b. City of Tallahassee
- c. Florida Department of Education
- d. Leon County Schools
- e. Keiser University
- f. Lively Technical Center
- g. Tallahassee Builders Association
- h. Tallahassee Community College
- i. Tallahassee-Leon County Office of Economic Vitality
- j. Talquin Electric Cooperative
- k. World Class School of Leon County

**10. Community Calendars**

- a. Tally Connection
- b. WFSU, WTXL, WCTV
- c. More...

**11. Media Interviews**

- a. WTXL Second Cup- 10/16
- b. Cumulus- 96.1 Interview with Joe Bullard- 10/18

**12. Day of Media**

- a. WFSU
- b. WTXL
- c. Red Hills Radio live broadcast outside of Civic Center from 1 to 3 pm



# Leon Works Expo

## POST-EXPO EXHIBITOR SURVEY RESULTS

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### Summary Points:

- 27 total responses (11% Academic Institutions; 29% Business & IT; 11% Health; 38% Trade, and 11% Other)
- Almost all of the exhibitors (96%) felt that the morning layout of the exhibit areas and demonstrations were either somewhat efficient or very efficient.
  - The majority of exhibitors commented that the layout and new venue were an improvement from past years.
- The afternoon layout was somewhat less effective – 80% of exhibitors found the layout of the exhibit areas either somewhat efficient or very efficient.
  - Many commented on the decrease in attendance compared to the morning session.
- Over 78% of exhibitors found the “Passport to Success” useful in encouraging student participation.
  - Most others were “unsure,” but left positive suggestions in the comments field regarding how to further encourage interactions between exhibitors and students.
- About 85% of exhibitors felt the morning session was either somewhat effective or very effective in connecting their organization with potential students or employees.
- 40% of exhibitors felt the afternoon session was either somewhat effective or very effective in connecting their organization with potential students or employees.
  - Many commented on the decrease in attendance compared to the morning session; however, a few noted that attendees had followed up with their organization and sent in resumes. Some exhibitors suggested holding the event on a different day of the week to increase participation.
- Most importantly, the Expo left a great impression on those who attended.
  - 92% rated the Expo as “good” or “excellent” overall.
  - 76% of exhibitors said they would attend a similar event next year and 16% said “maybe.”



# Leon Works Expo

## PUBLIC ATTENDEE SURVEY RESULTS

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### Summary Points:

- When asked how they heard about the Leon Works Expo, majority of attendees reported that they had heard about the Leon Works Expo through:
  - “Word of mouth” (24%);
  - Social media (24%);
  - Radio advertisements (16%);
  - Other (14%); and
  - Poster/Flyer (10%).
  
- 48% of public attendees planned on taking a free professional headshot.
  
- 40% of public attendees planned on participating in an interview coaching session with the TCC Career Center.
  
- Almost half of the public attendees (48%) said they were seeking a new career opportunity.
  - 23% of public attendees said they were currently employed and another 29% said they were both employed and seeking a new career opportunity.
  
- The age range of public attendees are were:
  - 16-21 years old - 20%,
  - 22-39 years old - 42%
  - 40-59 years old - 28%
  - 60+ years old - 10%



# Leon Works Expo

## POST-EXPO STUDENT SURVEY RESULTS

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### Summary Points:

- 89% of students “strongly agree” or “agree” that the Professionalism Workshop with CareerSource taught them valuable lessons about entering the workforce, interviewing, and achieving success.
- 80% of students reported that the “Pathways to Success” panel in the morning successfully introduced them to local academic institutions and important resources
- 89% of students “strongly agree” or “agree” that the Leon Works Expo taught them about skilled careers that may be right for them.
- 74% of students said they intend to follow up one or more of the employers or academic institutions that exhibited at the Expo.
- 92% of students “strongly agree” or “agree” that the Leon Works Expo was informative and useful for after the student graduates from high school.

**Leon County  
Board of County Commissioners**

**Notes for Agenda Item #12**

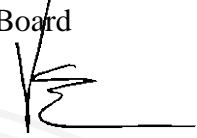


# Leon County Board of County Commissioners

## Agenda Item #12

December 12, 2017

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

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

**Title:** Status Report on Securing a Consultant for the Development of the 2019 - 2021 Leon County Division of Tourism's Strategic Plan

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

### **Statement of Issue:**

This agenda item seeks the Board's acceptance of a status report to secure consulting services to facilitate the development of the 2019 - 2021 Leon County Division of Tourism's Strategic Plan. The Tourism Strategic Plan serves as a blueprint to guide the activities of the Leon County Division of Tourism and is in need of an update to provide a refreshed broad view of the destination for increasing visitation consistent with County priorities, economic goals, community desires, and industry needs.

### **Fiscal Impact:**

This item has a fiscal impact. Adequate funds are available in the FY 2018 Division of Tourism budget in an amount not to exceed \$20,000 for the consulting services.

### **Staff Recommendation:**

Option #1: Accept the status report on securing professional consulting services for the development of the 2019 - 2021 Tourism Strategic Plan.

## **Report and Discussion**

### **Background:**

This item seeks the Board's acceptance of a status report to secure professional consulting services for the development of the next Leon County Division of Tourism's Strategic Plan.

In May 2009, as part of the transition of all tourism development operations (insourcing) from the former Tallahassee Area Convention & Visitors Bureau to a County department under the County Administrator, the County secured professional consulting/facilitation services to conduct a Tourism Assessment and Tourism Strategic Planning Sessions toward crafting a Tourism Strategic Plan. A Tourism Strategic Plan Workshop was held on September 9, 2009 with the services of a professional consultant and resulted in the approval of a Tourism Strategic Plan.

The Tourism Strategic Plan serves as a blueprint to guide the activities of Leon County Tourism and the Tourist Development Council (TDC) but is in need of an update. An update of the Tourism Strategic Plan for the destination is necessary to provide a longer view of the destination to strategically manage increasing visitation in a sustainable manner consistent with County priorities, economic goals, community desires, and industry needs. It should be in alignment with the County's Strategic Plan and cross-pollinate with other operational divisions in the County. It provides a strategic framework from which tactical annual marketing plans can be developed. The Tourism Strategic Plan serves as a guide to create a destination where people want to visit, providing perspectives on the destination strengths and aspirations, as well as the matters that need attention.

### **Analysis:**

Tallahassee/Leon County has enjoyed eight years of consecutive, record-breaking growth in visitation, visitor spending, job creation and the Tourism Development Tax (TDT) revenue paid by visitors. TDT revenues fully fund all tourism promotional activities, including the highest level (percentage of TDT revenue) of cultural programming support in the state. The destination attracts leisure travelers (the largest audience segment) with a variety of offerings including outdoor recreation, history and heritage, arts and culture, adult and youth sports activities, fans attending college athletic events, major events and festivals and growing culinary and craft brew segments. The Florida Legislature, higher education, and relatively smaller meetings, conferences and conventions are all key drivers for business travel.

To continue the momentum, an updated Tourism Strategic Plan is needed to reflect all of the changes to the destination in recent years and to chart a path forward. Modifications to the existing Tourism Strategic Plan have been intentionally delayed in light of the planned retirement of the previous Tourism Director, along with the recruitment and acclimation of the current Director, to guide the development of the new plan. The TDC has recommended a condensed horizon that calls for a three-year Tourism Plan for 2019 – 2021 given some of the planned projects and products that could reshape the visitor market in the coming years. Several of these projects were recently approved and are underway while others are expected to be contemplated over the next 12 - 24 months.

These major destination enhancing projects include:

- FSU Arena District and Convention Center (sales tax)
- Airport Master Plan (sales tax)
- Apalachee Regional Park Master Plan Implementation (approved by Board)
- New FAMU Football Stadium and Athletic Facility
- Washington Square Development and Loews Hotel (approved by CRA)

The renewal of the Tourism Strategic Plan at the end of its three-year life in 2021 will also fully align with the County's overarching Five-Year Strategic Plan which runs from 2017 – 2021. Dovetailing the County's current Five-Year Strategic Plan, the 2019 – 2021 Tourism Strategic Plan will provide a roadmap for expanding visitation as an economic engine for our community. It will identify critical issues and opportunities that will drive future success.

Strategic areas of focus will be defined through an analysis of information gathered through a multi-faceted approach including:

- Interviews and surveys with key opinion leaders
- Research of model destinations
- Review of local tourism data
- Insights from tourism experts
- Six community meetings (focused dialogues, LEADS sessions, etc.)
- Online community survey

Tourism staff will be seeking a professional consultant with experience and expertise in developing strategic plans for government and not-for-profit destination marketing organizations. The FY 2018 Division of Tourism budget includes \$20,000 for the consulting services to include the production and presentation of the plan for the Board's consideration. Based on the County's purchasing policy, this project does not meet the cost threshold required to conduct a formal bid process. Consistent with the previous Tourism Strategic Plan, staff will secure at least three quotes and plans to initiate the search in January 2018. The draft project timeline anticipates presenting the plan to the TDC in the summer of 2018 followed by the Board in the fall of 2018.

**Options:**

1. Accept the status report on securing professional consulting services for the development of the 2019 - 2021 Tourism Strategic Plan.
2. Do not accept the status report on securing professional consulting services for the development of the 2019 - 2021 Tourism Strategic Plan.
3. Board Direction.

**Recommendation:**

Option #1.

**Leon County  
Board of County Commissioners**

**Notes for Agenda Item #13**

# Leon County Board of County Commissioners

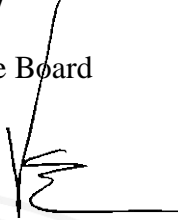
## Agenda Item #13

December 12, 2017

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

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

**Title:** Hurricane Irma After-Action Report



<b>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>	Kevin Peters, Director of Emergency Management Mathieu Cavell, Assistant to the County Administrator for Community Relations and Resilience Andy Johnson, Assistant to the County Administrator for Legislative and Strategic Initiatives

### **Statement of Issue:**

This item presents and requests Board acceptance of the Hurricane Irma After-Action Report, which illustrates the activities of Leon County and partner agencies in preparing for, responding to, and recovering from Hurricane Irma. The report highlights the strengths of these efforts and also includes 95 findings and 65 specific recommendations to identify opportunities for continuous improvement of Leon County's organizational readiness to manage future emergencies.

### **Fiscal Impact:**

This item does not have a fiscal impact.

### **Staff Recommendation:**

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

## **Report and Discussion**

### **Background:**

Hurricane Irma was a historic and unprecedented storm which inflicted far-reaching damage throughout Florida and other areas in the United States and Caribbean island nations. On September 20, 2017 staff provided a status report on the County's response and recovery efforts related to Hurricane Irma. Consistent with the Leon County Comprehensive Emergency Management Plan, the County Administrator noted that an upcoming after-action report would be presented to the Board within 120 days following the incident. This report was completed and delivered to the Board for consideration at the December 12, 2017 meeting, 89 days following the deactivation of the Emergency Operations Center on September 14.

Staff has developed the attached Hurricane Irma After-Action Report to provide a comprehensive evaluation and assessment of the plans, preparations, response, and recovery efforts associated with the storm. This assessment resulted in the identification of 95 findings and 65 specific recommendations to build upon our community's successful response efforts and become even stronger for the next emergency.

### **Options:**

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

### **Recommendation:**

Option #1.

### **Attachment:**

1. Hurricane Irma After-Action Report

# Hurricane Irma After-Action Report

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Report and Recommendations to the Leon County  
Board of County Commissioners

December 12, 2017

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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 Irma, which was a historic and unprecedented storm which inflicted far-reaching damage throughout Florida and other areas in the United States and Caribbean island nations. Following any large-scale emergency event, Leon County conducts an extensive after-action review to assess the preparedness, response, and recovery activities taken and to identify strengths and weaknesses in these efforts as well as recommendations for improvement during future emergencies. This report presents the results of a review of Leon County's emergency operations relative to Hurricane Irma as well as 95 findings and 65 specific recommendations to build upon our community's successful response efforts and become even stronger for the next emergency.

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, accordingly, 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 make our community even stronger and more resilient to future disasters. 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 Irma, Leon County Administration and Leon County Emergency Management compiled and analyzed information over a three-month period from community listening sessions which gathered feedback directly from citizens, debriefing meetings with personnel involved in response and recovery efforts, follow-up interviews with key staff, and a close examination of numerous planning documents, policies, agreements, training logs, and other records for consistency with the actions taken during the incident. 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.

One of the most destructive storms to impact Florida in recorded history, Hurricane Irma caused the largest mass evacuation in the history of the state and resulted in the largest-ever activation of emergency personnel and resources in Leon County. As is the case with any emergency event or disaster, Hurricane Irma presented a unique set of challenges for residents and responders and specific opportunities for improvements and refinements to continue to enhance our resiliency for the next disaster. Reaching Leon County only a year and ten days after Hurricane Hermine, Irma was the first major test of the County's enhanced emergency preparedness, response, and recovery capabilities resulting from the implementation of the County's Hurricane Hermine After-Action Report. Presented to

the Board at the December 13, 2016 workshop, the report included a comprehensive analysis of Leon County's emergency efforts relative to Hermine, leading to 110 findings and 80 specific recommendations to strengthen the County's ability to respond to and recover from future disasters. Among the recommendations contained in the Hurricane Hermine After-Action Report, several stand out as particularly critical to the success of Leon County's preparedness, response, and recovery efforts relative to Hurricane Irma. First, the Hurricane Hermine After-Action Report included a recommendation to return Leon County Emergency Management (LCEM) under the County organization on a year-round basis. In 1999, the Board entered into an 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. Because the emergency management field 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, the Hermine After-Action Report recommended returning this function to the County organization on a year-round basis. At the January 24, 2017 meeting, the Board approved the return of the day-to-day oversight of Leon County Emergency Management under the Board, reporting to the County Administrator. As reflected throughout this report, returning LCEM to the County organization has facilitated a much closer alignment of the County's emergency management function with other County operations and has enabled LCEM to enhance year-round coordination with County departments and external agencies, including staffing and training, field operations, documentation to support requests for reimbursement of storm-related expenses, and more. The alignment of LCEM with Leon County Community & Media Relations ensures the highest level of coordination with other departments and divisions of Leon County government throughout the year, enhanced coordination of emergency management training opportunities for County staff, and facilitated even greater sharing of information and resources during emergency events.

This realignment of LCEM under the County organization has also supported and facilitated the implementation of several other recommendations from the Hurricane Hermine After-Action Report related to citizen engagement and community preparedness initiatives. As described in Section 2 of this report, Leon County has made significant enhancements since Hurricane Hermine in the area of community preparedness. Today, the Leon County community is better informed and prepared for natural disasters as a direct result of lessons learned from Hermine, which has led to greater attendance at the County's hurricane-related public events, improvement and broader distribution of the annual Disaster Preparedness Guide, vastly increased use of the enhanced Citizens Connect mobile app, participation in training events and exercises, and much more.

On September 10, 2017, Hurricane Irma made landfall in Florida causing catastrophic damage to entire communities in many areas of the state. LCEM tracked Hurricane Irma beginning on August 30, 12 days prior to making landfall in Florida, when it developed as a tropical storm in the eastern Atlantic Ocean. Early forecasts indicated that Irma would likely approach the Florida Straits and turn north, following a track along the eastern coast of the state. Accordingly, during most of the period that Leon County Emergency Management tracked the storm, Leon County was preparing to serve as a host community for evacuees from other areas of the State. However, in the last 48 hours before reaching Florida, the forecast track shifted west, placing Leon County directly in the path of the storm and requiring County personnel and partner agencies to transition to an active preparation, response, and restoration posture. During Irma, Leon County experienced tropical storm-force wind gusts for approximately 7.5 hours with gusts up to 54 miles per hour and up to 3" to 4" of rain. In terms of wind speed and duration, Hurricane Irma presented similar or greater weather-related impacts to Leon County than Hurricane Hermine in 2016.

Immediate response and recovery efforts began well in advance of Irma's landfall and continued around the clock for several days prior to and after the storm. This required the prolonged cooperation of 47 distinct agencies, including numerous County and City departments, law enforcement agencies, and other community and state 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 the needs of Leon County citizens as well as evacuees to our community from other areas during the incident. Once again, 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 second-ever extended activation involving fully integrated multi-agency staffing over multiple operational periods. Throughout the Hurricane Irma incident, over 530 Leon County staff participated by coordinating efforts to keep citizens prepared and informed, establishing shelters to ensure the safety of Leon County citizens and evacuees from other areas, quickly clearing roadways and restoring critical infrastructure following the storm, ensuring the availability of hotel rooms for mutual aid responders, providing relief to citizens without power and air conditioning, assisting citizens with navigating the recovery process, collecting and managing storm debris, and much more. These and other specific actions taken by Leon County staff and partner agencies to prepare for, respond to, and recover from Hurricane Irma are included in the following sections of this report.

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 provided feedback during and following the incident, and all other individuals and groups that have shared their thoughts and provided suggestions for this report. A copy of this report will be distributed to each of our local, state, and federal emergency management partners in order to share the lessons learned from Hurricane Irma and the specific findings and recommendations for improvement contained herein.

## Summary of Findings and Recommendations:

**Finding #1:** Community listening sessions held following Hurricane Irma continued to provide 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.

**Finding #2:** The City of Tallahassee's designation of the Fire Chief as the primary point of contact for emergency management coordination from the City has significantly enhanced coordination with LCEM.

**Finding #3:** Hurricane Irma 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 3.1: Update the Leon County CEMP to incorporate the findings and recommendations identified in this report.

**Finding #4:** FEMA's regulations and requirements related to receiving disaster assistance are subject to change frequently. To ensure compliance with applicable FEMA requirements following every large-scale disaster, Leon County's emergency plans and protocols must be up to date on a regular basis.

Recommendation 4.1: Evaluate engaging a consultant on an ongoing basis to ensure that the County's Emergency Plans and Protocols remain annually consistent with FEMA regulations and requirements.

**Finding #5:** Hurricane Irma was an historic storm which required an unprecedented level of coordination and response by Leon County and its community partners. This valuable learning experience provided new opportunities to assess and enhance our overall disaster preparedness and community resiliency. These opportunities are detailed throughout this report.

Recommendation 5.1: Update the Local Mitigation Strategy to incorporate the findings and recommendations identified in this report.

**Finding #6:** The PDRP, developed in 2012, is scheduled to be updated during FY 2017-18 to incorporate lessons learned from Hurricane Hermine. The upcoming update should also incorporate lessons learned during Hurricane Irma.

Recommendation 6.1: Incorporate lessons learned during Hurricane Irma in the upcoming update of the PDRP and Disaster Housing Strategy, as appropriate.

**Finding #7:** Because Leon County maintains and regularly updates its Debris Management Plan, the County was able to timely comply with the Governor's directive for each county to submit detailed debris removal plans immediately following Hurricane Irma.

**Finding #8:** Enhanced training opportunities hosted at the Public Safety Complex, as recommended in the Hurricane Hermine After-Action Report, were useful in keeping County and partner agency staff prepared and ready to respond to Hurricane Irma. There exists a continual need to identify and provide emergency management training opportunities for response and recovery personnel throughout the community.

Recommendation 8.1: Continue to identify NIMS training needs for new and existing County staff as well as personnel from partner agencies and provide training opportunities to meet these needs.

**Finding #9: As demonstrated by two consecutive years of hurricane damage by Hurricanes Hermine and Irma, Leon County's practice of maintaining designated emergency reserves continues to be beneficial as it facilitates the vital availability of funds for disaster-related expenses.**

Recommendation 9.1: Continue to maintain unrestricted emergency reserves in the General Fund/Fine and Forfeiture Fund budget and maintain the Catastrophe Reserve as specified in Policy No. 07-2.

**Finding #10: Demand for the Disaster Survival Guide has grown exponentially in the year since Hurricane Hermine.**

Recommendation 10.1: Continue to distribute and promote the annual Disaster Survival Guide.

**Finding #11: Leon County's Build Your Bucket event has helped over 1,600 citizens to become better prepared for disasters since it was launched in 2015.**

Recommendation 11.1: Continue to host public events to educate citizens about the importance of disaster preparedness.

**Finding #12: 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.**

Recommendation 12.1: Continue to host public events to encourage citizens to become better prepared for disasters and to learn about local resources for surviving and recovering from a disaster.

**Finding #13: Citizens continue to rely heavily on emergency information available through mobile devices, as evidenced by the drastic increase in Citizens Connect app downloads during the Hurricane Irma incident.**

Recommendation 13.1: Continue to promote the Citizens Connect mobile app as the primary source of timely, accurate, and vetted emergency information during future emergencies.

**Finding #14: Following Hurricane Hermine in 2016, the City of Tallahassee expanded a pilot program to increase the clearance distance between trees and overhead power lines throughout its entire service area in order to reduce outage impacts.**

**Finding #15: Leon County's participation as a Founding Member of Resiliency Florida provides opportunities to exchange ideas and best practices regarding community resiliency with other public and private sector partners in Florida.**

Recommendation 15.1: Continue to support Leon County's membership and active participation in Resiliency Florida.

**Finding #16: As a result of the redesign of the Citizens Connect app and other emergency public information and community education initiatives, Leon County was recognized in 2017 as a Weather Ready Nation Ambassador by the United States National Oceanic and Atmospheric Administration.**

Recommendation 16.1: Support Leon County's ongoing participation in the National Oceanic and Atmospheric Administration's Weather Ready Nation Ambassador initiative.

**Finding #17: Reflecting the County's commitment to enhancing community resiliency, the County Administrator recommended and the Board approved structuring the Board's 2017 Annual Retreat to focus on the County's community resilience efforts to date, targeting new and emerging trends, and exploring how Leon County can drive resiliency forward.**

**Finding #18:** 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 emergency medical services and debris removal.

**Finding #19:** During its most challenging test since its construction, the EOC continued to facilitate the highest level of coordination among Leon County and its partner agencies.

**Finding #20:** As recommended in the Hurricane Hermine After-Action Report, the distribution of Incident Action Plans and Situation Reports to EOC personnel helped to ensure greater situational awareness throughout the incident.

Recommendation 20.1: Review the list of County and partner agency personnel who received Incident Action Plans and Situation Reports during Hurricane Irma and evaluate if additional personnel should be included during future incidents. Codify the process for establishing the recipient list and sending IAPs and SitReps in the CEMP.

Recommendation 20.2: EOC Planning Section staff should develop a full roster of EOC personnel for each operational period and distribute this roster with IAPs and SitReps to all stakeholders.

**Finding #21:** Regular briefings and status updates are a critical element of effective incident management. Some personnel reported during debriefing meetings following Hurricane Irma that they did not receive a full briefing regarding the incident status upon starting new shifts from the personnel they relieved.

Recommendation 21.1: Update the CEMP and/or other plans as appropriate to provide for an operational briefing to be delivered to all EOC staff at the beginning of each Alpha and Bravo shift including a situation update, summary of incident progress made during the previous operational period, and incident objectives for the current operational period.

**Finding #22:** Establishing sandbag sites several days prior to Hurricane Irma was beneficial and many citizens took advantage of this opportunity.

**Finding #23:** Personnel from several County departments assisted with staffing sandbag distribution sites immediately prior to Hurricane Irma. Tasks included monitoring supply levels and assisting citizens with filling and loading sandbags into their vehicles.

Recommendation 23.1: Evaluate opportunities to utilize volunteer support at sandbag distribution sites in the future, which would make additional County staff available to support other preparation needs in the field.

**Finding #24:** In terms of wind speed and duration, Hurricane Irma presented similar or greater weather-related impacts to Leon County than Hurricane Hermine in 2016.

**Finding #25:** Historically, the County Administrator, City Manager, and Leon County Schools Superintendent coordinated school and office closures prior to anticipated severe weather events. However, the Leon County CEMP does not specify a formal protocol or procedure to govern this process.

Recommendation 25.1: Working with the Tallahassee City Manager and Leon County Schools Superintendent, develop a protocol for coordinating school and local government office closures during future incidents. Update the Leon County CEMP to reflect this protocol once developed.

**Finding #26:** The Leon County EOC facilitated the close coordination of vital information and resources during its second major test and was a primary factor contributing to the success of response and recovery operations.



**Finding #27: Many County staff reported that they were unsure whether their position was designated “EOC Essential” for the Hurricane Irma activation or whether they had an approved hardship exemption.**

- Recommendation 27.1: Review the County’s staff roster on an annual basis and update “Department Essential” and “EOC Essential” designations as appropriate in coordination with Department Directors.
- Recommendation 27.2: Review approved hardship exemptions for existing County employees on an annual basis and verify with employees and supervisors that approved exemptions are still needed.
- Recommendation 27.3: Evaluate whether additional emergency-related designations are needed for staff who will coordinate and/or support emergency operations, such as emergency shelters, comfort stations, points of distribution, the Citizens Information Line, and others.
- Recommendation 27.4: On an annual basis, prior to the start of the hurricane season on June 1, host a kick-off event with all staff designated essential to review the County’s emergency plans, policies, and procedures and essential employees’ roles during an emergency activation.
- Recommendation 27.5: Update the Employee Disaster Response Portal to include information about staff assignments during future emergencies and related training requirements and opportunities.
- Recommendation 27.6: Update the Leon County CEMP and Personnel Policy as appropriate to incorporate the recommendations listed above.

**Finding #28: WebEOC was a significant enhancement for communication and coordination within the EOC.**

- Recommendation 28.1: Continue to support the utilization of WebEOC for incident management during future emergencies.

**Finding #29: MIS and GIS staff played an instrumental role in supporting EOC operations and developing mapping applications to enhance situational awareness during the activation. Additional opportunities exist to further enhance situational awareness and leverage the use of WebEOC using mapping tools.**

- Recommendation 29.1: In partnership with Leon County Emergency Management, evaluate additional opportunities to develop and integrate mapping tools during future emergencies.

**Finding #30: Several mission requests for resources and assistance issued through EM Constellation were implemented seamlessly and timely fulfilled by the state.**

**Finding #31: There were several instances of miscommunication with the State EOC regarding the availability of resources following Hurricane Irma. The same issues were identified as concerns in the 2016 Leon County Hurricane Hermine After-Action Report.**

- Recommendation 31.1: Continue working with State EOC personnel to identify the protocols that they will use to process requests for local assistance and to identify the state resources expected to be available during future emergencies.

**Finding #32: Leon County’s extensive communications efforts related to Hurricane Irma resulted in its preparedness messaging being seen, heard, and read nearly 5 million times over the course of the incident.**

**Finding #33: The continued utilization of the joint Public Information function provided for consistent information and messaging through official County and City websites.**

**Finding #34:** The Emergency Information Portal website received over 204% more daily visits during Hurricane Irma than during Hurricane Hermine in 2016, indicating that citizens are more aware and better connected to important disaster-related information and resources.

**Finding #35:** The City of Tallahassee made several improvements to enhance communications to its utility customers during a disaster following Hurricane Hermine.

**Finding #36:** Duke Energy serves a small number of customers in eastern Leon County. The EIP should include links to information about utility restoration during future emergencies for these customers.

Recommendation 36.1: Include links to Duke Energy information regarding power restoration on the EIP during future disasters.

**Finding #37:** The redesigned Citizens Connect mobile app was downloaded over 12,500 times during Hurricane Irma and is a primary source for emergency public information available through mobile devices during a disaster.

**Finding #38:** The Citizens Connect app was useful in sending information to citizens as well as receiving feedback in real time during Hurricane Irma. Staff identified an opportunity to streamline the flow of information from citizen reports through the app to response personnel in the EOC by routing this information through WebEOC.

Recommendation 38.1: Develop protocols for routing service requests from the Citizens Connect app through WebEOC and update the CEMP as appropriate.

**Finding #39:** Reflective of several recommendations in the 2016 Hurricane Hermine After-Action Report, Leon County now maintains a partnership with WFSU as the definitive resource for emergency and public safety information on the radio.

**Finding #40:** WebEOC was a critical tool used by CIL call takers during Hurricane Irma to send and receive important information in the EOC. CIL personnel also rely on manual tools to share rapidly-changing incident information with Public Information staff.

Recommendation 40.1: Continue to evaluate opportunities to enhance coordination between CIL and Public Information personnel.

Recommendation 40.2: Evaluate the opportunity to utilize CIL and WebEOC data in real time during future disasters to inform public information strategies.

**Finding #41:** The enhanced call volume during Hurricane Irma required Leon County Volunteer Services staff to activate overflow plans for the CIL. Additional call takers and shift leaders are needed to limit the burden on existing CIL staff and volunteers.

Recommendation 41.1: Working with Leon County Human Resources, identify additional Leon County employees who may be assigned to support CIL operations during future emergencies.

Recommendation 41.2: Evaluate opportunities to partner with other agencies such as the City of Tallahassee and the Leon County School Board to supplement CIL staffing.

Recommendation 41.3: Evaluate opportunities to assign a dedicated quiet space within the Public Safety Complex for CIL overflow, such as a conference room.

**Finding #42:** During future emergencies, Volunteer Services staff would benefit from additional time prior to EOC activation to set up the Citizens Information Line and train volunteers.

Recommendation 42.1: Concurrent with activating emergency management conference calls prior to a tropical cyclone (i.e., when Florida is in the five-day error cone), make a determination regarding when to activate the Citizens Information Line.

**Finding #43:** 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 #44:** Leon County and the City of Tallahassee often have different needs and schedules for information to be disseminated through news releases and media advisories. However, the opportunity exists to continue issuing joint Daily Briefing documents with essential information applicable to all Leon County citizens.

Recommendation 44.1: Evaluate the joint Public Information structure to allow the County and City to issue separate news releases and media advisories as needed, but issue joint Daily Briefing documents with essential information applicable countywide. Update the CEMP as appropriate.

**Finding #45:** 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.

**Finding #46:** As recommended in the Hurricane Hermine After-Action Report, the County Administrator designated a Commission Liaison to provide a coordinated two-way communication link with elected officials and entities involved in response and recovery operations. The Commission Liaison timely resolved 19 complex response issues forwarded by citizens.

**Finding #47:** Staff at the EOC stayed in contact with each of Leon County's state and federal legislative delegation offices to keep delegation members informed and to share critical information about the response and recovery process.

**Finding #48:** Hurricane Irma caused the largest evacuation in the history of Florida. Voluntary and mandatory evacuation orders were in place from the Keys through north Florida, including a voluntary evacuation order in Leon County.

Recommendation 48.1: Review and update the County's evacuation protocols for multiple hazards to ensure consistency with applicable state and local emergency plans, the Apalachee Regional Evacuation Study, and nationwide best practices.

**Finding #49:** Emergency shelters are available to host homeless individuals in Leon County during any emergency. However, the County's emergency management plans should be updated to reflect the specific vulnerabilities and needs associated with the homeless population in the community.

Recommendation 49.1: Update the Tallahassee-Leon County Local Mitigation Strategy to reflect the vulnerabilities and disaster-related needs of the homeless population in Leon County, as well as the presence of the Kearney Center and any opportunities to partner with the facility owner to provide support to future emergency response and recovery operations.

Recommendation 49.2: Update the Leon County CEMP to include strategies to protect the homeless population in the community during future emergencies.

**Finding #50:** The curfew established during Hurricane Irma expedited road clearing operations by public works crews and allowed first responders and emergency personnel to provide quick response to calls for service.

**Finding #51:** Hurricane Irma was the first ever emergency in Leon County involving a curfew and was enacted consistent with County ordinance. A formal protocol should be established in cooperation with the County Attorney's office for enacting a curfew in future emergencies.

Recommendation 51.1: Establish a formal protocol for the enactment of a curfew during future incidents.

**Finding #52:** Through coordination at the Leon County EOC, 10 general population emergency shelters were opened in a timely fashion prior to Hurricane Irma serving nearly 3,000 Leon County citizens and evacuees from other areas.

**Finding #53: Leon County has met with Leon County Schools and the Red Cross and identified specific opportunities to make major improvements to future risk sheltering operations.**

- Recommendation 53.1: Develop a revised shelter operations plan in collaboration with Leon County Schools and the American Red Cross to enhance shelter staffing, the management of shelter facilities, and provision of food and shelter supplies.
- Recommendation 53.2: In updating shelter operations plans, ensure that dedicated space in each facility is designated to house EMS, public works, and utility restoration personnel who are pre-deployed to school facilities in advance of a hurricane or tropical storm.
- Recommendation 53.3: Develop a Memorandum of Understanding to be executed by Leon County, the Leon County School Board, and the American Red Cross to effectuate the revised shelter operations plan.

**Finding #54: The special needs shelter at Florida High School was opened in a timely fashion prior to Hurricane Irma, serving 262 citizens including 151 special needs registrants and 111 caregivers and family members.**

**Finding #55: Some citizens presented to the special needs shelter who did not have special medical needs.**

- Recommendation 55.1: Evaluate the content of public information posted to the Emergency Information Portal and other platforms during future emergencies to clarify the purpose of the special needs shelter and who should present to the special needs shelter rather than a general population shelter.

**Finding #56: 368 citizens registered on the Special Needs Registry the days immediately preceding Irma's landfall. Last-minute registrations provide little opportunity to pre-plan for the medical care needs of these registrants.**

- Recommendation 56.1: Update public outreach materials to emphasize early registration of those with special medical needs.

**Finding #57: StarMetro provides transportation to the Special Needs Shelter for registered citizens that do not have their own means of transportation. An opportunity exists to make these transports more efficient by developing pickup schedules.**

- Recommendation 57.1: During special needs shelter call downs, develop pickup schedules based on registrants' preferred pickup time and relay these schedules to StarMetro.

**Finding #58: Although the Florida Department of Health in Leon County is responsible for the medical operation of the special needs shelter, their nurses primarily work in community health clinics or school clinics and do not provide emergency care or routine patient care. Additional personnel trained in these areas are needed to support future special needs shelter operations.**

- Recommendation 58.1: Evaluate the feasibility of providing FDOH nurses with training in pre-hospital emergency medical care through Leon County Emergency Medical Services' existing training program.
- Recommendation 58.2: Engage local home healthcare agencies and home medical equipment providers for potential support in staffing the special needs shelter during future emergencies.
- Recommendation 58.3: Recommend that the Florida Department of Health in Leon County consider entering into a stand-by contract for nursing services at the special needs shelter that can be executed during future disasters.

**Finding #59: Leon County Animal Control hosted pet-accessible shelters at three locations and deployed pet supplies to the remaining eight shelter locations to accommodate anyone taking shelter with a pet. This required extensive coordination of staff and resources among Leon County Animal Control and partner agencies.**

Recommendation 59.1: Review the State and County CEMP with FDEM staff to determine whether all shelters will be expected to be pet-accessible during future emergencies, and update local emergency management plans as needed.

**Finding #60: COAD has developed a strategic plan to recruit and train civic groups, clubs, and faith-based organizations to support recovery assistance operations during future emergencies.**

Recommendation 60.1: Work with Leon County Community & Media Relations to develop a media outreach plan to support COAD's recruitment efforts.

**Finding #61: Leon County Emergency Management and EMS staff contacted all 21 skilled nursing home facilities and assisted living facilities in Leon County on a daily basis to conduct precautionary status checks and to ensure that these facilities' needs were met. Staff identified several additional opportunities to further enhance coordination with these facilities during future disasters.**

Recommendation 61.1: Continue to encourage local health care facilities' participation in the Big Bend Healthcare Coalition, including training opportunities and emergency management exercises.

Recommendation 61.2: In coordination with the Florida Department of Health in Leon County, host an annual workshop prior to each hurricane season with representatives of health care facilities, home health agencies, and home medical equipment suppliers to provide an outlook for hurricane season, an overview of emergency operations coordination within Leon County, and to highlight important elements that should be included or updated within these facilities' emergency plans.

Recommendation 61.3: Develop a quick reference guide for EMS personnel with information regarding health care facility evacuation plans, including information from each health care facility's emergency plan, emergency points of contact, designated evacuation site, and pre-identified evacuation transportation provider.

**Finding #62: Leon County EMS staff remained in close contact with and provided support to hospital partners throughout Hurricane Irma.**

**Finding #63: Following an internal after-action review from Hurricane Hermine, City of Tallahassee Electric updated its critical circuit listing. The City's current priority circuit listing includes the hospitals, nursing homes, and assisted living facilities.**

Recommendation 63.1: On an annual basis, provide City of Tallahassee Electric and Talquin Electric with an up-to-date listing of licensed hospitals, nursing homes, and assisted living facilities in Leon County.

**Finding #64: Assigning staff to serve as liaison to the hospitals, skilled nursing home facilities and assisted living facilities provided enhanced communication and situational awareness throughout the event which improved overall service delivery.**

**Finding #65: Staffing paramedics at the special needs shelter provided additional medical services not otherwise available and assisted in alleviating transportation of patients to medical facilities. Resources at the special needs shelter were stressed in providing services for over 150 clients, the largest ever special needs sheltering activity in Leon County.**

**Finding #66: Leon County EMS was able to meet service demands throughout Hurricane Irma by pre-deploying ambulance and personnel in the field prior to the storm and utilizing a dynamic staffing model to accommodate an elevated level of demand.**

- Finding #67:** The enactment of a nighttime curfew allowed EMS crews to quickly respond to calls for service through the night.
- Finding #68:** Road clearing assistance provided by law enforcement officers in the field immediately following Hurricane Irma was useful and allowed County and City Public Works crews to focus efforts on clearing larger trees and major roadways.
- Finding #69:** There were no reports of significant increases in crime or looting in the aftermath of Hurricane Irma.
- Finding #70:** No missed calls or system outages occurred at the Consolidated Dispatch Agency during Hurricane Irma.
- Finding #71:** County and City personnel quickly cleared all roadways of debris following the storm, enabling other response personnel such as paramedics, law enforcement personnel, and utility restoration workers to access all areas of the community in conducting their operations.
- Finding #72:** 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 Irma.
- Finding #73:** The enactment of a nighttime curfew allowed road clearing activities to continue safely through the night.
- Finding #74:** The use of WebEOC significantly enhanced coordination between the EOC and Public Works crews and helped to expedite road clearing operations.
- Finding #75:** In anticipation of a quick turnaround time to close risk shelters and reopen schools, Public Works utilized downed tree reports to prioritize clearing operations in the vicinity of K-12 schools.
- Finding #76:** County, City, and Talquin's coordination efforts resulted in a quicker response time in discharging power lines wrapped around downed trees.
- Recommendation 76.1: Continue coordination with City of Tallahassee Electric and Talquin Electric to ensure continued assistance with road clearing task force efforts.
- Finding #77:** FDOT notified Public Works that it would only complete a first pass for storm-generated debris on State Roadways, not including storm debris placed on the right of way from private property owners.
- Finding #78:** Following disasters involving extensive damage to electrical system infrastructure, repairs to major power transmission and distribution systems is prioritized in order to expedite power restoration to the greatest number of customers.
- Finding #79:** 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 #80:** Hurricane Irma caused outages to nearly 53,000 electric utility customers in Leon County. Power was restored to nearly all customers within two days.
- Finding #81:** Some County residents have a Talquin meter box that receives power through the City's utility lines and vice-versa. The City anticipates full acquisition of Talquin utility lines within the City's territory by 2019; until that time, both electric providers are committed to resolving reports of outages in these areas.
- Finding #82:** Leon County staff coordinated with the Supervisor of Elections office to secure seven portable generators to bring traffic signals without power back online. All traffic signals were restored to main power by September 12.

**Finding #83:** Due to the statewide impact of Irma, Leon County lost several contracted debris collection trucks to other jurisdictions in central and south Florida due to a larger volume of debris and higher contractor rates in these areas.

**Finding #84:** Leon County's debris contracts, while consistent with industry standards, do not require a minimum number of trucks or debris monitors to be deployed after activation of contracts and do not include provisions penalizing debris contractors or subcontractors from leaving prior to completion of debris removal operations.

Recommendation 84.1: Review and make recommendations for updates to the County's debris removal and debris monitoring contracts.

**Finding #85:** The utilization of up to four County Public Works crews seven days a week expedited the removal of debris in the County but, with additional equipment capable of debris removal operations, additional staff resources could have been deployed for the debris response.

Recommendation 85.1: Prepare a budget discussion item for Board consideration during the FY 2018-19 budget cycle to evaluate the purchase of debris removal trucks and equipment for Public Works in order to deploy additional resources for debris removal needs and to expedite day-to-day operations.

**Finding #86:** Leon County Tourism Division staff coordinated with local hoteliers to ensure that space was available to accommodate mutual aid workers who arrived from out of state to expedite the recovery process.

**Finding #87:** Tourism staff leveraged the use of the VisitTallahassee.com website and the specialized GroupMe app to provide weather alerts, share information regarding hotel room availability, and provide links to important emergency information resources such as the EIP and Citizens Connect mobile app.

Recommendation 87.1: Provide a link to VisitTallahassee.com from the EIP for information regarding hotel room availability during future emergencies.

**Finding #88:** Many gas stations in Florida experienced fuel shortages during Hurricane Irma. At the peak of the incident, approximately 61% of stations in Leon County were without fuel. Stations were regularly resupplied and a link to GasBuddy.com was posted to the EIP to help citizens find available fuel.

**Finding #89:** OEV partnered with Domi Station and Catalina Cafe to provide temporary office space for businesses experiencing power outages or facility damage following Hurricane Irma.

Recommendation 89.1: Evaluate opportunities to establish standing partnerships with other local co-working spaces to make similar resources available following future disasters.

**Finding #90:** Staff has identified a series of minor facility and materials needs to improve workflow for the Citizens Information Line and enhance coordination with EOC personnel during future emergencies.

Recommendation 90.1: Work with Leon County Facilities Management to evaluate and fulfill facilities-related needs for the Citizen Information Line, such as whiteboards, key cards for the PSC, and supplies.

**Finding #91:** Severe weather during Hurricane Irma required Alpha shift staff to bunk in the EOC overnight following their shift on September 10. Additional designated sleeping space is needed for future activations.

Recommendation 91.1: Update the Public Safety Complex facility plan to identify additional sleeping spaces and obtain cots, bunks, and/or other materials as needed.

**Finding #92: The parking areas at the Public Safety Complex were generally full for the duration of the Hurricane Irma activation. Several volunteers and staff reported that they were unable to find parking upon reporting for duty.**

Recommendation 92.1: Evaluate available parking spaces at the PSC to determine whether additional space is needed; if so, explore opportunities to partner with surrounding property owners to secure additional space for future EOC activations.

**Finding #93: During every emergency activation, there will likely be staff from the County and/or partner agencies assigned to the EOC who have never visited the Public Safety Complex and are unfamiliar with the facility.**

Recommendation 93.1: Work with Leon County Emergency Management and Community & Media Relations to develop a welcome and orientation kit about the Public Safety Complex for responding staff, including information about parking, the location of kitchen areas, restrooms, sleeping quarters, etc.

**Finding #94: The EOC Logistics team is responsible for coordinating meal service for personnel activated to the EOC during emergencies. Finding local restaurants or caterers to provide meal service can be difficult following a disaster depending on the extent and duration of power outages.**

Recommendation 94.1: Establish a standardized plan to provide meal service to the EOC during future activations, potentially by contracting with a private vendor, and update the CEMP as needed.

**Finding #95: During Hurricane Irma there were several instances in which small quantities of food or materials needed to be delivered to locations in the field. An opportunity exists to identify non-emergency essential vehicles to fill this need during future incidents.**

Recommendation 95.1: Develop a list of smaller County-owned vehicles that are not essential during emergency events, such as cars, vans, and SUVs, that can be used to courier small quantities of food or materials. Update this list annually at the beginning of each hurricane season and provide a copy to Leon County Emergency Management.





## 1.0 Introduction

### 1.1 Background

On September 10, 2017, Hurricane Irma struck the coast of Florida and traveled northward up the peninsula of the state, passing just to the east of Leon County near the Jefferson/Madison County line. Hurricane Irma was an historic and unprecedented storm which inflicted far-reaching damage throughout Florida and other areas in the United States and the northern Caribbean Sea. Irma presented a prolonged period of tropical storm-force winds in Leon County causing hundreds of downed trees that blocked roadways, damaged electrical infrastructure systems, and damaged homes throughout the County. The storm caused widespread power outages affecting approximately 53,000 electric utility customers. Additionally, the intensity of the storm and its uncertain forecast track necessitated widespread hurricane evacuations and emergency sheltering throughout Florida; during the event, Leon County sheltered over 3,000 citizens and 300 pets, many of whom evacuated to Leon County from south Florida, at 11 emergency shelter locations.

Leon County Emergency Management (LCEM) staff closely monitored Hurricane Irma beginning on August 30, 12 days prior to making landfall in Florida, when it developed as a tropical storm in the eastern Atlantic Ocean. Consistent with the provisions of the Leon County Comprehensive Emergency Management Plan (CEMP), LCEM began in the days prior to Irma'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. Although official forecasts as late as three days prior to landfall indicated that Leon County was not expected to receive significant weather-related impacts from Hurricane Irma, County staff and partner agencies made extensive preparations well in advance of the storm to withstand any potential weather scenario. Because early forecasts indicated that Irma would likely approach the Florida Straits and turn north, following a track along the eastern coast of the state, Leon County initially made preparations to serve as a host community for evacuees from other areas of the State. However, in the last 48 hours before reaching Florida, the forecast track shifted west, placing Leon County directly in the path of the storm and requiring County personnel and partner agencies to transition to an active preparation, response, and restoration posture.

LCEM began conducting conference calls to coordinate information and response efforts with partner agencies on Tuesday, September 5 while Irma was still approximately 400 miles east of the Leeward Islands. LCEM activated the Leon County Emergency Operations Center (EOC) partially on September 5 and fully on September 9, 2017. 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 5, 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 and pet-accessible shelters, to ensure citizens' safety during the height of the storm; distribute sandbags to citizens; activate agreements for mutual aid assistance; pre-deploy Public Works crews and first responders throughout the County; and make a variety of other preparations as described throughout this report to begin response efforts as quickly as possible following the storm.

Immediately after Hurricane Irma 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 via the County's Emergency Information Portal website, the Citizens Connect mobile app, radio, social media, and other avenues to keep citizens informed on the status and progress of the overall response.

As the focus shifted from immediate storm response to community recovery, Leon County and partner agencies began the work of quickly restoring the community to a normal state. County and City staff worked with partner agencies to distribute bottled water and established comfort stations for citizens to cool off and charge their mobile devices while crews worked to restore power. Leon County staff also coordinated with non-profit partner agencies to assist citizens at the Leon County Main Library comfort station with questions regarding navigating the recovery process. Leon County and the City of Tallahassee utilized County and City resources and 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 and City also deployed 11 damage assessment teams to canvass the community immediately following the storm to support a potential request for federal assistance. Also, staff provided the Board of County Commissioners with comprehensive updates throughout each phase of the incident, including twice-daily emails on the status and progress of emergency response and recovery efforts and a status report agenda item presented to the Board at its September 20, 2017 meeting.

Reaching Leon County only a year and ten days after Hurricane Hermine, Irma was the first major test of the County's enhanced emergency preparedness, response, and recovery capabilities resulting from the implementation of the County's Hurricane Hermine After-Action Report. Presented to the Board at the December 13, 2016 workshop, the report included a comprehensive analysis of Leon County's emergency efforts relative to Hurricane Hermine, leading to 110 findings and 80 specific recommendations to strengthen the County's ability to respond to and recover from future disasters. These included 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. Today, the Leon County community is better informed and prepared for disasters as a direct result of lessons learned from Hermine.

Throughout Hurricane Irma, over 530 Leon County staff and hundreds more staff and volunteers from our partner agencies worked around the clock to ensure the safety of Leon County citizens and evacuees from other areas and to ensure a quick and complete recovery. These and other specific actions taken by Leon County staff and partner agencies to prepare for, respond to, and recover from Hurricane Irma are included in the following sections of this After-Action Report.

## 1.2 Report Methodology

This After-Action Report, compiled by Leon County Emergency Management (LCEM) and Leon County Administration, reflects a thorough evaluation of the specific actions taken during the activation of the Emergency Operations Center for Hurricane Irma. This review examines the actions taken by LCEM and partner agencies for consistency with the County's emergency management plans and protocols, including the Leon County Comprehensive Emergency Management Plan (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. This report details how these plans, processes, and protocols were successfully applied during Hurricane Irma as well as any facets of the County's emergency operations that present opportunities for specific improvement or action. To validate local emergency managers' response strategies and actions, the Federal Emergency Management Agency (FEMA) encourages the compilation of after action reports within 120 days of an incident to reflect upon operational effectiveness and to identify needed system improvements for future emergencies. This report was completed and delivered to the Leon County Board of County Commissioners on December 12, 2017, 89 days following the deactivation of the Emergency Operations Center on September 14.

As with any post-incident report of this significance, this After-Action Report reflects the collaboration and input of emergency management partner agencies and Leon County citizens to fully document the County's successful response strategies and areas for continued improvement. Over a period of several weeks following Hurricane Irma, 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. In compiling this report, staff gathered input from emergency management professionals, staff and volunteers who participated in response and recovery operations, representatives from partner agencies activated during the emergency, and citizens who provided feedback during town hall listening sessions following Hurricane Irma.

In collaboration with the City of Tallahassee and the Leon County Sheriff's Office, two community listening sessions were held following the incident to collect citizen input and feedback from the incident. Eight staff debriefing meetings were also conducted with key personnel from Leon County and partner agencies to elicit feedback on Hurricane Irma response and recovery efforts. 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.

It is important to note while the EOC serves as a central command and control facility for the effective coordination of emergency response and recovery operations by the Leon County Emergency Management 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. Accordingly, the findings and recommendations identified herein include well-executed response activities; opportunities to strengthen plans, protocols, practices, and partnerships; 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.

### 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 Irma. 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 Executive Summary at the beginning of the report. 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 activities, and response and recovery efforts of Leon County and partner agencies during Hurricane Irma; 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 Irma and its Impacts**  
Describes Hurricane Irma's development, path, and storm-related impacts in Leon County.
- **Section 4: Hurricane Irma Preparedness, Response and Recovery**  
Provides a detailed summary and assessment of emergency activation efforts taken by Leon County and partner agencies including preparations immediately prior to the storm; actions and strategies undertaken to address storm impacts (downed trees, road blockages, electrical outages, food and water distribution, comfort stations, etc.); and long-term recovery efforts (debris removal, damage assessments, FEMA assistance and reimbursement, etc.).
- **Section 5: Logistical and Facilities Support for EOC Operations**  
Discusses the coordination of logistical needs during Hurricane Irma and provides findings and recommendations to further enhance logistical support during future emergencies..
- **Section 6: Conclusion**  
Provides a summary of this After-Action Report including next steps for the implementation of findings and recommendations contained herein.
- **Section 7: Appendices**  
Following the conclusion of the report, several appendices are included containing plans, documents, and other materials referenced throughout this report.

**1.4 Citizen Engagement and Community Feedback**

Within days following Hurricane Hermine’s landfall in 2016 and while recovery efforts were still underway, Leon County, the City of Tallahassee, and the Leon County Sheriff’s Office hosted a series of community listening sessions throughout the community to provide the most up-to-date information regarding response and recovery efforts and to gather feedback from citizens. These sessions provided important opportunities to discuss the County’s emergency efforts and to learn directly from citizens impacted in different ways by the storm about how Leon County Government and partnering response agencies can best prepare to meet the needs of the community in future disasters. Accordingly, the first recommendation in the Hurricane Hermine After-Action Report was to provide for community listening sessions to be held following major emergency events in the future.

Following Hurricane Irma, the County and City jointly hosted two community listening sessions to discuss response and recovery operations and elicit citizen feedback. The County Administrator, Tallahassee City Manager, Leon County Sheriff, LCEM Director, and other key emergency support staff attended and provided citizens with an overview of the emergency operations conducted by the County and its community partners, followed by an open question-and-answer session with citizens regarding the incident. Approximately 60 citizens attended these sessions, which were held at the following locations:

- Monday, September 18: Walker Ford Community Center, 2301 Pasco Street
- Thursday, September 21: Eastside Brach Library, 1583 Pedrick Road

Although significantly fewer citizens attended community listening sessions following Hurricane Irma than those hosted following Hurricane Hermine in 2016, the sessions yielded important feedback and specific suggestions to enhance response and recovery operations to best meet citizens’ needs following future disasters. Additionally, several citizens in attendance expressed appreciation for the opportunity to discuss their concerns and suggestions directly with County, City, and LCSO representatives.

Table 1 below identifies the principal themes that emerged from the community listening sessions following Hurricane Irma as well as the corresponding findings and sections of this report that provide a discussion of each topic.

*Table 1: Principal themes from Hurricane Irma community listening sessions*

<b>Theme:</b>	<b>Related Finding(s) &amp; Recommendation(s):</b>	<b>Report Section(s):</b>
Improved communications and greater availability of emergency public information	Finding #31	4.2 (and subsections)
Public information for utility customers	Findings #33, #34 Recommendation #34.1	4.2.2
Evacuation planning; particularly for homeless population	Finding #46 Recommendations #46.1, #46.2	4.3
Process and timing of electric utility restoration	Findings #75, #76, #77	4.11.2
Coordination between City of Tallahassee Utilities and Talquin Electric	Finding #78	4.11.2

**Finding #1: Community listening sessions held following Hurricane Irma continued to provide 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.**

## 1.5 Structure of the Emergency Management Function in Leon County

### 1.5.1 Leon County Emergency Management

The Leon County Division of Emergency Management, established by Leon County Ordinance 93-16, is Leon County's Emergency Management agency. The Director of Emergency Management is appointed by the County Administrator and is tasked with the responsibility of coordinating emergency management activities, services and programs within the County. The Director is also responsible for developing a county emergency management plan and program that is consistent with the state emergency management plan and program.

Among the recommendations contained in the 2016 Hurricane Hermine After-Action Report, several stand out as particularly critical to the success of Leon County's preparedness, response, and recovery efforts relative to Hurricane Irma. First, the Hurricane Hermine After-Action Report included a recommendation to return Leon County Emergency Management (LCEM) under the County organization on a year-round basis. In 1999, the County entered into an 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. Because the emergency management field 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, the After-Action Report recommended returning this function to the County organization on a year-round basis. At the January 24, 2017 meeting, the Board approved the return of the day-to-day oversight of Leon County Emergency Management under the Board, reporting to the County Administrator. As reflected in the following sections of this After-Action Report, returning LCEM to the County organization has facilitated a much closer alignment of the County's emergency management function with other County operations and has enabled LCEM to streamline year-round coordination with County departments and external agencies, including staffing, training, and field operations. Today, LCEM is aligned with Leon County Community & Media Relations within the office of Community Relations & Resilience. This alignment ensures the highest level of coordination with other departments and divisions of Leon County government throughout the year, enhanced coordination of emergency management training opportunities for County staff, and has facilitated even greater sharing of information and resources during emergency events.

This realignment of LCEM under the County organization has also supported and facilitated the implementation of several other recommendations in the Hurricane Hermine After-Action Report related to citizen engagement and community preparedness initiatives. As described in detail in Section 2.4 of this report, Leon County has made significant enhancements since Hurricane Hermine in the area of community preparedness. Today, the Leon County community is better informed and prepared for natural disasters as a direct result of lessons learned from Hermine, which has

led to greater attendance at the County's hurricane-related public events, enhancement and broader distribution of the annual Disaster Preparedness Guide, vastly increased use of the enhanced Citizens Connect mobile app, participation in training events and exercises, and much more.

### **1.5.2 State of Florida**

The State of Florida CEMP provides for coordination between the state and local governments concerning natural, technological, and man-made disasters as well as the effective integration of state support for local emergency operations when local officials request state assistance. Pursuant to the State CEMP, local resources are first to respond to an emergency incident, and the state is responsible for providing assistance when local resources are exhausted and a county emergency management agency requests assistance from the State.

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, 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.

### **1.5.3 City of Tallahassee's Role**

There is one municipality within Leon County; the City of Tallahassee. The City of Tallahassee operates under a Council-Manager form of government, and the City Manager serves as the Chief Administrative Officer of the City. The City Manager has designated the Chief of the Tallahassee Fire Department as the City's point of contact for coordinating the City's emergency management activities with Leon County Emergency Management.

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. The City of Tallahassee has adopted an incident management 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.

Leon County's CEMP calls for close intergovernmental coordination with the City given its role as a service provider and capacity to marshal resources. This coordination occurred primarily at the EOC during the activations for Hurricanes Hermine and Irma. Like the County CEMP, the City's Incident Management Plan follows NIMS and the Incident Command System (ICS) 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.

In the past, the City has maintained a formal Emergency Preparedness program including an Emergency Preparedness Coordinator staff position to serve as the City's central point of contact for emergency management coordination and planning. However, in 2017 the City discontinued its formal Emergency Preparedness program and assigned general emergency and incident management responsibilities to the Tallahassee Fire Chief in coordination with LCEM, as indicated above. The City also recently appointed an emergency management coordinator who has actively participated in emergency management activities in close coordination with LCEM staff. The Tallahassee Fire Chief's Office is located in the Public Safety Complex, and the City's emergency management coordinator also has dedicated working space at the EOC. This alignment has fostered a more collaborative working environment between the LCEM Director and the City's Fire Chief; previously, the City's Emergency Preparedness Coordinator was housed at Fire Station #3 on South Monroe Street, requiring most coordination and planning to occur via phone calls and e-mails. Additionally, since the Fire Chief reports to an Assistant City Manager, requests from LCEM routed through the Fire Chief are fulfilled more quickly than in the past.

**Finding #2: The City of Tallahassee's designation of the Fire Chief as the primary point of contact for emergency management coordination from the City has significantly enhanced coordination with LCEM.**

#### **1.5.4 Role of the Leon County Emergency Operations Center**

The Leon County Emergency Operations Center 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. During an emergency, 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. Participating agencies work together to collectively resolve challenges and rely on the guidance provided by the Leon County CEMP and agencies' respective emergency plans.

For the coordination of immediate response and 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 (e.g., County Administration, City Administration, Talquin Electric Cooperative, etc.).

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, the County Administrator coordinates with the Chairman of the Board of County

Commissioners to execute 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 Irma is included in Section 3.4 of this report.

Hurricane Hermine was the first test for the Leon County Emergency Operations Center since the opening of the new Public Safety Complex in 2013, and Hurricane Irma was the first major test of Leon County's enhanced emergency preparedness, response, and recovery capabilities resulting from the implementation of the County's Hurricane Hermine After-Action Report. Irma required an extended emergency activation involving the prolonged cooperation of partner agencies throughout the community 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 greater detail about how the EOC facilitated the massive coordination of information, personnel, supplies, equipment, and other resources required during Hurricane Irma in the execution of established emergency plans and protocols.

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 Irma 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.

## **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 Irma 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. The following sections of this report describe these documents, their scope, and their purpose.

#### **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. The CEMP is the guide by which Leon County prepares for, responds to, and recovers from emergency events including Hurricane Irma. 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.

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. NIMS, as well as the National Response Framework, and other Department of Homeland Security and FEMA protocols and requirements are subject to change frequently. Ongoing compliance with these various requirements is critical for ensuring the County's eligibility to receive grants and other disaster-related federal assistance.

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 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 B to this After-Action Report.

Following Hurricane Hermine in 2016, LCEM made several updates to the CEMP to reflect findings and recommendations included in the Hurricane Hermine After-Action Report. The latest revision to the CEMP was approved by the Florida Division of Emergency Management on June 26, 2017. Although the CEMP is normally reviewed once every four years, in order to best utilize the opportunity to incorporate lessons learned and best practices identified during Hurricane Irma, LCEM will prepare another update for submittal to FDEM in 2018 in order to incorporate the feedback and recommendations contained in this After-Action Report.

**Finding #3: Hurricane Irma 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 3.1: Update the Leon County CEMP to incorporate the findings and recommendations identified in this report.

*Lead Agencies: Leon County Emergency Management*

**Finding #4: FEMA’s regulations and requirements related to receiving disaster assistance are subject to change frequently. To ensure compliance with applicable FEMA requirements following every large-scale disaster, Leon County’s emergency plans and protocols must be up to date on a regular basis.**

Recommendation 4.1: Evaluate engaging a consultant on an ongoing basis to ensure that the County’s Emergency Plans and Protocols remain annually consistent with FEMA regulations and requirements.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Purchasing Division*

### 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 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. The LMS is reviewed annually and is updated on a five-year cycle, or more frequently as needed following a disaster. Following Hurricane Hermine in 2016, for example, the LMS was updated to include specific findings and recommendations related to mitigation initiatives contained in the Hurricane Hermine After-Action Report.

The LMS is a joint product of the 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 development, the LMS has been a critically important element of local planning efforts to continuously 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, which was completed in 2013 and has significantly enhanced the County's ability to effectively respond to emergencies.

Efforts during Hurricane Irma 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 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 4.5), among many other mitigation initiatives.

**Finding #5: Hurricane Irma was an historic storm which required an unprecedented level of coordination and response by Leon County and its community partners. This valuable learning experience provided new opportunities to assess and enhance our overall disaster preparedness and community resiliency. These opportunities are detailed throughout this report.**

Recommendation 5.1: Update the Local Mitigation Strategy to incorporate the findings and recommendations identified in this report.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Tallahassee-Leon County Planning Department*

### 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. These are intended to be countywide, multi-jurisdictional plans providing for coordinated long-term recovery and redevelopment implementation across jurisdictional boundaries. The focus of these plans extends beyond the scope of traditional emergency management activities and federal disaster programs, especially in the case of a major or catastrophic disaster.

During Hurricane Irma, 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 Irma to activate the PDRP and Disaster Housing Strategy. Following Hurricane Hermine, the After-Action Report recommended initiating a comprehensive update of the PDRP and Disaster Housing Strategy to incorporate lessons learned during Hermine. This update is scheduled to occur during the current fiscal year.

**Finding #6: The PDRP, developed in 2012, is scheduled to be updated during FY 2017-18 to incorporate lessons learned from Hurricane Hermine. The upcoming update should also incorporate lessons learned during Hurricane Irma.**

Recommendation 6.1: Incorporate lessons learned during Hurricane Irma in the upcoming update of the PDRP and Disaster Housing Strategy, as appropriate.

*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), Fay (2008), and updated in 2013 for submission and review by FEMA. 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 removal 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.

Over the past year, a number of updates were made to the County's Debris Management Plan to address findings and recommendations identified in the Hurricane Hermine After-Action Report. Staff is currently finalizing a revised draft plan to submit to FDEM and FEMA for follow-up review. Notable updates to the plan recommended in the Hurricane Hermine After-Action Report included:

- Coordination with Leon County Schools to identify debris removal needs for roads, sidewalks, and bus stops in the vicinity of schools prior to reopening of schools;
- Submitting a pre-approval request to FEMA prior to the start of debris pickup to address uncertainty regarding FEMA's willingness to fully reimburse the County for private road debris removal; and
- Formalizing coordination with utility providers for assistance with downed trees entangled in electric lines.

In accordance with County Ordinance 10-18, on September 10, 2017 the County Administrator determined, prior to Hurricane Irma's impacts reaching Leon County, that the removal of disaster-generated debris accumulated within Leon County would be necessary in order to remove or reduce threats to life, public health, and safety; to eliminate immediate threats of significant damage to County property or facilities; or to ensure economic recovery of the affected community to the benefit of the community at large. Upon making this determination, the County Administrator immediately implemented the County's Debris Management Plan, which directed staff to initiate actions to remove debris from County-owned property and rights-of-way. This included mobilizing Leon County Public Works crews to collect yard debris before the storm, issuing emergency public information advising citizens to trim tree limbs and secure waste collection bins, and activating the County's contracted debris monitoring and collection contractors to pick up storm debris as quickly as possible after the storm passed. These and other activities taken by Leon County and its partner agencies are described in full detail in Section 4 of this report.

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, which includes having pre-event debris contracts. The utilization of debris removal and monitoring contractors during Hurricane Irma is described in detail in Section 4.13 of this report, and information regarding FEMA's cost-sharing program for debris removal within federally declared disaster areas is provided in Section 4.15.

When a disaster generates large amounts of debris that exceeds the capabilities of County staff and resources, debris removal contractors will assist with debris removal operations. Monitoring debris removal operations involves constant observation and documentation of debris removal work performed from the point of debris collection to final disposal. Debris monitoring documentation is critical to verify that debris operations are eligible for FEMA reimbursement, costs are reasonable, contract and procurement processes are appropriate, quantification of the debris is accurate, and the tracking of the debris to its final disposition is recorded and in compliance with all regulatory requirements.

In 2006 and 2011, the County and City of Tallahassee jointly selected debris removal vendors and a debris monitor. That process entailed the City issuing a RFP for debris removal services; the County issuing a RFP for debris monitoring services; and a joint County/City committee reviewing all submittals for recommendations to their respective Commissions. This resulted in the County and City executing separate agreements for the services, yet utilizing the same vendors to reduce confusion and boundary issues during post-storm recovery. This approach proved to be successful during the previous two contract terms, resulting in staff continuing this practice as the current debris removal and debris monitoring contracts were set to expire on May 31, 2017 and July 31, 2017, respectively.

Immediately following the recovery from Hurricane Hermine in 2016, staff from County and City Public Works began reviewing debris contracts for potential modifications needed prior to the issuance of a new Request for Proposal for debris removal and monitoring services. Additionally, the County's disaster recovery services consultant reviewed the proposal documents to ensure compliance with FEMA and other industry standards. As such, a number of enhancements were identified in the release of the new Request for Proposal in February 2017 including, but not limited to, the following:

- Requiring the Debris Monitoring Contractor to provide an electronic automated debris management system that creates load tickets electronically, eliminating the need for hand-written and scanned tickets, significantly reducing the amount of time and resources required for reconciliation with the debris removal contractor
- Requiring the contractors to conduct a joint planning and training exercise prior to the start of hurricane season
- Requiring contractors to de-bag and pick up debris in containers
- Requiring contractors to mobilize to the County within 72 hours of a notice to proceed

The County entered into five-year contracts with three debris removal firms and two debris monitoring firms on May 30, 2017. The prime contractors, Ashbritt (for debris removal) and Thompson Consulting Services (for debris monitoring) were activated for recovery efforts during Hurricane Irma. A thorough summary of debris removal operations in Leon County during Hurricane Irma, including findings and recommendations regarding the debris monitoring and removal process, is provided in Section 4.13 of this report.

Shortly after Hurricane Irma made landfall in Florida, on September 18, 2017 Governor Rick Scott issued a directive to all counties to submit detailed debris removal plans for Hurricane Irma, to include debris removal plans for municipalities within each county, by the following day, September 19. In a press release issued by the Governor's office, the Governor indicated that the presence of debris was hindering power restoration efforts following the storm. In Leon County the City of Tallahassee and Talquin Electric restored power to all of their customers by September 13 and 15, respectively, as described in Section 4.11.2 of this report. Because Leon County maintains and regularly updates its Debris Management Plan, the County was able to timely comply with this directive and submitted the information required prior to the deadline.



As indicated above, the specific actions taken by Leon County and its partner agencies to clear roadway debris and collect residential storm debris following Hurricane Irma are discussed in detail in Section 4 of this report.

**Finding #7: Because Leon County maintains and regularly updates its Debris Management Plan, the County was able to timely comply with the Governor's directive for each county to submit detailed debris removal plans immediately following Hurricane Irma.**

## 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. 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. Additionally, the Hurricane Hermine After-Action Report included a recommendation to continue to identify NIMS training needs for new and existing County staff and provide the appropriate training opportunities to remain current with updates to NIMS and the Incident Command System (ICS) as well as natural turnover in the workforce. Accordingly, LCEM has worked since Hermine to significantly enhance the training opportunities and NIMS course offerings available to County and partner agency staff at the Public Safety Complex. This includes a hurricane tabletop exercise conducted in at the beginning of the hurricane season in June 2017 involving staff from Leon County as well as several partner agencies, consistent with recommendations contained in the Hurricane Hermine After-Action Report.

Following is a list of 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 2: Recent training, exercise, and coordination activities hosted by Leon County Emergency Management*

<u>Activity:</u>	<u>Date:</u>
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
Training:G-300 Intermediate Incident Command System for Expanding Incidents	11/29/2016
Training: G-386 Mass Fatalities Incident Response	1/12/2017
Training:G-300 Intermediate Incident Command System for Expanding Incidents	1/17/2017
Training: PER-335 critical Decision Making for Complex Coordinated Attacks	2/2/2017
Training: G-358 Evacuation and Re-Entry Planning	3/29/2017
Training: G-400 Advanced Incident Command System Command & General Staff: Complex Incidents	4/25/2017
Training: G-191 ICS/EOC Interface	4/27/2017
"Community Coordination: After-Action, In Action" Hurricane Tabletop Exercise	6/8/2017
Citizens Information Line Operator Training	6/23/2017

Training: AWR-136 Essentials of Community Cyber Security	6/27/2017
Damage Assessment Team Training	7/7/2017
Training:G-300 Intermediate Incident Command System for Expanding Incidents	7/26/2017
WebEOC Training	Multiple Dates

**Finding #8: Enhanced training opportunities hosted at the Public Safety Complex, as recommended in the Hurricane Hermine After-Action Report, were useful in keeping County and partner agency staff prepared and ready to respond to Hurricane Irma. There exists a continual need to identify and provide emergency management training opportunities for response and recovery personnel throughout the community.**

Recommendation 8.1: Continue to identify NIMS training needs for new and existing County staff as well as personnel from partner agencies and provide training opportunities to meet these needs.

*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 C 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%. These funds may be used in support of staff overtime, equipment costs, contractual support (i.e. debris removal) and materials or supplies in the event of a disaster. In addition, by participating in the FEMA public assistance program, the fund balance used to create these reserves, which will be used for Irma cleanup costs, is reimbursable at a 100% for Emergency Protective Measures, and 90% for the first 30 days of debris removal associated with the storm event. More detail related to the costs associated with Irma is provided in Section 4.15, FEMA Assistance.

In FY 2016-17, the Catastrophe Reserve funding level was set at \$2.7 million, and these reserves were used to pay for initial storm debris removal costs related to Hurricane Hermine. However, due to the extensive damage caused by Hurricane Hermine, in FY 2017 the Catastrophe Reserve was established at \$6.0 or 4.4% of the General Fund/Fine and Forfeiture Fund budget. This amount was later increased to \$8.2 million to account for final debris removal/monitoring costs. This allowed the County to continue to pay bills associated with the debris removal associated with the storm while awaiting FEMA reimbursement. To date, Leon County has received \$6.7 million in reimbursement payments for Hurricane Hermine. This represents 65% of the \$10.36 million that has been obligated by FEMA for reimbursement to the County. Of the remaining \$3.66 million, \$3.47 million is awaiting final processing by the state. There is \$187,108 remaining in small projects that are due to be approved by FEMA.

For FY 2018, the Catastrophe Reserve was established at 2% of the General Fund/Fine and Forfeiture Fund budget, or \$2.86 million, as specified in policy. This funding level is adequate to pay for storm related cleanup costs associated with Hurricane Irma.

As discussed earlier in Section 1.5, the 2016 Hurricane Hermine After-Action Report included a recommendation to return Leon County Emergency Management (LCEM) under the County organization on a year-round basis, ensuring the highest level of coordination with other

departments and divisions of Leon County government throughout the year. This realignment has enabled LCEM to work more closely with the Leon County Office of Management and Budget and other County departments to ensure that all documentation policies and procedures are being followed throughout an incident for the purposes of reimbursement of eligible storm-related expenses from the Federal Emergency Management Agency (FEMA).

**Finding #9: As demonstrated by two consecutive years of hurricane damage by Hurricanes Hermine and Irma, Leon County’s practice of maintaining designated emergency reserves continues to be beneficial as it facilitates the vital availability of funds for disaster-related expenses.**

Recommendation 9.1: Continue to maintain unrestricted emergency reserves in the General Fund/Fine and Forfeiture Fund budget and maintain the Catastrophe Reserve as specified in Policy No. 07-2.

*Lead Agencies: Leon County Office of Financial Stewardship*

*Support Agencies: Leon County Administration*

## 2.4 Community Preparedness

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. As a basic rule, emergency managers at the local, state, and federal levels encourage 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.

In January 2017, the Board approved the return of the day-to-day oversight of Leon County Emergency Management under the Board, reporting to the County Administrator. Upon returning Emergency Management to Leon County, the County Administrator aligned Emergency Management with Community and Media Relations to further enhance communication and coordination with citizens, County personnel, and partner agencies throughout all phases of a disaster. The aligned and optimized function now called Community Relations and Resilience focuses on informing and preparing the public, building resilience throughout the community, and coordinating a multi-agency response to any disaster or hazard. The newly aligned Community Relations and Resilience function combines public information and emergency management expertise in order to enhance year-round readiness, response, and recovery efforts. To further strengthen Leon County for Hurricane Irma, staff coordinated several community engagement events, public information campaigns, and media partner engagement, resulting in Leon County’s message being seen, heard, and read nearly 5 million times. These efforts are described in detail in Section 4.2 of this report.

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 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 2017, 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 2017 Disaster Survival Guide is included in this report as Appendix D.

In 2017, reflecting recommendations included in the Hurricane Hermine After-Action Report, the Disaster Survival Guide was revised and refocused to be more intuitive, more informative, and to feature additional resources and assistance available from community partners. It specifically highlighted the Leon County Citizens Connect Mobile App and the County’s relationship with WFSU radio for timely emergency information updates during a disaster (both described in greater detail in Section 4.2 of this report). From the community listening sessions hosted following Hurricane Hermine, staff recognized the importance of having a dedicated on-air radio presence; the Disaster Survival Guide served as the official launch of WFSU as the radio source of County emergency information over the radio.

Hard copies of the Disaster Survival Guide are distributed in the *Tallahassee Democrat*, the Capital Outlook, and are 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 community events and neighborhood meetings throughout the year. Leon County staff also distribute the guide at various events such as the Council of Neighborhood Associations Neighborhood of the Year Awards and the annual Build Your Bucket event, described in the following section. Approximately 60,000 printed copies of the Disaster Survival Guide are distributed annually throughout the Big Bend region, and the guide is also available for download from the Leon County Emergency Information Portal as well as Leon County’s community preparedness website, [www.haveahurricaneplan.com](http://www.haveahurricaneplan.com). Demand for the Disaster Survival Guide has grown exponentially in the year since Hurricane Hermine – from June 1 to November 30, 2017 the Disaster Survival Guide was downloaded 7,486 times, compared to only 686 downloads during the same period in 2016.

**Finding #10: Demand for the Disaster Survival Guide has grown exponentially in the year since Hurricane Hermine.**

Recommendation 10.1: Continue to distribute and promote the annual Disaster Survival Guide.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Community and Media Relations*

### 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. Now the area’s largest single day promoting disaster preparedness, Build Your Bucket encourages attendees to develop a disaster plan and assemble supplies in order to safely shelter in place following any emergency or hazard.

This year’s event was held on June 3, 2017 in coordination with more than 20 community partners including the City of Tallahassee, the Capital Area Chapter of the American Red Cross, the Salvation Army and others. Over 1,300 citizens participated in the 2017 Build Your Bucket event, a substantial increase in attendance since the 2016 event, which was attended by approximately 250 citizens. The growth in attendance shows that community members recognize the event as critical to the disaster preparedness process. At this event, citizens assemble their own disaster supply buckets while learning readiness tips on how to further prepare for a disaster. The first 500 households in attendance received a five gallon bucket including critical starter supplies such as batteries, first aid kits, and flashlights. In addition, emergency first responders attend the event to answer questions and provide additional insight regarding emergency preparedness to citizens.

**Finding #11: Leon County’s Build Your Bucket event has helped over 1,600 citizens to become better prepared for disasters since it was launched in 2015.**

Recommendation 11.1: Continue to host public events to educate citizens about the importance of disaster preparedness.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Community & Media Relations*

### 2.4.3 Citizen Engagement Series Events

Leon County has hosted three Citizen Engagement Series events in recent years focused on the topic of public safety. These sessions were held at the Public Safety Complex in 2014, 2016, and 2017 and featured Leon County EMS, the Consolidated Dispatch Agency, and Leon County Emergency Management. Approximately 150 citizens have participated in these events to learn about the operations and services provided by Leon County to deliver high-quality public safety services to the community.

The most recent in this series of events, hosted prior to the start of the 2017 hurricane season, was titled “Prepared Now. When Disaster Strikes, it’s Too Late to Plan.” At this event, citizens had the opportunity to learn about how the Emergency Operations Center functions during a disaster, the resources available through the County’s Citizens Connect App, how to best prepare their home and family for an emergency, and the various resources and volunteer opportunities available during and after a disaster. Citizens participated in hands-on exercises related to disaster preparedness and gave citizens the opportunity to discuss disaster preparedness and resilience with local emergency management professionals. To prepare the community before the next hurricane season begins, the event will be hosted again in May 2018.

**Finding #12: 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.**

Recommendation 12.1: Continue to host public events to encourage citizens to become better prepared for disasters and to learn about local resources for surviving and recovering from a disaster.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Community and Media Relations*

#### 2.4.4 Citizens Connect Mobile App

In the County’s after-action review following Hurricane Hermine in 2016, staff found that many citizens relied on mobile devices for emergency communications and identified opportunities to strengthen the County’s ability to communicate with the public via mobile devices. As a result, the County enhanced its existing Citizens Connect mobile app to integrate information posted to the Emergency Information Portal, including the ability to send emergency information directly to app users. The mobile app was re-launched prior to the start of the 2017 hurricane season, providing citizens with a single source of emergency information verified by public safety agencies, emergency management professionals, and crews in the field. The app is available for iPhone and Android devices and provides citizens with up-to-the-minute emergency information for the following:

- Critical updates: provides citizens with the most important community updates such as comfort stations, points of distributions, and price gouging alerts
- Storm debris management: provides citizens with information following a disaster related to debris collection and removal
- Road closings: provides citizens with information related to storm-related road closures in real time from crews in the field
- Sandbag locations: provides locations, addresses, maps of sandbag distribution sites
- Power outages: provides information on power outages for the City of Tallahassee and Talquin Electric
- Evacuations: provides a map of evacuation routes in Leon County and other related real-time updates

The re-launched Citizens Connect mobile app was downloaded by 1,600 users prior to Hurricane Irma. Immediately prior to and during the storm, County staff heavily promoted the app through television, radio, billboards, print media, the Leon County website and other platforms, resulting in over 12,500 downloads from September 5 through September 12 – a 624% increase from before the storm.

**Finding #13: Citizens continue to rely heavily on emergency information available through mobile devices, as evidenced by the drastic increase in Citizens Connect app downloads during the Hurricane Irma incident.**

Recommendation 13.1: Continue to promote the Citizens Connect mobile app as the primary source of timely, accurate, and vetted emergency information during future emergencies.

*Lead Agencies: Leon County Community and Media Relations*

*Support Agencies: Leon County Emergency Management*

#### **2.4.5 City and Talquin Electric Tree Trimming and Power Line Maintenance**

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. As reflected in the Hurricane Hermine After-Action Report, the City adopted a pilot program in 2014 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'. In general, most electric utilities use a standard of 8'-12' clearance from the distribution circuit wires and attempt to remove any limbs that are above the wires. The City established its current distribution vegetation management program in 1977 based on recommendations from a citizen's committee for a trimming distance of 4'-6' from the wire in all directions for main circuits and branches. This can result in tree limbs remaining above the wire. If these limbs fall and contact the wire, they can and often do cause outages.

Following Hurricane Hermine, the City Commission approved the expansion of this pilot program to the City's entire electric grid. Over the next three years, the City will be transitioning from the current 4'-6' trim distance to ultimately maintain a trim distance of 8'-12' from all City power lines, with removal of as much vegetative material as possible above the wires. City staff analyzed outage data in the pilot areas completed to date and concluded that there is a clear demonstration of reduced outage impacts from increasing the line clearances on the distribution system. This work will be done in two phases – the first phase will expand clearance to 5'-9' system-wide over the first 18 months, and the second phase will increase the clearance to 8'-12' over the subsequent 18 months. The first phase of this initiative commenced in October 2017.

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 City offers to provide a seven-gallon tree to any property owner as a replacement for a tree that has been removed.

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.

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' of clearance on each side of a utility pole and to remove overhanging limbs no higher than 15' 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' 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 #14: Following Hurricane Hermine in 2016, the City of Tallahassee expanded a pilot program to increase the clearance distance between trees and overhead power lines throughout its entire service area in order to reduce outage impacts.**

#### **2.4.6 Additional Opportunities to Strengthen Community Resilience**

A key strategy in improving the disaster resilience of our community is to reduce the vulnerability of public and private property to damages from disaster events such as hurricanes. Resilience is the capacity of a community to prepare for, respond to, and recover from disasters and unanticipated crises that threaten the entire community.

Leading a disaster-resilient community is a year-round commitment of Leon County, and in 2016 Hurricane Hermine gave the County an opportunity to take this function to the next level. The Hermine After-Action Report included several findings and recommendations to specifically enhance the community’s resilience to future disasters. As reflected throughout this report, these recommendations included a variety of targeted improvements – internal organizational improvements as well as citizen-focused public initiatives – to better prepare Leon County, its emergency management partner agencies, and our citizens for future disasters. When Hurricane Irma arrived in Leon County on September 11, 2017, our community was ready, tested, and prepared for the next disaster. In short, Leon County and its partners were more resilient than ever and eager to make a strong response to a disaster even stronger.

Since Hurricane Hermine, Leon County has continued to seek ways to make our community even more disaster-resilient. In 2017, Leon County joined Resiliency Florida as a Founding Member. Resiliency Florida is a non-profit organization comprised of public and private partners dedicated to promoting the development of state and regional strategies to enhance the disaster resiliency of communities throughout Florida. Resiliency Florida was formed in late 2016, and Leon County has actively participated and supported the organization in fulfilling its mission to promote the exchange of ideas and resources to help communities become more prepared and disaster-resilient. The LCEM Director provided an editorial in the November 2017 Resiliency Florida newsletter detailing Leon County’s recent efforts to enhance community resiliency. To share the County’s recognized best practices in disaster management and recovery with other members of Resiliency Florida, the editorial shared a link to the County’s Hurricane Hermine After-Action Report. Leon County will continue to participate in Resiliency Florida to exchange ideas and best practices to further build our community’s resiliency to future disasters.

Also, as a result of the comprehensive redesign of the Citizens Connect app and other emergency public information and community education initiatives discussed in the preceding sections of this report, Leon County was recognized in 2017 as a Weather Ready Nation Ambassador by the United States National Oceanic and Atmospheric

Administration (NOAA). This initiative underscores NOAA’s effort to formally recognize organizations who are improving the nation’s readiness, responsiveness, and overall resilience against extreme weather, water, and climate events. As a Weather Ready Nation Ambassador, partner organizations commit to working with NOAA and other Ambassadors to strengthen national resilience against extreme weather. In effect, this initiative helps unify the efforts across government, non-profits, academia, and private industry toward making the nation more ready, responsive, and resilient against extreme environmental hazards.

Reflecting Leon County’s commitment to enhancing the resiliency of our community, the Leon County Board of County Commissioners’ 2017 Annual Retreat on December 11, 2017 is structured to focus on disaster and community resilience. Each year’s Annual Retreat provides an opportunity for the Board to discuss important community priorities, align the County’s strategic processes and optimize the alignment of organizational resources to address our community’s most pressing issues, and establish the County’s top priorities within a five-year strategic plan. The theme of the 2017 Annual Retreat acknowledges that Leon County will continue to face hurricanes and other natural disasters in the future and focuses on ways that County can make our community more resilient for future generations.

**Finding #15: Leon County’s participation as a Founding Member of Resiliency Florida provides opportunities to exchange ideas and best practices regarding community resiliency with other public and private sector partners in Florida.**

Recommendation 15.1: Continue to support Leon County’s membership and active participation in Resiliency Florida.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Administration*

**Finding #16: As a result of the redesign of the Citizens Connect app and other emergency public information and community education initiatives, Leon County was recognized in 2017 as a Weather Ready Nation Ambassador by the United States National Oceanic and Atmospheric Administration.**

Recommendation 16.1: Support Leon County’s ongoing participation in the National Oceanic and Atmospheric Administration’s Weather Ready Nation Ambassador initiative.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Administration*

**Finding #17: Reflecting the County’s commitment to enhancing community resiliency, the County Administrator recommended and the Board approved structuring the Board’s 2017 Annual Retreat to focus on the County’s community resilience efforts to date, targeting new and emerging trends, and exploring how Leon County can drive resiliency forward.**

### 3.0 Overview of Hurricane Irma and its Impacts

Hurricane Irma was the ninth named storm, the fourth hurricane, the second major hurricane, and the first Category 5 hurricane of the 2017 Atlantic hurricane season. Irma was the most intense Atlantic hurricane to strike the United States since Katrina in 2005, and the first major (Category 3 or greater) hurricane to make landfall in Florida since Hurricane Wilma in 2005. The storm inflicted far-reaching damage throughout Florida and other areas in the United States and Caribbean island nations.

While Hurricane Irma's intensity and impacts were historic in nature, the 2017 Atlantic hurricane season was likewise unprecedented in many ways. 2017 was the costliest hurricane season on record, causing over \$367 billion in damages primarily from Hurricanes Harvey, Irma, and Maria, which all occurred in a period of less than one month. All ten of the season's hurricanes occurred consecutively, and the 2017 season was one of only six on record with three Category 5 hurricanes.

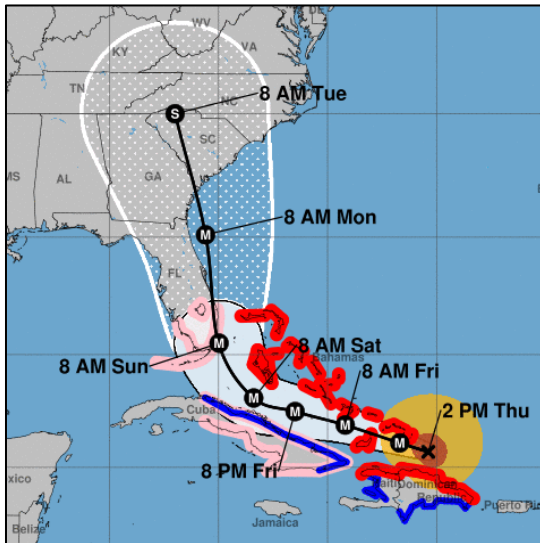
The following sections of this report discuss the path of Hurricane Hermine, its associated weather impacts, and damage caused by the storm within Leon County.

#### 3.1 Irma's Path and Development

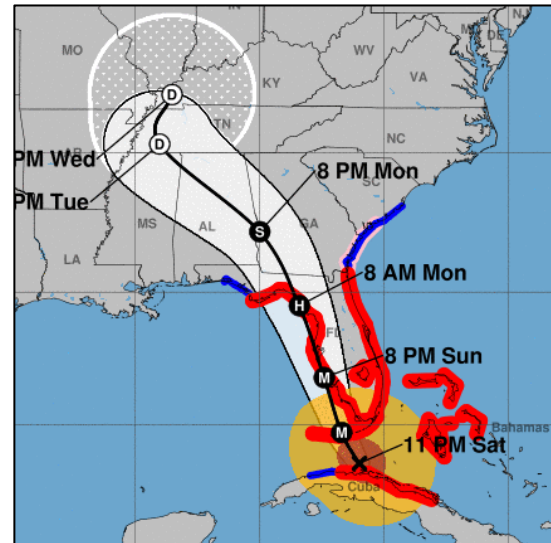
Hurricane Irma originated as a tropical wave over western Africa on August 26, 2017. Leon County Emergency Management (LCEM) began tracking the system on August 30 when the National Hurricane Center designated the system as Tropical Storm Irma just west of the Cape Verde islands. For several days, Irma was steered steadily westward across the tropical Atlantic and Caribbean islands by a strong mid-to-upper atmospheric high pressure ridge to Irma's north. The numerical weather prediction models, which are used by forecasters to predict the future track and intensity of tropical cyclones, consistently forecasted this ridge to weaken somewhere around Florida. However, these models differed as to exactly when or where this weakening would occur. As a result, National Hurricane Center forecasts as late as September 9 included the entire Florida peninsula within Irma's cone of uncertainty.

As Irma tracked westward across the Atlantic Ocean, it intensified rapidly due to warm sea surface temperatures and low wind shear. On August 31, winds increased from 70mph to 115mph in a period of 12 hours. Later, on September 4, the storm rapidly intensified again, reaching maximum sustained winds of 185mph on September 6 which it maintained for over 35 hours. At its peak, tropical storm-force winds reached nearly 200 miles from the center of the storm. Hurricane Irma made landfall as a Category 5 hurricane over several of the Leeward Islands causing catastrophic damage beginning on September 5. Irma passed just north of Puerto Rico and made another landfall in Cuba on September 8 as it approached the Florida Straits. By September 9, the breakdown in the high pressure ridge to Irma's north finally began to develop, and Irma made its much-anticipated turn to the northwest near the Lower Keys. On September 10, the National Hurricane Center's official forecasts began to show Irma's cone of uncertainty tightening on a path along Florida's west coast including the Big Bend region.

The two figures below reflect official National Hurricane Center forecasts from September 7 and September 9, 2017. The September 7 forecast indicated Hurricane Irma’s most likely path along Florida’s east coast. Illustrating the uncertain and rapidly-changing forecast for the storm, by September 9 the forecast had shifted west, placing Leon County directly in the forecast path of the storm. Additionally, forecasts on September 9 and 10 indicated that Hurricane Irma’s center would remain over warmer waters in the Gulf of Mexico for a longer period, allowing the storm to retain its size and intensity and to potentially make landfall near Apalachee Bay as a Category 2 or 3 hurricane.



*Figure 1: National Hurricane Center Forecast for Hurricane Irma as of September 7, 2:00 p.m.*



*Figure 2: National Hurricane Center Forecast for Hurricane Irma as of September 9, 11:00 p.m.*

Hurricane Irma’s first continental U.S. landfall occurred at Cudjoe Key on September 10 with maximum sustained winds of 130mph (a Category 4 hurricane). Later that afternoon, Irma made its second continental U.S. landfall over Marco Island, Florida with maximum sustained winds of 115mph (Category 3 strength). A peak wind gust of 142mph was reported at Naples Municipal Airport during Irma’s eyewall passage. After making its second continental U.S. landfall, Irma slowly weakened as it continued north-northwestward across the Florida peninsula, eventually reaching north Florida and southwest Georgia on Monday, September 11.

As Hurricane Irma reached northwest Florida on September 11, wind gusts across south Georgia and northwest Florida were generally in the 45 to 60mph range. Leon County experienced tropical storm-force wind gusts for approximately 7.5 hours with gusts up to 54 miles per hour and up to 3” to 4” of rain. By comparison, Leon County experienced tropical storm-force winds for approximately 4 hours, with a peak gust of 64 miles per hour during Hurricane Hermine.

Irma weakened to a tropical storm in south Georgia on the afternoon of September 11, and further into a tropical depression while moving north across central Georgia later that evening.

### 3.2 Statewide Impacts and Evacuations from South Florida

As a result of Hurricane Irma's historic size and intensity, 43 Florida counties issued voluntary and mandatory evacuation orders in the days immediately preceding the storm. The Florida Division of Emergency Management estimated that these evacuation orders involved approximately 6.3 million Floridians, making Hurricane Irma the largest evacuation in the history of the state. Because counties on both the east and west coast of Florida were under evacuation orders, evacuees traveled northward rather than to the opposite coast. Due to the uncertain forecast track for Hurricane Irma, during most of the period that LCEM was tracking the storm, Leon County was preparing to serve as a host community for evacuees from other areas of the state. However, as described in the section above, the forecast track shifted west in the 48 hours preceding the storm, placing Leon County directly in the path of the storm and requiring County personnel and partner agencies to transition to an active preparation, response, and restoration posture.

Evacuees caused significant traffic congestion on interstate highways, the Florida Turnpike, and many state and county roads. The use of the left shoulder as a lane for moving traffic was allowed on northbound Interstate 75 from Wildwood, Florida to the Georgia state line beginning September 8 and on eastbound Interstate 4 from Tampa to State Road 429 near Celebration, Florida on September 9. The Florida Department of Transportation established its plan to utilize the road shoulder along certain highway segments during evacuations earlier in 2017. These segments include Interstate 75 along Alligator Alley, I-4 from Tampa to Orlando, I-10 from Jacksonville to I-75, and I-75 from Wildwood to the Georgia state line. Hurricane Irma was the first use that the shoulder-use plan was implemented by the state for hurricane evacuations.

### 3.3 Declared States of Emergency

Governor Rick Scott issued a State of Emergency in anticipation of Hurricane Irma on September 4, 2017 for all 67 Florida counties. The Chairman of the Leon County Board of County Commissioners issued a Local State of Emergency for a seven-day period beginning on September 5. Because of the uncertain path and extent of impacts associated with Hurricane Irma, the Local State of Emergency was extended on September 12, 2017 for an indefinite period. The Chairman issued a proclamation on September 20 terminating the Local State of Emergency, which the Board ratified at its regular meeting later that day.

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 to take any emergency measures needed to protect citizens immediately following the storm.

**Finding #18: 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 emergency medical services and debris removal.**

**3.4 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. The CEMP provides for LCEM to initiate these conference calls when the state of Florida falls within the National Hurricane Center’s 5-day error cone of a tropical cyclone. This protocol was adjusted pursuant to a recommendation in the Hurricane Hermine After-Action Report to provide more time to coordinate with Leon County departments and partner agencies; prior to Hurricane Hermine, conference calls were to begin when Apalachee Bay falls within the 5-day error cone. LCEM began conducting conference calls for on September 5 as provided in the CEMP. LCEM conducted 15 conference calls throughout the Hurricane Irma incident to share information related to the storm and to coordinate a planned response. From September 6 to September 12, conference calls were held twice daily at 10:30 a.m. and 4:30 p.m.

The decision to activate the Leon County EOC was made on September 5 in anticipation of potential impacts from Hurricane Irma, either as a host community for evacuees from other areas or as a directly impacted community. The EOC was activated from September 5 to September 14 for a total of 160 hours during the incident, including a stretch of 108 consecutive hours during the peak of the incident. “Full activation,” with all partner agencies represented in the EOC on day and night shifts around the clock, was in place from September 9 through September 12. By comparison, the EOC was activated for approximately 130 hours during Hurricane Hermine. During Irma, approximately 120 personnel per day were stationed at the EOC, with hundreds more Leon County and partner agency staff and volunteers working in the field. Over 530 Leon County staff from 20 departments and divisions of Leon County government participated in response and recovery activities, as described in greater detail in Section 4.1.1 of this report.

The following 47 entities were represented in the Leon County EOC, illustrating the extent of coordination among local agencies involved in the response and recovery efforts:

- 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 Volunteer Services
- Leon County HSCP
- Leon County Office of Resource Stewardship
- Leon County OIDA
- Leon County Office of Financial Stewardship
- Leon County DSEM
- Leon County Office of Library Services
- Leon County Tourism Development
- Leon County Office of Information Technology
- Leon County Sheriff’s Office
- Leon County Schools
- Consolidated Dispatch Agency
- City of Tallahassee Administration
- City of Tallahassee Communications
- Tallahassee Police Department
- Tallahassee Fire Department
- City of Tallahassee Electric Utility
- City of Tallahassee Underground Utilities & P.I.
- City of Tallahassee Comm. Beautif. & W.M.
- City of Tallahassee Customer Operations
- City of Tallahassee Technology & Innovation
- City of Tallahassee Fleet & StarMetro
- City of Tallahassee Parks, Rec., and N.A.
- City of Tallahassee Real Estate Management
- City of Tallahassee Financial Services
- City of Tallahassee Human Resources & W.D.
- Tallahassee-Leon Co. Office of Economic Vitality
- Tallahassee-Leon County Planning Department
- Tallahassee-Leon County GIS
- Blueprint Intergovernmental Agency

- Talquin Electric Cooperative
- Big Bend COAD
- The Salvation Army
- American Red Cross-Capital Area Chapter
- 2-1-1 Big Bend
- Big Bend Healthcare Coalition
- Florida Department of Health-Leon County
- Florida Division of Emergency Management
- Florida Department of Transportation
- Florida Department of Law Enforcement
- Florida National Guard

Several personnel from Leon County and partner agencies commented during debriefing meetings following Hurricane Irma that the communication and coordination within the EOC was more seamless and efficient than prior activations. These personnel credited the enhanced level of coordination to their greater familiarity with the EOC and personnel from other agencies activated during emergencies, lessons learned from Hurricane Hermine, and enhanced interagency training and coordination during “blue skies” in the time since Hermine.

During the entirety of the “full activation” of the EOC from September 9 to September 12, Planning Section staff distributed Incident Action Plans (IAPs) and Situation Reports (SitReps) to County and partner agency representatives at the EOC. This reflects a recommendation from the Hurricane Hermine After-Action Report and helped to ensure greater situational awareness among response personnel.

**Finding #19: During its most challenging test since its construction, the EOC continued to facilitate the highest level of coordination among Leon County and its partner agencies.**

**Finding #20: As recommended in the Hurricane Hermine After-Action Report, the distribution of Incident Action Plans and Situation Reports to EOC personnel helped to ensure greater situational awareness throughout the incident.**

Recommendation 20.1: Review the list of County and partner agency personnel who received Incident Action Plans and Situation Reports during Hurricane Irma and evaluate if additional personnel should be included during future incidents. Codify the process for establishing the recipient list and sending IAPs and SitReps in the CEMP.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Administration*

Recommendation 20.2: EOC Planning Section staff should develop a full roster of EOC personnel for each operational period and distribute this roster with IAPs and SitReps to all stakeholders.

*Lead Agencies: Leon County Emergency Management*

**Finding #21: Regular briefings and status updates are a critical element of effective incident management. Some personnel reported during debriefing meetings following Hurricane Irma that they did not receive a full briefing regarding the incident status upon starting new shifts from the personnel they relieved.**

Recommendation 21.1: Update the CEMP and/or other plans as appropriate to provide for an operational briefing to be delivered to all EOC staff at the beginning of each Alpha and Bravo shift including a situation update, summary of incident progress made during the previous operational period, and incident objectives for the current operational period.

*Lead Agencies: Leon County Emergency Management*

### 3.5 Sandbag Distribution Prior to the Storm

Anticipating a heavy rainfall event, prior to Hurricane Irma’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 September 6 and staff replenished materials at several locations until weather conditions began to worsen on September 11. Leon County distributed over 100,000 sandbags and the City distributed tens of thousands more – over triple the amount that were distributed following Hurricane Hermine. Sandbag distribution sites were established at the following locations:

- J. Lee Vause Park
- Intersection of Rancho and Oak Ridge
- Tekesta Park in Killbuck Lakes
- Solid Waste Management Facility
- James Messer Park
- Winthrop Park
- Lawrence-Gregory Community Center
- Jack L. McLean Community Center

Citizen Information Line personnel received several calls for information regarding assistance for senior citizens and disabled individuals to help fill and load sandbags at distribution sites. Several staff from Public Works and the Office of Resources Stewardship were on site to assist with staffing these locations.

**Finding #22: Establishing sandbag sites several days prior to Hurricane Irma was beneficial and many citizens took advantage of this opportunity.**

**Finding #23: Personnel from several County departments assisted with staffing sandbag distribution sites immediately prior to Hurricane Irma. Tasks included monitoring supply levels and assisting citizens with filling and loading sandbags into their vehicles.**

Recommendation 23.1: Evaluate opportunities to utilize volunteer support at sandbag distribution sites in the future, which would make additional County staff available to support other preparation needs in the field.

*Lead Agencies: Leon County Volunteer Services*

*Support Agencies: Leon County Public Works, Leon County Emergency Management*

### 3.6 Weather Impacts Associated with Hurricane Irma

On September 10, 2017, Hurricane Irma made landfall at Cudjoe Key, Florida as a Category 4 hurricane and later made a second landfall at Marco Island, Florida as a Category 3 hurricane. The storm traveled northward up the peninsula of the state, passing just to the east of Leon County near the Jefferson/Madison County line. In Leon County, the storm brought a prolonged period of tropical storm-force winds lasting approximately 7.5 hours with gusts up to 54 miles per hour and up to 3” to 4” of rain in most areas of the County. By comparison, Leon County experienced tropical storm-force winds for approximately 4 hours, with a peak gust of 64 miles per hour during Hurricane Hermine. 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.

High winds associated with Hurricane Irma caused hundreds of downed trees that blocked roadways, destroyed electrical infrastructure systems, and damaged homes throughout the County. The storm caused widespread power outages affecting approximately 53,000 City of Tallahassee and Talquin Electric Cooperative customers. Additionally, the intensity of the storm and its uncertain forecast track necessitated widespread hurricane evacuations and emergency sheltering throughout Florida; during the event, Leon County sheltered over 3,000 citizens and



300 pets, many of whom evacuated to Leon County from south Florida, at 11 emergency shelter locations.

Like any storm of this magnitude, Hurricane Irma 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 #24: In terms of wind speed and duration, Hurricane Irma presented similar or greater weather-related impacts to Leon County than Hurricane Hermine in 2016.**

### 3.7 School, University, and Government Office Closures

On September 8, Leon County and the City of Tallahassee issued a joint news release informing the public that Leon County Government offices, libraries, and parks would be closed Sunday, September 10 through Tuesday, September 12; and that City administrative offices would be closed on September 11 and 12. The news release also reminded residents that residential waste collection routes would be suspended on Monday, September 11 and that trash collection would be shifted by one day the following week. Citizens were reminded to visit the Emergency Information Portal website and to download the Citizens Connect mobile app for further updates. Although local government offices were closed, hundreds of essential employees were called upon to support critical immediate response operations such as clearing debris from roadways, providing emergency medical services, coordinating response and recovery activities at the EOC, and more. These activities are described in 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. Also, the State of Florida generally follows the lead of county government closures with regard to the closure of state offices. Prior to Hurricane Irma, however, on September 7 Governor Rick Scott directed all public K-12 schools, state colleges, state universities and state offices to close Friday, September 8 through Monday, September 11. Subsequently, due to the extent of sheltering operations at school facilities (described further in Section 4.5 of this report), Leon County Schools extended school closures until Thursday, September 14 to allow for the demobilization of risk shelter operations. Florida State University, Florida A&M University, and Tallahassee Community College remained closed through Friday, September 15. State offices in Leon County reopened on September 13.

**Finding #25: Historically, the County Administrator, City Manager, and Leon County Schools Superintendent coordinated school and office closures prior to anticipated severe weather events. However, the Leon County CEMP does not specify a formal protocol or procedure to govern this process.**

Recommendation 25.1: Working with the Tallahassee City Manager and Leon County Schools Superintendent, develop a protocol for coordinating school and local government office closures during future incidents. Update the Leon County CEMP to reflect this protocol once developed.

*Lead Agencies: Leon County Administration*

*Support Agencies: Leon County Emergency Management*

### 4.0 Hurricane Irma Preparedness, Response and Recovery

Section 4 of this After-Action Report highlights preparation, response and recovery efforts associated with Hurricane Irma taken by Leon County and emergency management partner agencies. 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 Irma

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 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.

Reaching Leon County only a year and ten days after Hurricane Hermine, Irma was the first major test of the County's enhanced emergency preparedness, response, and recovery capabilities resulting from the implementation of the County's Hurricane Hermine After-Action Report. That report included a comprehensive analysis of Leon County's emergency efforts relative to Hermine, leading to 110 findings and 80 specific recommendations to strengthen the County's ability to respond to and recover from future disasters. These included 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 coordinated from within the EOC.

As indicated in Section 3.4 of this report, 43 separate agencies were represented in the EOC during the Irma incident including staffing of approximately 120 personnel per day during the activation. An additional 45 County staff members and 19 non-staff citizen volunteers supplemented these efforts by staffing the Citizen Information Line, discussed in further detail in Section 4.2.7 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 Irma in the execution of established emergency plans and protocols.

**Finding #26: The Leon County EOC facilitated the close coordination of vital information and resources during its second major test and was a primary factor contributing to the success of response and recovery operations.**

##### 4.1.1 County Staffing at the Emergency Operations Center and in the Field

Throughout Hurricane Irma, over 530 Leon County staff from 20 departments and divisions of Leon County government participated in response and recovery activities from the EOC and in the field. These personnel contributed nearly 18,000 staff hours coordinating efforts to keep citizens prepared and informed, establishing shelters to ensure the safety of Leon County citizens and evacuees from other areas, clearing roadways and restoring critical infrastructure following the storm, providing relief to citizens without power and air conditioning, assisting citizens with navigating the recovery process, collecting and managing storm debris, and much more. These and

other specific actions taken by Leon County staff to prepare for, respond to, and recover from Hurricane Irma are included in the following sections of this report.

Following Tropical Storm Fay in 2008, staff identified some instances where staffing and volunteer levels were inadequate due to long shifts during the extended EOC activation and 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. Leon County Volunteer Services works with each County department to create a list of EOC Essential staff for each work area. The County’s Personnel Policy also specifies “Department Essential” employees who are required to report to their regular work assignment to assist with the department’s essential functions during an emergency.

Leon County’s Personnel Policy provides for employees who are aware that they will not be able to work during a declared local state of emergency to request a hardship exemption from their supervisor. Hardship exemptions are to be approved by the employee’s Division Director and Group/Department Director. Those employees with an approved hardship exemption are not eligible to receive Administrative Leave during emergencies.

Leon County Volunteer Services maintains an “Employee Disaster Response Portal” on the County’s intranet site. This portal maintains disaster response registration information and forms for staff, training materials, and a link to the section of County’s Personnel Policy referencing guidelines for emergency duty.

**Finding #27: Many County staff reported that they were unsure whether their position was designated “EOC Essential” for the Hurricane Irma activation or whether they had an approved hardship exemption.**

Recommendation 27.1: Review the County’s staff roster on an annual basis and update “Department Essential” and “EOC Essential” designations as appropriate in coordination with Department Directors.

*Lead Agencies: Leon County Human Resources, Leon County Volunteer Services*

*Support Agencies: All County Departments*

Recommendation 27.2: Review approved hardship exemptions for existing County employees on an annual basis and verify with employees and supervisors that approved exemptions are still needed.

*Lead Agencies: Leon County Human Resources*

*Support Agencies: All County Departments*

Recommendation 27.3: Evaluate whether additional emergency-related designations are needed for staff who will coordinate and/or support emergency operations, such as emergency shelters, comfort stations, points of distribution, the Citizens Information Line, and others.

*Lead Agencies: Leon County Emergency Management, Leon County Administration*

*Support Agencies: Leon County Human Resources, Leon County Volunteer Services*

Recommendation 27.4: On an annual basis, prior to the start of the hurricane season on June 1, host a kick-off event with all staff designated essential to review the County’s emergency plans, policies, and procedures and essential employees’ roles during an emergency activation.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Human Resources, Leon County Volunteer Services*

Recommendation 27.5: Update the Employee Disaster Response Portal to include information about staff assignments during future emergencies and related training requirements and opportunities.

*Lead Agencies: Leon County Volunteer Services*

*Support Agencies: Leon County Human Resources, Leon County Emergency Management*

Recommendation 27.6: Update the Leon County CEMP and Personnel Policy as appropriate to incorporate the recommendations listed above.

*Lead Agencies: Leon County Emergency Management, Leon County Human Resources*

*Support Agencies: Leon County Volunteer Services*

**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 Irma, the Office of Information and Technology assigned staff from Management Information Systems (MIS) and Tallahassee-Leon County GIS to provide support to the EOC. On average, eight team members were present in the EOC for each shift during the activation to provide technical support for devices, audio/visual equipment, website and networking needs, mapping needs, and supporting the WebEOC incident management system.

Hurricane Irma was the first incident during which Leon County utilized WebEOC. This standardized incident management software platform allows for paperless notification and messaging in the EOC which allows for easier tracking of task and mission assignments during an emergency. The system also interfaces with the Florida Division of Emergency Management and other agencies. During debriefing sessions following Hurricane Irma, personnel from Leon County and several partner agencies reported that the use of WebEOC was a significant enhancement for communication and coordination within the EOC. LCEM conducts WebEOC training for County and partner agency staff on a regular basis.

In 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. As recommended in the Hurricane Hermine

After-Action Report, Leon County partnered with FDEM in 2017 to participate in the AlertFlorida system at no cost. The system provides the ability to issue statewide emergency alerts and notifications to Florida residents, businesses and visitors, including via mobile devices. Citizens can 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. In preparation for Hurricane Irma, Leon County MIS staff populated the Everbridge emergency alert/notification system with existing contact information maintained by public safety agencies through IRIS, the County’s existing notification system. This was a precaution since IRIS is located in the Houston area and was impacted by Hurricane Harvey.

GIS staff in the EOC developed several mapping applications for use during Hurricane Irma response and recovery operations. GIS assisted with mapping the locations of generators for traffic signals, roadway clearing for Public Works, and debris management zones. Additionally, GIS staff developed a public-facing self-reporting damage assessment web page on the EIP which assisted in compiling assessments required for submission to FEMA for potential disaster assistance.

**Finding #28: WebEOC was a significant enhancement for communication and coordination within the EOC.**

Recommendation 28.1: Continue to support the utilization of WebEOC for incident management during future emergencies.

*Lead Agencies: Leon County Emergency Management, Leon County Office of Information Technology*

*Support Agencies: Leon County Administration*

**Finding #29: MIS and GIS staff played an instrumental role in supporting EOC operations and developing mapping applications to enhance situational awareness during the activation. Additional opportunities exist to further enhance situational awareness and leverage the use of WebEOC using mapping tools.**

Recommendation 29.1: In partnership with Leon County Emergency Management, evaluate additional opportunities to develop and integrate mapping tools during future emergencies.

*Lead Agencies: Leon County Office of Information Technology*

*Support Agencies: Leon County Emergency Management*

**4.1.3 Statewide Mutual Aid Agreement and Resource Requests**

Leon County and the City of Tallahassee requested state support during Hurricane Irma 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 requests for resources and other assistance, the state developed and utilizes EM Constellation, a web-based information management platform. 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, staff has included a report of the 34 resource requests associated with Hurricane Irma that were made through the Leon County EOC in Appendix E to this report. Appendix E 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 34 mission requests are referenced throughout this report with regard to response and recovery efforts by Leon County and partner agencies associated with Hurricane Irma. However, staff identified concerns with some of the requests that were not fulfilled by the state:

- Two requests (Mission Requests #283 and #1932) for 50 generators to power traffic signals were placed on behalf of the City of Tallahassee. The resource was identified as available by the local Florida Department of Transportation (FDOT) office in Midway. However, the State EOC did not fulfill the request, instead providing a list of statewide vendors that could supply generators.
- A joint request from the County and City (Mission Request #1147) was made on September 8 for FDOT assistance in cut and toss debris removal operations from locally-maintained Federal Highway Administration roadways. This request was also not fulfilled, and again the State EOC provided a list of local vendors who could assist with cut and toss operations. Leon County subsequently made another request for cut and toss assistance (Mission #1951), immediately prior to Hurricane Irma’s impacts, but no response was received until September 29 when the State EOC sent a list of statewide debris removal vendors, well after road clearing operations were complete.

The initial request for 50 generators (Mission #283) 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. Because the initial request was not fulfilled, an additional request for 50 generators (Mission Request #1932) was made as Hurricane Irma neared Leon County. State EOC personnel reported that these resources were unavailable and again provided a vendor list.

Regarding cut-and-toss assistance, this assistance has routinely been provided by the state during prior disaster events, including Hurricane Hermine in 2016. Understanding that Hurricane Irma caused historic impacts throughout the state, Leon County specified in its second request for assistance (Mission #1951) that National Guard resources would be acceptable if other resources are not available. This was based on a recommendation from National Guard personnel stationed in the EOC who advised that the National Guard personnel routinely assist with road clearing operations during disasters. However, both of Leon County’s requests for assistance in this area were

unfulfilled and the County received no response to its second request from the State EOC until well after road clearing operations were complete.

Both of these instances reflect concerns that were raised in Leon County's 2016 Hurricane Hermine After-Action Report, which included a recommendation for LCEM to review pre-landfall resource requests during Hermine with the State EOC and FDOT representatives to identify the state resources that can be expected to be available during future emergencies. Additionally, similar to how the State EOC processed mission requests during Hermine, several missions were marked as "complete," signifying that the mission needs have been satisfied or sufficiently mitigated according to the EM Constellation Standard Operating Procedure document published by FDEM. Because State EOC personnel opted not to fulfill these resource requests prior to landfall, these requests should have more accurately been marked as "denied," or at minimum as "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. As recommended in the Hermine After-Action Report, LCEM staff discussed these issues with the FDEM Deputy Director and State Emergency Response Team (SERT) Chief during the fall quarterly FDEM Regional Emergency Managers Meeting in December 2016. The SERT Chief agreed to discuss these concerns with the FDOT Emergency Coordination Officer and FDEM staff for future follow-up with all Florida counties.

**Finding #30: Several mission requests for resources and assistance issued through EM Constellation were implemented seamlessly and timely fulfilled by the state.**

**Finding #31: There were several instances of miscommunication with the State EOC regarding the availability of resources following Hurricane Irma. The same issues were identified as concerns in the 2016 Leon County Hurricane Hermine After-Action Report.**

Recommendation 31.1: Continue working with State EOC personnel to identify the protocols that they will use to process requests for local assistance and to identify the state resources expected to be available during future emergencies.

*Lead Agencies: Leon County Emergency Management*

## 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 Irma, 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 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 Multimedia Communications Campaign

To help Citizens prepare for Hurricane Irma, CMR staff deployed a comprehensive public information campaign that included the following:

- 16 digital billboards throughout Leon County
- Mobile advertisements placed with the Tallahassee Democrat

- Website advertisements with WCTV
- A Public Safety Announcement with Charmain Dailey, Mayor Gillum and Sheriff McNeil which aired on WTXL and WCTV beginning Wednesday, September 6
- A 30-second video highlighting the Leon County Disaster Survival Guide and Citizens Connect mobile app which aired on major networks such as CNN, ESPN, Food Network, HGTV, and the Weather Channel
- Over 300 radio spots on WFSU, Cumulus and Red Hills Radio

The digital and radio impressions, added to the social media, radio, and media impressions described in more detail below resulted in our preparedness messaging being seen, heard, and read nearly 5 million times. Beyond this multimedia public information campaign, Leon County's emergency communications efforts described in the following sections earned national, state, and local publicity for television and radio from September 6 through September 13 valued over \$32,000.

**Finding #32: Leon County's extensive communications efforts related to Hurricane Irma resulted in its preparedness messaging being seen, heard, and read nearly 5 million times over the course of the incident.**

### 4.2.2 Emergency Information Portal

Leon County's Emergency Information Portal (EIP) is a website utilized by Community and Media Relations staff 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 4.2.5), 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 Irma, 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 allows for quick posting of information in real time.

The City of Tallahassee maintains its own emergency information page on the City website. As a result of establishing a joint Public Information function with the City (as described above), the County and City websites coordinated to provide identical emergency information on both webpages.

During Hurricane Irma, the EIP was visited more 324,889 times, or an average of 32,489 visits per day during the period when the EOC was activated (September 5 through September 14, 2017). This is a substantial increase since Hurricane Hermine; the EIP was visited 138,862 times during the Hermine activation, or an average of 10,681 visits per day. This indicates that Leon County citizens are more aware of the Emergency Information Portal and are better connected to the emergency information and important disaster-related resources it provides.

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.



Following Hurricane Hermine in 2016, the City of Tallahassee made several improvements to enhance communications to its customers during a disaster. The City upgraded its web-based outage mapping application to accommodate a larger volume of web traffic, and the new outage map system ([outagemap.talgov.com](http://outagemap.talgov.com)) was deployed during Hurricane Irma. During community listening sessions following Irma, several citizens indicated that the new system was more accurate and easier to use than the previous system. In addition, the Hurricane Hermine After-Action Report included a recommendation to communicate the overall plan for utility restoration as well as general information regarding where utility crews are working to restore service. Accordingly, the City developed an informational webpage ([www.talgov.com/you/power-restoration.aspx](http://www.talgov.com/you/power-restoration.aspx)), linked from the outage map, illustrating the basic elements of the electric utility system, steps in the power restoration process, and frequently asked questions about electrical outages and service restoration. Also, in order to communicate the location where crews were working to restore power, the City developed an online mapping tool that showed each circuit in the City's electric grid, its current restoration status, and where crews were currently working to restore service.

**Finding #33: The continued utilization of the joint Public Information function provided for consistent information and messaging through official County and City websites.**

**Finding #34: The Emergency Information Portal website received over 204% more daily visits during Hurricane Irma than during Hurricane Hermine in 2016, indicating that citizens are more aware and better connected to important disaster-related information and resources.**

**Finding #35: The City of Tallahassee made several improvements to enhance communications to its utility customers during a disaster following Hurricane Hermine.**

**Finding #36: Duke Energy serves a small number of customers in eastern Leon County. The EIP should include links to information about utility restoration during future emergencies for these customers.**

Recommendation 36.1: Include links to Duke Energy information regarding power restoration on the EIP during future disasters.

*Lead Agencies: Leon County Community & Media Relations*

### 4.2.3 Citizens Connect Mobile App

The Leon County Citizens Connect mobile app provides a single source of emergency information verified by public safety agencies, emergency management professionals, and crews responding in the field during a disaster. Through the mobile application, citizens can access Leon County's Facebook page, Twitter account, and other important resources. The Citizens Connect App was redesigned in 2017 to include emergency information as well as other information about Leon County services and programs previously available through the app. Leon County launched an upgraded version of the Citizens Connect mobile application at the start of the 2017 hurricane season.

The redesign of the Citizens Connect app was a direct result of citizen feedback gathered following Hurricane Hermine. The Hurricane Hermine After-Action Report included a specific recommendation to reconfigure existing mobile apps or implement a new mobile app for emergency management, preparedness, and disaster communications.

Accordingly, County staff overhauled the existing Leon County Citizens Connect mobile application to better integrate the technology with information posted to the Emergency Information Portal. The app now allows citizens to more easily access emergency information, and additionally, the technology allows emergency response personnel to send timely push notifications about severe weather and other critical disaster services. During Hurricane Irma, citizens were also able to submit service requests and reports to personnel in the EOC, which enhanced situational awareness for emergency responders and helped to ensure a quick recovery.

Leon County promoted the redesigned Citizens Connect app before and during Hurricane Irma through television, radio, billboards, print media, the Leon County website, and other platforms. The app was downloaded over 12,500 downloads from September 5 through September 12, a 624% increase from before the storm.

**Finding #37: The redesigned Citizens Connect mobile app was downloaded over 12,500 times during Hurricane Irma and is a primary source for emergency public information available through mobile devices during a disaster.**

**Finding #38: The Citizens Connect app was useful in sending information to citizens as well as receiving feedback in real time during Hurricane Irma. Staff identified an opportunity to streamline the flow of information from citizen reports through the app to response personnel in the EOC by routing this information through WebEOC.**

Recommendation 38.1: Develop protocols for routing service requests from the Citizens Connect app through WebEOC and update the CEMP as appropriate.

*Lead Agencies: Leon County Community & Media Relations, Leon County Emergency Management*

*Support Agencies: Leon County Volunteer Services, Leon County Office of Information Technology*

### 4.2.4 GovDelivery

Leon County 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 Irma, EOC Public Information staff utilized GovDelivery to send emergency-related information such as sandbags and National Weather Service warnings to subscribers. Staff developed a "Hurricane Irma Daily Brief" for public distribution during the incident. From September 6 to September 12, Hurricane Irma Daily Briefs were distributed to nearly 20,000 email subscribers and posted on social media.

### 4.2.5 Social Media Communications

Citizens continue to use social media as a primary tool to receive emergency information and updates during a disaster. 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 opportunities to quickly reach citizens during emergency events to provide critical information to a vast audience.

During Hurricane Irma, Public Information staff in the EOC utilized social media, among the other communications tools described in this report, to keep citizens informed and safe. The County’s outreach remained consistent throughout the EOC activation, providing 70 social media Facebook updates before, during, and after the event which received over 12,000 likes, comments or shares. The County’s Facebook posts reached over 766,000 people, more than twice the amount reached during Hurricane Hermine in 2016, and increased “likes” by more than 2,000 since the storm. In addition, The County issued 117 tweets through its Twitter account reaching over 349,000 people, which were shared over 700 times. Staff also coordinated six Facebook live updates that included emergency preparedness messages and updates from the Emergency Management Director. Each press conference was also shown on Facebook Live. 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 inquiries via social media, responding to each inquiry within an average of 20 minutes. The County’s other social media accounts, such as the Office of Resource Stewardship and the Library accounts, were paused during the EOC activation in order to best direct citizens to Leon County’s primary page as the official source of emergency information.

The following table illustrates the County’s expanded social media outreach during recent disasters:

*Table 3: Comparison of Leon County's social media outreach during Hurricanes Hermine and Irma*

	<b>Hurricane Hermine (2016)</b>	<b>Hurricane Irma (2017)</b>
Facebook updates:	59	70
Facebook likes, comments, and shares:	16,715	12,000
Citizens reached through Facebook posts:	305,000	766,000
Tweets:	82	117
Shares of tweets by Leon County:	400	700
Citizens reached through Twitter:	400,000	349,000

**4.2.6 Radio Communications**

At the community listening sessions following Hurricane Hermine in 2016, citizens shared their need for timely, relevant disaster information on the radio. As recommended in the Hurricane Hermine After-Action Report, staff coordinated with WFSU management to ensure that one or more radio journalists activate with the Emergency Operations Center and remain embedded at the Emergency Operations Center throughout future disasters. During Hurricane Irma, Lynn Hatter and Regan McCarthy performed live updates from the Public Safety Complex on September 9 and 10. Radio programming featured tips on how to prepare the inside and outside of your home for disaster, how best to store water in anticipation of ground water intrusion, and much more. Leon County ran 300 radio spots during Hurricane Irma on Red Hills Radio, Cumulus, and WFSU stations to promote preparedness and Leon County’s “Stay Informed. Stay Connected.” message.

In addition to the increased radio presence, Leon County has also partnered with WFSU to perform live television updates with trained broadcast staff at the Emergency Operations Center media room. The video transmission generated by the WFSU team

can be broadcast directly to other local, regional, and national television outlets. Moreover, WFSU continues to work with Leon County all year to promote preparedness and readiness activities such as the Build Your Bucket event, described earlier in Section 2.4.2.

Leon County also coordinates closely with all local and regional radio stations to ensure their newsroom and on-air talent have the most up to date information. All media partners were encouraged to follow the Leon County Emergency Information Portal online at [www.LeonCountyFL.gov](http://www.LeonCountyFL.gov) during Hurricane Irma or to coordinate directly with Leon County Community and Media Relations staff.

**Finding #39: Reflective of several recommendations in the 2016 Hurricane Hermine After-Action Report, Leon County now maintains a partnership with WFSU as the definitive resource for emergency and public safety information on the radio.**

### 4.2.7 Citizens Information Line

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.

Leon County Volunteer Services staff reported to the EOC on September 5 to prepare the CIL for activation the following day. The CIL was operational from September 6 through September 15. During the activation, 45 County staff and 19 citizen volunteers answered 2,974 citizen calls, working a combined 1,451 hours. The CIL operated for 111 hours over the course of the activation. This enhanced call volume required Volunteer Services staff to activate overflow plans for the CIL. Leon County Office of Information Technology staff assisted by switching six phone extensions from the EOC area to the Citizens Information Line as overflow.

Volunteer Services works with 2-1-1 Big Bend when the EOC is deactivated to ensure the continued coordination of resources to meet citizens' needs such as finding gas cards to help evacuees from other parts of the state return home, removing downed trees from private property, and securing tarps for damaged roofs. Following Hurricane Irma, Volunteer Services staff demobilized the CIL and transitioned all calls to Big Bend 2-1-1 beginning Saturday, September 16.

As indicated earlier in this report, Hurricane Irma was the first incident during which Leon County utilized WebEOC incident management software. WebEOC was a critical tool used by CIL call takers to route important information and requests for service to the appropriate personnel in the EOC and also to receive important situation updates to relay to callers. During debriefing meetings following the incident, several staff and volunteers reported that WebEOC significantly enhanced the coordination and flow of information and tasks in the EOC.

In addition to WebEOC, CIL staff also rely on manual tools such as personal briefings and white boards posted in the EOC to share information. As Leon County's utilization of WebEOC continues to grow, increased training and coordination with Public Information staff is needed to ensure the highest level of information coordination.

**Finding #40: WebEOC was a critical tool used by CIL call takers during Hurricane Irma to send and receive important information in the EOC. CIL personnel also rely on manual tools to share rapidly-changing incident information with Public Information staff.**

Recommendation 40.1: Continue to evaluate opportunities to enhance coordination between CIL and Public Information personnel.

*Lead Agencies: Leon County Volunteer Services, Leon County Community & Media Relations*

*Support Agencies: Leon County Emergency Management*

Recommendation 40.2: Evaluate the opportunity to utilize CIL and WebEOC data in real time during future disasters to inform public information strategies.

*Lead Agencies: Leon County Volunteer Services, Leon County Emergency Management*

*Support Agencies: Leon County Office of Information Technology*

**Finding #41: The enhanced call volume during Hurricane Irma required Leon County Volunteer Services staff to activate overflow plans for the CIL. Additional call takers and shift leaders are needed to limit the burden on existing CIL staff and volunteers.**

Recommendation 41.1: Working with Leon County Human Resources, identify additional Leon County employees who may be assigned to support CIL operations during future emergencies.

*Lead Agencies: Leon County Volunteer Services*

*Support Agencies: Leon County Human Resources*

Recommendation 41.2: Evaluate opportunities to partner with other agencies such as the City of Tallahassee and the Leon County School Board to supplement CIL staffing.

*Lead Agencies: Leon County Volunteer Services, Leon County Administration*

*Support Agencies: Leon County Emergency Management*

Recommendation 41.3: Evaluate opportunities to assign a dedicated quiet space within the Public Safety Complex for CIL overflow, such as a conference room.

*Lead Agencies: Leon County Volunteer Services, Leon County Facilities Management*

*Support Agencies: Leon County Emergency Management*

**Finding #42: During future emergencies, Volunteer Services staff would benefit from additional time prior to EOC activation to set up the Citizens Information Line and train volunteers.**

Recommendation 42.1: Concurrent with activating emergency management conference calls prior to a tropical cyclone (i.e., when Florida is in the five-day error cone), make a determination regarding when to activate the Citizens Information Line.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Volunteer Services*

**4.2.8 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 Irma. Leon County and City of Tallahassee staff jointly issued three media advisories and releases during the incident. County and City Public Information staff also issued several additional news releases and media advisories with information specific to their operations.

Public Information staff also facilitated three press conferences with local elected and appointed officials on September 5, September 8, and September 9, which provided consistent and unified information about the progress of response efforts to the public and media partners. This reflects a recommendation from the Hurricane Hermine After-Action Report to host 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. All press conferences were sign language-accessible.

Staff provided live hourly updates to WCTV on Monday, September 11 beginning at 4 a.m. The County Administrator interviewed with National Public Radio on Monday, September 11. In addition, a bilingual County staff member working at the EOC provided an interview with Telemundo to reach our community’s Spanish-speaking audience.

**Finding #43: 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 #44: Leon County and the City of Tallahassee often have different needs and schedules for information to be disseminated through news releases and media advisories. However, the opportunity exists to continue issuing joint Daily Briefing documents with essential information applicable to all Leon County citizens.**

Recommendation 44.1: Evaluate the joint Public Information structure to allow the County and City to issue separate news releases and media advisories as needed, but issue joint Daily Briefing documents with essential information applicable countywide. Update the CEMP as appropriate.

*Lead Agencies: Leon County Community and Media Relations*

*Support Agencies: Leon County Emergency Management*

**Finding #45: 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.**

### 4.2.9 Communications Coordination with Elected Officials

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 during a disaster and help to disseminate critical emergency information from the EOC to citizens.

#### ***Local Elected Officials:***

During the Hurricane Irma activation, the County Administrator provided 32 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.

Additionally, as recommended in the Hurricane Hermine After-Action Report, the County Administrator designated a dedicated Commission Liaison to provide a coordinated two-way communication link with elected officials and entities involved in response and recovery operations. During Hurricane Irma, the Commission Liaison was the designated point of contact within the EOC to coordinate and resolve complex citizen concerns and problems related to the recovery process. As an example, a Commissioner received a report from a citizen who had a tree damaged by the storm which fell over the road into their disabled neighbor's yard, became tangled in power lines, and uprooted a portion of their water line. The Commissioner forwarded the citizen report to the Commission Liaison at the EOC, who coordinated with several City departments and Leon County Public Works to have the power line de-energized, the tree cut, the water meter repaired and replaced, and the tree debris from the citizen's and their neighbor's yard moved to the curb for pickup. Over the course of the incident, Commissioners forwarded 19 citizen concerns to the Commission Liaison. All concerns were timely resolved.

#### ***State and Federal Legislative Delegation:***

State and federal legislators play an important role in emergency management. In order to develop laws, regulations, and policies that support efficient disaster response and recovery, it is important for state and federal elected officials to be aware of and understand the challenges and opportunities associated with emergency management at the local level. Additionally, delegation members are able to reach a large number of citizens to share official emergency public information from the County EOC.

During Hurricane Irma, staff at the EOC reached out to each of Leon County's state and federal legislative delegation offices to keep delegation members informed regarding the status and progress of the County's response and recovery activities and to leverage their ability to reach citizens through social media. Staff provided each delegation member's office with Hurricane Irma Daily Briefs from September 7 to September 12. Delegation members were encouraged to share Leon County's message to be prepared

and stay informed, and to share information about how to access the EIP and the Citizens Connect mobile app.

**Finding #46: As recommended in the Hurricane Hermine After-Action Report, the County Administrator designated a Commission Liaison to provide a coordinated two-way communication link with elected officials and entities involved in response and recovery operations. The Commission Liaison timely resolved 19 complex response issues forwarded by citizens.**

**Finding #47: Staff at the EOC stayed in contact with each of Leon County's state and federal legislative delegation offices to keep delegation members informed and to share critical information about the response and recovery process.**

### 4.3 Evacuations

As described in Section 3.2 of this report, Hurricane Irma caused the largest evacuation in the history of Florida, with an estimated 6.3 million citizens in 43 counties under a mandatory or voluntary evacuation order. Due to the uncertain forecast track for Hurricane Irma, Leon County initially prepared to serve as a host community for evacuees from other areas of the state. However, as described earlier in this report, the forecast track ultimately shifted west and placed Leon County directly in the path of the storm, requiring County personnel and partner agencies to transition to an active preparation, response, and restoration posture.

On September 9, the County Administrator coordinated with the Chairman to issue a voluntary evacuation for Leon County, consistent with Section 2-309 of the Leon County Code of Ordinances under the declared Local State of Emergency, due to the likelihood of hurricane-force winds for an extended period of time. The voluntary evacuation order was consistent with the current National Weather Service forecast which indicated that tropical-storm-force or hurricane force winds were expected for at least 18 hours. The severe anticipated impacts and mandatory evacuations ordered in other areas of the state, as well as the voluntary evacuation order issued for Leon County, resulted in the largest risk sheltering operation in the history of our community. These efforts are described in detail in Section 4.5 of this report.

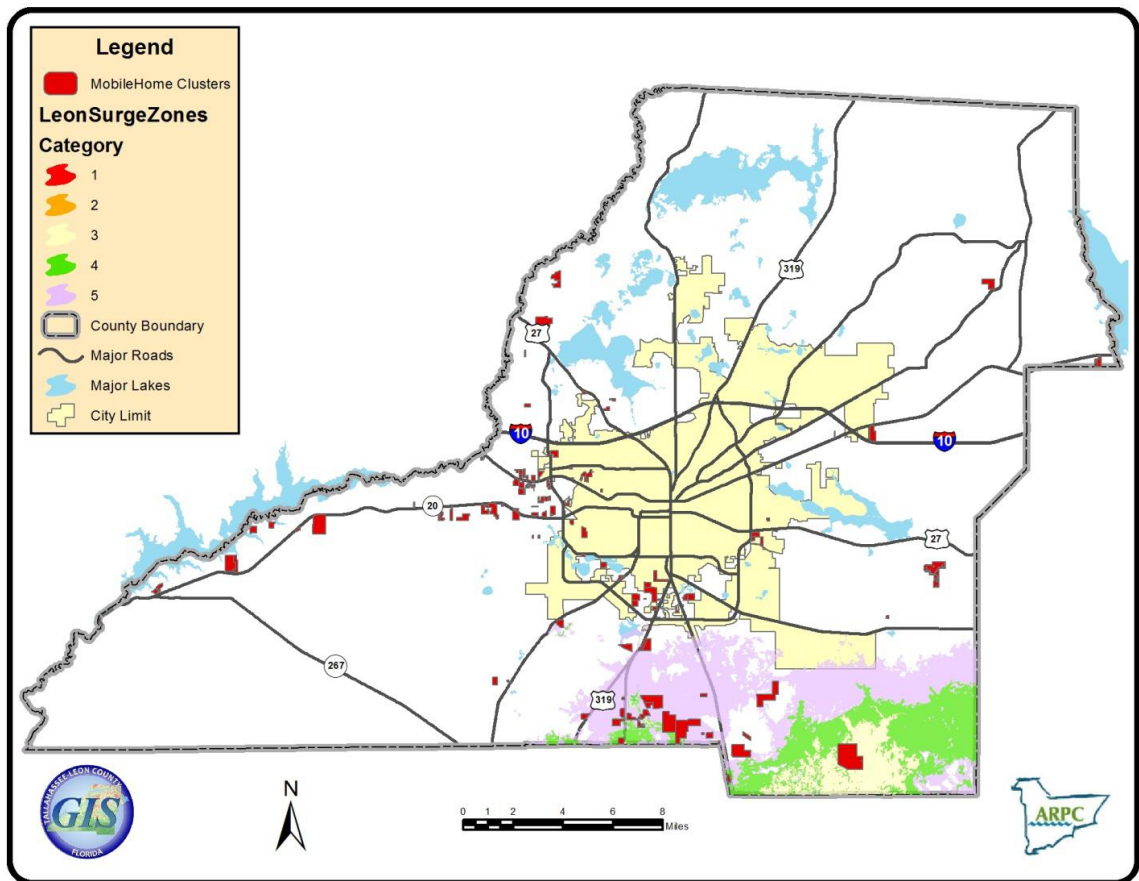
Following the destructive hurricane seasons of 2004 and 2005, the Florida Legislature appropriated \$29 million to support hurricane evacuation planning for communities throughout the state. The Statewide Regional Evacuation Study Program began in 2006 as a direct result of this funding. Under this program, a Regional Evacuation Study was conducted for each region in the state. The Apalachee Regional Evacuation Study was originally published in 2010 with revisions and updates in 2014 and 2015.

The evacuation philosophy used by coastal states, including Florida, for determining mandatory evacuations is to protect citizens in storm surge-prone areas by ordering mandatory evacuations. Historically, storm surge (as opposed to wind) presents the greatest hazard to life safety in coastal areas. Since each hurricane presents storm surge hazards differently in every area of the state, evacuation zones have been established throughout Florida according to their vulnerability to storm surge risk based on models produced by the National Hurricane Center. In Leon County, there is a minimal risk for storm surge potential. Some areas in southern Leon County are within storm surge zones based on impact models for a Category 3 hurricane or stronger. Depending on the size, intensity, and direction of a tropical cyclone, a mandatory evacuation order may be issued for areas vulnerable to storm surge. However, each hurricane presents different hazards, so evacuation orders would be issued based on official National Weather Service storm surge forecasts.



As indicated above, wind impacts tend to present less of a hazard to life safety than storm surge in most instances. With modern building codes and construction, most structures can withstand strong winds for a long duration. However, Leon County’s dense tree canopy makes homes susceptible to tree damage hurricanes and tropical storms. Additionally, mobile and manufactured homes are generally unable to withstand wind stresses associated with hurricanes as well as site-built structures. Individuals living in these structure types may be urged to voluntarily evacuate to a safer location during severe wind events. For site-built structures, sheltering in place within one’s home is usually recommended unless the home pre-dates current building codes or if there is a significant risk of tree damage.

The map below is included in the Tallahassee-Leon County Local Mitigation Strategy and illustrates the location of storm surge zones and mobile home clusters in the County:



*Figure 3: Mobile home clusters and storm surge zones in Leon County*

In 2015, the Kearney Center opened in Leon County as a state-of-the-art facility that houses approximately 250 homeless adults. The Kearney Center is a one-stop-shop for individuals experiencing homelessness or economic hardship in the North Florida region. Citizens who do not have a permanent home or place of safety to reside are especially vulnerable during emergencies, such as a hurricane. Risk shelters established in Leon County during a disaster are located at Leon County Schools facilities and are able to withstand hurricane-force winds. Homeless individuals may evacuate to any shelter established in Leon County. Also, the Leon County CEMP, Annex 1 – Transportation provides that StarMetro will pick up any citizen needing transportation from designated pickup locations in the Frenchtown, Springfield, Bond, and South City communities and transport them to the nearest open shelter. During Hurricane Irma,

emergency response personnel regularly checked in with Kearney Center staff to monitor the status of the facility. The highest occupancy at the facility during Irma was 381 individuals; normal occupancy is 390. The Kearney Center experienced no shortage of food or water.

**Finding #48: Hurricane Irma caused the largest evacuation in the history of Florida. Voluntary and mandatory evacuation orders were in place from the Keys through north Florida, including a voluntary evacuation order in Leon County.**

Recommendation 48.1: Review and update the County's evacuation protocols for multiple hazards to ensure consistency with applicable state and local emergency plans, the Apalachee Regional Evacuation Study, and nationwide best practices.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Purchasing Division*

**Finding #49: Emergency shelters are available to host homeless individuals in Leon County during any emergency. However, the County's emergency management plans should be updated to reflect the specific vulnerabilities and needs associated with the homeless population in the community.**

Recommendation 49.1: Update the Tallahassee-Leon County Local Mitigation Strategy to reflect the vulnerabilities and disaster-related needs of the homeless population in Leon County, as well as the presence of the Kearney Center and any opportunities to partner with the facility owner to provide support to future emergency response and recovery operations.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Tallahassee-Leon County Planning Department, Leon County Human Services and Community Partnerships*

Recommendation 49.2: Update the Leon County CEMP to include strategies to protect the homeless population in the community during future emergencies.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Human Services and Community Partnerships*

### 4.4 Curfew

During a declared state of emergency, a curfew may be issued to allow first responders and emergency personnel to most effectively protect the safety of residents and property. Based on the consensus recommendation of local law enforcement and public works officials, the County Administrator coordinated with the Chairman to issue a curfew on the evenings of September 10 and 11 as provided by Section 2-309 of the Leon County Code of Ordinances under the declared Local State of Emergency. The curfew expedited road clearing operations by public works crews and allowed first responders and emergency personnel to provide quick response to calls for service. A top priority of emergency response personnel following any disaster is to return the community to normalcy as soon as possible. As such, the curfew, which was originally scheduled to occur through the evening of September 12, was assessed daily and was lifted a day early as it was determined to be safe and practical safe to do so in consensus with the Sheriff and local chiefs of police. During debriefing sessions following Hurricane Irma, law enforcement, public works, and EMS representatives commented that the curfew was a significant and important factor in helping to conduct their response operations quickly and efficiently. Hurricane Irma was the first ever emergency in Leon County involving a curfew and was enacted consistent with the provisions of the applicable County ordinance. However, staff

determined that a formal protocol should be established in cooperation with the County Attorney's office for enacting a curfew in future emergencies.

**Finding #50: The curfew established during Hurricane Irma expedited road clearing operations by public works crews and allowed first responders and emergency personnel to provide quick response to calls for service.**

**Finding #51: Hurricane Irma was the first ever emergency in Leon County involving a curfew and was enacted consistent with County ordinance. A formal protocol should be established in cooperation with the County Attorney's office for enacting a curfew in future emergencies.**

Recommendation 51.1: Establish a formal protocol for the enactment of a curfew during future incidents.

*Lead Agencies: Leon County Administration*

*Support Agencies: Leon County Attorney's Office, Leon County Emergency Management*

## 4.5 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, managing, and supplying general population shelters and evacuees. In addition to general population shelters, 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. 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.

### 4.5.1 General Population Risk Shelters

In response to Hurricane Irma, Leon County directed and coordinated the largest sheltering operation in the County's history with nearly 3,000 shelterees at 10 general population shelters. Due to the scale of the multi-agency sheltering operation, several opportunities were identified by staff and partner agencies following the incident to further enhance and improve operations during future disasters. As outlined earlier in this report, Hurricane Irma necessitated large-scale, statewide sheltering that stretched the capacity of agencies to supply and staff risk shelters. Initially, Leon County was preparing to serve as a host community for evacuees from other Florida communities fleeing Irma. However, in the course of only a few days, Leon County became a risk community as official forecasts indicated that Irma could directly impact the County. In response, Leon County requested additional assistance from the State of Florida and met with Leon County Schools and nonprofit partners to meet the need ahead of the disaster. In Leon County, because the Capital Chapter of the American Red Cross serves

a large area, additional staffing and material resources were needed at shelters throughout the region. To meet this need, Leon County helped request and assign volunteers to shelter facilities in the County from our organization and the community. Material resources, specifically cots, are addressed in a separate recommendation later in this section.

During Hurricane Irma, LCEM and partner agencies opened general population emergency shelters at 10 locations beginning on September 8, serving nearly 3,000 Leon County citizens and evacuees from other areas:

- Chiles High School
- Oak Ridge Elementary
- Canopy Oaks Elementary
- Rickards High School
- Lincoln High School
- SAIL High School
- Woodville Elementary
- Leon High School
- Ft. Braden Elementary
- Nims Middle School

Initially, three general population shelters were opened at Chiles High School, Oak Ridge Elementary School, and Canopy Oaks Elementary School. As the community transitioned from a host sheltering to a risk sheltering posture, these shelters were quickly filled. The Red Cross had established a host shelter at Northwoods Baptist Church to accept evacuees from other areas; however, upon assuming a risk shelter posture, the Red Cross closed the Northwoods Baptist Church shelter as the structure is not rated to serve as a risk shelter during severe weather events according to the Red Cross' inventory of local shelter sites. Evacuees at Northwoods Baptist were transitioned to the first three school shelter locations as additional evacuees continued to arrive in the community. On September 9 and 10, Leon County and partner agencies coordinated the availability of the remaining shelter locations and worked to expand the available space to be used at each shelter in order to accommodate as many shelterees as possible.

As shelters opened throughout Leon County, American Red Cross continued to deploy resources to those locations such as signage, food, and cots. After discussing the scale of ongoing operations with the American Red Cross, Leon County submitted a request for additional cots to the State of Florida on behalf of the American Red Cross. The State delivered cots shortly after the request was received, and the pallets were stored at the Voting Operations Center for deployment. Due to the number of shelters being operated, American Red Cross was unable to deploy all cots to all locations. Because some pallets were not collected and deployed to shelter locations, the amended sheltering operations plan acknowledges that while American Red Cross has the material resources to open several shelters initially, Leon County will provide support in requesting and deploying resources to additional shelters as outlined in the CEMP. Following Hurricane Irma, all risk shelters closed on Tuesday, September 12. The Red Cross continued to host citizens and evacuees at Northwoods Baptist Church until they could be safely discharged home or to their home community.

The unprecedented scale of risk sheltering operations during Hurricane Irma revealed opportunities to update our plans and partnerships to better serve our community and make a strong response even stronger. To further improve shelter operations for future large-scale activations, staff has met with both Leon County Schools and the American Red Cross to initiate major improvements to shelter operations during future disasters. These improvements, summarized below, best leverage the assets and resources of

each agency involved in risk sheltering operations and will result in vastly greater coordination of facilities, staffing, supplies, and communication with the public during future emergencies.

A summary of enhancements to future risk shelter operations, as discussed with Leon County Schools and the American Red Cross, is as follows:

- **Leon County Government** will continue to direct shelter openings, make requests to the State of Florida for assistance, and maintain an inventory of shelter locations throughout Leon County.
- **Leon County Schools** will provide shelter supervisors and workers for school facilities opened as risk shelters. This is a significant departure from the past practice of utilizing American Red Cross volunteers to staff risk shelters. Moving forward, Leon County Schools staff will be trained by the American Red Cross and will operate shelters according to the nonprofit's standards. By using Leon County Schools staff as the primary source of shelter workers, Leon County ensures that adequate staffing will be available for disasters the same size or larger than Irma. This also best leverages the resources of the American Red Cross in providing training to shelter operators consistent with the Red Cross' national standards.
- **Capital Area Chapter of the American Red Cross** will provide all shelter supervisor and shelter work training to Leon County Schools staff and community volunteers, continue to provide all resources such as cots, food, blankets, etc., continue to coordinate feeding operations at shelters, and continue to operate host shelters (shelters for evacuees from other areas).
- **Salvation Army of Tallahassee** will assist the American Red Cross with feeding at shelters and assist Leon County Government with donations management as needed.
- **Big Bend Disaster Animal Rescue Team** will, with direction from Leon County Animal Control, provide volunteers and kenneling resources at designated pet accessible shelters in Leon County. (Pet accessible sheltering operations during Hurricane Irma are discussed in Section 4.5.3 below.)

In addition to the refinements listed above, university and college campuses will be surveyed for sheltering capacity in coordination with the Florida Division of Emergency Management. Leon County Emergency Management will coordinate with FSU, FAMU and TCC to schedule FDEM space surveys to maintain an inventory of possible sheltering space for future disasters. Florida State University, in early conversations, has asked for several facilities on its campus including the Civic Center to be evaluated. After being surveyed, these spaces will be considered for risk sheltering but would be directed to open only in catastrophic or exceptional disaster management cases. While the universities and campuses would offer tens of thousands of square feet for what is nationally referred to as "mega-sheltering," FEMA and FDEM recommend non-central risk sheltering such as what Leon County and its partners have done for Hurricane Hermine and Hurricane Irma. By sheltering at schools throughout Leon County, public safety officials ensure that shelterees have access to geographically diverse, reinforced facilities with manageable population sizes. Should Leon County experience a catastrophic disaster requiring a prolonged recovery period of several weeks or months, a mega-shelter would be considered so as to centralize services, streamline logistics,

and consolidate smaller shelter operations, as reflected in the Leon County Disaster Housing Strategy (described in Section 2.1.3 of this report).

**Finding #52: Through coordination at the Leon County EOC, 10 general population emergency shelters were opened in a timely fashion prior to Hurricane Irma serving nearly 3,000 Leon County citizens and evacuees from other areas.**

**Finding #53: Leon County has met with Leon County Schools and the Red Cross and identified specific opportunities to make major improvements to future risk sheltering operations.**

Recommendation 53.1: Develop a revised shelter operations plan in collaboration with Leon County Schools and the American Red Cross to enhance shelter staffing, the management of shelter facilities, and provision of food and shelter supplies.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Administration*

Recommendation 53.2: In updating shelter operations plans, ensure that dedicated space in each facility is designated to house EMS, public works, and utility restoration personnel who are pre-deployed to school facilities in advance of a hurricane or tropical storm.

*Lead Agencies: Leon County Emergency Management*

Recommendation 53.3: Develop a Memorandum of Understanding to be executed by Leon County, the Leon County School Board, and the American Red Cross to effectuate the revised shelter operations plan.

*Lead Agencies: Leon County Emergency Management*

*Lead Agencies: Leon County Administration*

### 4.5.2 Special Needs Shelter

As indicated above, the Florida Department of Health in Leon County (FDOH) is the lead agency for the medical operation of the special needs shelter with logistical support from the American Red Cross. The Florida Division of Emergency Management maintains a registry of persons with special evacuation assistance needs, which allows for LCEM and FDOH to identify and plan for the care needs of residents with special medical needs during disasters. LCEM staff reviews the Special Needs Registry throughout the year to ensure information for registrants is current.

A special needs shelter was established at Florida High School during Hurricane Irma, which opened on September 9 and served 262 citizens, including 151 special needs registrants and 111 caregivers and family members. FDOH organized personnel and coordinated with LCEM to request additional assistance to staff the special needs shelter during Hurricane Irma. Transportation services to the shelter were provided by StarMetro for registered citizens that did not have their own means of transportation. In cases where StarMetro could not safely transport an individual, Leon County Emergency Medical Services (EMS) provided the transportation of the patient. Three special needs shelterees were placed directly in nursing homes during Hurricane Irma due to their medical condition and level of care requirements. Among the shelterees who presented to Leon County's special needs shelter were 23 residents from surrounding counties, as well as 12 residents from southern Florida who had evacuated to our area. During

debriefing sessions following Hurricane Irma, FDOH and Leon County EMS personnel noted that there were instances of citizens presenting to the special needs shelter who did not have special **medical** needs. These individuals were appropriately directed to general population shelters without incident.

Prior to Hurricane Irma'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. Prior to Hurricane Irma, there were 812 citizens on the Special Needs Registry. In the three days preceding Irma's landfall, 368 additional citizens self-registered. This last-minute surge in registrations was also experienced by counties statewide, presenting challenges in planning for the medical care needs of special needs shelterees during the incident. As discussed in Section 4.1.3 and reflected in Appendix E, there were few state resources available to assist in staffing the special needs shelter.

Leon County Animal Control also deployed resources to the special needs shelter to make the shelter pet-accessible. Pet-accessible shelter operations are discussed further in Section 4.5.3 below.

**Finding #54: The special needs shelter at Florida High School was opened in a timely fashion prior to Hurricane Irma, serving 262 citizens including 151 special needs registrants and 111 caregivers and family members.**

**Finding #55: Some citizens presented to the special needs shelter who did not have special medical needs.**

Recommendation 55.1: Evaluate the content of public information posted to the Emergency Information Portal and other platforms during future emergencies to clarify the purpose of the special needs shelter and who should present to the special needs shelter rather than a general population shelter.

*Lead Agencies: Leon County Community & Media Relations*

*Support Agencies: Leon County Emergency Management*

**Finding #56: 368 citizens registered on the Special Needs Registry the days immediately preceding Irma's landfall. Last-minute registrations provide little opportunity to pre-plan for the medical care needs of these registrants.**

Recommendation 56.1: Update public outreach materials to emphasize early registration of those with special medical needs.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Community & Media Relations*

**Finding #57: StarMetro provides transportation to the Special Needs Shelter for registered citizens that do not have their own means of transportation. An opportunity exists to make these transports more efficient by developing pickup schedules.**

Recommendation 57.1: During special needs shelter call downs, develop pickup schedules based on registrants' preferred pickup time and relay these schedules to StarMetro.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Emergency Medical Services*

**Finding #58: Although the Florida Department of Health in Leon County is responsible for the medical operation of the special needs shelter, their nurses primarily work in community health clinics or school clinics and do not provide emergency care or routine patient care. Additional personnel trained in these areas are needed to support future special needs shelter operations.**

Recommendation 58.1: Evaluate the feasibility of providing FDOH nurses with training in pre-hospital emergency medical care through Leon County Emergency Medical Services' existing training program.

*Lead Agencies: Leon County Emergency Medical Services*

*Support Agencies: Leon County Administration*

Recommendation 58.2: Engage local home healthcare agencies and home medical equipment providers for potential support in staffing the special needs shelter during future emergencies.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Emergency Medical Services*

Recommendation 58.3: Recommend that the Florida Department of Health in Leon County consider entering into a stand-by contract for nursing services at the special needs shelter that can be executed during future disasters.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Emergency Medical Services*

#### **4.5.3 Pet-Accessible Shelters**

Leon County Animal Control coordinated with community partner agencies to shelter over 300 pets during Hurricane Irma. Prior to landfall, Animal Control staff coordinated with the Big Bend Disaster Animal Response Team (DART) on Friday, September 8 to prepare emergency animal sheltering services at designated Red Cross area shelters. Animal Control staff placed the County's mobile animal shelter at Chiles High School and also placed a resource request through EM Constellation for an additional mobile unit, which was delivered to Animal Control on September 8. With support from Big Bend DART and the Tallahassee-Leon County Animal Service Center, Leon County Animal Control hosted pet accessible shelters at Chiles High School, Rickards High School, and the Special Needs Shelter at Florida High School.

In response to an informal directive from the State EOC, Animal Control staff also coordinated with partner agencies to secure and deploy kennels and other resources to all other emergency shelter locations in order to accommodate anyone taking shelter with a pet. Staff moved pet shelter supplies and provisions from emergency shelters to host shelters on Tuesday, September 12 and remained on standby to receive animals until all Red Cross host shelters closed on Friday, September 15.



**Finding #59: Leon County Animal Control hosted pet-accessible shelters at three locations and deployed pet supplies to the remaining eight shelter locations to accommodate anyone taking shelter with a pet. This required extensive coordination of staff and resources among Leon County Animal Control and partner agencies.**

Recommendation 59.1: Review the State and County CEMP with FDEM staff to determine whether all shelters will be expected to be pet-accessible during future emergencies, and update local emergency management plans as needed.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Animal Control*

## 4.6 Volunteer Assistance

During emergency events, Volunteer Services takes a lead role with respect to volunteer recruitment and donation management. 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. In 2007, Leon County Volunteer Services 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, Leon County Volunteer Services is responsible for activating COAD during emergency event to ensure the effective delivery of services and to eliminate unnecessary duplication of effort. COAD has developed a strategic plan and is actively working to recruit and train civic groups, clubs, and faith-based organizations to support recovery assistance operations during future emergencies.

During Hurricane Irma, Leon County Volunteer Services utilized the "Get Connected" online volunteer matching system as well as the Citizens Information Line to connect citizens with agencies who were in need of assistance. Leon County Volunteer Services also coordinated volunteers from local civic groups and faith-based organizations to assist America's Second Harvest in managing food donations at its warehouse, to assist the Red Cross with shelter operations, and to assist with staffing the County's Comfort Station at the Main Library (discussed in Section 4.12 below). Volunteer Services also coordinated with COAD member organizations to ensure that no community needs went unmet. Services provided by COAD member agencies included food and water donations, clothing donations, assistance to residents with clearing fallen trees and debris from private properties, and more.

Leon County Volunteer Services staff received several inquiries from citizens wishing to donate clothing, household goods, food, and water. The Leon County CEMP provides for a Volunteers and Donations Staging Area to be established when necessary to receive and distribute donated goods. During Hurricane Irma, it was determined that the volume of donated goods and supplies was not large enough to establish a Volunteers and Donations Staging Area; accordingly, these donations were referred to local charities and service organizations for distribution as part of their normal recovery assistance operations.

Following Hurricane Irma, Leon County partnered with FSU and the Salvation Army to coordinate the community's largest-ever donation of food, water, and hygiene products to assist Hurricane Irma disaster survivors in other areas of the state. In support of this effort, Leon

County facilitated the donation of 24 pallets of non-perishable food that was not used during shelter operations to the Civic Center for packing and redistribution to other storm impacted communities.

**Finding #60: COAD has developed a strategic plan to recruit and train civic groups, clubs, and faith-based organizations to support recovery assistance operations during future emergencies.**

Recommendation 60.1: Work with Leon County Community & Media Relations to develop a media outreach plan to support COAD's recruitment efforts.

*Lead Agencies: Leon County Volunteer Services*

*Support Agencies: Leon County Community & Media Relations*

### 4.7 Health Care Agencies and Facilities

Section 400.23, Florida Statutes requires certain licensed health care facilities including hospitals, surgical centers, nursing homes, assisted living facilities, and others 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. 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 in 2016, several local health care facilities experienced the loss of electrical power, requiring many of these facilities to activate their emergency plans.

As a precautionary measure during Hurricane Irma, Leon County Emergency Management and EMS staff contacted all 21 skilled nursing home facilities and assisted living facilities in Leon County at least once per day from Friday, September 8 through Tuesday, September 12 to conduct status checks and to ensure that these facilities' needs were met. Leon County EMS also provided a dedicated liaison for these facilities in the EOC throughout the activation. No local health care facilities evacuated their residents during Hurricane Irma and no facilities had unmet needs during the incident.

Additionally, Leon County EMS staff remained in close contact with hospital partners throughout the Hurricane Irma activation and deployed an EMS liaison to the Tallahassee Memorial Hospital Emergency Operations Center at their request. EMS staff also participated in Capital Regional Medical Center's conference calls. All emergency medical agencies remained operational and capable of accepting patients throughout the event.

Many local healthcare agencies participate in the Big Bend Healthcare Coalition. Nationwide, healthcare coalitions serve as multi-agency coordinating groups that assist emergency management professionals with preparedness, response, recovery, and mitigation activities specifically related to disasters. Healthcare coalitions also assist with providing situational awareness and coordination of resources for healthcare organizations during a disaster. Locally, the Big Bend Healthcare Coalition provides free training and exercises which aid in complying with the federal emergency preparedness regulations for these facilities.

Following Hurricane Hermine in 2016, City of Tallahassee Electric conducted an internal after action review to identify actions could be taken to enhance utility restoration efforts in future events. This included re-evaluating the City’s classification of its utility customers and updating the listing of critical circuits for priority restoration. The City’s current priority circuit listing includes the hospitals, nursing homes, and assisted living facilities.

**Finding #61: Leon County Emergency Management and EMS staff contacted all 21 skilled nursing home facilities and assisted living facilities in Leon County on a daily basis to conduct precautionary status checks and to ensure that these facilities’ needs were met. Staff identified several additional opportunities to further enhance coordination with these facilities during future disasters.**

Recommendation 61.1: Continue to encourage local health care facilities’ participation in the Big Bend Healthcare Coalition, including training opportunities and emergency management exercises.

*Lead Agencies: Leon County Emergency Management*

Recommendation 61.2: In coordination with the Florida Department of Health in Leon County, host an annual workshop prior to each hurricane season with representatives of health care facilities, home health agencies, and home medical equipment suppliers to provide an outlook for hurricane season, an overview of emergency operations coordination within Leon County, and to highlight important elements that should be included or updated within these facilities’ emergency plans.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County EMS*

Recommendation 61.3: Develop a quick reference guide for EMS personnel with information regarding health care facility evacuation plans, including information from each health care facility’s emergency plan, emergency points of contact, designated evacuation site, and pre-identified evacuation transportation provider.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County EMS*

**Finding #62: Leon County EMS staff remained in close contact with and provided support to hospital partners throughout Hurricane Irma.**

**Finding #63: Following an internal after-action review from Hurricane Hermine, City of Tallahassee Electric updated its critical circuit listing. The City’s current priority circuit listing includes the hospitals, nursing homes, and assisted living facilities.**

Recommendation 63.1: On an annual basis, provide City of Tallahassee Electric and Talquin Electric with an up-to-date listing of licensed hospitals, nursing homes, and assisted living facilities in Leon County.

*Lead Agencies: Leon County Emergency Management*

### 4.8 Emergency Medical Service

On Wednesday, September 6, 2017, Leon County EMS initiated its emergency operations plan for tropical system impacts. At that time, EMS advised staff to initiate their personal emergency plan and to prepare for extra shift assignments during Hurricane Irma. Due to the forecasted severity and timing of the storm impacts, EMS initiated its first ever full staff recall on Sunday, September 10, 2017 where all members not already on duty reported for duty at 6 p.m. Staffing was increased from 46 typically scheduled staff members to 87 members on Sunday, September 10 and increased from 63 typically scheduled to 104 members on Monday, September 11. Additional ambulances and personnel were deployed at varying levels consistent with the demand for service from Sunday, September 10 through Wednesday, September 13.

In preparation for the storm, EMS identified strategic ambulance staging locations and areas of last refuge throughout the County for staff deployed on ambulances. Response plans were finalized based on these locations which included County facilities, schools, fire stations and hospital facilities. In addition, EMS deployed specialized all-terrain vehicle ambulances and other specialized equipment and personnel throughout the County in anticipation of potentially extreme weather-related impacts.

An EMS member was assigned as a liaison to all 21 skilled nursing home and assisted living facilities in the County which were contacted at least once per day from Friday, September 8 through Tuesday, September 12, as described in Section 4.7 above. EMS also deployed a dedicated liaison to the TMH Emergency Operations Center and participated in Capital Regional Medical Center's situational conference calls. All three hospital emergency departments remained operational and capable of accepting patients throughout the event and there was no loss of medical service capability at any of the facilities.

EMS staff compiled information from the U.S. Department of Health & Human Services regarding the number of Medicare beneficiaries reliant on oxygen and power in each county in the region to assist in identifying vulnerable populations. EMS assigned a member to the EOC beginning on September 6 to assist LCEM and the Florida Department of Health in Leon County to coordinate special needs registrants and to provide logistical support and transportation coordination for the establishment of the special needs shelter, as discussed in Section 4.5.2 above. Paramedics were deployed to provide assistance with medical care at the special needs shelter at Florida High School from Sunday, September 10 through Wednesday, September 13.

EMS responded to 352 requests for service from September 10 through September 12. Tuesday, September 12 was the peak operational period for EMS where requests for service were 16% higher than typical call volumes. Throughout the event, EMS continued to respond to 9-1-1 requests for service as well as provide support to citizens with medical equipment concerns, assisted citizens in moving mobility-challenged individuals from residences to sheltering locations, refreshed oxygen cylinders, and coordinated services with citizen's medical supply providers. Staffing and operations returned to normal pre-storm conditions on Thursday, September 14.

**Finding #64: Assigning staff to serve as liaison to the hospitals, skilled nursing home facilities and assisted living facilities provided enhanced communication and situational awareness throughout the event which improved overall service delivery.**

**Finding #65:** Staffing paramedics at the special needs shelter provided additional medical services not otherwise available and assisted in alleviating transportation of patients to medical facilities. Resources at the special needs shelter were stressed in providing services for over 150 clients, the largest ever special needs sheltering activity in Leon County.

**Finding #66:** Leon County EMS was able to meet service demands throughout Hurricane Irma by pre-deploying ambulance and personnel in the field prior to the storm and utilizing a dynamic staffing model to accommodate an elevated level of demand.

**Finding #67:** The enactment of a nighttime curfew allowed EMS crews to quickly respond to calls for service through the night.

### 4.9 Law Enforcement

Local law enforcement agencies played a crucial role in efforts to prepare, respond to, and recover from Hurricane Irma. 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 established an agency operations center at the Sheriff's administration building to coordinate missions related to LCSO and established its operations using the Incident Command System. LCSO maintained close coordination with LCEM through a dedicated staff liaison posted at the EOC during every shift.

LCSO and TPD both staffed extra patrols and activated Alpha/Bravo shifts in preparation for the storm, which are consecutive 12-hour shifts that provide for continuous around-the-clock staffing. 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 events. While no search and rescue operations were necessary following Hurricane Irma, law enforcement personnel were able to assist in road clearing efforts following the storm in addition to their primary law enforcement roles. LCSO reported during an after-action debriefing that it plans to increase its capacity to assist with road clearing efforts for future emergencies. Overall, there were no reports of significant increases in crime or looting in the aftermath of Hurricane Irma.

**Finding #68:** Road clearing assistance provided by law enforcement officers in the field immediately following Hurricane Irma was useful and allowed County and City Public Works crews to focus efforts on clearing larger trees and major roadways.

**Finding #69:** There were no reports of significant increases in crime or looting in the aftermath of Hurricane Irma.

### 4.10 Consolidated Dispatch Agency

The Consolidated Dispatch Agency (CDA) activated its emergency plan on Tuesday, September 5, 2017 in preparation for potentially catastrophic impacts from Hurricane Irma. The CDA was fully activated with two CDA personnel assigned as EOC liaisons from September 10 through 12. 3,089 calls for service were processed during this period including 966 calls to the 9-1-1 emergency line and 2,123 on the 606-5800 non-emergency line.

The CDA worked closely with its public safety liaison partners (TPD, LCSO, EMS, TFD) and other agencies dependent on its communications center to make operational changes designed to improve each agency's responsiveness during Hurricane Irma, such as reconfiguring the primary law enforcement radio channels from three to four channels and dispatching law enforcement

calls directly to LCSO's operations center. Also, as a lesson learned from Hurricane Hermine, A computer-aided dispatch workstation was installed in a small office adjoining the EOC. This asset allowed for one CDA team member to coordinate calls for service through WebEOC and eliminated the need for a "runner" to carry information between the CDA operations floor and the EOC.

**Finding #70: No missed calls or system outages occurred at the Consolidated Dispatch Agency during Hurricane Irma.**

## 4.11 Infrastructure Restoration

### 4.11.1 Road Clearing

On September 10, 2017, as Hurricane Irma's impacts began entering our area, Leon County and City of Tallahassee Public Works began "cut and toss" operations. Cut and toss involves cutting and/or pushing debris off of the roadway sufficiently to allow safe vehicular traffic on all travel lanes. The County activated Alpha/Bravo staffing shifts prior to the storm, consisting of seven crews working 12 to 24 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 2:00 a.m. on Monday September 11 when they were pulled back to the deployment locations due to the arrival of tropical storm-force winds. After the peak weather impacts of the storm passed through Leon County the afternoon of September 11, 2017, crews reactivated cut and toss operations at approximately 1:00 p.m. to clear local roadways.

With an early start resuming road clearing efforts following Hurricane Irma, the County initially planned to recall the crews at sunset for their safety and to resume road clearing the following day. Road clearing after sunset is generally more hazardous due to lower visibility at night for motorists. Once the decision was made to enact a nighttime curfew, the County and City directed their respective crews to continue operations through the night. By the final hours of September 11, all County roads were cleared and all but one road in the City of Tallahassee was open to traffic. The City cleared and reopened this final road by the morning of September 13. The use of WebEOC significantly enhanced coordination between the EOC and Public Works crews involved with road clearing operations.

To assist with and expedite clearing roadways following the storm, the County's Public Works crews were assisted by City of Tallahassee and Talquin Electric personnel to de-energize power lines tangled in downed trees. This collaborative effort to clear roads as quickly as possible enabled electric utility crews and supporting mutual aid crews to expedite the restoration of electrical services throughout the County. During Hurricane Hermine in 2016, the City and Talquin anticipated significant damage to their infrastructure as a result of the storm's direct path through the County, resulting in a decision not to deploy utility staff with Public Works crews to assist with discharging power lines wrapped around downed trees as had been standard practice in prior events. The Hurricane Hermine After-Action Report identified the need to coordinate to ensure support from Utilities personnel from the beginning of the incident. County and City of Tallahassee Public Works, along with representatives from City Electric and Talquin met several times after Hermine to develop a plan to ensure that future road

clearing efforts are not delayed. As a result, a more coordinated effort was identified with each entity, resulting in a quicker response time for Hurricane Irma. Staff will continue to work with the utility providers to ensure continued support for future events.

During the road clearing process, staff was also in close contact with the Florida Department of Transportation (FDOT) regarding the removal of debris on state roadways. During that time, staff learned that FDOT would only make one pass to clear debris that was on its right of way immediately after the storm. As a result, this excluded the collection of debris brought to the curb of state roadways by citizens on private property following FDOT's first and only pass, which resulted in Public Works and contracted debris removal crews having to collect residential debris from state roadways in many locations. In the case of Hurricane Irma, the debris along state roadways was minimal but did require County resources to coordinate the collection of debris from state roadways in addition to County-maintained and private roads.

Another lesson learned during Hurricane Hermine in 2016 was the need for better coordination with Leon County Schools with regard to debris removal needs along roads, sidewalks, and bus stops prior to the reopening of schools. Following Hurricane Irma, Leon County Public Works staff reviewed downed tree calls in the vicinity of schools to prioritize road clearing operations in these areas in a timely manner. As a result, Public Works crews were able to successfully clear roadways, sidewalks, and bus stops before students reported back to school on September 14.

Overall, Leon County responded to approximately 110 downed trees blocking roadways, including 41 on collector roads and 69 on local roads following Hurricane Irma, and all County roads were cleared by 10:00 p.m. on Monday, September 11, approximately 9 hours after road clearing operations commenced. By comparison, Leon County responded to 400 downed trees blocking eight collector roads and 130 local roads during Hurricane Hermine.

**Finding #71: County and City personnel quickly cleared all roadways of debris following the storm, enabling other response personnel such as paramedics, law enforcement personnel, and utility restoration workers to access all areas of the community in conducting their operations.**

**Finding #72: 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 Irma.**

**Finding #73: The enactment of a nighttime curfew allowed road clearing activities to continue safely through the night.**

**Finding #74: The use of WebEOC significantly enhanced coordination between the EOC and Public Works crews and helped to expedite road clearing operations.**

**Finding #75: In anticipation of a quick turnaround time to close risk shelters and reopen schools, Public Works utilized downed tree reports to prioritize clearing operations in the vicinity of K-12 schools.**

**Finding #76: County, City, and Talquin’s coordination efforts resulted in a quicker response time in discharging power lines wrapped around downed trees.**

Recommendation 76.1: Continue coordination with City of Tallahassee Electric and Talquin Electric to ensure continued assistance with road clearing task force efforts.

*Lead Agencies: Leon County Public Works*

*Support Agencies: City of Tallahassee Electric, Talquin Electric, Leon County Emergency Management*

**Finding #77: FDOT notified Public Works that it would only complete a first pass for storm-generated debris on State Roadways, not including storm debris placed on the right of way from private property owners.**

#### **4.11.2 Electrical & Underground Utilities**

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 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.

City and Talquin electric utilities experienced over 10,000 outages before the most severe weather from Hurricane Irma arrived. Both utilities deployed crews to make repairs as long as safely possible before the peak severe weather. As soon as it was safe to do so, both utilities deployed personnel into the field to survey storm-related damage to power transmission and distribution systems and resume restoration efforts. In total, Hurricane Irma caused outages to nearly 53,000 electric utility customers in Leon County, including 38,000 City customers and 14,700 Talquin customers. In back-to-back years, Hurricanes Irma and Hermine caused damage to electric utility systems not experienced in Leon County since Hurricane Kate in 1985.

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. 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. As discussed in Section 4.7 above, City of Tallahassee Electric conducted an internal after action review



following Hurricane Hermine in 2016 which included re-evaluating the City's classification of its utility customers and updating the listing of critical circuits for priority restoration. The City's current priority circuit listing includes the community's hospitals, nursing homes, and assisted living facilities.

By Wednesday, September 13 (two days following the storm), electrical service was fully restored to all City customers. Talquin Electric restored power to 98% of its customers in Leon County by the same date, and completed restoration throughout its service area by September 15.

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 City secured support from 72 mutual aid personnel from Louisiana, Nebraska, and Ohio who arrived on September 10 and 11 to assist in restoration efforts. The City's vegetation management contractors also provided additional support during restoration efforts. Talquin also secured support throughout its service territory from 134 mutual aid personnel from Florida, Texas, New Jersey, and Pennsylvania. Power restoration was conducted safely by City, Talquin, and mutual aid crews and no accidents occurred in Leon County during Hurricane Irma response and recovery efforts.

Electrical service was disrupted for 60 traffic signals throughout Leon County during Hurricane Irma, or approximately 20% of signals countywide. As discussed in Section 4.1.3 above, two requests for FDOT to assist by deploying portable generators for traffic signals were made through EM Constellation, and both requests were unfulfilled. Leon County staff in a logistics role in the EOC were able to coordinate with the Leon County Supervisor of Elections office for the City to utilize seven of its generators. These and additional generators procured by the City during the disaster were deployed to bring as many traffic signals back online as possible immediately following the storm, prioritizing major intersections with the most expected traffic. All traffic signals were restored to main power by September 12.

As an improvement identified since Hurricane Hermine, City of Tallahassee Utility Customer Service personnel were assigned to the EOC during the activation. These personnel took the lead on inputting outage reports from citizens into the City's outage management system and also assisted the Special Needs Shelter by verifying outages at shelterees' address, allowing the Special Needs Shelter to safely demobilize more efficiently. In addition, Utility Customer Services staff were instrumental in helping to resolve several of the citizen issues tasked to the Commission Liaison, as discussed in Section 4.2.9.

One of the electrical restoration challenges that arose following Irma 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 closer coordination with each other. During Hurricane Irma, the City and Talquin both coordinated daily to share outage information for those customers located along each other's power lines. The City and Talquin are actively coordinating to better utilize their respective outage management systems to assist each other in these instances.

**Finding #78: Following disasters involving extensive damage to electrical system infrastructure, repairs to major power transmission and distribution systems is prioritized in order to expedite power restoration to the greatest number of customers.**

**Finding #79: 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 #80: Hurricane Irma caused outages to nearly 53,000 electric utility customers in Leon County. Power was restored to nearly all customers within two days.**

**Finding #81: Some County residents have a Talquin meter box that receives power through the City's utility lines and vice-versa. The City anticipates full acquisition of Talquin utility lines within the City's territory by 2019; until that time, both electric providers are committed to resolving reports of outages in these areas.**

**Finding #82: Leon County staff coordinated with the Supervisor of Elections office to secure seven portable generators to bring traffic signals without power back online. All traffic signals were restored to main power by September 12.**

## **4.12 Comfort Stations and Points of Distribution**

The Leon County CEMP provides for the establishment of comfort stations to help residents cool off, hydrate and to receive information and recovery assistance from area nonprofit agencies. Leon County opened a comfort station at the Main Library Tuesday, September 12 serving over 1,300 citizens. The City of Tallahassee also opened several community centers as comfort stations following the storm and distributed bottled water at fire 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.

The CEMP also provides for establishing points of distribution, in certain instances, for the bulk delivery of bottled water to citizens following a disaster. Generally, the County establishes bottled water distribution points in outlying areas of the community following disasters in which widespread power outages are expected to exceed 72 hours, since many residents in rural areas rely on private wells for drinking water which require electricity to operate. As discussed in Section 4.2 above, citizens are advised through all public information efforts to prepare food,

water, medicine, and other supplies in order to be self-sufficient for at least 72 hours following a disaster. Points of distribution for bottled water were not required following Hurricane Irma, since power restoration was essentially complete within two days and comfort stations with bottled water were available and advertised for those citizens in need.

### **4.13 Debris Removal and Monitoring**

On July 27, 2017, Leon County Public Works coordinated with the County's debris monitoring and removal contractors to ensure that contractors' resources and personnel would be available throughout the 2017 Atlantic Hurricane Season to meet local needs. This coordination was a direct result of recommendations contained in Leon County's 2016 Hurricane Hermine After-Action Report. Prior to Irma's landfall, staff was in contact with the County's prime contractors for both debris removal (AshBritt) and debris monitoring (Thompson Consulting Services) should Leon County experience a direct impact from the storm and require extensive debris removal services. In accordance with County Ordinance 10-18, on September 10, 2017 the County Administrator determined that the removal of disaster-generated debris accumulated within Leon County would be necessary following Hurricane Irma and activated the County's Debris Management Plan.

After a preliminary damage assessment by Public Works staff and a review of downed tree calls from the EOC, on September 11, 2017, Leon County contacted the Florida Department of Environmental Protection (FDEP) for authorization of two of the County's eleven pre-approved Disaster Debris Management Sites to be used for temporary storage and processing of disaster debris. Authorization was received from FDEP on September 12, 2017; a third site was subsequently identified and authorized on September 21, 2017. Pursuant to the County's Debris Management Plan, Leon County issued Notices to Proceed to Thompson and AshBritt on September 12, 2017 and September 13, 2017, respectively. These notices required the contractors to mobilize and commence debris removal operations within 72 hours. The City opted not to activate contractors and utilized City equipment and staff to remove debris within the City limits.

On September 12, 2017, the day after Irma passed through our community, a variety of public information avenues were utilized to communicate the County's debris removal plans to the public including news releases, social media posts, emergency information websites, and direct e-mails. Immediately following the mobilization of contractors, they began identifying subcontractors, hiring and training debris monitors, and certifying trucks for FEMA compliance and reimbursement.

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, however the County utilized this one-time incentive during Hurricane Hermine and is no longer eligible for this portion of the program.

During initial meetings with County staff on the reimbursement process, FEMA advised that modifications were made to the cost share percentages for Irma debris removal. Staff notified

FEMA of the County’s intent to participate in the Pilot Program on November 8, 2017. As a result, the federal cost share for Leon County’s debris removal operations for Irma will be as follows:

<b>Timeframe:</b>	<b>Federal Cost Share:</b>
9/4/17 – 9/17/17	75%
9/18/17 – 10/17/17	90%
10/18/17 – 12/16/17	80%

Debris removal operations began on Monday, September 18 and continued until all debris was removed from public and private roads on October 26. During the operations, up to four Leon County crews and an average of five contractor crews worked to remove debris in the County. Pursuant to Section 1.1 “Disasters” of Waste Pro’s contract, in the event of a hurricane, tornado, major storm, or other disaster, Waste Pro is not required to collect disaster debris. The contract acknowledges that the County has a separate contract for disaster debris management services. Additionally, due to FEMA guidelines regarding the type of trucks eligible for FEMA reimbursement, staff found that the majority of Waste Pro’s regular fleet did not meet these requirements. While Waste Pro was not picking up regular yard trash during this time, they were activated as an independent subcontractor for AshBritt picking up storm debris. Overall, Leon County and contractor crews picked up approximately 40,000 cubic yards of debris as a result of Hurricane Irma compared to over 200,000 for Hurricane Hermine.

While an average of five contractor crews assisted Public Works at various points of the debris removal process, the County and AshBritt routinely lost debris removal subcontractors to other jurisdictions in Central and South Florida primarily due to: (1) these areas having a larger volume of debris than Leon County, and (2) rates paid per cubic yard of debris were three to ten times greater in other areas than Leon County’s rates. Leon County’s rates were current as they had been procured earlier in the year with contracts approved on May 30, 2017.

To address these shortages, contractor crews were coming from as far as Pennsylvania and Mississippi to pick up debris. Additionally, AshBritt and Public Works staff solicited services from countless local businesses including tree removal companies who were overwhelmed with their own customers. Many jurisdictions around the state, not including Leon County, were forced to renegotiate and increase contractor rates in order to have trucks deployed to their areas. This has resulted in an investigation by the State Attorney General’s Office into possible price gouging by debris removal contractors.

Due to the high demand for debris removal services, both in Florida and in Texas as a result of Hurricane Harvey which occurred only two weeks prior, every jurisdiction affected by Irma was in competition for the same limited pool of resources, resulting in a much slower cleanup effort than anticipated. During debriefing meetings following the incident, staff noted that the County’s current debris contracts do not require a minimum number of trucks or debris monitors during operations, nor do they include any provisions penalizing contractors or subcontractors from leaving after activation. While the current contracts were reviewed by the County’s disaster recovery services consultant earlier this year and found to be in compliance with FEMA and industry standards, staff recommends that the County further review and update our debris contracts further to address these and other factors experienced during Hurricane Irma.

Due to these unforeseen circumstances, four County Public Works crews were diverted from normal operations to assist in expediting the debris pickup around the County seven days a

week. Additionally, community service crews assisted in the efforts by picking up bagged and container debris. Public Works could only allocate four in-house crews to pick up debris based on the availability of equipment within its fleet capable of debris removal operations. Staff recommends evaluating the purchase of debris removal trucks and equipment for Public Works, including additional grapple trucks with a 40-yard capacity, that can be deployed to expedite debris collection during future disasters. The additional equipment could also be utilized during non-storm events to address illegal dumping, allowing wood and recyclable debris to be loaded separately from trash to reduce disposal costs, and would improve response times for citizen complaints of this nature. As indicated at the Board’s Workshop on the 2018 State and Federal Legislative Priorities, the Florida Legislature and Congress are expected to devote considerable attention this year to hurricane readiness and disaster recovery issues in the wake of recent hurricanes around the country. This may result in legislative funding in support of local preparedness initiatives such as debris removal equipment.

**Finding #83: Due to the statewide impact of Irma, Leon County lost several contracted debris collection trucks to other jurisdictions in central and south Florida due to a larger volume of debris and higher contractor rates in these areas.**

**Finding #84: Leon County’s debris contracts, while consistent with industry standards, do not require a minimum number of trucks or debris monitors to be deployed after activation of contracts and do not include provisions penalizing debris contractors or subcontractors from leaving prior to completion of debris removal operations.**

Recommendation 84.1: Review and make recommendations for updates to the County’s debris removal and debris monitoring contracts.

*Lead Agencies: Leon County Public Works*

*Support Agencies: Leon County Purchasing Division, Leon County Attorney’s Office*

**Finding #85: The utilization of up to four County Public Works crews seven days a week expedited the removal of debris in the County but, with additional equipment capable of debris removal operations, additional staff resources could have been deployed for the debris response.**

Recommendation 85.1: Prepare a budget discussion item for Board consideration during the FY 2018-19 budget cycle to evaluate the purchase of debris removal trucks and equipment for Public Works in order to deploy additional resources for debris removal needs and to expedite day-to-day operations.

*Lead Agencies: Leon County Public Works*

*Support Agencies: Leon County Purchasing Division*

#### 4.14 Initial Impact Damage Assessment

Immediately following Hurricane Irma, Leon County began collecting information on homes damaged by the storm. 11 joint County-City damage assessment teams were sent into the field over the course of two days immediately following the storm to support a request for potential federal recovery assistance (described further in Section 4.15 below). These teams identified 72 homes in Leon County impacted by the storm, 69 of which incurred only minor damage. Only three were categorized with major damage. The establishment of joint County/City damage assessment teams was the result of a recommendation in the Hurricane Hermine After-Action Report.

To facilitate County/City initial damage assessments, Leon County Office of Information Technology staff developed a damage assessment application and workflow to collect information with a smart phone and provided just-in-time training on the use of the application and ongoing support while damage assessment teams were in the field. Also, Leon County deployed a web portal developed by staff during Hurricane Hermine in 2016 for citizens to self-report damage, which assisted in directing the teams deployed in the field. 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.

#### 4.15 FEMA Assistance

In advance of Hurricane Irma, Governor Scott declared a State of Emergency for all 67 Florida counties on September 4, 2017. Based on anticipated impacts throughout the state, Governor Scott requested a Presidential Disaster Declaration for Hurricane Irma on September 10. The same day, President Trump declared a disaster for the State of Florida authorizing federal funds to be made available through the Public Assistance Grant Program to all 67 counties and to affected individuals through the Individual Assistance program in 49 counties.

##### 4.15.1 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, a state must reach a damage cost threshold (\$1.43 per capita), and individual counties must reach a county-specific damage cost threshold (\$3.61 per capita). The 2016-17 threshold for the State of Florida is \$26,885,873 and Leon County's threshold is \$994,508.

As indicated above, all 67 Florida counties were included in a major disaster declaration for public assistance on September 10. Included in the declaration were 100% federal reimbursement for emergency protective measures for the first 30 days of the storm event, and 90% reimbursement for debris removal. Other reimbursement categories (i.e. permanent work, such as road, culvert and other infrastructure repair) will be reimbursed by FEMA at 75%. In the permanent works category, the County has one small project involving damaged fencing at two stormwater ponds. To assist with debris collection and removal, Leon County also mobilized its debris removal contractor.

Initial estimates indicate that the total disaster costs associated with Hurricane Irma are approximately \$1.85 million including debris removal costs estimated at \$850,000; Emergency Protective Measures at \$999,000; and Permanent Work at \$4,600.

In response to the after effects of Tropical Storm Fay in 2008, the Board approved the creation of the Catastrophe Reserve Fund (described earlier in Section 2.3 of this report). The fund was created to allow access to emergency funds needed in case of a declared local state of emergency. The fund allows cash flow for expenses related to the disaster.

This fund is still being used to make final payments for cleanup costs associated with Hurricane Hermine. FEMA and state reimbursements for Hermine damages can be used as necessary to replenish the reserve in order to pay for costs related to Hurricane Irma. The \$2.8 million in Catastrophe Reserves established during the FY 2018 budget carry-forward are projected to be sufficient to pay for damages associated with Irma, with \$1.0 million remaining in the reserves to address any other emergencies later this fiscal year. When final damage estimates are calculated, the catastrophe reserve budget can be adjusted during the normal year-end budget adjustment process.

In order to ensure that the County is reimbursed to the maximum extent possible, the County's disaster recovery services consultant may be engaged to assist with the application and reimbursement process once staff has identified all eligible reimbursement expenses. Due to recent changes in the FEMA grant application process, staff is working directly with the FEMA Project Disaster Manager in the initial project development for reimbursable expenses.

#### **4.15.2 Individual and Households Program Assistance**

For individual assistance, a separate Presidential Disaster Declaration for Individual Assistance is required. Leon County was not among the nine counties included in the disaster declaration issued on September 10 discussed above. FEMA considers the following factors when evaluating requests: concentration of damage, trauma to the community, special populations impacted, insurance coverages available, voluntary agency assistance available and the severity and number of damaged residences. If a declaration is received, individuals and households not receiving support through other means (such as insurance) can receive grant assistance. After state and federal review of individual home damage in Leon County, the County was not included in the disaster declaration for Individual Assistance.

### **4.16 Business, Industry, and Economic Stabilization**

#### **4.16.1 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 evacuees to Leon County from other areas. For the latter, Tourism embraces its role as a host for evacuees and communicates with hoteliers, restaurants, and attractions to share up-to-date information on evacuation orders, road and bridge closings, power outages, and when it is safe to return to evacuated areas.

Hotel rooms in Leon County and surrounding areas were in a sold-out state beginning September 5 due to extensive evacuations from other areas of the state, the arrival of mutual aid crews to assist with response and recovery operations, and the FSU/Miami football game on September 9, which was re-scheduled due to anticipated storm

impacts. Tourism staff acted as a conduit surveying local lodging properties to monitor the availability of hotel rooms. Leon County Tourism Division staff coordinated with local hoteliers to ensure that space was available to accommodate mutual aid workers who arrived from out of state to expedite the recovery process. Staff also posted special weather alerts on VisitTallahassee.com, surveyed hoteliers to gauge inventory and identify any special rate offers, and regularly updated the website to reflect the availability of hotel rooms for citizens. Tourism staff shifted all active marketing efforts and social media activity during Hurricane Irma to advisories for travelers and evacuees and re-posted official social media communications from the EOC, leveraging the Tourism Division's significant following on all social media platforms.

Tourism staff extensively utilized the GroupMe mobile app to communicate with industry partners for securing current hotel availability, maintaining current information on the operating status of local businesses, sharing updates on the status of emergency shelters, airport operations, event cancellations, curfew announcements and seeking products and services needed for supporting emergency shelter operations. The addition of the GroupMe app streamlined and vastly improved communications with the tourism industry. Tourism also assisted in securing supplies from tourism industry partners to support emergency shelter operations including meals, refrigerated trucks, blankets and towels (as discussed in Section 4.5 above) by leveraging relationships with the Florida Restaurant and Lodging Association as well as staff relationships with local hotels throughout the incident.

Through discussions with a vendor that provides access to hotel availability (from more than 200 corporate booking sites), the Tourism Division also improved reporting for VisitTallahassee.com by creating an automatic display showing hotels that are pet friendly. The improved display will now appear throughout the year.

**Finding #86: Leon County Tourism Division staff coordinated with local hoteliers to ensure that space was available to accommodate mutual aid workers who arrived from out of state to expedite the recovery process.**

**Finding #87: Tourism staff leveraged the use of the VisitTallahassee.com website and the specialized GroupMe app to provide weather alerts, share information regarding hotel room availability, and provide links to important emergency information resources such as the EIP and Citizens Connect mobile app.**

Recommendation 87.1: Provide a link to VisitTallahassee.com from the EIP for information regarding hotel room availability during future emergencies.

*Lead Agencies: Leon County Community & Media Relations*

*Support Agencies: Leon County Tourism Division*



**4.16.2 Business Stabilization and Recovery Efforts**

During Hurricane Irma, the State EOC reported that demand for fuel in some areas of Florida increased approximately five times above normal levels and that many gas stations experienced temporary outages. During Hurricane Irma, at the peak of the storm on September 11 approximately 61% of gas stations in Leon County were without fuel. Staff at the Leon County EOC monitored daily reports of fuel availability and scheduled fuel deliveries to ensure that fuel was available in the community throughout the incident, and coordinated with public information staff to ensure that citizens were able to find stations with remaining fuel supply. The table below shows the percentage of gas stations in Leon County without fuel in the days leading up to and following Hurricane Irma.

*Table 4: Percentage of gas stations in Leon County without fuel during Hurricane Irma*

<b>Date</b>	<b>% of Gas Stations Without Fuel*</b>
September 8	34%
September 9	50%
September 10	54%
September 11	61%
September 12	51%
September 13	47%
September 14	34%
September 15	29%
September 18**	18%

\* For most days, GasBuddy provided multiple daily reports. These figures indicate the peak daily percentage of gas stations in Leon County without fuel.

\*\*GasBuddy did not report statistics for September 16 and 17.

During Hurricane Hermine in 2016, the State EOC did not maintain readily available information regarding the status of gas stations in Leon County, and the Hermine After-Action Report included a recommendation for Leon County Emergency Management to collect and maintain information on the status of local gas stations. Accordingly, during Hurricane Irma, staff from the Tallahassee-Leon County Office of Economic Vitality (OEV) were assigned to monitor and coordinate with public information staff regarding the status of fuel availability in Leon County throughout the incident. Public information staff in the Leon County EOC posted a link to GasBuddy.com on the EIP to provide citizens with a resource to check the status of fuel availability at local gas stations.

Several businesses in Leon County incurred storm-related damage from Hurricane Irma, and some experienced power outages that caused food loss or lost productivity. OEV staff also worked to coordinate recovery assistance for affected businesses following Irma. OEV partnered with Domi Station and Catalina Cafe to provide temporary office space for businesses experiencing power outages or facility damage post-Irma.

The Governor activated the Florida Small Business Administration disaster declaration Emergency Bridge Loan Program on September 13, 2017, which provides interest-free financial assistance in a timely fashion for small businesses that experienced physical or economic

damage as a result of Hurricane Irma. 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 (SBDC). OEV staff coordinated with the SBDC to assist with disaster recovery and to communicate the availability of disaster-related financial assistance programs to local businesses.

**Finding #88: Many gas stations in Florida experienced fuel shortages during Hurricane Irma. At the peak of the incident, approximately 61% of stations in Leon County were without fuel. Stations were regularly resupplied and a link to GasBuddy.com was posted to the EIP to help citizens find available fuel.**

**Finding #89: OEV partnered with Domi Station and Catalina Cafe to provide temporary office space for businesses experiencing power outages or facility damage following Hurricane Irma.**

Recommendation 89.1: Evaluate opportunities to establish standing partnerships with other local co-working spaces to make similar resources available following future disasters.

*Lead Agencies: Tallahassee-Leon County Office of Economic Vitality*

## 5.0 Logistical and Facilities Support for EOC Operations

During any large-scale emergency activation, a substantial amount of coordination for logistical and facilities-related needs is required to support response and recovery operations. Leon County’s incident management structure includes a Resource and Logistics Section which is tasked during emergencies with supporting the logistical needs of the Emergency Operations Center. This section of the Hurricane Irma After-Action Report discusses the coordination of logistical needs during Hurricane Irma and provides findings and recommendations to further enhance logistical support during future emergencies.

### 5.1 Public Safety Complex

The Leon County Office of Resource Stewardship, Facilities Management Division manages the physical space at the Public Safety Complex (PSC), which opened in July 2013 and includes the Leon County Emergency Operations Center. As reported in the 2016 Hurricane Hermine After-Action Report, Leon County engaged one of the premier emergency management consulting firms in the nation for its expert and objective guidance in conducting its after-action review. The consulting firm noted that the PSC is “a state of the art facility with significant resources available for all aspects of homeland security and emergency management.”

Since it opened in 2013, the Emergency Operations Center has been activated several times, including two major activations for Hurricane Hermine and Hurricane Irma which included full staffing from Leon County and partner agencies over multiple operational periods. Staff identified several findings and recommendations in the 2016 Hurricane Hermine After-Action Report to enhance the use of the Public Safety Complex/Emergency Operations Center. The findings and recommendations below reflect opportunities for further enhancements as observed by staff and partner agency personnel following Hurricane Irma.

**Finding #90: Staff has identified a series of minor facility and materials needs to improve workflow for the Citizens Information Line and enhance coordination with EOC personnel during future emergencies.**

Recommendation 90.1: Work with Leon County Facilities Management to evaluate and fulfill facilities-related needs for the Citizen Information Line, such as whiteboards, key cards for the PSC, and supplies.

*Lead Agencies: Leon County Volunteer Services*

*Support Agencies: Leon County Facilities Management*

**Finding #91: Severe weather during Hurricane Irma required Alpha shift staff to bunk in the EOC overnight following their shift on September 10. Additional designated sleeping space is needed for future activations.**

Recommendation 91.1: Update the Public Safety Complex facility plan to identify additional sleeping spaces and obtain cots, bunks, and/or other materials as needed.

*Lead Agencies: Leon County Facilities Management*

*Support Agencies: Leon County Emergency Management*

**Finding #92: The parking areas at the Public Safety Complex were generally full for the duration of the Hurricane Irma activation. Several volunteers and staff reported that they were unable to find parking upon reporting for duty.**

Recommendation 92.1: Evaluate available parking spaces at the PSC to determine whether additional space is needed; if so, explore opportunities to partner with surrounding property owners to secure additional space for future EOC activations.

*Lead Agencies: Leon County Facilities Management*

*Support Agencies: Leon County Emergency Management*

**Finding #93: During every emergency activation, there will likely be staff from the County and/or partner agencies assigned to the EOC who have never visited the Public Safety Complex and are unfamiliar with the facility.**

Recommendation 93.1: Work with Leon County Emergency Management and Community & Media Relations to develop a welcome and orientation kit about the Public Safety Complex for responding staff, including information about parking, the location of kitchen areas, restrooms, sleeping quarters, etc.

*Lead Agencies: Leon County Facilities Management*

*Support Agencies: Leon County Emergency Management, Leon County Community & Media Relations*

## 5.2 Logistics and Resource Support

The Leon County CEMP, Annex 7 provides for logistical and resource support to local entities involved in delivering emergency response and recovery efforts for natural disasters and other catastrophic events. In general, this includes coordination for locating, procuring, and assigning resources such as supplies, fuel, heavy equipment, transportation, and other items to directly support response and recovery operations. The following findings and recommendations below reflect observations made during Hurricane Irma to continue to enhance the coordination of logistical and resource support during future emergencies.

**Finding #94: The EOC Logistics team is responsible for coordinating meal service for personnel activated to the EOC during emergencies. Finding local restaurants or caterers to provide meal service can be difficult following a disaster depending on the extent and duration of power outages.**

Recommendation 94.1: Establish a standardized plan to provide meal service to the EOC during future activations, potentially by contracting with a private vendor, and update the CEMP as needed.

*Lead Agencies: Leon County Emergency Management*

*Support Agencies: Leon County Purchasing Division*

**Finding #95: During Hurricane Irma there were several instances in which small quantities of food or materials needed to be delivered to locations in the field. An opportunity exists to identify non-emergency essential vehicles to fill this need during future incidents.**

Recommendation 95.1: Develop a list of smaller County-owned vehicles that are not essential during emergency events, such as cars, vans, and SUVs, that can be used to courier small quantities of food or materials. Update this list annually at the beginning of each hurricane season and provide a copy to Leon County Emergency Management.

*Lead Agencies: Leon County Fleet Management*

*Support Agencies: Leon County Emergency Management*

## 6.0 Conclusion

Hurricane Irma was one of the most severe and damaging hurricanes ever recorded and impacted the entire state of Florida as well as other areas in the Caribbean Sea and the southeastern United States. The storm threatened both coasts of Florida, caused the largest mass evacuation in the state's history, and as such, demanded the highest level of agility and responsiveness by emergency professionals. Irma required Leon County to prepare as a host community for evacuees from other areas, then to pivot and prepare for direct weather impacts in the final 48 hours prior to the storm.

While Leon County's Emergency Operations Center has been activated several times since opening, no test was more significant than Hurricane Irma. The challenges presented by Irma rigorously tested Leon County's plans, training, partnerships, and response capabilities. Ultimately, Leon County conducted its largest emergency response ever, activating the Emergency Operations Center for a total of 160 hours, establishing shelters to house 3,000 citizens and evacuees, and coordinating efforts to return our community to normal as quickly as possible. While we were fortunate that the storm weakened before reaching Leon County, Hurricane Irma nonetheless required an unprecedented level of emergency activation and coordination of resources to keep our community safe.

As we know, every emergency exposes new vulnerabilities, tests a community's partnerships differently, and reveals opportunities for improvement in different ways. The unprecedented level of activation and mobilization of resources before, during, and after Hurricane Irma provided a unique opportunity for Leon County to extract every possible lesson learned so that we can continue to improve our ability to respond to future disasters. While Leon County only recently implemented the 110 findings and 80 recommendations from the Hurricane Hermine After-Action Report from only a year ago, we recognize that we must continue to enhance our plans and capabilities to prepare for even larger, more severe disasters. The findings and recommendations for improvement contained in this After-Action Report will serve to make a strong response by Leon County even stronger.

In reviewing all aspects of Leon County plans, preparations, response, and recovery efforts from Hurricane Irma, staff has identified the 95 findings and 65 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 continues to drive community resilience; recognizing that building and leading a resilient community demands big ideas, innovation, policy, and outcomes, the Board of County Commissioners' 2017 Annual Retreat was designed to focus on our community's resilience to natural and manmade disasters. And in 2017, Leon County became a founding member of Resiliency Florida, a non-profit organization comprised of public and private partners dedicated to enhancing the disaster resiliency of communities throughout the state. Together with the specific recommendations for revisions to the County's Comprehensive Emergency Management Plan and other guiding documents during an emergency, 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.

**7.0 Appendices**

- Appendix A: List of Acronyms
- Appendix B: Leon County CEMP
- Appendix C: Leon County Board Policy No. 07-2, "Reserves"
- Appendix D: 2017 Disaster Survival Guide for the Capital Area
- Appendix E: EM Constellation Mission Requests

## **Appendix A: List of Acronyms**

AHCA	Florida Agency for Healthcare Administration
CDA	Consolidated Dispatch Agency
CEMP	Comprehensive Emergency Management Plan
CIL	Citizen Information Line
COAD	Big Bend Community Organizations Active in Disaster
DART	Big Bend Disaster Animal Response Team
DSEM	Leon County Department of Development Support and Environmental Management
EIP	Emergency Information Portal
EMS	Leon County Emergency Medical Services
EOC	Emergency Operations Center
FDEM	Florida Division of Emergency Management
FDEP	Florida Department of Environmental Protection
FDOH	Florida Department of Health
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Agency
GIS	Geographic Information Systems
HSPD-5	Homeland Security Presidential Directive #5
IAP	Incident Action Plan
ICS	Incident Command System
LCEM	Leon County Emergency Management
LCSO	Leon County Sheriff's Office
LMS	Local Mitigation Strategy
MIS	Leon County Management Information Systems
MYTEP	Multi-Year Training and Exercise Plan
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
OEV	Tallahassee-Leon County Office of Economic Vitality
OIDA	Leon County Office of Intervention and Detention Alternatives
PDRP	Post-Disaster Redevelopment Plan
PSC	Public Safety Complex
SBDC	Small Business Development Center
SERT	State Emergency Response Team
SMAA	Statewide Mutual Aid Agreement
TFD	Tallahassee Fire Department
TPD	Tallahassee Police Department



# **EMERGENCY** MANAGEMENT

## Comprehensive Emergency Management Plan 2017



# **Board of County Commissioners**

## **Leon County, Florida**

### **Policy No. 93-2**

**Title:** Emergency Management

**Date Adopted:** January 12, 1993

**Effective Date:** January 12, 1993

**Reference:** Ch. 252, F.S.

**Policy Superseded:** N/A

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

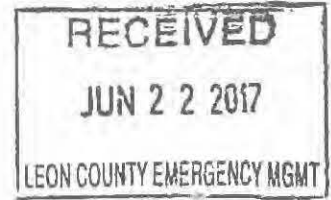
In order to provide for the safety and welfare of the citizens of Leon County in the event of a natural, man-made or technological emergency, and to ensure a constant state of readiness, the most current element of the Leon County Comprehensive Emergency Management Plan, upon approval of the State of Florida, Division of Emergency Management, shall be in effect.



STATE OF FLORIDA  
**DIVISION OF EMERGENCY MANAGEMENT**

RICK SCOTT  
Governor

BRYAN W. KOON  
Director



June 26, 2017

Mr. Kevin Peters, Director  
Leon County Department of Emergency Management  
911 A Easterwood Drive  
Tallahassee, FL 32311

**CERTIFIED MAIL – RETURN RECEIPT REQUESTED**

Dear Director Peters:

In accordance with the provisions of Rule Chapter 27P-6 Florida Administrative Code (FAC), the Florida Division of Emergency Management (FDEM) has completed its review of the Leon County Comprehensive Emergency Management Plan (CEMP). The review team has determined that your plan meets the CEMP compliance criteria. We hope that the comments and discussions the review team had with you and your staff during the review will assist you in future planning efforts and enhance the update of your CEMP.

**As per Policy No. 93-2, Ch. 252, F.S., the Leon County Comprehensive Emergency Management Plan is in effect upon approval of the State of Florida, Division of Emergency Management.**

Mr. Kevin Peters  
June 26, 2017  
Page Two

If you have any questions or need additional information regarding the plan's approval, please contact your review team leader, Elise Fisher, at (850) 815-4304 or by email: [elise.fisher@em.myflorida.com](mailto:elise.fisher@em.myflorida.com).

Sincerely,



*for* Linda McWhorter, Chief  
Bureau of Preparedness

LM/ef

cc: John Dailey, Chairperson of BOCC, Leon County  
Jim Roberts, DEM – Regional Coordination Team Manager  
Brian Bradshaw, DEM – Regional Coordinator  
Gina Mendicino, RPC Representative  
Caroline Edwards, DEM – Recovery  
Miles Anderson, DEM – Mitigation  
Elise Fisher, DEM – CEMP Planner

# Preparedness Annex

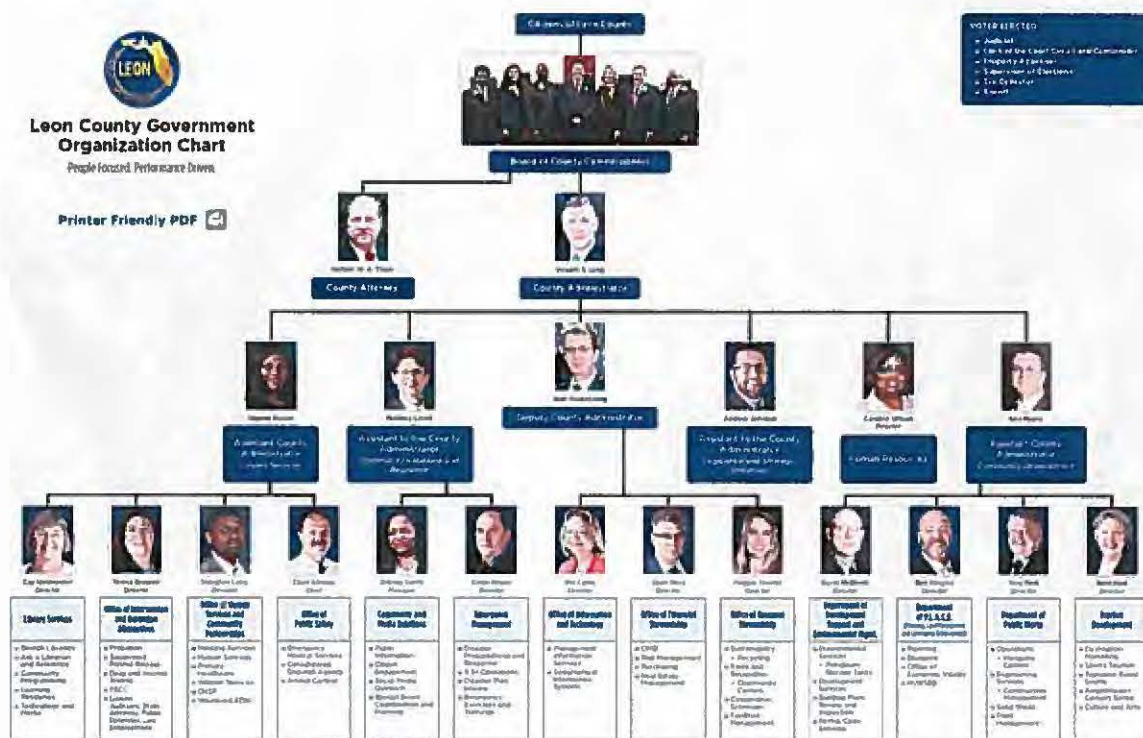
## Introduction

Leon County is vulnerable to a wide range of emergencies, including natural, technological, and manmade disasters. Preparedness efforts: focused on planning, training, and exercise among all those involved in emergency management and incident response activities; will promote coordination of response efforts during times of crisis.

## Government Structure

Leon County is a Home Rule Charter County. The Charter establishes the separation between legislative and administrative functions of the government. The County operates under an elected County Commission and an appointed County Administrator form of government. The establishment and adoption of policy shall be the responsibility of the Board of County Commissioners and the execution of policy shall be the responsibility of the County Administrator. The County Administrator is the Chief Executive Officer of the County

The County Administrator shall supervise, direct, and control all departments and offices of county government, including Emergency Management, and shall be responsible for the operation of county government and the implementation of all board policies.



The Leon County Division of Emergency Management is Leon County's Emergency Management agency. The Division of Emergency Management was established by Leon County Ordinance 93-16, with the responsibility of coordinating emergency management activities, services and programs within the county. The Division is under the office of Community Relations and Resilience, a part of County Administration.

The Director of Emergency Management is selected by the County Administrator and confirmed by the Board of County Commissioners. The Director of Emergency Management is responsible for the coordination of emergency management activities, services, and programs within the county. The Director is also responsible for developing a county emergency management plan and program that is consistent with the state emergency management plan and program.

There is one municipality within Leon County; the City of Tallahassee. The City of Tallahassee is a Charter City. The City of Tallahassee operates under a Commission-Manager form of government administration. The City Manager is the Chief Administrative Officer of the City. The City Manager has designated the Chief of the Tallahassee Fire Department as the City's point of contact for coordinating emergency management activities with Leon County Emergency Management.

### **Continuity of Operations and Government**

Continuity of Operations Planning is an effort to ensure that the capability exists to continue essential government services and agency functions across a wide range of hazards and emergencies.

Continuity of Operations Planning is different than Emergency Management Planning. A Continuity of Operations Plan is focused on the resumption of business operations after an emergency or disaster. Agencies which have a lead or support role in an Emergency Support Function are mission essential and must have a Continuity of Operations Plan to maintain their Emergency Support Function capabilities. Continuity of Operations Plans support the Comprehensive Emergency Management Plan.

Orders of Succession for organizational leadership are a key element of Continuity of Government and Operations. The orders of succession for Leon County are as follows.

- Person empowered to declare a local State of Emergency
  - Chairman of the Board of County Commissioners
  - Vice-chairman of the Board of County Commissioners (in the absence of the Chairman)
  - County Administrator or his or her designee (in the absence of the Chairman and Vice-chairman)
  
- Person empowered to execute executive responsibilities and the power of the County

- County Administrator
- Deputy County Administrator
- Assistant County Administrator
- Assistant to the County Administrator

The preservation of vital records is essential for continuing government functions during and after an emergency or disaster. The Leon County Clerk of Courts and Comptroller is responsible for keeping and maintaining the official records of Leon County.

The Director of Leon County's Office of Information Technology provides redundant networked data storage and retrieval for agencies of Leon County Government. Vital data and records stored in this manner, as part of the technology disaster recovery plan, are backed up and sorted out of county for retrieval in cases of catastrophic disaster. The Director of the City of Tallahassee's Technology & Innovation Department provides this service for agencies of Tallahassee Government.

The safekeeping of printed records are the responsibility of the individual in possession of them.

### **Financial Management**

The Leon County Office of Financial Stewardship provides financial management assistance to the County Administrator and county departments. Under the leadership of the Director of the Office of Financial Stewardship Leon County has established accounting and reporting systems to:

- Maintain accounting and reporting practices in conformance with the Uniform Accounting System of the State of Florida and Generally Accepted Accounting Principles (GAAP).
- Maintain accounting system records on a basis consistent with the accepted standards for local government accounting according to Governmental Accounting and Financial Reporting (GAFR), the National Council on Governmental Accounting (NCGA), and the Governmental Accounting Standards Board (GASB).
- Provide regular monthly financial reports that include a summary of activity for all funds.
- Provide regular monthly trial balances of line item financial activity by type of revenue and expenditure.
- Ensure that an annual financial and compliance audit of the County's financial records is conducted by an independent firm of certified public accountants whose findings and opinions are published and available for public review.
- Provide that the Office of Management and Budget (OMB) will submit to the County Commission quarterly reports on the operating condition of the County and, where applicable, to identify possible trends and, where necessary, to recommend options for corrective action.

- Seek, annually, the Government Finance Officers Association (GFOA) Certificate of Achievement in Financial Reporting and the GFOA's annual budget award.

The Director of Leon County's Office of Financial Stewardship will coordinate with County agencies on financial management issues related to the FEMA Public Assistance Program.

A Catastrophe Reserve will be maintained at 2% of the general fund and fine and forfeiture fund operating expenditures for the ensuing fiscal year. The Catastrophe Reserve will provide immediate cash flow for staff over time, equipment, contractual support and materials/supplies in the event of a natural disaster. In the event of a declared local state of emergency, the County Administrator is authorized to utilize the Catastrophe Reserve to pay Leon County solid waste and Leon County building/growth fees for eligible residents for the purpose of debris removal and home restoration/reconstruction. To be eligible, residents must demonstrate that all other means (including, but not limited to: FEMA Individual Assistance, property insurance) have been exhausted prior to seeking County assistance.

The Director of the City of Tallahassee Financial Management will coordinate with City agencies on financial management issues.

## **Planning**

State and local emergency planning in Florida uses an all-hazards approach to planning. All-hazards planning is based on the fact that the consequences of disasters are similar regardless of the hazard, and most of the functions core performed during emergency situations are not hazard-specific.

Chapter 252.38 of Florida Statutes places the responsibility for emergency management planning on the Leon County Division of Emergency Management. The Chapter also places the responsibility for leading emergency management planning efforts on the Leon County Director of Emergency Management.

The lead and support agencies for Emergency Support Functions will maintain a printed copy of the Leon County Comprehensive Emergency Management Plan for their use and reference.

The lead and support agencies for Emergency Support Functions are responsible for reviewing their Emergency Support Function annex and providing input to the Leon County Division of Emergency Management so that necessary updates may be made and planned for accordingly.

Elements of the plan are discussed annually in workshops hosted by the Leon County Division of Emergency Management. During workshops, notes will be taken and evaluated to determine new guidelines, policies, procedures, or capabilities discussed by

Emergency Support Function agencies. As necessary this information will be used to update the Leon County Comprehensive Emergency Management Plan. Drafts of changes to the Comprehensive Emergency Management Plan will be distributed to Emergency Support Function agencies for comment prior to insertion to the plan.

Additionally, after exercises, emergencies, disasters, and events an After Action Report will be produced. The After Action Report will identify elements of the Leon County Comprehensive Emergency Management Plan that work as planned and elements that need improvement. Areas for improvement will be analyzed and addressed by Emergency Support Function agencies. As improvements are addressed they will be incorporated into the Leon County Comprehensive Emergency Management Plan.

Completed updates to the Leon County Comprehensive Emergency Management Plan will be sent to lead and support agencies for Emergency Support Functions for inclusion in their printed copy of the Comprehensive Emergency Management Plan. Updates will include a remove and replace memo as a cover sheet, directing recipients as to which pages to remove and destroy and to insert the newly received updates.

Additionally, Rule 27P-6.006(2), Florida Administrative Code states the Division (Florida Division of Emergency Management) shall review each county comprehensive emergency management plan at a minimum of every four years. To comply with this rule Leon County Division of Emergency Management will prepare a fully updated version every four years for submission to the Florida Division of Emergency Management. The Division will provide the county with the results of its review and its finding as to the compliance of the plan with Rule 27P-6.006(2), Florida Administrative Code.

## **Training**

Training provides Emergency Support Function agencies and cooperating state, federal, and non-government agencies an understanding of Leon County's emergency/disaster response goals and concept of operations. The Leon County Division of Emergency Management's Coordinator will facilitate the local training program.

### **Multi-Year Training and Exercise Plan**

Leon County Emergency Management maintains a Multi-Year Training and Exercise Plan. The purpose of the Multi-Year Training and Exercise Plan is to identify the top priorities for improving the preparedness and response capabilities. The Multi-Year Training and Exercise Plan will define a cycle of training and exercise activities that will provide the most benefit in the development, refinement and maintenance of those capabilities.



Input for the Multi-Year Training and Exercise Plan comes from Emergency Support Function Agencies, coordinating state and federal agencies, and non-government disaster relief agencies. Plan updates will be completed annually in March. The Multi-Year Training and Exercise Plan contains the schedule for training and exercises.

### Recommended Baseline Training

The National Incident Management System Training Program identifies the national baseline training curriculum for emergency responders. The guide below describes the implementation of the National Incident Management System baseline training for Leon County. Advanced courses, specialized courses, or threat specific courses will be identified and scheduled by the Emergency Management Training Workgroup.

	National Incident Management System Training Courses										
	IS-700	ICS-100	IS-775	ICS-200	IS-800	ICS-300	G-775	ICS-400	G-191	IS-706	ICS Position Specific
Do you have an emergency/disaster field response role?	R	R	R								
Are you an agency essential employee during an emergency/disaster?	R	R	R								
Do you lead a team of people during an emergency/disaster?	R	R	R	S	S						
Do you lead multiple teams during an emergency/disaster?	R	R	R	S	S	S					
Are you an agency director?	R	R	R	S	S	S	S				
Are you an EOC liaison for your agency?	R	R	R	R	R	R	R	R	R		
Are you a staff member of Leon County Emergency Management?	R	R	R	R	R	R	R	R	R	R	*
Are you a staff member of City of Tallahassee Emergency Preparedness Program?	R	R	R	R	R	R	R	R	R	R	*
Are you a member of the EOC Support Team?	R	R	R	R	R	R	R	R	R	R	*

R= Completion of this course is required  
S= Completion of this course is suggested

\*= ICS Position Specific Course will be based on individual's assignment on  
EOC Support Team  
Course Descriptions

#### IS-700 National Incident Management System, An Introduction

**Purpose:** This course provides training and resources for personnel who require a basic understanding of the National Incident Management System.

**Target Audience:** This course is intended for individuals with emergency management responsibilities.

#### ICS-100 Introduction to the Incident Command System

**Purpose:** This course introduces the Incident Command System and provides the foundation for higher level Incident Command System training. This course describes the history, features and principles, and organizational structure of the Incident Command System. It also explains the relationship between Incident Command System and the National Incident Management System.

**Target Audience:** The target audience includes persons involved with emergency planning, response, or recovery efforts.

#### IS-775 EOC Management and Operations Awareness

**Purpose:** This course describes the role, design, and functions of Emergency Operations Centers and their relationships as components of a multi-agency coordination system.

**Target Audience:** The target audience includes persons involved with emergency planning, response, or recovery efforts.

#### ICS-200 Incident Command System for Single Resources and Initial Action Incidents

**Purpose:** This course is designed to enable personnel to operate efficiently during an incident or event within the Incident Command System. This course focuses on the management of single resources.

**Target Audience:** The primary target audience is response personnel at the supervisory level.

#### IS-800 National Response Framework, An Introduction

**Purpose:** This course provides an introduction to the National Response Framework.

**Target Audience:** This course is intended for individuals with emergency management responsibilities.

#### ICS-300 Intermediate Incident Command System for Expanding Incidents

**Purpose:** ICS - 300 provides training and resources for personnel who require advanced application of the Incident Command System. The course expands upon information covered in the ICS - 100 and ICS - 200 courses.

**Target Audience:** This course is intended for individuals who may assume a supervisory role in expanding incidents.

#### G-775 Emergency Operations Center Management and Operations

**Purpose:** This course provides participants with the knowledge and skills to effectively manage and operate EOCs and multiagency coordination systems at the Federal, State, tribal, and local levels of government. This course describes the role, design, and functions of EOCs and their relationships as components of a multiagency coordination system.

**Target Audience:** The target audience includes emergency management and response personnel; first responders including incident commanders from all emergency management disciplines; private industry personnel responsible for coordination activities during a disaster; and voluntary organizations active in disaster personnel.

#### **ICS-400 Advanced Incident Command System**

**Purpose:** This course provides training and resources for personnel who require advanced application of the ICS. This course expands upon information covered in ICS - 100 through ICS - 300 courses.

**Target Audience:** The target audience for this course is personnel who are expected to perform in a management capacity in an incident command or multiagency coordination (EOC) entity.

#### **G-191 Incident Command System / Emergency Operations Center Interface**

**Purpose:** The course reviews ICS and EOC responsibilities and functions and depends heavily on exercises and group discussions to formulate an interface.

**Target Audience:** Participants should be personnel who are active in a community's ICS and EOC activities.

#### **IS-706 National Incident Management System Intrastate Mutual Aid, An Introduction**

**Purpose:** This course provides an introduction to National Incident Management System intrastate mutual aid and assistance. The course explains how to develop mutual aid and assistance agreements and mutual aid operational plans.

**Target Audience:** This course is intended for individuals with emergency management responsibilities.

#### **All Hazards Incident Command System Position Specific Courses**

**Purpose:** These courses help students establish the essential core competencies required for performing the duties of the specific Positions.

**Target Audience:** Personnel assigned to serve on the EOC Support Team.

**Courses (based on individual's assignment):**

- L-950 All Hazards Position Specific Incident Commander
- L-952 All Hazards Position Specific Public Information Officer
- L-954 All Hazards Position Specific Safety Officer
- L-956 All Hazards Position Specific Liaison Officer
- L-958 All Hazards Position Specific Operations Section Chief
- L-960 All Hazards Position Specific Division/Group Supervisor
- L-962 All Hazards Position Specific Planning Section Chief
- L-964 All Hazards Position Specific Situation Unit Leader
- L-965 All Hazards Position Specific Resource Unit Leader
- L-967 All Hazards Position Specific Logistics Section Chief

- L-970 All Hazards Position Specific Supply Unit Leader
- L-973 All Hazards Position Specific Finance/Administration Section Chief

## **Training Delivery**

### **Local Training**

The Leon County Emergency Management Training Workgroup maintains a cadre of Emergency Management course instructors. These instructors are qualified to teach Emergency Operations Center and Incident Command System courses.

The Leon County Emergency Operations Center, in the Public Safety Complex, contains a 40-seat training center where Emergency Operations Center and Incident Command Systems courses will be taught.

The Emergency Management Training Workgroup will coordinate with the Training Unit of the Florida Division of Emergency Management to post all local Emergency Operations Center and Incident Command Systems course offerings on the state's training calendar at <https://trac.floridadisaster.org/trac/loginform.aspx#> .

Every agency should have a training coordinator to ensure “discipline specific” training is complete. An agency training coordinator should also ensure appropriate staff attend emergency management training to maintain operational capability and readiness.

Some disciplines (such as law enforcement, fire, EMS) require the completion of a basic training program and licensure prior to employment. Other disciplines allow for professional certification after hire.

### **State Sponsored Training**

The Training Unit of the Florida Division of Emergency Management coordinates the delivery of emergency management training courses with county emergency management agencies. To ensure the Leon County Emergency Management training program is coordinated with the Florida Division of Emergency Management, the Leon County Emergency Management Director submits a copy of the updated Leon County Multi-Year Training and Exercise Plan to the Florida Division of Emergency Management during the State's annual Multi-Year Training and Exercise Plan update process. The Florida Division of Emergency Management's Training Unit collaborates with the Federal Emergency Management Agency's Emergency Management Institute and the National Domestic Preparedness Consortium to bring specialized emergency management training courses to the State of Florida. The Training Unit uses the counties Multi-Year Training and Exercise Plans to identify training needs. When the Florida Division of Emergency Management's Training Unit schedules a course with a county, it will be posted on their web-based training calendar at <https://trac.floridadisaster.org/trac/loginform.aspx#> .

## Federally Sponsored Training

The Federal Emergency Management Agency's Emergency Management Institute offers the Independent Study Program. This is a distance learning program which offers training, free of charge, to the Nation's emergency management network and the general public. It serves as both an alternative means to deliver valuable training to the professional and volunteer emergency management community, and an opportunity to improve public awareness and promote disaster preparedness nationally. The Independent Study Program offers more than 100 training courses online at <https://training.fema.gov/is/> .

## Exercise Program

*Standards:* [EMAP16 – 4.10]

Leon County will follow the Homeland Security Exercise and Evaluation Program. The Homeland Security Exercise and Evaluation Program is a capabilities- and performance-based exercise program that provides a standardized policy, methodology, and language for designing, developing, conducting, and evaluating all exercises.

### Discussion Based Exercises

The Homeland Security Exercise and Evaluation Program identifies Discussion Based Exercises as seminars, workshops, tabletop exercises (TTXs), and games.

Discussion based exercises allow open conversation on response activities for various scenarios.

### Operations Based Exercises

The Homeland Security Exercise and Evaluation Program identifies Operations Based Exercises as drills, functional exercises, and full-scale exercises.

The exercise schedule is maintained in the Multi-Year Training and Exercise Plan. The exercise schedule is updated annually in March.

## Evaluation

Leon County will follow the Homeland Security Exercise and Evaluation Program. The Homeland Security Exercise and Evaluation Program provides the methodology for evaluating and documenting exercises and implementing an Improvement Plan. Implementing Improvements and Lessons Learned

During exercises notes will be taken and evaluated to determine new guidelines, policies, procedures, or capabilities discussed by Emergency Support Function agencies, and cooperating state, federal, and non-government agencies. As necessary this information will be used to update the Leon County Comprehensive Emergency Management Plan.

After functional exercises, full-scale exercises, emergencies, and disasters an After Action Report will be produced. The After Action Report will identify elements of the Leon County Comprehensive Emergency Management Plan that work as planned and elements that need improvement. Areas for improvement will be analyzed and addressed. As improvements are addressed they will be incorporated into the Leon County Comprehensive Emergency Management Plan.

## Public Awareness & Education

*Standards:* [EMAP16 – 4.11.4]

### Disaster Survival Guide

Each year, Leon County produces a Disaster Survival Guide. The guide is presented each year at a major news conference at the beginning of hurricane season. 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 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 website.

Leon County also maintains a website specifically focusing on hurricane 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

## **Build Your Bucket**

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. The Build Your Bucket event is coordinated with 25 community partners including City of Tallahassee departments and community nonprofit service providers. At a Build Your Bucket 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.

## **Citizen Engagement**

As a part of the ongoing mission to create and maintain social attachments between citizens and their County government, Leon County continues to promote citizen involvement to guide policy and shape our community. One program Leon County utilizes is its nationally recognized Citizen Engagement Series.

Leon County has developed a Citizen Engagement Series events focused on the topic of public safety. One session of the Series, titled “Public Safety: Preserving Life, Improving Health, and Promoting Safety,” is held at the Public Safety Complex and features Leon County EMS, the Consolidated Dispatch Agency, and Leon County Emergency Management. This session highlights the operations and services provided by Leon County to deliver high-quality public safety services to the community. The session includes scenario-based exercises that demonstrate the operation and coordination of the Leon County EOC during activation.

Another session of the Series, titled “Prepare Now. When Disaster Strikes, It’s Too Late to Plan” is held at the Public Safety Complex and features Leon County Emergency Management and nonprofit community partners. This session highlights the emergency services provided by nonprofit community partners, how to receive emergency information during disaster, the importance of an emergency plan and kit, as well as a scenario-based exercises that demonstrate the operation and coordination of the Leon County EOC during activation.

Citizen Engagement Series events are scheduled annually.

## **Demographics**

The Tallahassee-Leon County Office of Economic Vitality is the region’s most comprehensive demographic and economic data source. Office of Economic Vitality analysts track approximately 80 metrics. Interactive graphics are available on the Tallahassee-Leon County Office of Economic Vitality website at

<http://oeforbusiness.org/data-center/> . Demographic and economic data is updated annually.

The Tallahassee-Leon County Planning Department maintains a variety of land-use and zoning maps which can be found on their website at: <http://www.talgov.com/place/pln-stats.aspx> . Additional community maps can be found at the Tallahassee-Leon County GIS website at: <http://www.tlccgis.org/> .

### **Special Needs Registry**

In accordance with Chapter 252.355, Florida Statutes, the Florida Division of Emergency Management maintains a registry of persons with special evacuation assistance needs. The registry is a web based system and can be accessed at the following web address; <https://snr.floridadisaster.org/> .

The Leon County Division of Emergency Management promotes the registry as part of its public awareness and outreach program. This includes information on how to access the online registry.

All appropriate agencies and community-based service providers, including home health care providers, hospices, nurse registries, and home medical equipment providers, shall assist emergency management agencies by collecting registration information for persons with special needs as part of program intake processes, establishing programs to increase the awareness of the registration process, and educating clients about the procedures that may be necessary for their safety during disasters.

On or before May 31st of each year each electric utility shall annually notify residential customers in its service area of the availability of the registration program available by:

An initial notification upon the activation of new residential service with the electric utility, followed by one annual notification between January 1 and May 31; or

Two separate annual notifications between January 1 and May 31.

All records, data, information, correspondence, and communications relating to the registration of persons with special needs are confidential and exempt from the provisions of s. 119.07(1) "Public Records".

### **Mutual Aid**

*Standards:* [EMAP16 – 4.6.5]

An emergency or disaster has the potential to exceed the resource capabilities of Leon County. The Statewide Mutual Aid Agreement provides a system for obtaining the support needed to carry out emergency or disaster response operations.



Leon County is a Participating Party to the Statewide Mutual Aid Agreement. This allows the County to invoke assistance under the Agreement by requesting it from any other Participating Party, or from the Florida Division of Emergency Management if the County's resources are inadequate to meet the disaster.

Any special districts, educational districts, or other local and regional governments are eligible to sign the Statewide Mutual Aid Agreement and become Participating Parties. Other Participating Parties to the Statewide Mutual Aid Agreement in Leon County are:

- City of Tallahassee
- Leon County Schools
- Florida Agricultural & Mechanical University
- Florida State University

The Statewide Mutual Aid Agreement consists of twelve Articles. The Articles describe the processes for invoking the Agreement, responsibilities of Requesting and Assisting Parties, financial management procedures for Requesting and Assisting Parties, and other conditions of the agreement.

In general, the process for a Participating Party to request assistance through the Statewide Mutual Aid Agreement is:

- A Governor's Executive Order is in place or a Local State of Emergency has been declared for a disaster.
- Requesting Party identifies resource needed
  - Detailed description of resource needed
  - Date resource needs to report for duty
  - Duration of resource deployment
  - Reporting location
  - Point-of-Contact resources can communication with
  - Special conditions for deployment (e.g. self-sustained, communications capability, special vehicles)
- Requesting Party forwards request to Leon County Emergency Operations Center
- Emergency Operations Center Staff (most likely a State Emergency Response Team Liaison) places request with State Emergency Operations Center
  - A New Mission will be filled out in EM Constellation database
  - A Mission Number will be generated
  - The Mission Number will be given to Requesting Party
  - All information related to Mission will be tracked and shared with Requesting Party

When mutual aid has been requested from Leon County, under the Statewide Mutual Aid Agreement, Form B of the agreement will be used to document

- Type of assistance available to respond
- Timeframe of availability for deployment

- Estimated daily cost for type of assistance
- Transportation costs to respond
- Logistical needs for type of assistance being offered

The requestor will review and approve Form B before Leon County resources deploy in response to a request for mutual aid. At the conclusion of the deployment, the requestor will be responsible for reimbursing Leon County for assistance rendered. Leon County must bill the requestor within 30 days of the completion of mutual aid assistance. A Statewide Mutual Aid Agreement – Mutual Aid Responder Claim Narrative must accompany the bill.

The Statewide Mutual Aid Agreement can be found at:

<http://www.floridadisaster.org/Response/Operations/EMAC/index.htm3>

CEMP 2016 -2017

Basic Emergency Operation Plan

Leon County, Florida

## **PURPOSE**

*Standards:* [FDEM CEMP0001 – Basic - I.A.], [EMAP16 – 4.4.2(1)]

The purpose of this plan is to establish the framework for interagency coordination and collaboration in preparing for, responding to, and recovering from emergencies and disasters in Leon County.

This plan outlines roles and responsibilities, emergency management structures, and concept of operations for response to emergencies and disasters.

An additional purpose of this plan is to ensure compliance with Leon County's statutory requirement to have a county emergency management plan that is coordinated and consistent with the state comprehensive emergency management plan.

## **SCOPE**

*Standards:* [FDEM CEMP0001 – Basic – I.B.], [EMAP16 – 4.4.2(1)]

This plan is in effect within the territorial limits of Leon County, Florida. It provides the framework for interagency coordination and collaboration of response to emergencies or disasters as defined in Chapter 252.34, Florida Statutes. It is not intended to address the routine incidents which are handled daily by first response agencies.

This plan applies to all hazards whether natural, technological, or human-caused.

This plan applies to the agencies of Leon County Government and Leon County's Constitutional Officers. This plan also applies to agencies of City of Tallahassee Government and non-government emergency relief organizations which have emergency response roles or responsibilities outlined in this plan. Agencies which respond to requests for assistance by Leon County, through the Statewide Mutual Aid Agreement, will operate under this plan.

This plan is always in effect. Elements of this plan describe actions taken during all phases of an emergency or disaster (pre-emergency, emergency response, post-emergency).

This plan is compliant with the State of Florida Comprehensive Emergency Management Plan, the National Planning Frameworks, the National Incident Management System, and the National Preparedness Goal.

County agencies, City agencies, and non-governmental emergency relief organizations with roles or responsibilities outlined in this plan shall develop agency level emergency response plans or procedures that provide details for how their agency responds to emergencies. To ensure unity of effort, agency level emergency response plans shall be consistent with this plan.

**SITUATION**

*Standards:* [FDEM CEMPO001 – Basic – II.A.], [EMAP16 – 4.4.2(3)]

Leon County is exposed to a wide variety of natural, man-made, and technological hazards.

The County has experienced numerous disasters associated with various natural hazards events in the last two decades. Over this period of time eighteen of these disasters have received a federal disaster declaration. The most recent federally declared disaster was Hurricane Hermine.

Terrorism remains a real threat to Leon County and communities across the nation. In 2016, Orlando, Florida experienced a mass shooting incident, killing 49 people and injuring 53 others. Internationally, terrorists have targeted stadiums (Paris 2016) and community gatherings (Niece 2016). Leon County is home to one NCAA FBS Football stadium, an NCAA FCS Football Stadium, and numerous parades and community gatherings.

While Leon County has not experienced recent civil unrest, the possibility exists. Leon County is home to the State Capitol which serves as the focus of many peaceful protests by Florida’s citizens every year. However, controversial issues could change the dynamic of protests, as-well-as opposing groups staging simultaneous protests over a controversial issue. While the Capitol Complex is a likely focus, other locations in the County could experience congregation and unrest due to a local situation.

Technological hazards are the results of human actions. Hazardous material release, through transportation accidents or malfunction of storage devices at fixed sites, is a hazard to the County. Recent studies by the Apalachee Local Emergency Planning Committee for Hazardous Materials show flammable liquids as the most commonly transported hazardous commodity on area highways. It shows Flammable Solids closely followed by Toxic and/or Corrosive as the most common classes of hazardous commodities transported by CSX Railroad. Studies showed that for fixed sites, chlorine is the most common stored (by EPA Emergency Planning and Community Right-to-know Act standard) hazardous chemical in Leon County.

The Tallahassee-Leon County Mitigation Strategy contains a detailed Hazards and Vulnerability Analysis for the County. The Tallahassee-Leon County Mitigation Strategy is maintained by the Tallahassee-Leon County Planning Department. Below is a chart summarizing the County’s Hazard Risk Rating.

High Risk	Medium Risk	Low Risk
Hurricanes and Tropical Storms	Thunderstorms	Wildfires
Flooding	Tornados	Sinkholes
	Lightning	Terrorism
	Droughts	Dam Failure
	Hazardous Materials Storage and Transportation	Storm Surge/Tsunami
	Energy Failures/Disruptions	Exotic Pest Infestations
		Diseases and Pandemics
		Aviation Incidents

## ROLES AND RESPONSIBILITIES

*Standards:* [FDEM CEMP0001 – Basic – III.], [EMAP16 – 4.4.2(4)]

Safeguarding the life and property of its citizens is an innate responsibility of the governing body of each political subdivision of the state. Florida Statutes grants the following power and authority to political subdivisions of the state:

*“to assign and make available for duty the offices and agencies of the political subdivision, including the employees, property, or equipment thereof relating to firefighting, engineering, rescue, health, medical and related services, police, transportation, construction, and similar items or services for emergency operation purposes, as the primary emergency management forces of the political subdivision for employment within or outside the political limits of the subdivision.” (Ch 252.38(3)(a.)4., Florida Statutes)*

The personnel and equipment of Leon County Government are the community’s emergency management force. They will be supplemented and supported by the personnel and equipment of elements of the City of Tallahassee to carry out this role.

The work of Leon County’s emergency management force is organized by the Emergency Support Function structure. The Emergency Support Functions structure provides for multiagency coordination of incident support. Specific Emergency Support Function missions, organizational relationships, response actions, and primary and support agency responsibilities are described in the Emergency Support Function annexes. The Emergency Support Functions structure used by Leon County is consistent with the organization of State and Federal emergency management response.

Below are charts identifying agencies with lead and support responsibility and for an Emergency Support Function.

Standards: [FDEM CEMP001 – Basic – III.A.5(a-r)]

Table: Agency/Organization with Lead Emergency Support Function Role

Agency/ Organization with Lead Emergency Support Function Role	ESF 1 Transportation	ESF 2 Communications and Information Technology	ESF 3 Public Works and Debris Management	ESF 4 Firefighting	ESF 5 Information Coordination and Planning	ESF 6 Mass Care and Shelter	ESF 7 Resource Management and Logistics	ESF 8 Public Health and Emergency Medical Services	ESF 9 Search and Rescue	ESF 10 Hazardous Materials	ESF 11 Food, Water and Commodity Distribution	ESF 12 Energy and Utilities	ESF 13 National Guard Coordination	ESF 14 Emergency Public Information	ESF 15 Volunteer and Donation Management	ESF 16 Law Enforcement and Homeland Security	ESF 17 Animal Control and Care	ESF 18 Private Sector Coordination
{COT} StarMetro	L																	
{LCGov} Management Information System		L																
{COT} Radio Shop		L																
{LCGov} Public Works			L															
{COT} Fire Department				L					L	L								
{LCGov} Emergency Management					L		L						L					
American Red Cross						L												
{FDOH} Health Department								L										
{LCGov} Emergency Medical Services								L										
The Salvation Army											L							
Talquin Electric												L						
{COT} Utilities												L						
{LCGov} Community and Media Relations														L				
{LCGov} Volunteer Services															L			
{LC} Sheriff																L		
{LCGov} Animal Control																	L	
{TLC} Economic Vitality																		L

Standards: [FDEM CEMP001 – Basic – III.A.5(a-r)]

Table: Agency/Organization with Primary Supporting Emergency Support Function Role

Agency/ Organization With Primary Supporting Emergency Support Function Role	ESF 1 Transportation	ESF 2 Communications and Information Technology	ESF 3 Public Works and Debris Management	ESF 4 Firefighting	ESF 5 Information Coordination and Planning	ESF 6 Mass Care and Shelter	ESF 7 Resource Management and Logistics	ESF 8 Public Health and Emergency Medical Services	ESF 9 Search and Rescue	ESF 10 Hazardous Materials	ESF 11 Food, Water and Commodity Distribution	ESF 12 Energy and Utilities	ESF 13 National Guard Coordination	ESF 14 Emergency Public Information	ESF 15 Volunteer and Donation Management	ESF 16 Law Enforcement and Homeland Security	ESF 17 Animal Control and Care	ESF 18 Private Sector Coordination
{LC} School System	S																	
{COT} Technology and Innovations		S																
Capital District Amateur Radio Emergency Service		S																
CenturyLink		S																
{COT} Underground Utilities and Public Infrastructure			S															
Volunteer Fire Departments				S														
Florida Forest Service				S														
{COT} Emergency Preparedness					S													
Leon County Government					S		S							S	S			S
{TLC} Consolidated Dispatch Agency					S													
{LCGov} Tourism Development						S												
Tallahassee Memorial Healthcare								S										
Capital Regional Medical Center								S										
Big Bend Healthcare Coalition								S										
Big Bend Community Organizations Active In											S				S			



- **Enhanced Monitoring** - An incident, threat, or situation has developed that requires enhanced monitoring and coordination between jurisdictions and agencies. The Emergency Operations Center is staffed by a few personnel focused on situational awareness.
- **Partial Activation** – A serious incident, threat, or situation is developing or has occurred which requires face-to-face coordination of information and resources. This may require coordination of activities beyond normal business hours or on weekends. The Emergency Operations Center is partially staffed by agency representatives coordinating essential Emergency Support Function activities to meet the need of the incident.
- **Full Activation** – An incident has occurred, or is imminent, which is of such magnitude that it requires or may require extensive response and recovery efforts and significant resources. Agency representatives from all Emergency Support Functions are present in the Emergency Operations Center. Face-to-face coordination of information and resources is ongoing 24-hours per day.

The Emergency Management Director will lead the coordination efforts within the Emergency Operations Center. Full time Emergency Management staff will assist the Director.

To assist Emergency Management staff with Emergency Operations Center coordination, an Emergency Operations Support Team has been created. The Emergency Operations Center Support team is modeled on the Incident Command System Type-3 Incident Management Team structure, with adjustments to follow the coordination mission of Emergency Management and the Emergency Operations Center. The Emergency Operations Center Support Team consists of the following positions.

- **Operations Section Chief** – The Operations Section Chief assists Emergency Management staff in coordinating the efforts of the Emergency Support Functions. The Operations Section Chief gathers information on the operational objectives of lead and support agencies working in the Emergency Support Function structure. The Operations Section Chief also assists in the coordination of information and action tasking within between the Emergency Operations Call Center and the Emergency Support Functions.
- **Plans Section Chief** – The Plans Section Chief assists Emergency Management staff with gathering, analyzing, and evaluating disaster information. The Plans Section Chief help create the common operation picture through development of Emergency Operations Center Action Plans, Situation Reports, and Geographic Information System based products. The Plans Section Chief may be assisted by Situation Analysts to complete the information collection and analysis, report creation, and action plan creation tasks. The Plans Section Chief will be supported by the following unit.
  - **GIS Unit** – The GIS Unit consists of GIS Specialist(s) that create geospatial products depicting the incident, incident impacts, and response efforts.
- **Resource and Logistics Section Chief** – The Resource and Logistics Section Chief assists Emergency Management Staff with supporting the logistical needs of the Emergency Operations Center. The Resource and Logistics Section Chief may also coordinate logistical support for lead and support for Emergency Support Function agencies if requested. When a community logistics mission is necessary, (comfort stations, water/food distribution), the Resource and Logistics Section Chief will assist Emergency Management staff in coordinating of these activities.



- Finance Section Chief – The Finance Section Chief assists Emergency Management staff with the collection of incident cost data. Incident related costs will be consolidated and calculated from all agencies. Cost data will be reported to the Florida Division of Emergency Management in accordance with FEMA Public Assistance Program guidance. The Finance Section Chief may assist the Resource and Logistics Section Chief in areas of procurement or contracting if necessary during an incident.
- Liaison Officer – Liaison Officers will be utilized to provide a coordination link from Emergency Management staff and the Emergency Operations Center to leadership in County Administration and City Management.

### Incident Command System

The Incident Command System is a standardized, on-scene, all-hazards incident management concept. The Incident Command System is used by agencies to manage their response in the field, and on-scene, to emergencies. The Incident Command System allows personnel from a variety of agencies to meld rapidly into a common management structure.

When multiple agencies respond to an emergency scene, Unified Command should be established. Unified Command enables agencies to manage an incident together by establishing a common set of incident objectives and strategies. Unified Command allows agencies to make joint decisions. Each participating agency maintains its authority, responsibility, and accountability.

A single Incident Command Post must be established. This will be the location from which an Incident Commander or a Unified Command will oversee on-scene tactical operations.

The Incident Command System employs a modular organization meaning that only functions/positions which are necessary to meet incident objectives will be filled.

When operating as part of the Incident Command System, personnel will use plain English or “clear text” to communicate.

Florida specific guidance for the implementation of the Incident Command System can be found in the Florida Field Operations Guide.

### CONCEPT OF OPERATIONS

*Standards:* [FDEM CEMPO01 – Basic – III.], [EMAP16 – 4.4.2(6)]

Emergencies and Disasters can occur at anytime. Often there is some previous indication an event is about to occur. Other times situations occur without warning. Regardless of onset, there are phases of an emergency with set activities that occur. The activities are the same with or without warning, the order in which they are carried out will be the only change. The chart below outlines the common response activities.

<b>Emergency/Disaster With Warning</b>	<b>Emergency/Disaster Without Warning</b>
Monitoring	Monitoring
Alert & Warning	Emergency/Disaster Occurs
Activation	Notification
Implement Protective Actions	Response & Activation
Emergency Disaster Occurs	Implement Protective Actions
Response	Impact Assessment
Impact Assessment	Clear/Decontaminate Scene
Clear/Decontaminate Scene	Initiate Short-term Recovery Activities
Initiate Short-term Recovery Activities	

### Monitoring

*Standards:* [FDEM CEMP0001 – III.A.3], [EMAP16 – 4.4.3(8)]

The responsibilities of the Division of Emergency Management must continue on a 24/7 basis. An Emergency Management staff member will be assigned to serve as a Duty Officer. The Duty Officer is the primary point of contact for emergency issues when the Emergency Operations Center is not activated. The Duty Officer will perform the following basic daily duties:

- Conduct a daily threat assessment
- Distribute hazardous weather/hazardous situation outlooks to partner agencies
- Receive emergency notifications from the County Warning Point (Consolidated Dispatch Agency) and monitor reported incidents
- Keep an activity log of reported incidents
- Coordinate with on-scene incident command/unified command for resource support
- Coordinate with Florida Division of Emergency Management for state assistance
- Keep Emergency Management Director apprised of situation and any situational changes

### Alert and Warning Reception

*Standards:* [FDEM CEMP0001 – Basic – III.A.3], [EMAP16 – 4.4.3(8)], [EMAP16 – 4.7.1]

The Consolidated Dispatch Agency is designated as Leon County’s Primary Warning Point, commonly known as the County Warning Point. The County Warning Point receives emergency information 24/7 from a variety of sources. Sources include:

- The County Warning Point is the Primary Public Safety Answering Point for the Leon County 911 System. In this capacity the County Warning Point is the first point of emergency notification from the public.
- The Florida Division of Emergency Management utilizes EMNet (produced by Comlabs) as the primary method to relay emergency information and warnings to Florida’s counties. EMNet features electronic messaging, point-to-point vice calling, and voice conference capability. Leon County’s EMNet terminal is located in the County Warning Point.

- The Florida Division of Emergency Management has established a redundant system to the EMNet by utilizing a sub-circuit of the Federal Emergency Management Agency's National Warning System (NAWAS). The Florida Division of Emergency Management will use Florida NAWAS as a redundant system to relay emergency information and warnings to Florida's counties. The Florida NAWAS is a 4-wire telephone system. The Florida NAWAS is independent of the Federal NAWAS circuit, however the Federal Emergency Management Agency can bridge the Florida NAWAS with the Federal NAWAS to transmit national warnings to Florida Counties in a major emergency. Leon County's Florida NAWAS terminal is located in the County Warning Point.

Emergency Management staff maintain the capability to receive severe weather warnings from the National Weather Service through the following sources.

- A NOAA Weather Radio is placed in the Emergency Operations Center. NOAA Weather Radio is a nationwide network of radio stations broadcasting continuous weather information directly from the nearest National Weather Service office. When a severe weather watch or warning is issued for Leon County, the NOAA Weather Radio produces an alert tone, and details of the severe weather watch or warning are transmitted by the NOAA Weather Radio.
- Emergency Management staff subscribe to the National Weather Service's InteractiveNWS (iNWS). InteractiveNWS provides emergency managers with real-time, customized, SMS and email notification of severe weather watches and warnings.
- Additionally, the Florida Division of Emergency Management's State Watch Office sends email notification of severe weather warnings to county Emergency Management Directors and key staff in counties where active warnings are issued by the National Weather Service.

#### Notification

*Standards:* [FDEM CEMP0001 – Basic – III.A.3], [EMAP16 – 4.4.3(3)], [EMAP16 – 4.7.2]

Notification routine of incidents is facilitated by the Consolidated Dispatch Agency. Dispatchers utilize an 800MHz P25 radio system for voice communications to dispatch first responders to incidents. Resources are tracked by dispatchers, and additional incident notes are shared with first responders, in a Computer Aided Dispatch system.

Routine incidents have the potential to escalate into serious situations, necessitating an extended response and possible activation of the Emergency Operations Center. Other times the occurrence of a human caused disaster may be first reported by citizens via 911. For this reason, a list of reportable incidents has been created. Upon receipt of a reportable incident, the Consolidated Dispatch Agency will notify the Leon County Division of Emergency Management Duty Officer and the Florida Division of Emergency Management's State Watch Office. Below is the list of incidents to be reported to County and State Emergency Management.

Incidents to be reported to County and State Emergency Management	
Active Shooter / Armed Assailant	HAZMAT – Other Hazardous Substance Release (Chemical, Biological, Radiological, Nuclear)
Aircraft Incidents (Alert 1, Alert 2, Alert 3)	Mutual Aid (Resources Deployed Out Of County or Assistance Requested From Other Counties )
Bomb Threat / Device Found	Public Health Advisories
Building Collapse	Railroad Incidents
Civil Events, Disturbance, Rioting	Road Closures (Major Roads)
Dam Failure	Search and Rescue
Evacuation / Shelter-in Place	Severe Weather Reports (Hail, Tornado, Strong Winds Gusts)
Explosion	Severe Weather Damage Reports
Fire – Structure (Apartment Complex, Healthcare Facility, Large Commercial Property, Industrial Complex)	School Lockdown
Fire – Wildland (Large wildfire or wildfire threatening structures)	Sinkholes/Ground Subsidence
Flooding	Telephone System Outages
HAZMAT – Gas Line Rupture	Terrorism (Threats or Actual Acts)
HAZMAT – Petroleum Spill	Utility Disruption/Power Outage
Other Incidents Not Listed With Significant First Responder Deployments	

The Consolidated Dispatch Agency will make notifications to County and State Emergency Management primarily by telephone. If the telephone system is unavailable, the following resources may be used for notification.

- The Florida Division of Emergency Management utilizes EMNet (produced by Comlabs) as the primary method to relay emergency information and warnings to Florida’s counties. EMNet features electronic messaging, point-to-point vice calling, and voice conference capability. The Consolidated Dispatch Agency will use EMNet to make notifications to the Florida Division of Emergency Management.
- Leon County and the City of Tallahassee have jointly procured Immediate Response Information System (produced by TechRadium) to make emergency notifications to County and City personnel. Immediate Response Information System broadcasts alerts to multiple communications devices simultaneously via secure web-based interface. The Consolidated Dispatch Agency has the ability to generate a notification to Leon County Emergency Management though the Immediate Response Information System. Notifications amy be received via SMS and email.

## Activation

*Standards:* [FDEM CEMP0001 – Basic – III.A.3], [EMAP16 – 4.4.3(9)]

The Emergency Operations Center will activate to a level necessary to address a threat, emergency, or disaster.

- Normal Operations / Duty Officer Monitoring (Steady State) – Routine monitoring of incidents reported to the Consolidated Dispatch Agency. Conduct daily hazards assessments. No incidents or events are anticipated. No staffing of the Emergency Operations Center.
- Enhanced Monitoring - An incident, threat, or situation has developed that requires enhanced monitoring and coordination between jurisdictions and agencies. The Emergency Operations Center is staffed by a few personnel focused on situational awareness.
- Partial Activation – A serious incident, threat, or situation is developing or has occurred which requires face-to-face coordination of information and resources. This may require coordination of activities beyond normal business hours or on weekends. The Emergency Operations Center is partially staffed by agency representatives coordinating essential Emergency Support Function activities to meet the need of the incident.
- Full Activation – An incident has occurred, or is imminent, which is of such magnitude that it requires or may require extensive response and recovery efforts and significant resources. Agency representatives from all Emergency Support Functions are present in the Emergency Operations Center. Face-to-face coordination of information and resources is ongoing 24-hours per day.

## Implement Protective Measures

*Standards:* [FDEM CEMP0001 – Basic – III.A.3], [EMAP16 – 4.4.3(13)]

Protective Measures are those steps taken to preserve the health and safety of emergency responders and the public during an emergency or disaster. Protective measures include:

- Evacuation – Evacuation is a protective action which involves having people move from a place of danger to a place of relative safety.
  - For routine daily incidents which requires an evacuation to ensure the safety of nearby citizens, the on-scene Incident Command/Unified Command will order the evacuation and notify the Consolidated Dispatch Agency. The Consolidated Dispatch Agency will notify Leon County Emergency Management and the Florida Division of Emergency Management’s State Watch Office.
  - In an emergency or disaster situation that requires a larger scale community evacuation, the Chairman of the Board of County Commissioners will declare a local State of Emergency and order the evacuation of the threatened area.
- Shelter-In-Place – Shelter-In-Place is a protective action which involves having people take cover immediately in their current location or nearby sturdy structure. Shelter-In-Place will be advised when evacuation is impractical or undesirable due to the hazard.

- **Mass Prophylaxis** – Mass Prophylaxis involves large scale antibiotic or vaccine dispensing due to an infectious disease emergency. The Florida Department of Health will lead mass prophylaxis activities with coordination support from Emergency Management staff and Emergency Support Function lead and support agencies.
- **Other Protective Measures** – Based on the nature of the emergency other protective measures may be required. Emergency Support Function agencies will develop protective measures and work with the Public Information Officer(s) to disseminate protective actions to the public.

#### Event Occurs

*Standards:* [FDEM CEM0001 – Basic – III.A.3]

A Hazard Profile and Analysis can be found in the Leon County-City of Tallahassee Local Mitigation Strategy. The hazards most likely to occur are identified and their possible impacts analyzed. This gives Emergency Support Function agencies an idea of what to expect if an emergency or disaster occurs. This plan is developed with flexibility and adaptability so that it can address any event, both expected and unexpected.

#### Response

*Standards:* [FDEM CEM0001 – Basic – III.A.3], [EMAP16 – 4.4.7]

Response consists of activities that address the short-term, direct effects of an incident. Response activities are primarily conducted at the incident scene. Representatives of Emergency Support Function agencies will report to the Emergency Operations Center as part of a response to an emergency or disaster,

Response priorities are:

- Life Safety
- Incident Stabilization
- Property Preservation
- Meeting Basic Human Needs of Survivors

Agencies involved in a response will follow their own policies and procedures. Agencies involved in a response should establish a Unified Command and follow the principals of the Incident Command System

## Impact Assessment

**Standards:** [FDEM CEMP0001 – Recovery – III.A.1], [FDEM CEMP0001 – Recovery – III.A.3], [EMAP16 – 4.4.3(6)]

Quickly assessing the impact of an emergency or disaster will allow the Emergency Operations Center and response agencies to determine the magnitude of damage. The information from the impact assessment will be used to prioritize response activities, allocate resources, identify resource shortfalls and request mutual aid through the State Emergency Operations Center.

Impact assessment reports will come from a multitude of sources. The common sources include:

- Citizen calls to 9-1-1
- Reports from field staff of response agencies, relayed through their Emergency Support Function agency representative in the Emergency Operations Center
- Media reports
- Citizen calls to the Emergency Operations Center
- Reports from other agencies that are not represented in the Emergency Operations Center
- Assessments by Initial Impact Assessment Teams

Information to be collected for impact assessment includes:

- Life Safety Issues
  - Number of Individuals affected/exposed
  - Number of Fatalities
  - Number of Injuries
  - Number of Persons in Shelter
  - Number of Homes Damaged or Destroyed
  - Unmet Human Needs (First Aid, Food, Water, Shelter,)
- Infrastructure Status
  - Status of Public Safety Facilities (Law Enforcement, Fire, EMS, Hospitals, Shelters)
  - Status of Electric System (Number of outages and estimated restoration times, location of crews)
  - Status of Water (Water Supply and Sewer)
  - Status of Accessibility (Number of Roads Closed, Schools, Government Offices)
  - Status of Communications Systems (Telephone, Cellular, 9-1-1, 800MHz Public Safety Radio System)

## Clear or Decontaminate Incident Scene

**Standards:** [FDEM CEMP0001 – Basic – III.A.3], [FDEM CEMP0001 – Recovery – III.D.1], [EMAP16 – 4.4.3(7)]

One response activity that continues into the Recovery Phase is clearing an incident scene. Once debris is removed from an incident scene restoration activities can begin. Hazardous materials, criminal, or

terrorist incidents may require a decontamination process and an investigative process prior to the removal of debris from an incident scene.

- **Debris Management Operations** – Debris Management is the process of clearing, collecting and disposing of emergency or disaster generated debris. The three phases of Debris Management (listed below) are explained further in the ESF 3 – Public Works and Debris Management Annex.
  - Debris Clearance/Emergency access Push
  - Debris Removal and Right-of-Way Pick-up
  - Temporary Debris Storage and Reduction
  
- **Decontamination** – Decontamination is the reduction or removal of toxic agents so they are no longer hazards. Hazardous materials, criminal, or terrorist incidents may require a decontamination process prior to the removal of debris from an incident scene. Response operations on hazardous materials, criminal, or terrorist incidents may require the establishment of containment zones.
  - **Containment Zones:**
    - **Hot Zone:** The Hot Zone is the area immediately surrounding the incident area.
    - **Warm Zone:** The Warm Zone is the area upwind, uphill, and outside the Hot Zone.
    - **Cold Zone:** The Cold Zone is the area upwind, uphill and outside the Warm Zone. Responders will stage in the Cold Zone.
  
  - **Decontamination of Individuals:**
    - Victims from within the Hot Zone will be taken to the Warm Zone to be decontaminated.
    - Decontamination consists of clothing/accessory removal and wash-down
    - Victims will be transferred to the Hospital or reunited with family from the Cold Zone.
  
  - **Decontamination of Debris:** Decontamination of the Hot Zone, (debris, exposed structures and environment) will require coordination with State Emergency Support Function #10-Hazardous Materials to ensure compliance with environmental regulations.
  
- **Investigation / Collection of Evidence in Criminal/Terrorism Events** – Incidents where criminal or terrorist activities occur are crime scenes. All items contained in the area may be considered as evidence. Debris movement should be kept to a minimum (limited to life saving activities) until a law enforcement investigation is complete. Personnel conducting decontamination should bag, seal, and label any contaminated items removed from victims and turn them over to law enforcement to be processed as evidence.



## Initiate Short-term Recovery Activities

*Standards:* [FDEM CEMP0001 – Recovery – II.E.1], [EMAP16 – 4.4.4]

Response and short-term recovery efforts often occur simultaneously. Short-term recovery is focused on restoring critical services and infrastructure so that a level of community stability can be achieved. Community stability marks a starting point at which local government and community leaders may begin implementing provision of the Leon County-City of Tallahassee Post Disaster Re-development Plan. Short-term recovery priorities include:

- Conduct Damage Assessment
- Debris Management Operations
- Restoration of Infrastructure
- Re-open Public Schools
- Activate Community Recovery Center(s)
- Activate Continuity of Operations Plans for Government Agencies

## **RECOVERY ANNEX**

### **Introduction**

The transition from emergency response to short term recovery is not “clear-cut”. Initially, response (life saving) and recovery (repair and restoration) functions will likely take place concurrently.

The National Disaster Recovery Framework identifies the following as core capabilities for the Recovery phase of a disaster:

- Planning
- Public Information and Warning
- Operational Coordination
- Economic Recovery
- Health and Social Services
- Housing
- Infrastructure Systems
- Natural and Cultural Resources

The Recovery Annex to the Leon County Comprehensive Plan is focused on applying core capabilities to short-term recovery objectives, stabilizing the disaster situation so that long-term, permanent, recovery activities can be implemented by County and City leadership.

Leon County and the City of Tallahassee have developed a Post Disaster Redevelopment Plan. This plan serves as tool to guide the elected leadership of each organization through the process of rebuilding and reinventing the community after a disaster. Elements of the plan can be implemented after minor, major, or catastrophic disasters.

### **Leadership**

During the short-term recovery period, emergency conditions will likely still exist and a local State of emergency will be in place. In this situation County Administrator is responsible for the short-term recovery efforts.

To support the County Administrator, the Leon County Emergency Management Director will serve as the Emergency Management Director. The Emergency Management Director will coordinate short-term recovery activities from the Leon County Emergency Operations Center. The Emergency Management Director will ensure short-term recovery operations are synchronized between County, City, State, and non-government entities that are involved in short-term recovery operations.

After short-term recovery objectives have been met, and a transition to long-term recovery begins, leadership will transition to County and City administration.

County Administration Leadership  
Leon County Board of County Commissioners  
Leon County Administrator  
County Constitutional Officers  
Sheriff  
Superintendent of Schools  
Property Appraiser  
Tax Collector  
Clerk of Court  
Supervisor of Elections

City of Tallahassee Administration Leadership  
Tallahassee City Commission  
Tallahassee Mayor  
Tallahassee City Manager

### **Coordination**

In the initial short-term immediate Recovery phase, the Emergency Management Director shall coordinate recovery activities for the county from the County Emergency Operations Center. The Leon County Emergency Operations Center is the joint Emergency Operations Center for Leon County Government and City of Tallahassee Government. Initial Recovery activities for Leon County and the City of Tallahassee will be synchronized through collaboration in the County Emergency Operations Center. State assistance will be requested by the Emergency Management Director through the State Emergency Operations Center.

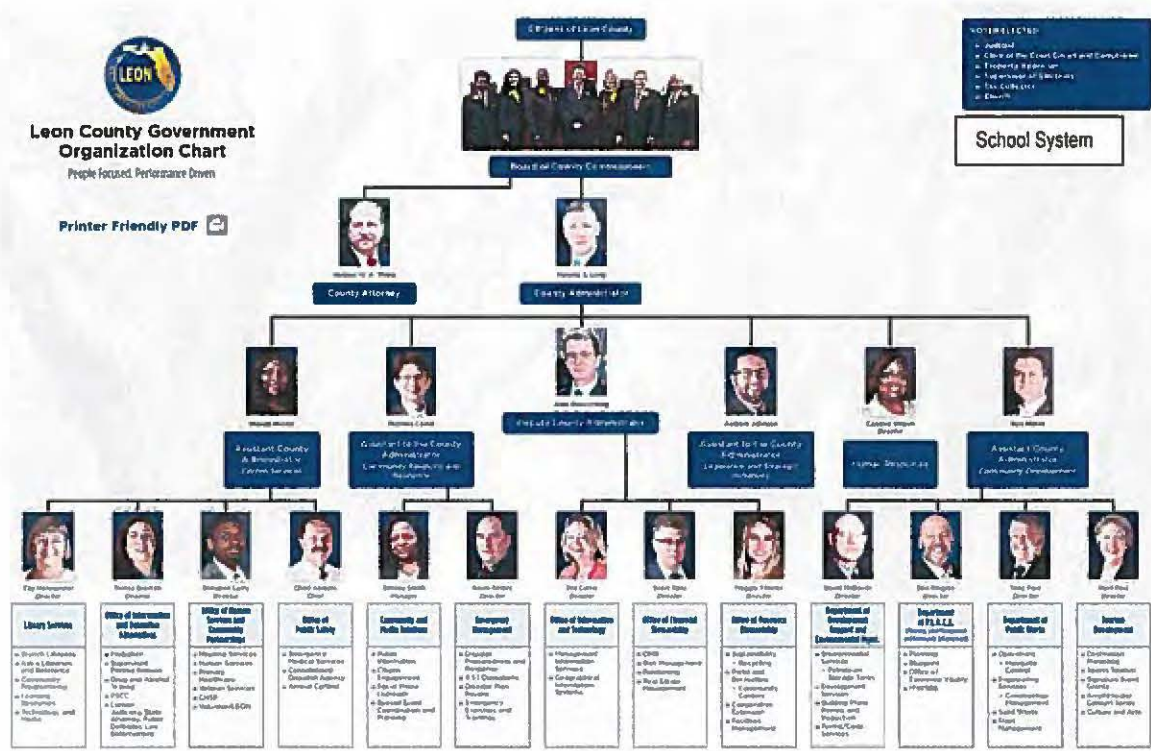
A Florida Division of Emergency Management Recovery Liaison may be deployed to counties impacted by a disaster. The Recovery Liaisons help to facilitate post-event recovery missions and ensure a smooth transition from response to recovery. Recovery Liaisons assigned to the Leon County Emergency Operations Center will work with the Emergency Management Director.

During the intermediate Recovery phase, when the President has declared a disaster, individual agencies of Leon County Government and City of Tallahassee Government will work directly with Public Assistance Coordinators to coordinate disaster recovery project work.

For a major or catastrophic disaster, the Post Disaster Redevelopment Plan will be implemented. Under the Post Disaster Redevelopment Plan, a Long Term Recovery Coordination Group is defined. The Long Term Recovery Coordination Group has the responsibility for coordinating long term Recovery activities for Leon County and the City of Tallahassee. The Long Term Recovery Coordination Group is supported by Post Disaster Redevelopment Subcommittees. Each subcommittee is defined in the Post Disaster Redevelopment Plan, and coordinates a specific Recovery activity.

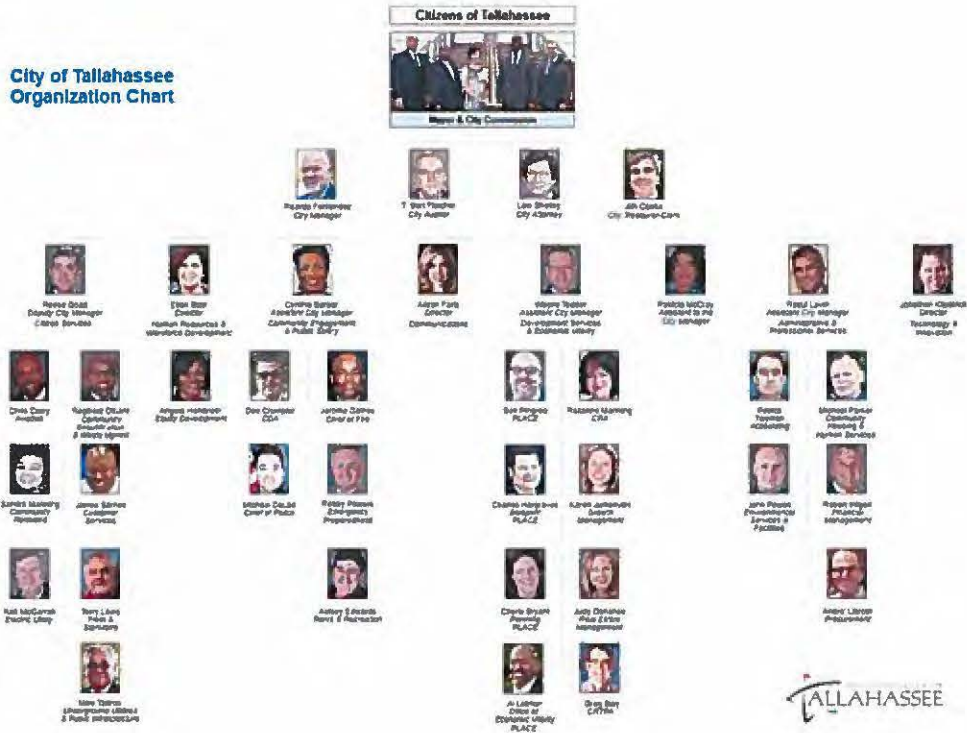
The following agencies will be involved in short-term recovery.

Leon County



# City of Tallahassee

## City of Tallahassee Organization Chart



## Other Non-government

Talquin Electric  
Tallahassee Memorial Hospital  
Capital Regional Hospital  
Community Organizations Active in Disaster (COAD) Members

- Core Members
  - 211 Big Bend
  - Capital Area Chapter of the American Red Cross
  - America's 2nd Harvest of the Big Bend
  - Salvation Army
  - Big Bend Disaster Animal Response Team
  - Big Bend Homeless Coalition
  - Catholic Charities of Tallahassee/ Pensacola
  - Florida Baptist Disaster Relief
  - Florida Conference of the United Methodist Church
  - Capital District Amateur Emergency Radio Service

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## Staffing

Each agency will determine their staffing needs to meet their short-term recovery objectives. Details of how an agency will organize itself and work schedules that will be utilized will be developed by individual agencies and made part of their agency emergency manual.

Leon County has a policy that all county employees that work for non-emergency response agencies will register with the Leon County Emergency Support Function #15 Coordinator for emergency assignments. Employees can register for Citizens Information Line call taker, Volunteer Reception Center staffing, and Damage Assessment Team Community Relations staffing.

While each agency will develop work schedules that allow them to meet their short-term recovery objectives safely, staffing schedules will usually follow one of the following plans.

Day Shift Operations Only (12 hours/day): 7:00 AM – 7:00 PM

Alpha/Bravo Shifts (Day & Night Operations 24 hours/day):

Alpha Shift: 7:00 AM - 7:00 PM

Bravo Shift: 7:00 PM – 7:00 AM

## **Equipment**

Agencies will use the equipment assigned to them and used on a daily basis to meet their short-term recovery objectives.

In instances where the quantity of equipment may not be sufficient, such is the case for debris removal equipment, the County and City have entered into pre-disaster contracts. When needed these contracts can be activated and additional equipment and operators will deploy to Leon County.

In cases where services are not available through the private sector, such as law enforcement officers, patrol cars, firefighters, and fire fighting apparatus, the County and City will utilize the Statewide Mutual Aid Agreement and request needed support from the Florida Division of Emergency Management through the State Emergency Operations Center.

## **Planning**

The Leon County Division of Emergency Management Plan prepares and maintains a Comprehensive Emergency Management Plan, which covers the three phases of a disaster: pre-disaster, disaster response, and post-disaster. The Comprehensive Emergency Management Plan establishes Leon County's system for the effective coordination of resources to cope with a wide variety of natural, man-made, and technological emergencies.

Leon County's Comprehensive Emergency Management Plan is consistent with the State of Florida's Comprehensive Emergency Management Plan. It also incorporates the federal disaster response concepts of the National Preparedness Goal, National Incident Management System, and the National Planning Frameworks.

The Plan is based on the Emergency Support Functions concept. Emergency Support Functions are the grouping of governmental and certain private sector capabilities into an organizational structure to provide support, resources, program implementation, and services which are most likely needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal following a disaster.

Each agency that performs an Emergency Support Function role has an emergency plan outlining what they will do during a disaster (roles and responsibilities), and how they will do it (operational guides/check lists). Each Emergency Support Function agency has a Continuity of Operations Plan integrated (or Annexed) into their agency emergency plan. These plans essentially serve as Standard Operating Guides to the Leon County Comprehensive Plan.

In 2012 Leon County prepared a Post Disaster Redevelopment Plan. The plan identifies policies, operational strategies and roles and responsibilities for implementation that will guide decisions that affect long-term recovery and redevelopment of the community after a disaster.

Leon County's Post Disaster Redevelopment Plan is intended to be a countywide, multi-jurisdictional plan providing for coordinated long-term recovery and redevelopment implementation across jurisdictional boundaries within the County.

The Plan is based on Post Disaster Redevelopment Subcommittees which will carry our Recovery activates and initiatives. The Post Disaster Redevelopment Subcommittees take direction from and report progress to the Long Term Recovery Coordination Group, which is composed of leadership from Leon County Government and City of Tallahassee Government.

The Post Disaster Redevelopment Plan is consistent with the federal National Disaster Recovery Framework.

## **Training**

Basic emergency management training, required by the National Incident Management System, is available from the Federal Emergency Management Agency on the Emergency Management Institute Independent Study web site. Agency training officers for each agency are responsible for ensuring agency staff completes IS-100, IS-200, IS-700, IS-800. The Federal Emergency Management Agency's Emergency Management Institute Independent Study web site also offers training on recovery operations. Agency training officers and agency heads have the responsibility coordinated this training internally.

Each agency has "industry specific" training sessions throughout the year. These training sessions are coordinated internally to meet the specific needs of the agencies. These training sessions help agencies perform their daily mission as-well-as prepare them for meeting their short-term recovery objectives.

The Leon County Division of Emergency Management utilizes the Multi-Year Training and Exercise Planning process to ensure the recovery operations training needs of local agencies are recognized and are appropriately planned for. The Leon County Division of Emergency Management will work with the Florida Division of Emergency Management



to host the following courses at least once during the Comprehensive Emergency Management Plan update cycle (once every four years):

- G-205 Recovery from Disaster, the Local Government Role
- G-202 Debris Management
- G-557 Rapid Assessment Workshop
- G-556 FEMA Local Damage Assessment

### **Public Information and Warning**

Timeliness of public communication is key to ensuring successful community recovery and redevelopment. After residents are allowed to return to their homes, they should be made aware of potential safety issues to ensure caution is taken with personal health and safety. During post-disaster outreach, Public Service Announcements will be delivered regarding recovery assistance including the registration process with FEMA for housing assistance as well as assistance with filing insurance claims. Themes for key messages during Recovery include:

- **Infrastructure** - After a disaster has struck, Leon County is responsible for providing information to the public concerning key infrastructure in the community. This includes road and bridge closures, damage to critical facilities such as schools and hospitals, and all other infrastructure damaged in the disaster.
- **Housing** - Information regarding housing solutions will be made available for members of the public who are unable to return to their homes in the aftermath of the emergency.
- **Health and the Community** - In the immediate aftermath of a disaster, the public needs to be made aware of any and all health hazards that may have occurred as a side-effect of the disaster. Once these hazards have been identified, the public will be informed on the proper actions to take in order to limit their personal risk.
  - After a disaster, it is important to inform the public on resources available to them for maintaining their behavioral and mental health. Members of the community may display physical or psychological symptoms that could adversely affect their ability to respond and function. Information regarding resources such as 211 Big Bend and Disaster Behavioral Health Response Teams, which provide services to aid in the behavioral health of the community, will be made available to the affected community.
  - The public must also be informed on what local natural resources have been affected by the disaster (e.g. water source pollution, air pollution, etc.) and how best to protect themselves from any risks these damages might cause. The public must also be informed on what, if anything, can be done to aid in the restoration of these resources.

The resources available to carryout Emergency Public Information activities are detailed in the Emergency Support Function #14 – Emergency Public Information Annex.

Community Response is an information dissemination, collection, and public relations operation, facilitated by the Florida Division of Emergency Management, used to assist disaster affected communities and individuals in receiving assistance. Community Response aligns with the Public Information and Warning core capability identified in the National Preparedness Goal. Community Response is implemented once there is a Presidential Declaration. The State of Florida works in partnership with FEMA and Counties to conduct Community Response operations in affected communities. FEMA will deploy Disaster Survivor Assistance Teams to affected counties. Disaster Survivor Assistance Teams will team up with Florida Division of Emergency Management’s Bureau of Recovery staff and go door-to-door to provide recovery information to citizens and assist with registration for FEMA individual assistance. The Director of Leon County Community and Media Relations, as lead agency for Emergency Support Function #14 – Emergency Public Information, shall be responsible for coordinating with the Florida Division of Emergency Management’s Bureau of Recovery on local participation in Community Response operations.

Leon County Community and Media Relations staff may develop special County recovery content and provide to the Florida Division of Emergency Management’s Bureau of Recovery for use in Community Response operations.

Other elements of Leon County Government that may assist Leon County Community and Media Relations including, but not limited to, the Assistant to the County Administrator for Citizen Engagement, Leon County Volunteer Services, and the Assistant County Administrator for Citizen Services.

Leon County Community and Media Relations may request assistance, through the Joint Information Center, of the City of Tallahassee Department of Communications in delivering the Florida Division of Emergency Management’s Bureau of Recovery disaster aid information.

### **Operational Coordination**

Short-term recovery is focused on restoring critical services and infrastructure so that a level of community stability can be achieved. Community stability marks a starting point at which local government and community leaders may begin implementing provision of the Leon County-City of Tallahassee Post Disaster Redevelopment Plan.

In addition to operations conducted by local government and local community and faith based relief organizations, state and federal assistance can be requested to help bring about community stability after an emergency or disaster.

During the recovery process a community is more vulnerable than ever to an emergency or disaster. Stabilizing the community and implementation of short-term recovery activities allows the Leon County Division of Emergency Management to focus on preparation for next emergency or disaster.

The short-term recovery objectives for Leon County are:

- Damage Assessment
- Debris Management
- Infrastructure Restoration
- Points of Distribution
- Reopen Schools
- Long-term Shelter/Emergency Housing
- Resume Government Operations/Implement Continuity of Operations Plans
- Request State and Federal Assistance

A further description of short-term recovery objectives follows.

- Damage Assessment

Residential Damage Assessment

Lead Agency: Leon County Division of Emergency Management

Support Agencies: Tallahassee-Leon County GIS

The Leon County Division of Emergency Management will coordinate residential damage assessments for Leon County. The Leon County Division of Emergency Management Director will activate personnel, teams, equipment, and make geographic assignments. Leon County Government personnel from non-emergency response agencies will register to participate on Damage Assessment Teams.

Emergency Management staff will collect reports of damaged structures from the Consolidated Dispatch Agency, Agency Representatives in the Leon County Emergency Operations Center, and citizens calls to the Citizen Information Line. The location data will be given to Tallahassee-Leon County GIS Staff in the Leon County Emergency Operations Center.

Tallahassee-Leon County GIS staff will plot locations of reported damage structures in the GIS, print street levels maps and street sheets and provide (printed or electronic files) to Damage Assessment Teams. The Damage Assessment Teams will use these maps to guide them in their damage assessment mission.

The Damage Assessment Teams will validate the reported level of structure damage to addresses provided by Emergency Management staff, as-well-as note additional

damaged structures Damage Assessment Teams will assess structure damage levels (Affected, Minor, Major, Destroyed) in accordance with the FEMA Damage Assessment Operations Manual (April 2016 edition).

After the assessment the Damage Assessment Teams will return their results the Leon County Emergency Operations Center and Tallahassee-Leon County GIS Staff will update the information plotted in GIS.

Completed damage assessment info will be turned over to the Florida Division of Emergency Management to be used as support documentation for a Presidential Disaster Declaration request, and to the County and City Building Officials so that they may conduct habitability assessments.

#### Infrastructure Damage Assessment

Lead Agency: Multiple (list below)

Support Agencies: Leon County Division of Emergency Management  
Tallahassee-Leon County GIS

Individual agencies will follow processes for assessing damaged as outlined in the FEMA Public Assistance Program and Policy Guide (January 2016). At minimum infrastructure damage assessment reports will give a description of the damage, the location of damage (street address if possible) and the estimated cost of damage.

Damage reports collected by individual agencies will be forwarded to the Leon County Division of Emergency Management. This information will be given to Tallahassee-Leon County GIS Staff and plotted in GIS.

Infrastructure damage assessment information will be turned over to the Florida Division of Emergency Management to be used as support documentation for a Presidential Disaster Declaration request.

- Roads and Bridges:
  - County Roads – Leon County Public Works
  - City Roads – City of Tallahassee Public Works
  - State Roads – Florida Department of Transportation
- Electric:
  - City – City of Tallahassee Electric Utility
  - Unincorporated – Talquin Electric
- Drinking Water:
  - City – City of Tallahassee Water Utility
  - Unincorporated – Talquin Electric

- Sewer:
  - City – City of Tallahassee Water Utility
  - Unincorporated – Talquin Electric
- Government Facilities
  - City – City of Tallahassee Facilities Management
  - County – Leon County Facilities Management
  - Public Schools – Leon County Schools Division of Facilities,  
Construction and Maintenance
  - Sheriff's Office & Jail – Leon County Sheriff's Office Facility  
Maintenance
- Parks & Recreation Facilities
  - City – City of Tallahassee Parks and Recreation Department
  - County – Leon County Parks and Recreation
- Government Fleet
  - City – City of Tallahassee Fleet Management
  - County – Leon County Fleet Management Division
  - Public Schools – Leon County Schools Transportation Department
  - Sheriff's Office – Leon County Sheriffs Office Fleet Maintenance

- Debris Management

Lead Agency: Leon County Department of Public Works  
City of Tallahassee Underground Utilities & Public  
Infrastructure  
City of Tallahassee Community Beautification & Solid  
Waste

Support Agencies: Florida Department of Transportation  
Debris Management Contractors

The Leon County Department Public Works and the City of Tallahassee have both developed Debris Management Plans. The Debris Management Plans describe in detail the concept of operations for debris management; and are considered as Standard Operating Guides to the Leon County Comprehensive Management Plan. The County and City plans are complementary to ensure unity of effort in debris management operations.

The County and the City have also entered into individual pre-disaster contracts with debris removal and disposal vendors. If an event occurs which generates a volume of debris greater than Leon County Department of Public Works and the City of Tallahassee can handle, the debris management contracts will be activated and the

commercial recovery companies will provide adequate resources to conduct collection and disposal services.

Monitoring of debris removal and disposal contractor activities is a critical component in successful debris operations and in the justification and documentation of any application for Federal Emergency Management Agency Public Assistance funding. Therefore, Leon County and the City of Tallahassee have entered in to individual pre-disaster debris removal monitoring contracts. Monitors will be on the look out for inappropriate contractor activities including: improper loading of trucks, picking up ineligible debris, posting trucks with inaccurate load capacities, etc.

Leon County and the City of Tallahassee have both agreed to allow the Florida Department of Transportation (or their debris removal contractor) to remove debris from Federal Highway Administration roadways within Leon County.

- Infrastructure Restoration

Lead Agency: City - City of Tallahassee Utilities  
Unincorporated - Talquin Electric

Support Agencies: City – City of Tallahassee Underground Utilities & Public Infrastructure

Following road clearing activities, one of the most important emergency recovery missions is to restore electric power. In any power outage, utility crews restore service as quickly as safely possible. The initial focus for power restoration is critical facilities, such as hospitals, healthcare facilities, and 9-1-1 answering points. Utility crews then focus on restoring customers, working from the largest outages to smallest outages.

A clean and safe water supply is vital to life. Individuals rely on water for daily living (i.e. drinking, meal preparation, bathing) and the community relies on water for public safety (i.e. firefighting, health care). Utility crews will restore the system by repairing pipe breaks, flushing the water system to ensure water quality, then taking bacteriological samples. Lab results, of bacteriological samples, are reviewed to determine when water is safe to drink.

- Points of Distribution

Lead Agency: Leon County Division of Emergency Management

Support Agencies: VolunteerLeon  
Big Bend Community Organizations Active in Disaster  
The Salvation Army  
Florida Division of Emergency Management

The purpose of a Point of Distribution is to establish initial points where the general public will obtain life sustaining emergency relief supplies (water and food) until such time as power is restored, water supply is restored, traditional facilities such as retail establishments reopen, or relief social service programs are in place.

The Leon County Division of Emergency Management will coordinate with Florida Division of Emergency Management, Logistics Section on:

- Pre-identifying possible Points of Distribution sites;
- Projecting commodity flow;
- Transition to alternative staffing for Points of Distribution sites;
- Demobilization of Points of Distribution sites.

Local staffing for Points of Distribution will be coordinated by Emergency Management Staff. County Employees that have reregistered for emergency assignments will be utilized. Members of the Big Bend Community Organizations Active in Disaster that identified “distribution” as a service they provide, will be called upon to support County staff.

The Salvation Army is Leon County’s Emergency Support Function #11 and can provide water and food on a smaller scale by setting up a canteen when the need for a full Point of Distribution is not required or feasible.

- Reopen Schools

Lead Agency: Leon County Schools

Support Agency: Capital Area Chapter of the American Red Cross  
Leon County Department of Public Works  
City of Tallahassee Underground Utilities & Public Infrastructure  
City of Tallahassee Community Beautification & Solid Waste

It is important for schools to reopen quickly after a disaster to establish a sense of normalcy and consistency in students’ lives and to continue providing the community with a quality education. Having students return to school also allows parents time to restore homes and places of work.

To facilitate the reopening of schools and to maintain shelter availability for disaster survivors Capital Area Chapter of the American Red Cross will open other non-impacted facilities, with which they have shelter agreements, to provide shelter availability.

Leon County Department of Public Works, City of Tallahassee Underground Utilities & Public Infrastructure, and City of Tallahassee Community Beautification & Solid Waste will work with Leon County Schools to ensure sidewalks and right-of-ways near school zones have debris removed.

- Long-term Shelter/Emergency Housing

Lead Agency: Capital Area Chapter of the American Red Cross

Support Agency: Leon County Office of Human Services and Community Partnerships  
City of Tallahassee Community Housing and Human Services

During certain emergency events or disasters, the Capital Area Chapter of the American Red Cross will utilize select schools in the county to serve as emergency shelters. However, one short-term recovery goal is to reopen schools as quickly as possible. To facilitate the reopening of schools and to maintain shelter availability for disaster survivors the Capital Area Chapter of the American Red Cross, in accordance with the Capital Area Chapter of the American Red Cross emergency plan, will open other non-impacted facilities, with which they have shelter agreements, to provide shelter availability.

If the need for emergency shelter is expected to last for an extended period of time, the Housing Strategy Element of the Leon County-City of Tallahassee Post Disaster Redevelopment Plan will be activated to facilitate placement of disaster survivors into temporary housing.

In a situation where the Housing Strategy is implemented the director of Leon County Division of Housing Services and the director of City of Tallahassee Community Housing and Human Services become the Lead Agencies for coordination of Emergency Housing. The Capital Area Chapter of the American Red Cross will move into a support role.

The Leon County Disaster Housing Strategy serves as the Standard Operating Guide for the Emergency Housing mission. It provides guidance to the director of Leon County Division of Housing Services and the director of City of Tallahassee Community Housing and Human Services in carrying out the Emergency Housing mission.

If State/Federal emergency housing mission is requested by the Emergency Management Director, through the State Emergency Operations Center, the director of Leon County Division of Housing Services the director of City of Tallahassee Community Housing and Human Services serve as liaisons to the State/Federal Disaster Housing team coordinator.



- Resume Government Operations/Implement Continuity of Operations Plans

Lead Agency: All Government Agencies

Support Agency: Leon County Division of Emergency Management

Government exist to serve the needs of the public, and government offices should be open and available to the public as soon as possible.

Each agency with and Emergency Support Function role has an emergency plan outlining what they will do during a disaster (roles and responsibilities), and how they will do it (operational guides/check lists). Each Emergency Support Function agency has a Continuity of Operations Plan integrated (or Annexed) into their agency emergency plan.

Elements of a Continuity of Operations Plan include

- Identification of Agency Mission Critical Functions;
- Identification and Preservation of Mission Critical Records/Data;
- Lines of Succession for Agency Leadership;
- Delegations of Authority to Successors;
- System to ensure Staff Accountability/Safety;
- Acquisition of Supplies/Systems for Alternate Operating Facility;
- Schedule of Tests and Exercises of Continuity of Operations capabilities; and
- Schedule for Continuity of Operations Plan updates.

- Request State and Federal Assistance

Lead Agency: Leon County Division of Emergency Management

Support Agencies: County and City Agencies  
Non-government Agencies  
211 Big Bend  
Members of the Community Organizations Active in  
Disaster

Following the initial damage assessment process the Emergency Management Director will forward all damage assessment reports and estimates to the State

Emergency Operations Center, via the State Emergency Response Team Recovery Liaison in the Leon County Emergency Operations Center.

The Emergency Management Director will request, through the State Emergency Response Team Liaison in the Leon County Emergency Operations Center, the state schedule and conduct a Joint Preliminary Damage Assessment in Leon County. A Joint Preliminary Damage Assessment for Individual Assistance and two Joint Preliminary Damage Assessments for Public Assistance (one for County and one for City) will be requested.

The Purpose of the Joint Preliminary Damage Assessment is to determine the magnitude and impact of an event's damage. The Joint Preliminary Damage Assessment team will follow FEMA damage assessment criteria in accordance with the FEMA Damage Assessment Operations Manual (April 2016 edition).

The State/FEMA Team assigned to the Joint Preliminary Damage Assessment for Individual Assistance will be joined by representatives of Leon County Division of Emergency Management. Copies of the Maps and Street Sheets developed by Tallahassee-Leon County GIS will be prepared for the Teams so that a logical route can be determined to best view the impacted areas. Each agency will provide their own equipment and vehicles to conduct the assessment.

The two State/FEMA Teams assigned to the Joint Preliminary Damage Assessment for Public Assistance will be joined by representatives of the Leon County Department of Public Works and the City of Tallahassee. The Joint Preliminary Damage Assessment for Public Assistance will follow processes outlined in the FEMA Public Assistance Program and Policy Guide (January 2016). Copies of the maps of damaged infrastructure developed by Tallahassee-Leon County GIS will be prepared for the Teams so that a logical route can be determined to best view the impacted areas. Each agency will provide their own equipment and vehicles to conduct the assessment.

After the Joint Preliminary Damage Assessments, Leon County's results will be combined with results from other impacted counties to determine statewide disaster impacts. If the total of these costs for both the affected counties and the state exceed the amount of assistance the state is able to provide, as established by the current fiscal year threshold developed by FEMA based on adjustments to the consumer price index, the state may then become eligible for a Public Assistance declaration.

## **Economic Recovery**

The Leon County Post Disaster Redevelopment Plan describes the process for Economic Recovery. The Economic Redevelopment Subcommittee will be led by the Tallahassee-Leon County Office of Economic Vitality. Major activities of the Subcommittee will be:

- Identify business needs and provide technical assistance,

- Coordinate with businesses on available Small Business Administration funding opportunities,
- Work with state and federal agencies to identify disaster recovery funding for local businesses, and
- Identify economic opportunities for local businesses during recovery and redevelopment.

## **Health and Social Services**

- Healthcare

Healthcare covers a broad spectrum of public health, emergency medical, and healthcare facility based stake holders.

The Florida Department of Health in Leon County services as the County Health Department. The Florida Department of Health in Leon County is responsible for the following Recovery functions:

- Epidemiological Surveillance – Epidemiological surveillance during and following a disaster allows for the detection of potential disease outbreaks and to track disease and injury trends. The Epidemiology Surveillance section is responsible for collection and management of cases of acute diseases required to be reported by physicians and laboratories. These diseases have been deemed as having public health importance and may require intervention by the state or local health department.
- Environmental Health – Environmental Health actively protects the community following a disaster by ensuring the County’s drinking water is safe, investigating and identifying food safety concerns, ensuring basic sanitation services are available and functioning, and investigating and identifying animal and insect spread diseases.

In a hazardous materials incident, Environmental Health will work to limit the public’s exposure to chemicals, toxins, or radiation released into the environment.

- Behavioral Health - The Florida Department of Health in Leon County will coordinate the Disaster Behavioral Health response following a disaster. All people involved in a disaster are affected in some way, from emergency response workers to disaster survivors, (including family members and friends), and the public at large. Disaster Behavioral Health responders apply the concepts of psychological first aid to help those affected overcome the initial impact of shock, denial, and depression when confronting disasters.

211 Big Bend supports the Florida Department of Health in Leon County with the Disaster Behavioral Health response. 211 Big Bend operates

Helpline 211 which provides counselling and referral services to the community 24-hours a day, 365 days per year.

**Big Bend Healthcare Coalition** - The Big Bend Healthcare Coalition is comprised of regional healthcare and support system partners, County Health Departments, and County Emergency Management Agencies. The Big Bend Healthcare Coalition is built upon existing public health and healthcare partnerships for the purpose of forming a broader collaborative network of public health and healthcare system and support stakeholders.

These stakeholders, and their respective public and private sector response partners utilize their shared knowledge and experience to facilitate integration, and coordination, within a defined structure to support the management of the complex healthcare and support issues which arise during disasters.

The Big Bend Healthcare Coalition is responsible for the following Recovery function:

- **Healthcare System Recovery** – The Big Bend Healthcare Coalition supports the County with the restoration of public health and medical infrastructure and to assure the continuum of care. Coalition stakeholders have developed processes and plans to collaborate and coordinate disaster recovery needs (resources, personnel, facilities) among the Coalition. A process to identify gaps and communicate through the appropriate channels to the Long Term Recovery Coordination Group has been established.

- **Social Services**

**Unmet Needs and Recovery Centers**

- **Unmet Needs** - Following a disaster, the Emergency Management Director will convene an Unmet Needs Coordinating Group. The Coordinating Group will include, at a minimum, representatives from the following organizations: American Red Cross, Salvation Army, 211 Big Bend, Leon County Volunteer Services, Big Bend Community Organizations Active in Disaster, Leon County Office of Human Services and Community Partnerships, and City of Tallahassee Community Housing and Human Services. The Unmet Needs Coordinating Group works in the short-term and intermediate Recovery phases to:
  - Analyze the disaster impact data that has been collected to develop an estimation of unmet needs,
  - Identify (through routine human services partnerships)

- organizations and agencies that can provide capacity, and request their participation on the Coordinating Group, and
- Activate the Coordinated Assistance Network for case management process.
  - Organize assessments. This may occur through:
    - An organization's response missions (i.e. Red Cross Shelter Operations, Salvation Army Canteen Operations),
    - Through emergency response operations (reported by agency representatives in the Emergency Operations Center)
    - Calls received through Helpline 211,
    - Door to door assessments, or
    - In a Disaster Recovery Center.

Identified needs will be reviewed, assessed by the Unmet Needs Coordinating Group, and then routed to an organization with the capacity to meet the need.

In a major or catastrophic disaster, when the Post Disaster Redevelopment Plan is activated the Unmet Needs Coordinating Group assumes the role for the Human Services Subcommittee for long term Recovery.

- Recovery Center – A Recovery Center is a centralized location for services and resource referrals for unmet needs following an emergency or disaster. They may be established in a fixed location or mobile. Initially, following a disaster, the County will establish a County Recovery Center. The State and Federal government may open a Disaster Recovery Center following the issuance of a Presidential Disaster Declaration. The Leon County Emergency Management Director will coordinate with the State, pre and post disaster, on State/Federal Disaster Recovery Center establishment.

The Emergency Management Director will recommend the activation of a County Recovery Center to the County Administrator. This recommendation will be based on disaster impact data and input from the Unmet Needs Coordinating Group.

The Director of Volunteer Services will coordinate staffing of the County Recovery Center. A lead agency for Emergency Support Function #15 – Volunteer and Donation Management, the Director of Volunteer Services will request activation of community based organizations that provide disaster relief assistance.

The Leon County Division of Facilities Management will assist in the physical set up of a County Recovery Center. Division of Facilities

Management staff will deliver and arrange tables and chairs, and ensure the cleanliness of the facility through its operations. The Director of Leon County Division of Facilities Management also maintains a list of County owned facilities which could be used as a County Recovery Center, or a State/Federal Disaster Recovery Center under a Presidential Disaster Declaration .

The Leon County Office of Information Technology will provide voice, network, and data services to support a County Recovery Center.

The Leon County Sheriff's Office will provide security for a County Recovery Center during hours of operation.

The Director of Volunteer Leon will request members of the Big Bend Community Organizations in Disaster activate and staff the County Recovery Center. Members of the Big Bend Community Organizations in Disaster have worked with 211 Big Bend to identify the disaster recovery services they provide and a service directory has been created. Members that have indicated they provide, water/food distributions services, voucher/cash services, or counseling/mental health services will be asked to staff the County Recovery Center.

If a Presidential Disaster Declaration for Individual Assistance is granted to Leon County, a State/Federal Disaster Recovery Center will be opened. The County Recover Center will evolve into the State/Federal Disaster Recovery Center to maintain continuity of services to Leon County residents. The Director of Leon County Emergency Management will request a State/Federal Disaster Recovery Center by placing a mission request with the State Emergency Operations Center using EM Constellation.

In a situation where a County Recovery Center was not previously activated, the steps outlined above would be followed to accommodate establishment of a State/Federal Disaster Recovery Center.

## **Disaster Housing**

Leon County has a Post Disaster Redevelopment Plan which includes a Disaster Housing Strategy. The Disaster Housing Strategy details the full array of interim housing options available to the leadership in the aftermath of the disaster. Based upon the severity and magnitude of the impact, decision-makers will have the flexibility to select the appropriate interim housing strategies including placement of displaced residents within local hotels, vacant rental units, or within mobile housing units. This strategy will also ensure that the needs of special populations within the community are addressed.

The Leon County Disaster Housing Strategy aligns with the Housing Recovery Support Function of the National Disaster Recovery Framework.

The Disaster Housing Strategy identifies the Director of the Leon County Division of Housing Services and the Director of City of Tallahassee Community Housing and Human Services as Unified Housing Coordinators.

The Disaster Housing Strategy also identifies the Disaster Housing Team. Members of the Disaster Housing Team make up the disaster housing task force. To expedite recovery, in the event of a declared local state of emergency, the County Administrator is authorized to waive Leon County building/growth fees for eligible residents for the purpose of home restoration/reconstruction.

### **Post Disaster Evaluation and Improvement Planning**

Following a disaster, the Leon County Emergency Management Director will conduct debriefings with Emergency Support Function agencies. The aim of these debriefings is to collect feedback on emergency operations. Participants in the debriefings will identify success in emergency response as well as areas for improving response.

To ensure whole community involvement with emergency management, community listening session will be scheduled following a declared disaster. The Director of Leon County Community and Media Relations, as lead agency for Emergency Support Function #14 – Emergency Public Information, shall be responsible for scheduling community listening session, once response operations have subsided and short-term recovery activities have begun. Community listening sessions provide 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.

To document the actions taken, lessons learned, and areas to improve response; an after action report will be created following a declared disaster. An after action report will typically be completed within 90 to 120 days following the cessation of emergency response activities. The report will provide a comprehensive description and analysis of the disaster event, response actions taken by Emergency Support Function agencies, identification of best practices performed during the response, and areas for improvement to be better prepared for future disasters. Information collected in debriefings with Emergency Support Function agencies and community listening sessions are integral to the development of the after action report. The after action report will include an improvement plan consisting of recommendations and actions to be taken to improve disaster preparedness. To insure transparency, and maintain whole community involvement with emergency management, after action reports will be posted to the County's website for all to view.

## **Federal Disaster Assistance**

- **Individual Assistance**

If Leon County is granted an Individual Assistance Declaration, the Emergency Management Director will request the establishment of a State/Federal Disaster Recovery Center from the Florida Division of Emergency Management. The Leon County Division of Facilities Management maintains a list of County owned facilities which could be used as a Disaster Recovery Center. The Leon County Division of Emergency Management, Leon County Facilities Management Director, and the Florida Division of Emergency Management will coordinate with FEMA on meeting FEMA requirement for a Disaster Recovery Center location. Once a location is agreed upon and an opening date and time is agreed upon Leon County Community and Media Relations will issue media releases to announce the opening of the Disaster Recovery Center. Additionally, when given permission by FEMA the Individual Assistance Tele-Registration Number will be publicized by Leon County Community and Media Relations.

- **Public Assistance**

If Leon County is awarded a Public Assistance Declaration the Leon County Division of Emergency Management will reserve a conference room in the Public Safety Complex and the coordinate with the Florida Division of Emergency Management to schedule a date and time for the Applicants Briefing. The Division of Emergency Management will send a meeting notice (via email) to all agency heads in Leon County Government and coordinate with the City of Tallahassee have the invitation sent to all City agency heads (via email). The Leon county Division of Emergency Management will also work with VolunteerLeon and 211 Big Bend to determine which non-government cooperators and which members of the Community Organizations Active in Disaster are eligible private non-profit organizations and should be to the Applicants Briefing.

The Applicant Briefing provides high-level information regarding the Public Assistance Program. The Director of Leon County's Office of Financial Stewardship will coordinate with County agencies on financial management issues related to FEMA assistance. The Director of the City of Tallahassee Financial Management will coordinate with City agencies on financial management issues related to FEMA assistance.

Within 30 days of a federal disaster declaration, Applicants wishing to receive Public Assistance Program funding must submit a Request for Public Assistance form to FEMA.

Within 21 days of Request for Public Assistance approval, a Kickoff Meeting will be scheduled with FEMA and Applicants. At the Kickoff Meeting FEMA will discuss the following:



- Details of the Applicant's impacts from the incident
- Hazard mitigation opportunities
- Eligibility criteria for work and costs
- Project formulation
- Insurance requirements
- Environmental and Historic Preservation compliance requirements
- Documentation requirements
- Appeal process

Following the Kickoff Meeting, Applicants have 60 days to identify and report all of its disaster-related damage, Emergency Work activities, and debris quantities to FEMA.

FEMA works with Applicants to formulate incident-related damage and work into projects (i.e., subawards) based on logical groupings of the damage and work. This process is a collaborative effort beginning at the Kickoff Meeting and concluding with an Exit Briefing.

- FEMA uses the Project Worksheet as the Subaward Application. FEMA uses the Project Worksheet to document details of the Applicant's project, including a detailed description of the disaster-related damage and dimensions and the associated scope of work and costs. If the project involves multiple locations, FEMA may use site sheets to differentiate damage, work, and costs by site within the Project Worksheet. The disaster damage and dimensions, Scope of Work, and costs for each site are documented on separate site sheets.
- Additionally, FEMA requires documentation to support that the work is eligible in accordance with laws, regulations, Executive Order, and policies. Documentation should provide the "who, what, when, where, why, and how much" for each item claimed. It is the Applicant's responsibility to substantiate its claim as eligible. If the Applicant does not provide sufficient documentation to support its claim as eligible, FEMA cannot provide Public Assistance Program funding for the work.

Projects identified as Emergency Work, defined as, "Work that must be done immediately to save lives, protect improved property, protect public health and safety, or avert or lessen the threat of a major disaster.", must be completed within 6 months of the date of the federal disaster declaration.

Projects identified as Permanent Work, defined as, "Restorative work that must be performed through repairs or replacement to restore an eligible facility on the basis of its pre-disaster design and current applicable standards", must be completed within 18 months of the date of the federal disaster declaration.

## **Mitigation Annex**

The Leon County-City of Tallahassee Local Mitigation Strategy is the community's primary planning tool to help mitigate the risks to individuals and property from natural and man-made hazards. The Local Mitigation Strategy is required by the Federal Emergency Management Agency to apply for and receive Federal pre- and post-disaster assistance funds allocated to Leon County.

The Local Mitigation Strategy directs local government to use these monies for mitigation measures such as: hardening of critical facilities like fire stations against flooding and high winds; expanding the availability of emergency shelters; rebuilding roads and other infrastructure affecting public and private property; increasing flood control measures, as well as other community hazard mitigation needs. The Local Mitigation Strategy work group also discusses flood damages to structures in the Special Flood Hazard Areas following flood events. This assists flood plain managers with the County and City make substantial damage determinations.

The Leon County Emergency Management Director serves on the Local Mitigation Strategy Steering Committee.

In May, 2015, the Federal Emergency Management Agency reviewed and approved the updated Leon County-City of Tallahassee Local Mitigation Strategy. The full document is available on the Tallahassee-Leon County Planning Department web site at: <http://www.talgov.com/place/pln-mitstrat.aspx> . The current Local Mitigating Strategy expires on May 21, 2020.

U.S. Department of Homeland Security  
FEMA Region IV  
3003 Chamblee Tucker Road  
Atlanta, GA 30341



**FEMA**

May 4, 2015

Mr. Miles Anderson  
State Hazard Mitigation Officer  
Division of Emergency Management  
2555 Shumard Oak Boulevard  
Tallahassee, Florida 32399-2100

Reference: Leon County FL Multi-jurisdictional (MJ) Local Mitigation Strategy (LMS) Plan Update

Dear Mr. Anderson:

We are pleased to inform you that the Leon County FL MJ Local Mitigation Strategy Plan Update is in compliance with the federal hazard mitigation planning requirements resulting from the Disaster Mitigation Act of 2000 as contained in 44 CFR 201.6. We have recently received from your office the following resolution for inclusion within this plan in accordance with Program Administration by States (PAS) requirements, and subsequently concur that this community be included under the approved Leon County MJ LMS. The updated plan will become effective on May 21, 2015, and is therefore, approved for a period of five (5) years to May 21, 2020.

This plan approval extends to the following participating jurisdiction that provided a copy of its resolution adopting the Leon County MJ LMS plan.

- City of Tallahassee

The approved participating jurisdiction is hereby an eligible applicant through the State for the following mitigation grant programs administered by the Federal Emergency Management Agency (FEMA):

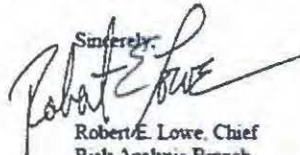
- Hazard Mitigation Grant Program (HMGP)
- Pre-Disaster Mitigation (PDM)
- Flood Mitigation Assistance (FMA)

National Flood Insurance Program (NFIP) participation is required for some programs.

We commend the participants in the Leon County FL MJ LMS Plan Update for the development of a solid, workable plan that will guide hazard mitigation activities over the coming years. Please note that all requests for funding will be evaluated individually according to the specific eligibility and other requirements of the particular program under which the application is submitted. For example, a specific mitigation activity or project identified in the plan may not meet the eligibility requirements for FEMA funding, and even eligible mitigation activities are not automatically approved for FEMA funding under any of the aforementioned programs.

We strongly encourage each Community to perform an annual review and assessment of the effectiveness of their hazard mitigation plan, however, a formal plan update is required at least every five (5) years. We also encourage each Community to conduct a plan update process within one (1) year of being included in a Presidential Disaster Declaration or of the adoption of major modifications to their local Comprehensive Land Use Plan or other plans that affect hazard mitigation or land use and development. When the plan is amended or revised, it must be resubmitted through the State as a "plan update" and is subject to a formal review and approval process by our office. If the plan is not updated prior to the required five (5) year update, please ensure that the draft update is submitted at least six (6) months prior to expiration of this plan approval.

The State and the participants in the Leon County MJLMS should be commended for their close coordination and communications with our office in the review and subsequent approval of the plan. If you or Leon County have any questions or need any additional information please do not hesitate to contact Gabriela Vigo of the Hazard Mitigation Assistance Branch at (229) 225-4546 or Linda L. Byers of my staff at (770) 220-5498.

Sincerely,  
  
Robert E. Lowe, Chief  
Risk Analysis Branch  
Mitigation Division



STATE OF FLORIDA  
**DIVISION OF EMERGENCY MANAGEMENT**

RICK SCOTT  
Governor

BRYAN W. KOON  
Director

May 5, 2015

Mr. Gabriel Menendez  
Local Mitigation Strategy Chair  
300 South Adams Street Box A-16  
Tallahassee, Florida 32301

Re: Local Hazard Mitigation Plan Approval Notification

Dear Mr. Menendez:

Congratulations! The enclosed letter constitutes the Federal Emergency Management Agency's (FEMA) formal approval of the Leon County Local Mitigation Strategy (LMS) plan for the following participating jurisdictions.

- Leon County Unincorporated

The plan has been approved for a period of five (5) years and will expire again on May 21, 2020

The mitigation planning unit would like to thank you for all of your hard work. It has been a pleasure working with you and we look forward to serving you in the future. If you have any questions regarding this matter, please contact Alexander Falcone at 850-921-9063 or [Alexander.Falcone@em.myflorida.com](mailto:Alexander.Falcone@em.myflorida.com).

Respectfully,

A handwritten signature in blue ink, appearing to read "M.E. Anderson".

Miles E. Anderson,  
Bureau Chief, Mitigation  
State Hazard Mitigation Officer

MEA/af

Attachments: FEMA letter

DIVISION HEADQUARTERS Tel: 850-413-9999 • Fax: 850-488-1016  
2555 Shumard Oak Boulevard  
Tallahassee, FL 32399-2100 [www.FloridaEmergency.com](http://www.FloridaEmergency.com)

STATE LOGISTICS RESPONSE CENTER  
2702 Directors Row  
Orlando, FL 32808-5631

<p><b>LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN</b></p>	<p><b>Reference: STATE CEMP ESF 1</b></p>	<p><b>Reference: NATIONAL RESPONSE FRAMEWORK ESF 1</b></p>
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**ANNEX 1  
TRANSPORTATION**

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## ANNEX 1 TRANSPORTATION

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**LEAD AGENCY:** City of Tallahassee, StarMetro

**SUPPORT AGENCIES:** Leon County School Board, Leon County Emergency Medical Services, Tallahassee Fire Department, City Liaison, City Public Information Officer, Tallahassee Police Department, Tallahassee Memorial Healthcare

### I. INTRODUCTION

#### A. PURPOSE

The primary mission of the Transportation Group is to coordinate evacuation efforts with participating/available public and commercial transportation providers to ensure that people who desire or require evacuation are transported in a safe and expeditious manner to the nearest appropriate designated shelter or other applicable destination.

#### B. SCOPE

The transportation evacuation function will serve both ambulatory and non-ambulatory persons in designated or declared evacuation areas. Support will be provided during voluntary as well as mandatory evacuations. However, mandatory evacuation areas will receive priority support in the allocation and assignment of transportation resources.

StarMetro is the area coordinator for the transportation disadvantaged, a federally funded program providing assistance to individuals. StarMetro coordinates the pickup and delivery of individuals for several counties in the area.

### II. POLICIES

StarMetro is assigned as the lead agency due to its responsibility for coordination of transportation for disadvantaged individuals. The coordinator for the transportation disadvantaged, or designee, is designated as the Coordinator for public transportation and will arrange for the pickup and transport of all special needs assistance population, and other effected citizens requiring transportation in Leon County.

### III. SITUATION

A. Pre-positioning or staging of transportation will be done during the alert/mobilization phase. In the event of a no notice incident

transportation assets will be mobilized as rapidly as possible.

- B. Following a disaster of county-wide scope an assessment will be made of the overall condition of the transportation system within the County.
  - 1. If the situation requires, plans will be made to reschedule bus utilization and, within legal considerations, to arrange for the possible use of church, school, and private buses on a reimbursable or voluntary basis.
  - 2. When all local resources have been activated following a disaster and are clearly inadequate to handle the situation, assistance will be requested through the Leon County Division of Emergency Management to the Florida Division of Emergency Management (FDEM).

#### **IV. CONCEPT OF OPERATIONS**

- A. The coordinator for the transportation disadvantaged is responsible for assuming functional leadership over the Transportation Group. The Transportation Coordinator will report to the Emergency Operations Center (EOC) as requested or required.
- B. A listing of potential transportation providers and a summary of type of support offered is outlined in the Special Needs and Assistance Population Program (SNAPP) Standard Operating Guide (SOG).
  - 1. Supplemental transportation resources may be needed following a disaster as a result of increased transportation needs and the disruption of normal services.
  - 2. Transportation may be required to bring emergency equipment and supplies into the disaster area.
  - 3. Further emergency transportation may be necessary to provide access to assistance centers for disaster victims and access to places essential to the resumption of normal community life, such as stores, schools, government offices, and major employment centers.

The provision of emergency transportation may involve establishment of usage priorities as well as the provision of additional resources while normal systems are being restored.



The Special Needs and Assistance Population Program (SNAPP) provides transportation to individuals as identified in Florida Statute 252.355. The support transportation agencies are provided lists based on transportation needs; T-1A Ambulance, T-1 Stretcher capable bus or van, T-2 Wheel chair lift bus or van; T-3 Bus or van. The support transportation agencies are coordinated through the Emergency Operations Center to pickup and return Special Needs Assistance Population Program (SNAPP) clients. In the event that other citizens call and request transportation, the following procedures will be followed:

1. Prior to other citizens being transported, all SNAPP clients will have been transported to safe shelter.
2. Prior to transport, conditions (weather, plume) are determined to be safe by the Emergency Operations Center staff and transportation agency to allow safe transportation for both the driver and client.
3. Transportation will be provided in an orderly manner. Once all clients accepting the offer to be transported to safe shelter are delivered, others who request transportation will be dealt with on a first come first served basis, until such time as conditions have been determined unsafe to provide transportation.

## **V. RESPONSIBILITIES**

All transportation group participating agencies fall into one of the following categories: Government (public) agencies; commercial (private for profit) transportation providers, and medical/social service agencies.

**A. TRANSPORTATION DISADVANTAGED COORDINATOR** - is designated as the Director/Coordinator for emergency transportation and, as such, will fulfill the following duties:

1. Coordinate all emergency transportation activities in the event of a declared disaster or emergency.
2. Make an assessment of the overall transportation system in the County immediately after the disaster.
3. Develop an Action Plan to implement the County evacuation plan developed for disasters.
4. Develop and maintain an updated, detailed list of vehicles which may be used for emergency transportation. This would include school and municipal buses, ambulances, and buses or vans operated by voluntary agencies or

private companies.

5. Select and train key personnel to assist in the implementation of disaster plans. Maintain a list of personnel and how to contact them or their alternates.
6. Notify drivers to report to work by telephone. In the event additional communications are needed, the Leon County EOC may elect to notify the media and request their support in announcing that all transportation providers need to contact StarMetro through the EOC.
7. Develop and maintain a list of refueling locations throughout the County.

**B. LEON COUNTY SCHOOL BOARD TRANSPORTATION DIRECTOR**

1. In coordination with the transportation disadvantaged coordinator, develop plans for the use of school buses as supplemental public transportation in the recovery phase of a disaster.
2. Develop an Action Plan to assist in the implementation of evacuations.
3. Provide an updated list of available resources, personnel, equipment, vehicles, and fuel that could be used in emergency operations.
4. Select and train key personnel to assist in the implementation of disaster plans when so directed by competent authorities. Maintain a list of personnel and how to contact them or their alternates.
5. Keep complete records of all resources used in providing emergency transportation services.

**C. ALL TRANSPORTATION PROVIDERS IN LEON COUNTY**

1. In coordination with the transportation disadvantaged coordinator, develop plans for the use of vehicles as supplemental public transportation in the recovery phase of a disaster.
2. Develop an Action Plan to assist in the implementation of the evacuations.
3. Provide an updated list of available resources, personnel, equipment, vehicles, and fuel that could be used in emergency operations.
4. Select and train key personnel to assist in the implementation of disaster plans when so directed by competent authorities. Maintain a list of personnel and how to contact them or their alternates.

5. Keep complete records of all resources used in providing emergency transportation services.

#### **D. LEON COUNTY DIVISION OF EMERGENCY MANAGEMENT**

1. Assist in establishing and maintaining communications with transportation providers.
2. Assist in development of Transportation Plans.
3. Maintain lines of communication with the State Division of Emergency Management and keep that agency informed as to the status of operations.
4. Assist in coordinating the services of support groups or volunteers who are assisting in the operation.
5. Coordinate record keeping and assessment operation in order to provide factual information to local, State, and Federal agencies as requested.
6. In coordination with the Public Information Officer (PIO), StarMetro, and the County EOC develop news releases or bulletins.
7. In coordination with County Fleet Management, develop a list of fuel sources for emergency vehicles.
8. Develop and maintain an updated list of people with special needs who will need special transportation and facilities.

#### **E. LAW ENFORCEMENT AGENCIES**

Provide traffic control or escorts to and from areas if necessary.

#### **F. NOTIFICATION OF DRIVERS**

In the event of a disaster, transportation agencies are requested to maintain a roster of drivers, including enough drivers to maintain operations on a 24-hour basis if needed, along with information on how they may be contacted. In the event that telephone communications have been disabled, the Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) will make the request via television and radio for drivers to report to work.

#### **G. DESIGNATED PICKUP ROUTES**

StarMetro has identified areas of Tallahassee that are served by StarMetro whose residents may require evacuation from their homes. Those areas are: Frenchtown, Springfield, Bond, South City.

Residents of Frenchtown and Springfield Communities should report to the Dade Street Community Center or the Lincoln Neighborhood Center for transportation. Residents who do not have transportation would take **Route 13** buses to either of these centers for transportation to an evacuation center.

Residents of the Bond Community should report to Walker Ford Community Center. Those without transportation would take one of the **Route 14** buses to the center for further transportation.

South City residents should report to Jack McLean Community Center. Those individuals without transportation would take the **Route 7** bus to the center.

Citizens will be transported from Community Centers to the nearest open shelter.

Each driver will maintain radio contact with his/her agency and the agencies will provide updates to the Emergency Operations Center (EOC) through the Transportation Coordinator (StarMetro).

#### **H. MUTUAL AID AGREEMENTS**

There are no formal written agreements between Leon County and the School Board or StarMetro. Chapter 252, Florida Statutes provides the necessary understanding for the use of resources.

There are no formal agreements with outside jurisdictions for transportation purposes.

#### **I. PRIORITY SYSTEM OF CLIENT PICKUP**

Leon County has developed a separate annex for this transportation need. See Special Needs and Assistance Population Program (SNAPP) Standard Operating Guide (SOG). For emergency transportation purposes the individuals registered with the SNAPP will be picked up first, based on transportation needs. Actual routes cannot be determined due to the fluctuation of the registry. Individuals who call in and request transportation will be picked up after SNAPP clients and as conditions allow.

#### **J. FUELING OF TRANSPORTATION VEHICLES**

Leon County Operations, School Bus Maintenance, Leon County Jail, and City fueling facilities may be used for fueling if the situation warrants. The main facilities have generators for fueling.

**K. LOCAL EMERGENCY TRAFFIC REGULATIONS**

Leon County does not have an ordinance for special traffic flow. However, under a local state of emergency, the Board of County Commissioners may restrict access to roads to emergency vehicles only.

**L. RECOVERY TRANSPORTATION ACTIVITIES**

Vehicles used to provide transportation to shelters will provide return transportation as needed.

**M. PRE-POSITIONING OF TRANSPORTATION VEHICLES**

Pre-positioning of transportation vehicles will be staged under the direction of StarMetro and in coordination with law enforcement and emergency management.

**N. SUPPORT TO DRIVERS AND VEHICLES**

The Capital Area Chapter of the American Red Cross will provide food for drivers through the shelters. Each agency has predetermined fueling points. If these fueling points are not operational, then the driver will notify the Transportation Coordinator (StarMetro) for access to one of the City or County fueling points.

<p><b>LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN</b></p>	<p><b>Reference: STATE CEMP ESF 2</b></p>	<p><b>Reference: NATIONAL RESPONSE FRAMEWORK ESF 2</b></p>
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**ANNEX 2  
COMMUNICATIONS**

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## ANNEX 2 COMMUNICATIONS

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**LEAD AGENCY:** County Management Information Services Division

**SUPPORT AGENCIES:** Leon County Sheriff's Office, Embarq, City of Tallahassee, Amateur Radio Emergency Service (ARES) / Radio Amateur Civil Emergency Services (RACES), Capital Area Chapter of the American Red Cross, Area Cellular Telephone Providers.

### I. INTRODUCTION

Leon County is the host to several television stations, numerous radio stations, telephone and cellular telephone providers as well as the City and County's 800 MHZ radio system. In the aftermath of a major hurricane the number of communications systems that would be operational cannot be determined, due to power outages, flying debris, downed transmission lines, uprooted trees and damaged towers.

Leon County has established three (3) back up communications networks, utilizing the ARES/RACES group, Emergency Medical Services (EMS) and the Sheriff's Office old UHF/VHF radio system. Staff and radios would be deployed to key locations to provide critical communications links. EMS has an Amateur Radio system with eight handheld and two base stations.

#### Modes of Communications

**Primary:** The primary mode of communication from the County Emergency Operations Center (EOC) will be landline telephone communications to all agencies (both voice and data transmissions).

**Secondary:** The secondary mode of communication from the County Emergency Operations Center (EOC) will be cellular telephone communications to all agencies (both voice and data transmissions) and the Emergency Satellite Communications System (ESATCOM) owned and operated by the State of Florida.

**1<sup>st</sup> Alternate:** The 1<sup>st</sup> alternate mode of communications from the County Emergency Operations Center (EOC) will be 800 MHz radio communications to all agencies. In addition, local radio stations may be used to provide information to emergency response teams if operational.

2<sup>nd</sup> Alternate: The (2<sup>nd</sup>) alternate mode of communications from the County Emergency Operations Center (EOC) will be UHF/VHF radio.

3<sup>rd</sup> Alternate: Use of a satellite telephone which reaches most of the area's FDEM Region 2 counties, SEOC and the Mobile Command Center.

4<sup>th</sup> Alternate: The 3<sup>rd</sup> alternate mode of communication will be runners from the County Emergency Operations Center (EOC) to the State EOC, and other facilities as necessary

All emergency facilities (shelters, EOCs, feeding sites, staging areas, disaster recovery centers and other essential sites) currently either have dedicated landline telephone communications or they can be quickly established by Embarq during an emergency situation. The Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) through Embarq, Amateur Radio Emergency Service (ARES) / Radio Amateur Civil Emergency Service (RACES) and the Capital Area Chapter of the American Red Cross will assure clear communications are established. This will be accomplished either by installation of landline to the site, use of cellular telephones, radio communications, couriers delivering supplies or relief workers. In the event of an impending major or catastrophic emergency, radio communications may be pre-deployed to shelters, EOC's, and/or staged at key locations for quick deployment.

#### **A. PURPOSE**

The purpose of this communications annex is to assure provisions for communications to support local response efforts before, during, and immediately following an emergency.

#### **B. SCOPE**

The Communications Group coordinates and assists in providing communications support to County and local disaster response elements. This group will coordinate the support agencies communications assets (both equipment and services) available from voluntary groups, County agencies, and the telecommunications industry. This group will be the focal point of all communications activity at the County level before, during, and after activation of the Emergency Operations Center (EOC).

## **II. POLICIES**

- Identify communications facilities, equipment and personnel located in and outside the affected area(s) that could be made available to support recovery efforts.



- Identify actual and planned actions of commercial telecommunications companies to restore services.
- Coordinate the deployment of communications equipment, personnel, and resources to establish temporary communications capabilities within the affected area(s).
- Each agency is responsible for identifying staffing patterns for 24-hour operations.

### **III. SITUATION**

#### **A. SITUATION**

Leon County has telephonic and radio communications with response agencies throughout the County. These various nets operate from different sites rather than from a centralized Emergency Operations Center (EOC) and are established for day-to-day operations. In order to effectively communicate with other EOCs and forces in the field, provisions must be made for EOC members to have access to telephone, radio, or messenger systems.

#### **B. ASSUMPTIONS**

1. Each Emergency Operations Center (EOC) member will bring a current listing of personnel, operational dispatch center locations, and resources available to his/her department/agency. Included should be addresses, telephone numbers, and portable or mobile radios (if available), as well as a listing of vehicles from his/her department/agency.
2. EOC members will attempt to establish and secure communications with forces in the field and dispatch centers by using telephonic communications as long as possible.
3. Radio communications or existing departmental/agency nets will be used as sparingly as possible to avoid frequency saturation.
4. Auxiliary communications are available through assigned Amateur Radio Emergency Service (ARES) and Radio Amateur Civil Emergency Service (RACES) operators.
5. Landline communication may exist up to a Category 4 hurricane.
6. Radio and cellular towers are designed to be operational up to a Category 4 hurricane.

## C. DISASTER CONDITION

A disaster condition may result from a significant natural disaster. Disasters such as hurricanes can cause widespread damage to commercial telecommunications and electric transmission facilities. All surviving communications assets of local government agencies, as well as the Florida telecommunications industry, will be needed to assure that victims are given an immediate and effective response.

## D. PLANNING ASSUMPTIONS

- Initially, local emergency service organizations will focus on lifesaving activities. Local government officials will work toward re-establishing control in the disaster area. The Emergency Operations Center (EOC) will become the central point of coordination and control for local relief activities.
- Initial reports of damage may be fragmented and provide an incomplete picture of the damage to communications facilities.
- Weather and other environmental factors may restrict mobile or transportable communications equipment access into the affected area.
- The affected area's ability to communicate may be impaired.
- The type of natural disaster may necessitate the careful consideration of sites for establishing a consolidated agency operational area, such as a tent city for centralized field communications.

### 1. General

Normal radio nets will be used as long as possible for forces in the field. The Emergency Operations Center (EOC) members will direct actions using the following:

- a. Telephone.
- b. Message form to be sent through the Communications Group by:
  - (1) Dedicated landlines and cellular telephone.
  - (2) 800 MHz. Radio.
  - (3) Amateur Radio Emergency Service (ARES) / Radio Amateur Civil Emergency Service (RACES) radio net.
  - (4) EMS network with 8 HAM radios in conjunction with ARES.
- c. Runner.

## 2. **Additional Requirements**

In a widespread threat such as a hurricane, communications with field forces (e.g., Capital Area Chapter of the American Red Cross shelters, hospitals, traffic control units, the City of Tallahassee, Leon County School Board, the electronic media) become a primary concern. In order to establish a back-up communications network to the commercial telephone system, ARES/RACES volunteers have been assigned to these locations. Requests and instructions may be forwarded to any of these locations by utilizing the message log representative and the Communications Group.

# IV. **CONCEPT OF OPERATIONS**

## A. **GENERAL**

Under the leadership of the Communications Group, representatives from each of the support and volunteer agencies will staff the Emergency Operations Center (EOC). The role of the primary agency will be to focus the coordination of and ensure the management of combined agency efforts. The Communications Group will respond directly to the EOC.

## B. **NOTIFICATION**

The Communications Group, in coordination with the County Coordinating Officer will notify each support agency and/or volunteer agency (as required), using commercial telephone.

## C. **RESPONSE ACTIONS**

### Pre-Impact

1. Begin assessing needs to pre-stage communications assets for rapid deployment into the affected area(s).
2. Determine what assets are available and nearest to the affected area(s) and the time frame for deploying those assets.

### Post-Impact

1. Assess the need for and obtain telecommunications industry support as required.
2. Prioritize the deployment of services based on available resources and critical needs.
3. Prepare and process reports using established procedures, focusing specific attention to the production of after-action reports.

4. Coordinate communications support to all quasi-governmental and volunteer agencies as required.

## **D. PLANNING**

- Accumulate damage information obtained from assessment teams, the telecommunications industry, the Emergency Operations Center (EOC) and other City, County and State agencies;
- Prepare a listing of all County communications assets available to support a recovery mission. Other volunteer, local, and State agencies with communications assets may be requested to contribute assets to the response effort. Business and industry resources may also be considered for availability and effectiveness. Furthermore, availability, operational condition, and duration of need must be considered. The logistical requirements necessary to obtain critically needed equipment will also be evaluated.

## **E. COMMUNICATIONS SYSTEMS**

### **1. Land Line Telephone**

The primary communication system during emergencies is landline telephone. Embarq is responsible for maintaining and restoring telephone service in the County. Embarq priorities for restoration of service are as follows:

- Internal communications including control circuits.
- Telecommunications Service Priority (TSP) System for National Security and Emergency Preparedness (NSEP) Telecommunications. These systems are registered in Washington D.C. for national security.
- Public safety systems such as 9-1-1, Emergency Operations Center (EOC), law enforcement, fire stations, essential government agencies and utilities, hospitals, major news media, and public telephones.
- Public service such as physician lines, data circuits, full-period circuits, foreign exchange service, local private lines, and other types of business services.

### **2. Cellular Phones**

There are several cellular companies serving Leon County.

3. **800 MHz Radio System**
4. **UHF/VHF Radio**  
The Sheriff's Office maintains this system and has over 100 radios available.
5. **Amateur Radio Emergency Services/Radio Amateur Civil Emergency Services (ARES/RACES)**  
ARES/RACES provide a valuable source of communications during an emergency situation. ARES/ RACES operators provide communications between public shelters, essential facilities, and the Emergency Operations Center (EOC) as their primary mission. Leon County EMS also has an Amateur radio system that can be used. See the RACES Standard Operating Guide for information on assignments, frequencies, and repeater locations.
6. **Statewide Emergency Satellite Communications (ESATCOM)**  
ESATCOM is a statewide satellite-based communications system with the ability to transmit voice, high-speed data, facsimile, and video communications throughout the network. In addition to the terminals located in the 67 counties, the system is located in all National Weather Service Offices, the National Hurricane Center, and the primary Emergency Alert System (EAS) radio stations.
7. **NOAA Weather Radio (162 .4 MHZ)**  
This system provides continuous broadcasts of meteorological conditions affecting the Tallahassee area. Protective action bulletins can be broadcast on the system at the request of the County.
8. **Mobile Communications**  
There are 2 mobile communications units available in Leon County. Additionally, mobile communications resources could be requested through the Statewide Mutual Aid Agreement.

## **F. COMMUNICATIONS TESTS**

Communications personnel are provided initial and refresher training as needed. All personnel and equipment are tested regularly on a daily basis through normal daily operations and in conjunction with local and State exercises.

- Amateur Radio Emergency Service (ARES) / Radio Amateur Civil Emergency Service (RACES) personnel conduct a weekly Net to further test communications. In addition, ARES/RACES personnel conduct annual intra/inter County and State tests as well as an annual national test.

- The State Warning Point conducts a weekly test of Emergency Satellite Communications (ESATCOM) voice capabilities.

## **V. RESPONSIBILITIES**

### **A. PRIMARY AGENCY**

The Leon County Management Information Services (MIS) is responsible for the County's communications needs. MIS will designate a representative to the Emergency Operations Center (EOC), along with Embarq, and Amateur Radio Emergency Services (ARES)/ Radio Amateur Civil Emergency Service (RACES) to ensure telephone, computer, and radio communications are maintained during an emergency. MIS will assign missions to support agencies based on needs to establish communications.

### **B. SUPPORT AGENCIES**

Embarq will monitor telephone and cellular communications availability; Leon County Management Information Services (MIS) will monitor the county telephone network and computers; Amateur Radio Emergency Service (ARES) / Radio Amateur Civil Emergency Service (RACES) will provide radio communications when no other means of communication are available as well as supplement existing communications; and the Capital Area Chapter of the American Red Cross will provide radio communication between area shelters, County, and State Emergency Operations Centers (EOCs). Each agency is responsible upon notification of the EOC's activation to provide staff, a staffing roster to ensure 24-hour operations and an equipment inventory (vehicles, radios, and cellular phones).

1. Support representatives need to be aware of their organization's capacity for providing communications.
2. All agencies will ensure staffing patterns are in place to provide 24-hour operation of communications systems.
3. The Leon County Sheriff's Office will handle all requests for UHF/VHF radios, if needed.
4. The Amateur Radio Emergency Service (ARES) / Radio Amateur Civil Emergency Service (RACES) will be pre-deployed to provide communications between public shelters, essential facilities, the Emergency Operations Centers (EOC) and Capital Area Chapter of the American Red Cross Disaster Operations Center as their primary mission. Once shelters are closed or if additional operators are available, ARES/RACES will provide communications support to staging areas,

distribution points, and other disaster coordination sites as necessary and available.

5. The City of Tallahassee Fire Department has a forty (40) radio stand-alone system. EMS has eight handheld and two base station Amateur radios.

## **VI. RESOURCE REQUIREMENTS**

### **A. CRITICAL ASSETS**

The following assets are of critical importance to providing communications to an affected area:

- Mobile or transportable communications equipment;
- Multi-channel radio systems;
- Base station and hand-held portables;
- Mobile or transportable station equipment;
- Trained installation and operations personnel available for field deployment.

### **B. SUPPORT FOR FIELD ACTIVITIES**

Amateur Radio networks/systems are capable of providing assistance with emergency public communications during major disasters. Mobile ham radio operators can be dispatched to Red Cross shelters and other operating locations to provide communications links.

Communication Restoration in coordination with Embarq telephone communications, restoration will be made as rapidly as possible to the Emergency Operations Centers (EOCs), law enforcement, hospitals, and shelters.

Embarq will coordinate the installation of phone banks, in coordination with the Director of Emergency Management and the Communications Group.

### **C. SCHEDULE FOR COMMUNICATION DRILLS AND EXERCISES**

The Leon County Sheriff's Office, Division of Emergency Management (LCDEM) exercises communications systems on an on-going basis through tabletop, functional, full-scale exercises or actual events. LCSO/DEM transmits emergency weather conditions to key agencies, testing both the voice and data capabilities of clear communications regularly.

Amateur Radio Emergency Services (ARES)/Radio Amateur Civil Emergency Services (RACES) conduct weekly/annual exercises according to their Operations Plan.



<p><b>LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN</b></p>	<p><b>Reference: STATE CEMP ESF 3</b></p>	<p><b>Reference: NATIONAL RESPONSE FRAMEWORK ESF 3</b></p>
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**ANNEX 3  
PUBLIC WORKS AND ENGINEERING**

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## ANNEX 3 PUBLIC WORKS & ENGINEERING

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**LEAD AGENCY:** Leon County Public Works Department

**SUPPORT AGENCIES:** Leon County Public Works Administration, Building Inspection, Operations, Engineering Services, Parks and Recreation, Solid Waste, Mosquito Control, Leon County Fleet Management, Leon County Sheriff's Office, Division of Emergency Management, City of Tallahassee.

### I. INTRODUCTION

#### A. PURPOSE

The purpose of the Public Works and Engineering annex is to provide direction and support to assist in needs related to public infrastructure and lifesaving or life protecting support prior to, during, and immediately following a major or catastrophic disaster.

#### B. SCOPE

1. Public Works support includes technical advice and evaluations, engineering services, construction management, maintenance and inspection, emergency contracting and emergency repair of water, waste water, solid waste, transportation, storm water facilities, and infrastructure.
2. Support activities include:
  - Assist law enforcement in implementation of evacuation traffic control;
  - Emergency clearance of debris for reconnaissance of the damage areas and passage of emergency personnel, supplies and equipment for lifesaving, life protecting, and health and safety purposes during the immediate response phase;
  - Clearing, repair or construction of damaged emergency access routes necessary for the transportation of rescue personnel and supplies. These routes include streets, roads, bridges, airfields, and any other transportation facilities;
  - Emergency restoration of critical public services and facilities including the supply of adequate amounts of potable water, temporary

restoration of water-supply systems and the provision of water for fire fighting.;

- Emergency demolition of damaged structures and facilities designated by State or local governments as immediate hazards to public health and safety, or as necessary, to facilitate the accomplishment of lifesaving operations; and
- Technical assistance and damage assessment.
- Assist in placement of generators for traffic signals.
- Establish pre-disaster contract with debris collection and removal companies and debris removal monitoring companies.

## **II. POLICIES**

The Leon County Public Works Department, as primary agency, will perform under the authority of Florida Statutes, Florida Administrative Code, Florida Department of Transportation (FDOT) procedures, County ordinances and policy as applicable, in addition to missions received under the authority of the Comprehensive Emergency Management Plan (CEMP).

## **III. SITUATION**

### **A. DISASTER CONDITION**

A major or catastrophic disaster will cause unprecedented property damage. Structures, homes, public buildings, bridges, and other facilities will be destroyed or damaged and must be reinforced, demolished, or isolated to ensure safety. Streets, highways, and other forms of transportation will be damaged or unusable. Public utilities may be damaged or rendered partially or fully inoperable.

In the event of a disaster, many State and local response personnel will be unable to perform their prescribed emergency duties. Equipment in the immediate disaster area may be damaged or inaccessible. Resources will be limited in the immediate disaster area. State agencies will have to deploy resources from outside the affected area to ensure a timely, efficient, and effective response. Disaster assistance must begin immediately. Activation of debris management and monitoring contracts will be required.

### **B. PLANNING ASSUMPTIONS**

1. County and municipal governments in the immediate disaster area will need assistance in clearing debris, performing damage assessments, structural

evaluations, emergency repairs to public facilities, and meeting basic human health needs.

2. Critical transportation corridors must be cleared to allow access to disaster areas. Emergency road and airstrip debris clearance and repairs will have top priority to support immediate lifesaving emergency response activities.
3. Rapid damage assessment of the disaster area will be necessary to determine potential workload.
4. Emergency environmental waivers, legal clearances, and weight restrictions will be needed for disposal of materials from debris clearance and demolition activities.
5. When possible, legal requirements that delay the securing of contractors or purchasing of materials must be waived. Legal counsel should be advised to make these determinations.
6. Large numbers of skilled personnel, engineers, construction workers, equipment operators, etc., with construction equipment and materials will be needed from outside the disaster area.
7. Support services for all personnel and equipment may have to be provided from outside the disaster area.

#### **IV. CONCEPT OF OPERATIONS**

##### **A. GENERAL**

The Leon County Public Works Department will be available to respond to public works and engineering related requests submitted through the Emergency Operations Center (EOC). When partial activation of the EOC is implemented, and at Leon County Sheriff's Office, Division of Emergency Management's (LCSO/DEM) request, the EOC staff will determine which support agencies are needed, and will notify those agencies to report to the EOC. Others may be placed on alert as appropriate. The Public Works representative(s) will respond to all requests for public works and engineering assistance and serve as the coordinator of all public works assets. It is anticipated that requests may include the following: emergency access routes, storm water maintenance and control, solid waste disposal, assistance in the supply of potable water, temporary restoration of water supply systems, and the provision of water for fire fighting.

##### **B. ORGANIZATION**

Public Works and support agencies will provide, as requested through the Emergency Operations Center (EOC), skilled personnel, engineers, construction

workers, equipment operators, etc., with construction equipment and materials. Upon activation, the Public Works Department representative will notify those department personnel and support agencies to provide emergency support.

### **C. NOTIFICATION**

1. In the event of a potential threat, primary agencies will be notified by Information and Planning section (ESF 5) or the Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM).
2. The Public Works Department will notify support agencies on an as needed basis.
3. Mobilization preparation will be made to ensure rapid deployment of resources.
4. Equipment and material inventories will be secured.

### **D. RESPONSE ACTIONS**

1. Initial Actions
  - a. Inventories of available vehicles, personnel, and materials will be maintained by each department and upon activation a list will be forwarded or hand delivered to the County Emergency Operations Center (EOC).
  - b. Each agency will re-establish communications with their appropriate field personnel and ensure that they are ready for timely response.
  - c. Follow pre-determined debris removal routes and begin restoring priority electrical and telephone services.
  - d. Pre-positioning of resources will be established when it becomes apparent that engineers, skilled construction workers, vehicles, and construction materials will be necessary.
  - e. Plan for equipment and resources to be removed to safe locations and be staged for use in the recovery phase.
  - f. Coordinate with support agencies to identify available resources. Personnel and equipment will be available based upon established priorities. Plans for mobilization are defined in the Public Works Standard Operating Guide (SOG).

- g. Priorities will be established for transportation corridors and airstrips in regard to debris removal and repair to allow access into damaged areas.
- h. Start call down of key staff to prepare for deployment and 24-hour operations.
- i. Ensure that accurate records are maintained of all expenditures and obligations for all labor, equipment, material, fuel, and other financial resources used throughout the event for possible reimbursement.

## 2. Continuing Actions

- a. Provide personnel for damage assessment.
- b. Coordinate available personnel, equipment and construction materials and resource requests with the Emergency Operations Center (EOC), (e.g. sandbags, pumps, signs, barricades, etc.)
- c. Begin debris removal and repairs to allow access into the disaster area. Coordinate the cooperative efforts of the Public Works Department, the support agencies, local governments, and public and private utility companies.
- d. Assess priorities based on life safety first and critical infrastructure needs such as opening roadways to critical facilities.
- e. Track resources which are committed to specific missions, for re-deployment if necessary. Updated information will be provided to appropriate agencies.
- f. Restage resources as appropriate.

## E. RECOVERY ACTIONS

### 1. Immediate Recovery Period

- a. Provide assistance for life safety responses, open roadways, protect property.
- b. Develop action plans, coordinate with all agencies to ensure maximization of resources, reduce damage to power, and telephone lines.
- c. Conduct preliminary damage assessment.

2. Long-Term Recovery Period

- a. Support services will continue for personnel and equipment in disaster area.
- b. Damage assessments will continue with priorities shifting accordingly.
- c. The Public Works Department will continue to coordinate with support agencies in establishing priorities and support the missions with personnel and equipment.
- d. Continue to coordinate with local governments in the accomplishment of detailed impact assessments.
- e. The Building Inspection Division will conduct surveys and tag damaged buildings according to their habitability.

**V. RESPONSIBILITIES**

**A. LEAD AGENCY**

As the primary agency, the Leon County Public Works Department will coordinate the response and recovery efforts for support agencies in directing resources and prioritizing needs in the areas of mitigation, debris removal, restoring access, damage assessments, and other areas related to infrastructure.

- All response and recovery activities will be coordinated with and through the County Emergency Operations Center (EOC).
- The department will maintain a current list of equipment, and personnel and, upon activation, implement a 24-hour staffing pattern for operations.
- The department will be responsive to, and support directions of the Emergency Operations Center (EOC).
- The department will maintain accurate records of all expenditures and obligations for all labor, equipment, material, fuel, and other financial resources used throughout the event.
- Public Works will pre-position task forces around the County to begin opening roadways with support of law enforcement, emergency medical services, Talquin Electric, and working in coordination with the City of Tallahassee.

## **B. SUPPORT AGENCIES**

All response activities for debris removal, roadway openings, etc., will be coordinated with the County Emergency Operations Center (EOC) in order to monitor progress, focus resources to needed areas and in order to better coordinate with all utility providers to protect and reduce damages to power and telephone lines, and support the response efforts of law enforcement, emergency medical services, and the fire department.

All support agencies will provide a current list of equipment, personnel, and a 24-hour staffing pattern upon activation to the lead agency.

### **1. Leon County**

All Leon County Departments charged with support responsibilities under this annex will coordinate with Public Works in determining priorities and allocating equipment and personnel.

The Building Inspection Division will conduct a windshield survey of the damaged areas. They will conduct a walk around or through if conditions warrant. The inspector will tag the structure as to habitability. A more detailed survey will be conducted as soon as possible.

### **2. City of Tallahassee (COT)**

In coordination with the Leon County Emergency Operations Center (EOC), the COT is responsible for conducting operations within its jurisdiction to include debris clearance and removal, damage assessment, and emergency restoration of critical public facilities. COT will coordinate with Leon County Public Works in identifying priorities and areas of overlapping authority. If unable to complete these activities independently, the COT should pre-identify (to the extent possible) areas in which it will need County and/or State assistance. Requests for assistance during a disaster will be relayed through the municipal liaison in the Leon County EOC. The COT will pre-deploy task forces around the City to begin opening roadways, in coordination with law enforcement and utilities.

### **3. State**

The Florida Department of Transportation (FDOT) is the primary agency for ESF 3 (Public Works and Engineering) at the State level. FDOT will be responsible for debris clearance and removal, damage assessment, and emergency restoration of State-owned and operated facilities in Leon County. FDOT will coordinate priorities and areas of overlapping authority with Public Works in the Emergency Operations Center (EOC).



#### 4. Contractors

Leon County and the City of Tallahassee have taken a proactive approach to debris management and have entered into pre-disaster debris management contracts with commercial recovery companies. If an event occurs which generates a volume of debris greater than Leon County Public Works and the City of Tallahassee Solid Waste Services can handle, the debris management contracts will be activated and the commercial recovery companies will provide adequate resources to conduct collection and disposal services. Leon County and the City of Tallahassee have debris management contracts with Crowder-Gulf, DRC Emergency Services, and Omni Pinnacle, Inc.

Monitoring of debris removal and disposal contractor activities is a critical component in successful debris operations and in the justification and documentation of any application for FEMA Public Assistance funding. Therefore, Leon County and the City of Tallahassee have entered in to a pre-disaster debris removal monitoring contract with Beck Disaster Recovery. Beck Disaster Recover will serve as the debris removal monitor when contracts with Crowder-Gulf, DRC Emergency Services, and Omni Pinnacle, Inc. are activated. Monitors should be on the look out for inappropriate contractor activities including: improper loading of trucks, picking up ineligible debris, posting trucks with inaccurate load capacities, etc.

## VI. RESOURCES

The support agencies will provide additional personnel and vehicles. In addition, various facilities essential to their operation will be available for emergency use.

### **Right of Entry Agreement**

See Debris Removal, Standard Operating Guide.

### **Debris Removal Agreement**

See Debris Removal, Standard Operating Guide.

### **Pre-Positioning of Construction Workers, Engineers and Materials**

This need cannot be determined until a preliminary damage assessment is completed and the Action Plan is developed and roadways opened.

<b>LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN</b>	<b>Reference: STATE CEMP ESF 4</b>	<b>Reference: NATIONAL RESPONSE FRAMEWORK ESF 4</b>
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**ANNEX 4  
FIRE FIGHTING**

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## ANNEX 4 FIRE FIGHTING

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**LEAD AGENCY:** City of Tallahassee Fire Department

**SUPPORT AGENCIES:** Chaires Capitola; Lake Iamonia, Lake Jackson, Lake Talquin, Miccosukee, Woodville Volunteer Fire Departments, Leon County Sheriff's Office, Division of Emergency Management, City of Tallahassee, Leon County Public Works, Leon County EMS, Law Enforcement.

### I. INTRODUCTION

#### A. PURPOSE

To detect and suppress wild land, rural, and urban fires resulting from or occurring coincidentally with a disaster condition or event.

#### B. SCOPE

Involves managing and coordinating for fire fighting support at the County level. This includes mobilizing and providing personnel, equipment, and supplies to aid in the detection and suppression of fires.

### II. POLICIES

- The Tallahassee Fire Department (TFD) will coordinate all of its fire fighting assets with the Leon County Sheriff's Office, Division of Emergency Management, in order to effectively manage and control all fire fighting activities involving large structures (high rises), hazardous materials where a plume threatens the welfare of residents, brush fires involving more than 10 acres and threatening numerous structures, critical resources, or closure of major roadways.
- Fire fighting will be coordinated by the City of Tallahassee Fire Department (TFD) utilizing the Incident Command System.
- The Incident Commander may request assistance from the Florida Fire Chief's Association State Emergency Response Plan, or through Leon County Sheriff's Office, Division of Emergency Management.
- TFD will coordinate with Emergency Medical Services regarding medical assistance and transportation of victims beyond initial collection points.
- TFD will coordinate with Emergency Medical Services for assistance in locating and extricating victims trapped in collapsed structures.

- TFD will coordinate with emergency management, law enforcement, emergency medical services, and other agencies in responding to hazardous material incidents.

### **III. SITUATION**

#### **A. DISASTER CONDITION**

Under the best of circumstances, the management and coordination of a large fire fighting operation is complex and will involve multiple agencies. A major disaster or catastrophic event may result in many urban, rural, and wild land fires. Ignition sources which would normally be of a lesser concern will grow in their potential under a disaster condition. In disaster conditions, these fires could spread rapidly, cause extensive damage, and seriously threaten lives and property.

#### **B. PLANNING ASSUMPTIONS**

- All resources will be committed.
- Coordination and direction of municipal and volunteer department efforts will be required.
- Damaged areas will not be easily accessed.
- Secondary events will threaten the lives of fire fighting personnel.

### **IV. CONCEPT OF OPERATIONS**

#### **A. GENERAL**

The City of Tallahassee Fire Department (TFD) will coordinate the provision of municipal and volunteer fire fighting personnel and equipment. It will also plan, coordinate, and mobilize the resources from the Florida Fire Chief's Association State Emergency Response Plan. Leon County is within Region two (2) of the Florida Fire Chief's Association areas.

#### **B. ORGANIZATION**

The Tallahassee Fire Department (TFD) is the primary agency for fire fighting in Leon County. Supporting the Tallahassee Fire Department (TFD) will be the volunteer fire departments during urban, rural, and wild land fires resulting from or occurring coincidentally with a significant disaster condition or event. The volunteer fire departments will follow the direction and control of the Incident Commander.

### **C. NOTIFICATION**

1. Upon notification by the Tallahassee Fire Department (TFD), the Leon County Division of Emergency Management will coordinate any additional resource requests pursuant to Florida Statutes Chapter 252.
2. All support agencies will be notified and given situation reports as necessary.
3. The Tallahassee Fire Department (TFD) will conduct press releases. Some events will require coordination with other public information officers (PIOs). TFD will coordinate when appropriate.

### **D. RESPONSE ACTIONS**

1. Initial Actions
  - a. The Tallahassee Fire Department (TFD) and support agencies will prepare and commit available personnel and equipment.
  - b. Personnel and equipment will occupy staging locations if necessary.
  - c. Develop an action plan.
  - d. All missions: First and foremost is to save lives and protect property.
2. Continuous Actions
  - a. Coordination between municipal and volunteer firefighting resources controlled by the Tallahassee Fire Department (TFD).
  - b. Firefighting resources are reassigned as needed and as requested.
  - c. Firefighting resources are demobilized when no longer needed.
  - d. Provide firefighting resources to assist in recovery efforts.
  - e. Provide public information regarding fire safety and prevention.

## **V. RESPONSIBILITIES**

### **A. PRIMARY AGENCY**

The primary agency is the Tallahassee Fire Department (TFD). The Leon County Sheriff's Office, Division of Emergency Management will assist and/or coordinate with the support agencies in directing fire fighting resources and response activities.

The Tallahassee Fire Department (TFD) maintains a listing of vehicles, equipment, and other resources available for firefighting activities. The Incident Commander will designate Planning, Operations, and Logistic Chiefs as appropriate; the Operations Chief, or designee, will coordinate with the Division of Forestry, County Emergency Management, and other response agencies.

The City of Tallahassee Fire Chief is the County coordinator for the State Emergency Response Plan.

The Fire Chief can request mutual aid through the Fire Chief's Agreement or can make this request through the Leon County Sheriff's Office, Division of Emergency Management.

### **B. SUPPORT AGENCIES**

1. Volunteer fire departments will provide firefighting services within their jurisdictions under the direction of the Tallahassee Fire Department (TFD).
2. Volunteer fire departments will provide mutual aid to other areas within the County under the direction of the Tallahassee Fire Department (TFD).
3. If municipal or volunteer resources are insufficient, the Tallahassee Fire Department (TFD) will coordinate assistance through the Florida Fire Chief's Association Statewide Emergency Response Plan for Region 2, and forward a copy of their requests for assistance to the County Emergency Operations Center (EOC) for coordination purposes.

<b>LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN</b>	<b>Reference: STATE CEMP ESF 5</b>	<b>Reference: NATIONAL RESPONSE PLAN ESF 5</b>
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**ANNEX 5  
INFORMATION AND PLANNING**

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## ANNEX 5 INFORMATION and PLANNING

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**LEAD AGENCY:** Leon County Sheriff's Office, Division of Emergency Management

**SUPPORT AGENCIES:** Tallahassee-Leon County Planning Department, City of Tallahassee, Tallahassee-Leon County GIS

### I. INTRODUCTION

#### A. PURPOSE

The purpose of this Annex is to address those procedures and activities assigned to the Information and Planning Group (ESF 5), in support of the Leon County Emergency Operations Center (EOC) in a major disaster or potential disaster. 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.

#### B. SCOPE

The objective of this function is to coordinate the overall information and planning activities in the Emergency Operations Center (EOC).

- Consolidate key information into reports and other materials, describe and document overall response activities, and keep the Emergency Management (EM) Director/County Coordinating Officer informed of the status of overall response operations.
- Maintain displays of key information and facilitate briefings using the automated systems, maps, charts, and status boards in the Emergency Operations Center (EOC).

### II. POLICIES

- If the Emergency Operations Center (EOC) is activated, Information and Planning will automatically be activated to support information processing activities.
- This group will conduct an ongoing hazard/threat analysis using all resources and information available.



- Information and Planning will provide support to the Emergency Operations Center (EOC) and the EM Director. Information is gathered from a variety of sources and used to develop an accurate perspective of the emergency.
- The EM Director will provide primary support for the operation of the Emergency Operations Center (EOC). The EOC will be the focal point of all coordination and exchange of vital information between the departments during all response activities.
- The EM Director or designee will process information which is common to more than one department and contribute to the overall perspective of the emergency. Each department is required to keep this section fully informed regarding their response actions and initiatives. This will normally be done through round table briefings, situation reports, or written Emergency Operations Center (EOC) Messages.

### **III. SITUATION**

#### **A. DISASTER CONDITION**

A disaster or other significant event will be of such severity and magnitude as to require activation of the Emergency Operations Center (EOC) and Information and Planning in order to coordinate and facilitate activities necessary to save lives and protect property.

#### **B. PLANNING ASSUMPTIONS**

- The response personnel will be the best available source of vital information regarding damage and initial unmet needs assessments.
- There will be an immediate and continuous demand for information on response and recovery actions.
- There will be delays in establishing full information processing capabilities.
- During a disaster, message flow may bottleneck in the Emergency Operations Center (EOC) due to extremely intense levels of activity.

### **IV. CONCEPT OF OPERATIONS**

#### **A. GENERAL**

During an emergency or disaster, pre-identified personnel from County Departments will act as the Emergency Operations Center (EOC) Staff. The County Coordinating Officer will act as the overall coordinator. In the hours leading up to and following the impact of a disaster, Information and Planning

will sort and process information received. The EM Director, or designee, is responsible for directing message flow within the EOC, displaying information data, tracking mission assignments, and providing technical data in support of disaster operations. The EM Director or designee will disseminate information concerning the event to members of the Emergency Operations Center (EOC) Team. The EOC has the capability to provide the following types of information via email, internet, posted notices on bulletin boards, and charts as directed by the County Coordinating Officer:

- Tracking information, including forecast tracks, projected wind speeds, barometric pressures, distance to impact, forward speed, and the time to impact.
- Severe weather forecast information including wind speeds, tides, time of impact, and current radar displays.
- Shelter capacity and demand.
- Clearance time, evacuation time, and pre-landfall hazard time figures.
- Demographics.
- Special needs information
- Evacuation maps - evacuation needs.
- Protective action recommendations.
- Information on departmental activities.
- Tracking of recovery resources.
- Situation reports.
- Damage assessment information.

## **B. ORGANIZATION**

The Leon County Sheriff's Office, Division of Emergency Management Director will provide advice and direction to the Emergency Management Coordinator of the LCSO/DEM. The EM Coordinator shall serve as ESF 5 Coordinating Officer.

The Information and Planning (ESF 5) Coordinating Officer is responsible for receiving information from other ESFs and County Departments as well as distributing information to those ESFs and Departments. When information is received from another ESF or Department, the ESF 5 Coordinating Officer will

assign support staff to gather and organize the information, then ensure that the information is distributed and shared with the other ESFs and Departments. The ESF 5 Coordinating Officer is provided with records of all incoming and outgoing information which may also be incorporated into situation reports or EOC briefings.

## **C. NOTIFICATION**

In anticipation of a significant event, the Leon County Division of Emergency Management will initiate notification of appropriate departments and agencies. If the Emergency Operations Center (EOC) is activated, the EM staff will be automatically activated to support information and planning activities.

## **D. RESPONSE ACTIONS**

### **1. General**

- Establish initial contact with departments.
- Establish contact with the State of Florida Division of Emergency Management (FDEM) and provide situation reports as appropriate;
- Establish a duty roster and phone lists.
- Activate additional support personnel as needed.
- Set up status boards, charts, and staff computers.
- Manage message flow in the Emergency Operations Center (EOC), including logging all protective actions taken (see the EOC Standard Operating Guide for additional information).
- Provide information in support of response and recovery.
- Anticipate types of information required.
- Develop situation reports at a minimum of once every 12-hours, unless otherwise directed.
- Continue to staff the Emergency Operations Center (EOC) on a 24-hour a day basis.

## 2. **State Emergency Response Team Liaison Officer**

The State Emergency Response Team Liaison Officer (SERTLO) position is established by the State of Florida Division of Emergency Management (DEM) to act as the State's on-scene representative to assist local government in responding to, and recovering from, a disaster event. This assistance will range from advising local government as necessary, and accepting requests for resources and assistance from sources outside the County. The SERTLO is also expected to assess the local disaster impact and keep the State Emergency Operations Center informed of the local situation.

The State Emergency Response Team Liaison Officer (SERTLO) coordinates with the Emergency Operations Center (EOC) County Coordinating Officer or designee and is assigned to a desk in the Leon EOC. The SERTLO provides a summary of State activities as part of the round table briefing and provides input to the Situation Reports. The SERTLO works with the ESF 5 Coordinating Officer to prepare and monitor requests for assistance.

## V. **RESPONSIBILITIES**

### A. **PRIMARY AGENCY - Leon County Sheriff's Office, Division of Emergency Management**

- Coordinate the overall efforts to collect, analyze, report, and display information to facilitate support for planning efforts in response operations.
- Coordinate pre-planned and event-specific aerial reconnaissance operations to assess the overall disaster situation.
- Synthesize findings into short and long-term plans for consideration by the Emergency Operations Center (EOC) County Coordinating Officer.
- Distribute plans and reports to other agencies.

#### 1. **Director**

The Leon County Sheriff's Office, Division of Emergency Management Director will provide advice and direction to the EOC ESF 5 Coordinating Officer.

#### 2. **Emergency Operation Center (EOC) ESF 5 Coordinating Officer**

The Emergency Operations Center (EOC) ESF 5 Coordinating Officer (Leon County Sheriff's Office, Division of Emergency Management) is the lead for Information and Planning and will act as the coordination and control point for EOC information flow. The EOC ESF 5 Coordinating Officer will be assisted by EOC Support Staff.

## **B. SUPPORT AGENCIES**

### **1. Emergency Operation Center (EOC) Support Staff**

EOC Support Staff has been formed by drawing upon staff from other County Departments. The EOC Support Staff will operate the Information and Planning Section, provide runners, and provide administrative support as required. The EOC Support Staff reports to the EOC ESF 5 Coordinating Officer. The EOC Support Staff will work two 12-hour shifts ("Alpha" 7 a.m.-7 p.m., or "Bravo" 7 p.m.-7 a.m.) (Alpha/Bravo shift start and end times may be adjusted depending upon conditions). 12-hour shifts will begin upon EOC activation.

#### **a. Operations Officer**

The ESF 5 Coordinating Officer is responsible for assigning personnel to positions and ensuring sufficient staffing. The supervisor will oversee the staff and will resolve conflicts in determining support needs for operating agencies.

#### **b. Operations Assistant**

The Operations Assistant will provide administrative support to the Emergency Operation Center County Coordinating Officer (CCO) and ESF 5 Coordinating Officer (CO). The Operations Assistant will answer the phone, monitor information and message flow and provide whatever support is necessary to the CCO/CO.

#### **c. Runners**

Runners will be available to distribute messages from the master log printer to and from agency tables and to provide support to the Emergency Operation Center (EOC). The runners will ensure that any written messages are logged, distributed to the addressee, and provided to the computer operator for entry into the Master Log.

#### **d. Emergency Operations Center (EOC) Check-In Desk**

The Check-In Desk will be staffed by one support person for security during the day and night shift. The check-in desk staff will ensure that every person signs in and out of the EOC. The check-in desk will also ensure that unauthorized persons are not granted access to the EOC. Security will be requested if needed.

#### **e. Department EOC Support Personnel**

Each department may wish to have support personnel to provide administrative assistance in telephone answering, computer operations, and message control.

**2. Computer Operator**

The Computer Operator reports directly to the Emergency Operation Center (EOC) Operations Officer. The Computer Operator will operate, update, and monitor the following information systems:

- HURRTRAK RM/PRO Hurricane Tracking Program.
- Televent Weather Radar.
- State Emergency Management Network (EMNet) is operated out of LCSO Communications main office.
- FDEM's Emergency Management Constellation Incident Management Database

**3. Mutual Aid Coordinator**

The Mutual Aid Coordinator is the Emergency Operation Center (EOC) ESF 5 Coordinating Officer and coordinates closely with the Purchasing Director (Resources) and the State Emergency Response Team Liaison Officer (SERTLO). The Mutual Aid Coordinator processes and tracks all requests for mutual aid assistance from other counties and the State of Florida.

**4. GIS DESK**

The GIS Desk will provide Geographic Information System (GIS) mapping support and access to maps, data and figures, including Property Appraiser data, Flood Zone, and other information as needed in support of Emergency Operations Center (EOC) operations. The GIS Desk reports to the EOC Operations Officer, and during recovery phase activities, provides support to the Damage Assessment Officer (DAO).

**5. Point of Contact**

All agencies with assigned disaster response roles will identify and provide a staff Point of Contact (POC) to support the damage information and operational information related to individual department activities.

**VI. RESOURCE REQUIREMENTS**

The following resource requirements are based on overall needs to carry out its missions.

**A. COMMUNICATIONS**

**1. Telecommunications**

At least 9 telephone devices (including a minimum of one TDD available at 9-1-1 dispatcher centers) will be required.

Cellular telecommunications and 800MHz radio capability between key field personnel and the EOC are available on a limited basis.

**2. Radio**

Additional radios will be required for communications with key agencies not currently on the County's system.

**B. EQUIPMENT/SUPPLIES**

**1. Warning Point**

- State Emergency Management Network (EMNet)
- Warning Point Computer Network Client (The Counties' Network)
- Television and VCR

**2. Emergency Operation Center (EOC)**

- 1 copy machine
- 2 facsimile machines; one (1) for incoming; one (1) for outgoing transmissions
- 1 large screen projector linked to computers
- Flashlights, batteries
- Maps, wallboards, marking supplies
- Typewriter and ribbon
- Wall clocks
- CDR's
- First Aid kits
- Cots, blankets
- Food and drinks
- EOC Messaging
- EOC Action Logs
- Computers; twenty-two (22) for EOC Staff
- Flat panel display monitors; four (4) linked computers
- Printer access
- Shower/locker capability
- Miscellaneous office supplies

<b>LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN</b>	<b>Reference: STATE CEMP ESF 6</b>	<b>Reference: NATIONAL RESPONSE FRAMEWORK ESF 6</b>
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**ANNEX 6  
MASS CARE**

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## ANNEX 6 MASS CARE

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**LEAD AGENCY:** Capital Area Chapter of the American Red Cross

**SUPPORT AGENCIES:** Leon County Volunteer Center, Salvation Army, Sheriff's Office, Leon County Health Department, Amateur Radio Emergency Service/Radio Amateur Civil Emergency Services, Leon County School Board, Leon County Emergency Medical Services, City of Tallahassee, and churches

### I. INTRODUCTION

#### A. PURPOSE

To provide coordination of activities involved with the provision of temporary shelters, mass feeding, and bulk distribution of relief supplies for evacuees and victims of disaster. To some degree, these services will also be provided to disaster workers as described below.

#### B. SCOPE

Responsibilities include the following:

- Coordinate sheltering activities before, during, and after a disaster to include location and support of shelters for people with special needs.
- Coordinate the establishment and operation of mass feeding facilities either through fixed sites or mobile feeding routes, in areas affected by disasters.
- Coordinate with Volunteers and Donations (ESF 14) relief efforts provided by volunteer organizations performing mass care functions.
- Coordinate the establishment of a system to provide shelter registration data to authorities as appropriate.
- Coordinate the provision of emergency first aid in shelters, fixed feeding sites, mobile feeding routes and emergency first aid stations.
- Coordinate with Health and Medical Services for the prevention of communicable diseases, to include epidemiological and environmental health activities, as related to sheltering and feeding evacuees and disaster victims.
- Provide quantitative mass care services data to Information and Planning and other agencies which require accurate data for response planning.

- Coordinate with law enforcement for additional facility security resources.
- Coordinate with Communications Amateur Radio Emergency Service (ARES/RACES) volunteers to ensure each shelter has a working system of communications.
- Coordinate bulk distribution of relief supplies.

## II. POLICIES

The American Red Cross was chartered by Congress in 1905 and has responsibilities related to meeting human needs created by a disaster. The American Red Cross policies include "...a program of both emergency mass care and assistance to individuals with urgent and verified disaster-caused needs."

Mass Care will be implemented in Leon County for assistance during the threat of, or occurrence of a disaster. Activities will be coordinated through the Leon County Emergency Operations Center (EOC). The primary agency, and support agencies as required, will provide staff at the EOC 24-hours per day for the duration of activation.

To ensure that appropriate confidentiality regulations are enforced, Mass Care will not release confidential information to the general public. Shelter occupants' information will be handled in accordance with Capital Area Chapter of the American Red Cross Disaster Welfare Inquiry procedures.

The American Red Cross does not provide special needs shelters, but may coordinate the services provided by those shelters. This can include logistics and mass feeding support.

### **Shelter Opening/Closing**

When an event threatens, or occurs, the Leon County Sheriff's Office, Division of Emergency Management in coordination with the Capital Area Chapter of the American Red Cross will identify the specific shelters to be opened. Notice to the public will be provided through the media or local law enforcement. Shelter closings will be conducted as evacuees are able to return home or are relocated to other facilities. A news release will be issued stating the location and time of shelter closings.

## III. SITUATION

### A. DISASTER CONDITION

#### 1. Sudden Events

Transportation accidents, airplane crashes, flash floods, tornadoes, fire, or manmade events may necessitate immediate identifiable mass care for evacuees, victims, and emergency workers involved in the disaster response and aftermath. Shelters and feeding sites may need to be quickly established, with no advance notice.

## **2. Slowly Developing Events**

Catastrophic disasters such as hurricanes and slow-rising floods provide warning and evacuation time, but may cause extended displacement and damage to the infrastructure. Shelters may be needed statewide to accommodate evacuees, and in some cases may be established in neighboring states. Damage from catastrophic disasters may cause extended displacement, the needs of which may extend into the long-term recovery phase.

## **B. PLANNING ASSUMPTIONS**

- The most destructive natural hazard to which Florida is vulnerable are hurricanes. Consequently, advance warning is likely, with an opportunity to order evacuation in vulnerable areas.
- Shelter operations may be required to accommodate residents from outside the region when evacuations occur elsewhere along the Atlantic or Gulf coasts.
- Hurricane evacuation studies predict that people outside surge areas will evacuate.
- In a catastrophic disaster, it is likely that long-term mass care will be required until rental assistance and temporary housing resources become available. Impact Assessment Teams and technological equipment may provide a guide for the magnitude of housing needs and resource deficits.
- A significant influx of disaster workers will strain the resources of the impacted area(s).
- Mobile feeding operations may not be possible in major operations.
- Smooth transition from Mass Care response to Individual Assistance Recovery Operations will help ensure that disaster victims' needs are met.

## **IV. CONCEPT OF OPERATIONS**

### **A. GENERAL**

Mass Care will be organized in a manner that ensures rapid response to the needs of people affected by a disaster. Emphasis will be to have thorough and up-to-date response plans that have been coordinated through the primary agency.

Mass Care will focus on sheltering activities, mass feeding, bulk distribution of relief supplies, and the coordination of volunteer agency activities in mass care as directed by the Capital Area Chapter of the American Red Cross. Support

agencies will plan with the Capital Area Chapter of the American Red Cross and provide support services in times of disaster to ensure a coordinated response.

## **B. ORGANIZATION AND NOTIFICATION**

### **1. Primary Agency**

The Capital Area Chapter of the American Red Cross is designated as the Lead Agency and is responsible for planning and coordination with support agencies.

### **2. Support Agencies**

Each support agency will be expected to establish operational procedures and direct its response resources in accordance with the agency's operating procedures.

Capital Area Chapter of the American Red Cross: Identify and survey shelters, shelter management, mass feeding, and general nursing care.

Volunteer Center: Support Capital Area Chapter of the American Red Cross in recruiting volunteers, managing shelters, and other mass care activities.

Salvation Army: Support Capital Area Chapter of the American Red Cross operations for feeding and volunteers.

Sheriff's Department/Tallahassee Police Department: Coordinate the provision of security at shelters if required.

Amateur Radio Emergency Services/Radio Amateur Civil Emergency Services: Provide radio communications.

Leon County Emergency Medical Service: Provide emergency medical services.

Leon County School Board: Support shelter operations by opening designated school shelter.

Leon County Health Department: Provides and manages special needs shelters.

Churches: Support shelter operation by opening churches when requested, providing for facility management, volunteers, and food preparation services as applicable.

**3. Staffing**

Primary and support agencies will provide sufficient personnel to staff the Mass Care function 24-hours per day, 7 days per week. The staff will be made up of qualified individuals able to facilitate decisions for the agency they represent. Higher level managers, skilled professionals with subject knowledge, and operations personnel are preferred.

**C. RESPONSE ACTIONS**

- Primary and support agencies will have and maintain appropriate listings of agency staff to call for performing response activities. The response personnel will be available 24-hours per day, 7 days per week.
- Primary and support agencies will have and maintain listings of all available resource providers used by the agency in disaster situations. These would include private sector vendors.
- All support agencies will ensure that all actions taken are recorded and communicated to the primary agency representative at the EOC.
- At all times, support agencies should be able to make brief and accurate status reports to the primary agency.

**1. Sheltering**

**a. Public Shelters/Capital Area Chapter of the American Red Cross**

- Coordination of all public shelters will be in accordance with Capital Area Chapter of the American Red Cross shelter guidelines. This includes shelters formed before, during, and after the event. The Chapter will monitor evacuation activities to ensure shelters are opened in additional counties as needed.
- Shelters will be opened and closed in accordance with public need as assessed by the Capital Area Chapter of the American Red Cross, and the Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM). The Chapter will continuously monitor occupancy levels and ongoing evacuees and victims' needs, and provide at a minimum a daily listing of shelter status.
- All shelters will be managed in accordance with applicable Capital Area Chapter of the American Red Cross regulations and procedures.
- The Capital Area Chapter of the American Red Cross currently has an adequate number of trained shelter managers.

- The Capital Area Chapter of the American Red Cross will work with Leon County Schools, Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM), Florida Division of Emergency Management and applicable state and county agencies in activities related to surveying the suitability of facilities to serve as shelters following a disaster occurrence.
- Procure and regularly update lists of available shelters, and shelter agreements for Leon County in hazard specific situations. Shelter listings will include staffing and resource information.
- Coordinate the provision of relief staff and the replenishment of shelter supplies.
- Coordinate the consolidation of shelters, staff, resources (e.g., communications and law enforcement), and supplies as sheltering needs diminish.
- Work with other members of the Leon County Emergency Operations Center (EOC) team in determining extended sheltering needs.
- Work with appropriate agencies such as the Department of Health, Capital Area Chapter of the American Red Cross Family Services, and the Department of Elder Affairs for long-term placement of disaster victims who cannot return to their normal living arrangements due to disaster damages.
- The Health and Medical Group (ESF 8) will be called to support any shelter requiring medical services and/or manpower beyond the Capital Area Chapter of the American Red Cross resource capabilities.

**b. Special Needs Units**

- Coordinate with Health and Medical Group (ESF 8) to ensure that people who need a higher level of care receive attention in an appropriate setting.
- Provide logistics support to special needs shelters (food, water, ice, registration for people with special needs).

## 2. Feeding

### a. Mass Feeding

The establishment of a mass feeding locations will be coordinated through the Leon County Sheriff's Office, Division of Emergency Management, the County Volunteer Services Center Coordinator and the Capital Area Chapter of the American Red Cross. The Capital Area Chapter of the American Red Cross has an Emergency Response Vehicles to provide snacks and drinks, as well as to support mobile feeding routes. If needed, the Capital Area Chapter of the American Red Cross can operate the mobile feeding kitchen, and coordinate with other supporting agencies to their mobile feeding kitchens as well. These kitchens can be in place within two (2) to three (3) hours after activation.

- Coordinate with supporting agencies to establish mass feeding sites. Mass feeding activities will include feeding of evacuees, disaster victims, and emergency workers (when possible).
- Regularly update a list of all agencies (public and private) who have a mission to provide mass feeding in times of disaster. The list will include specific information such as:
  - Number of persons each agency can feed two (2) meals a day, and how long this level of feeding can be sustained.
  - Number of staff or volunteers available for cooking and/or serving.
  - Major equipment lists, e.g., field ranges, mobile feeding units, refrigeration, vehicles, etc.
- Coordinate mass feeding locations to ensure optimal logistics for public service.
- Coordinate sanitation provisions and inspections, and garbage removal from mass feeding sites in coordination with Public Works and the Health and Medical Group.
- Coordinate the provision of food and water to mass feeding sites. This will include procuring food from the USDA, donations, and private vendors.

### b. Individual Feeding

The Capital Area Chapter of the American Red Cross and the Salvation Army will coordinate the provision of food for individuals not in shelters and unable to attend mass feeding sites.

This coordination will be based on local disaster responders identifying people and locations with individual feeding needs.

**c. Food Storage and Distribution**

Distribution sites will be determined between the Capital Area Chapter of the American Red Cross, County Volunteer Services County Coordinator, and the Leon County Sheriff's Office, Division of Emergency Management. Locations may include local churches, and parking lots.

- The Capital Area Chapter of the American Red Cross will coordinate with Leon County regarding the storage of food in identified warehouse sites.
- The Capital Area Chapter of the American Red Cross will coordinate the distribution of food from stores and identified warehouses sites.
- The Capital Area Chapter of the American Red Cross will coordinate the transportation of food from identified warehouses to mass care feeding sites.

**3. Bulk Distribution of Relief Supplies**

- In conjunction with the EOC, the County Volunteer Services Center will coordinate with local authorities in the identification of bulk supply depots and distribution sites in the impacted area.
- The Public Information Officer will publish information as to where donated bulk supplies should be delivered, and information as to how these supplies can be accessed.
- The Emergency Operations Center (EOC) will receive ongoing information from supply depots as to the type and quantity of relief supplies including foods that are available for distribution.
- The Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) will coordinate with the State Emergency Operations Center to obtain supplies from elsewhere, in and out of State, based on actual needs assessments from the field.

**4. Non-Medical Volunteers**

In addition to those activities stated above, The Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) will:

- Prevent the duplication of goods and services as they relate to mass care.



- Assist volunteers with logistics.
- Coordinate the delivery of goods and services as they relate to mass care.

County Volunteer Services Center/ ARC will maintain a listing of all non-medical volunteers active in mass care in the disaster area. The list will contain the following information.

- Type of service(s) being provided by each volunteer agency.
- Number of volunteers in the area.
- Resources each agency has available.
- Names and contact means of key persons in each organization.
- Logistical abilities of each organization, e.g. self-contained, require transportation, self-equipped, etc.

**5. Emergency First Aid and Mental Health**

The Capital Area Chapter of the American Red Cross will coordinate with the Health and Medical Group (ESF 8) for the provision of medical services and mental health services in shelters, and will ensure that trained and qualified personnel are present in shelters in sufficient numbers to care for people requiring assistance.

The Capital Area Chapter of the American Red Cross will coordinate with local officials to ensure that a sufficient number of first-aid trained and other qualified personnel are stationed at each mass care site.

**6. Communications/Electrical Power**

Shelters will coordinate with the Emergency Operations Center (EOC) to ensure that each shelter has a working system of communications with the County Emergency Operations Center and Capital Area Chapter of the American Red Cross per the Capital Area Chapter of the American Red Cross protocol. This may include radio, telephone, or cellular telephone communication devices. Each shelter will have an Amateur Radio Emergency Service (ARES/RACES) operator assigned to provide back-up communications should the telephone system fail. The Capital Area Chapter of the American Red Cross representative in the EOC will keep Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) informed regarding conditions at the shelters and unmet needs. The Capital Area Chapter of the American Red Cross has five (5)

generators (5 kW) available to support basic needs of shelters (lighting and fans for ventilation).

## **V. RESPONSIBILITIES**

### **A. PRIMARY AGENCY**

1. Develop and maintain a roster of personnel. Sufficient staffing will be available for 24-hours per day, 7 days per week coverage.
2. Ensure the presence of resource materials in sufficient quantity in the Emergency Operations Center (EOC). These materials would include:
  - Shelter listings for the region with names and contact numbers of each shelter management team.
  - Listing of all bulk food providers and contact personnel and phone numbers.
  - Listing of all hospital and ambulance services with contact numbers.
  - Locations of all mass feeding sites and the names of site managers.
  - Listing of all State and Federal human services agencies active in disaster response.
3. Provide a system for recording incoming requests for assistance, who was assigned to respond, and the action taken.
4. Establish a protocol for prioritizing response activities.

## **VI. RESOURCE REQUIREMENTS**

### **A. ASSETS CRITICAL FOR INITIAL TWELVE HOURS**

1. **Shelters (Public and Special Needs)**
  - a. Food, water, ice, food service equipment, and fuel (e.g., generator)
  - b. Cleaning supplies
  - c. Toiletry items
  - d. Administrative supplies
  - e. Blankets, cots-(after 48 hours)
  - f. Portable toilets
  - g. First aid supplies
  - h. Vehicles (both passenger and cargo)

**2. Personnel**

- a. Shelter managers, additional shelter staff
- b. Qualified first aid staff/volunteers
- c. Medical staff/volunteers
- d. Food service personnel
- e. Security personnel

**B. ASSETS REQUIRED FOR CONTINUING OPERATIONS**

The assets noted above will be required for the immediate and long-term response phases (several days to several weeks). Increases and decreases in the number of shelters, feeding sites, and distribution sites will be adjusted through analysis and coordination within the EOC.

<b>LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN</b>	<b>Reference: STATE CEMP ESF 7</b>	<b>Reference: NATIONAL RESPONSE FRAMEWORK ESF 7</b>
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**ANNEX 7  
RESOURCE SUPPORT**

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## ANNEX 7 RESOURCE SUPPORT

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**LEAD AGENCIES:** Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM), Leon County Department of Management Services

**SUPPORT AGENCIES:** Office of Management and Budget, Purchasing Department, Sheriff's Office, Public Works Department, Facilities Management, Human Resources, City of Tallahassee, all other local government resources, and the Statewide Mutual Aid Agreement (SMAA).

### I. INTRODUCTION

#### A. PURPOSE

The purpose of this annex is to provide logistical and resource support to local entities involved in delivering emergency response and recovery efforts for natural disasters and other catastrophic events.

#### B. SCOPE

The LCSO/DEM is responsible for coordinating the support of emergency response and recovery efforts during the initial response phase and immediate recovery phase following a disaster. This support includes coordination of locating, procuring, and assigning resources such as supplies, office space, office equipment, fuel, communications, contracting services, personnel, heavy equipment, and transportation.

### II. POLICIES

- Coordinate and manage the resource support needed.
- Supplies and equipment will be provided from current county, municipal, and department stocks or surplus and, if necessary, from commercial sources and donations.
- Designated support agencies will furnish resources as required to support these department requirements. Support by these agencies will be terminated at the earliest practical time.
- Procurement will be made in accordance with current County, State and Federal laws and regulations, which include emergency procedures under local ordinance and Florida Statutes.

### **III. SITUATION**

#### **A. DISASTER CONDITION**

A major or catastrophic disaster will have an immediate impact on county and local resources, and vitally needed supplies must be procured and provided to the impacted areas.

#### **B. PLANNING ASSUMPTIONS**

1. Resources within and outside the impacted area will be acquired to assist in fulfilling the unmet needs of the county and local governments.
2. Transportation of resources will require staging areas coordinated by Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) after a declared state of local emergency and by assigned secondary support agencies prior to State and Federal activation.
3. Some resources of the County and local governments may not be available to the impacted area due to restricted access to transportation routes caused by fallen debris, flooding or other damage. In addition, many resources and buildings that contain them may be destroyed or damaged.
4. Logistical support for life-saving activities will receive priority.
5. Demand for resources may require a declaration of a local state of emergency, which would exempt normal procedures for purchasing.

### **IV. CONCEPT OF OPERATIONS**

#### **A. GENERAL**

County-wide capabilities and resources will be allocated and coordinated by the Emergency Operations Center (EOC). Equipment, supplies, and personnel, including volunteers, shall be drawn from existing support agencies' resources and local sources outside the impacted area. Support which cannot be provided from these sources will be provided through commercial sources.

#### **B. ORGANIZATION**

1. The Director, Department of Management Services, or designee will serve as the Emergency Coordinator for the Resource Support Group (ESF 7).
2. The Resource Support Group (ESF 7) will operate under the direction of the Emergency Coordinator. The Resource Support function will continue to operate throughout the emergency situation.

4. Upon notification, the Emergency Coordinator will alert designated primary personnel of possible resource needs and report to the County Emergency Operations Center (EOC). Support operations will be coordinated through the EOC.
5. The Emergency Coordinator will maintain liaison with other departments and interested parties.
6. Space will be provided for Federal and State Advance Team (Federal Emergency Support Function (ESF 7) General Services Administration procurement officials at the Emergency Operations Center (EOC) until the Disaster Field Office is established.

### **C. NOTIFICATION**

1. The Emergency Operations Center (EOC) will implement the activation plan to notify all support personnel. Personnel will be placed on standby or deployed for immediate response.
2. Inventories of resources, including but not limited to pre-arranged staging areas, government buildings, public facilities, and agency contacts, will be reviewed.

### **D. RESPONSE ACTIONS**

#### **1. Initial**

- a. Personnel will be placed on standby or directed to staging areas. Some facilities will be manned for immediate response.
- b. Some resources will be staged near the pending emergency areas.
- c. Support agencies may be alerted.
- d. Some support agencies may be directed to deploy personnel and other resources.
- e. Resources available for designation as emergency support will be identified and assessed (including facilities).

#### **2. Continuous**

- a. Buildings may be leased for use as staging warehouses or to replace damaged or destroyed facilities.
- b. Communication resources will be provided in coordination with the Management Information Systems Division.

- c. Transportation needs will be provided in coordination with local transportation providers for movement of persons. Public Works or private contractors will be used to move goods and materials.
- d. Office furniture, equipment, and supplies will be provided from existing inventories, or may be procured.
- e. Food and fuel will be provided with the cooperation of American Red Cross and Fleet Management.
- f. Security for staging areas and facilities will be provided by local law enforcement or private security firms.
- g. Maintain records of all properties loaned in support of the Emergency Operations Center (EOC) by the State or Federal Government.
- h. Coordinate contractual services between the County and commercial sources.

## **V. RESPONSIBILITIES**

### **A. LEAD AGENCY**

The Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) will support the procurement of commodities and services and the leasing of buildings, facilities equipment, and associated materials. In addition, the County Volunteer Service Center will assist in the coordination and allocation of food and equipment made available through the local, State and Federal Surplus Property Program.

### **B. SUPPORT AGENCIES AND TYPE OF SUPPORT**

- 1. Public transportation drivers, operators, buses, vans, and other support equipment will be coordinated through StarMetro.
- 2. Office of Management and Budget (OMB): Fiscal, grant/management consulting staff, Management Information Services (MIS) computers and computer programs.
- 3. Personnel: Employment and security, employment and job service counselors.
- 4. Sheriff's Office: Security personnel, inmate labor, and vehicles.
- 5. Fleet Management/Facilities Management: Building management, fuel and energy resources.



6. Community Services: Food distribution services and personnel, vehicles, equipment, and support equipment.
7. School Board: Facility use and building space at K-12.
8. Public Works: Personnel, equipment, heavy equipment operators, and support equipment.
9. Purchasing: Purchasing of supplies and development of agreements.

## **VI. RESOURCE REQUIREMENTS**

### **A. HUMAN RESOURCES DIVISION**

1. Departments will provide support staff in the Emergency Operations Center (EOC) consisting of the following:
  - A representative with knowledge of department material operations with the authority to commit and obtain resources.
  - Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) will notify the departments that should respond to the Emergency Operations Center (EOC). Each event may require a different response.

<b>LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN</b>	<b>Reference: STATE CEMP ESF 8</b>	<b>Reference: NATIONAL RESPONSE FRAMEWORK ESF 8</b>
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**ANNEX 8  
HEALTH AND MEDICAL SERVICES**

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## ANNEX 8 HEALTH AND MEDICAL

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**LEAD AGENCIES:** Leon County Health Department  
Florida Department of Health

**SUPPORT AGENCIES:** Tallahassee Memorial HealthCare, Leon County Emergency Medical Services, Capital Regional Medical Center, Capital Medical Society, Health South, Leon County Emergency Medical Services, StarMetro, Big Bend Transit, Leon County School Board, City of Tallahassee, and the Capital Area Chapter of the American Red Cross.

### I. INTRODUCTION

#### A. PURPOSE

The primary mission of the Health and Medical Emergency Support Function (ESF) 8 is to respond to public health and medical needs before, during, and after a significant natural or manmade event.

#### B. SCOPE

Emergency Support Function (ESF) 8 is responsible for coordinating Leon County's health and medical response in the event of an emergency or disaster. To accomplish this goal, ESF 8 oversees the emergency management functions of preparedness, response, recovery, and mitigation with all agencies and organizations that carry out health or medical services.

The Leon County Health Department (LCHD) serves as the lead agency for ESF 8 and works closely with other health and medical providers, as well as other support agencies, to ensure that emergency medical needs and public health concerns are addressed in a timely, efficient and coordinated manner.

ESF 8 responsibilities are categorized in the following functional areas:

- Public Health to include but not limited to:
  - Coordination of mass care or mass casualty events;
  - Coordination of Strategic National Stockpile (SNS) and Regional Pharmaceutical Stockpile
  - Coordination of epidemiological investigations
  - Coordination of environmental health support
  - Prevention, control, and mitigation of disease spread through mass vaccination, distribution of prophylaxis or treatment medications;
  - Protection of the public from contaminated foods and drugs;
  - Restoration of a safe drinking water supply;

- Control of vermin and other public health hazards;
- Emergency Medical Service to include but not limited to:
  - Triage, treatment and transportation of victims of a disaster
- Special Needs to include but not limited to:
  - Establishment of special needs shelters when evacuation is required
  - Provision of support required for special needs transportation and sheltering
- Medical Facilities
- Alternate Medical Treatment Facilities
- Disaster Medical Assistance Teams (DMATs)

## **II. POLICY**

It is the policy of ESF 8 to coordinate issues and activities regarding the timely and effective delivery of health and medical services within Leon County in accordance with plans and procedures established for the agencies and organizations identified within this annex and all applicable local, state and federal requirements. The lead agency, LCHD, follows public health policies and procedures established by the Florida Department of Health.

## **III. SITUATION**

Coordination and mobilization of the Health and Medical ESF 8 will occur when a natural or manmade disaster threatens or occurs, that poses a significant risk or harm to public health.

Major assumptions include:

- Leon County must be prepared to rely on existing local resources for at least 72-hours; during this period, if available, other local jurisdictions may provide additional resources and support.
- The Special Needs and Assistance Population Program (SNAPP) shelters will possibly have more of a demand than pre-registration indicates.
- There may be a need to transport residential facility clients to other areas outside Leon County.
- Medical and health response to a disaster event will be coordinated through the Leon County Emergency Operations Center (EOC).

- In response to a terrorist attack, the LCHD may be requested to coordinate activities with the North Florida Regional Domestic Security Task Force (NFRDSTF).
- Response to a disaster event may require immediate medical treatment for mass casualties or infected persons, as well as long-term epidemiological and environmental monitoring, provisioning and staffing of special needs shelters and quarantine centers, and mental health care for both victims and responders. Emergency mass mortuary identification and disposition services may also be required.
- Disaster response may require the temporary suspension of routine county health and medical services in whole or in part.
- The LCHD is responsible for establishing special needs shelters in coordination with the Capital Area Chapter of the American Red Cross, when evacuation orders are anticipated or in effect.
- County infrastructure may be destroyed or damaged delaying the arrival of medical supplies and necessitating utmost restraint in the consumption of available supplies, continuous communications with the public and security of facilities.

#### **IV. CONCEPT OF OPERATIONS**

##### **A. GENERAL**

The Leon County Health Department (LCHD) provides staffing for ESF 8 to coordinate health and medical services delivery in response to and recovery from a disaster. Those issues which may arise during a disaster that are not addressed in the functional Standard Operating Guides will be discussed between the two primary agencies (Leon County Sheriff's Office/Division of Emergency Management and the responsible agency) for appropriate tasking.

##### **B. ORGANIZATION**

The LCHD will serve as the lead agency of ESF 8 and will work in coordination with all support agencies assigned responsibilities under this annex. Typically, the Leon County Administrator, in coordination with the Director, Division of Emergency Management, will designate staff as representatives at the County EOC. The Administrator can also request assistance from the Florida Department of Health, Office of Emergency Operations, North Florida Regional Advisor.

##### **C. NOTIFICATION**

The Leon County Sheriff's Office, Division of Emergency Management will notify the primary agency contacts for the Leon County Health Department (LCHD) of the need to begin activation procedures and respond to the Emergency

Operations Center (EOC). The LCHD will then notify all support agencies under this annex and provide them with a situation update and/or notice of activation of any or all components of this plan.

As specified in the Medical Facility Standard Operating Procedure, the County EOC will contact medical facility liaisons directly for activation of the facility notification procedure. This notification process will be coordinated through ESF 8.

## **D. RESPONSE ACTIONS**

Upon activation of the Leon County Emergency Operations Center, the LCHD Director or designee, along with essential staff, will immediately report to the Emergency Operations Center (EOC).

### **1. Public Health**

The LCHD will coordinate response by implementing emergency procedures to protect the public health of Leon County citizens in a disaster event. These procedures may include prevention, control, and mitigation of disease spread through mass vaccination or distribution of prophylaxis or treatment medications; protection of the public from contaminated foods and drugs; control of vermin and other public health hazards; and restoration of a safe drinking water supply, coordination of mass care or mass casualty events, the establishment of special needs shelters when evacuation is required, and provisioning and security for mass quarantine facilities.

### **2. Emergency Medical**

The Leon County Emergency Medical Services (EMS) delivery team will coordinate rescue and respond to emergency medical calls. EMS teams will stabilize and transport patients to the nearest operating medical facility capable of handling the patient.

### **3. Special Needs**

The special needs service delivery team will coordinate the registration, notification, transportation, and care in special needs units or appropriate facility for Special Needs and Assistance Population Program (SNAPP) clients. SNAPP clients are persons in the community who are unable to respond independently to an emergency or require evacuation assistance. For more information on special needs service delivery see the SNAPP Standard Operating Guide (SOG).

### **4. Medical Facilities**

The Leon County Sheriff's Office, Division of 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.

**5. Disaster Medical Assistance Teams (DMAT)**

A Disaster Medical Assistance Team (DMAT) is a group of medical volunteers serving under the auspices of the U.S. Public Health Services who have been organized, trained, and supplied to respond to disaster areas and set up "field hospitals" to supplement the capabilities of the local emergency care system. The DMAT service delivery team will coordinate with the DMAT team leader(s) and the U.S. Public Health Service to determine where Disaster Medical Assistance Teams (DMAT) will be located and to provide support for operations and recovery.

**6. Fatality Management**

The rapid and accurate identification of mass fatality victims is of critical importance to any disaster response operation. The Florida Emergency Mortuary Operations Response System (FEMORS) is available to provide support to Leon County, the District Medical Examiner's Office, and state agencies to assist with mass fatalities management. FEMORS is a state resource, developed in conjunction with the Florida Department of Health, Emergency Operations Section, to provide mass fatality professional assistance when an incident of this type overwhelms local resources. FEMORS consists of a statewide pool of volunteers and may be requested through State ESF 8. Duties that FEMORS may perform include:

- Initial Scene Response and Evaluation
- Processing the Scene
- Temporary Morgue Operations and Administration
- Victim Identification
- Disposition of Human Remains (Embalming/casketing)
- Return of human remains to families
- Evidence Collection
- Prevention of spread of infectious disease

In the event that federal resources are required to augment local and state response efforts, a Disaster Mortuary Operational Response Team (DMORT), may be requested through State ESF 8 to assist with fatality management. DMORT performs similar tasks to FEMORS and, like FEMORS, consists of a mix of volunteers with specific training/skills in victim identification, mortuary services, and forensic pathology. DMORTs are mission-tailored on an ad-hoc basis, and usually deploy only with personnel and equipment specifically required for a current mission.

## 7. **Other Response Actions**

- Coordinate with Leon County Public Information Officer to issue news media releases to the public on methods of sanitizing water and other health warnings as needed;
- Ensure that the shelters are appropriately staffed to serve the public health needs. Shelters are coordinated and staffed by the Capital Area Chapter of the American Red Cross on a 24-hour basis;
- Examine the need for additional medical assistance and supplies;
- Ascertain the need for patient evacuation;
- Determine what assistance is required for dealing with:
  - Hazardous materials;
  - Safety of food and drugs;
  - Radiological hazards;
  - Mental health needs for victims/workers;
  - Vector control;
  - Victim identification/mortuary services;
  - Potable water needs;
  - Waste water treatment;
  - Solid waste disposal;
  - Mass prophylaxis;
  - Mass immunization;
  - Mass decontamination;
  - Mass casualties; and
  - Isolation/Quarantine

## **E. RECOVERY ACTIONS**

The primary effort in the recovery phase is to restore the affected community to normal condition. The Director of the LCHD is responsible for the welfare of County residents and will conduct/direct the assessments of health and medical needs, and will:

- Support emergency services staff and operations until the local system is self-sustaining.
- Maintain provision of long-term emergency environmental activities.
- Identify populations requiring event-driven health, medical or social services post-event.
- Provide emergency pharmacy/ laboratory services.



- Initiate financial reimbursement process for these activities when such support is available. Each agency/department is responsible for recording and tracking its own expenditures and seeking reimbursement (if available) from the appropriate resource after the event.
- Restore essential health and medical components of delivery systems and
- Permanent medical facilities to operational status.
- Restore pharmacy services to operational status.
- Monitor environmental and epidemiological systems.
- Initiate grants for environmental and epidemiological surveillance.

## **V. RESPONSIBILITIES**

### **A. PRIMARY AGENCY**

Primary responsibility rests with the Leon County Health Department which will:

- Provide leadership in directing, coordinating, and integrating the overall efforts of local, state, and federal agencies to provide health and medical assistance in the affected area.
- Establish active and passive surveillance systems, as needed, for the protection of the public health.
- Coordinate with Incident Commander or Lead Agency at remote operation centers to ensure the safety and care of emergency responders. Identify health personnel to monitor the health of workers.
- Coordinate the disposal of contaminated waste with trash collectors (City of Tallahassee/Waste Management).
- Staff and operate a command and control structure to assure that services and staff are provided to areas of need.
- Prepare, coordinate and deliver information to the public, health and medical partners, and other community response partners before, during and after a public health emergency. Coordinate risk communication within Leon County in concert with Leon County ESF 14, Public Information, and FDOH, Office of Communications through the Joint Information Center (JIC).

## **B. SUPPORT AGENCIES**

### **1. StarMetro**

Is responsible for the coordination and transportation services for the Special Needs Assistance Population Program (SNAPP) clients. They will be activated through emergency management.

### **2. Home Health Agencies**

- Educate clients and assist in developing client disaster plans.
- Provide medical staffing (RNs, LPNs, Aides) in the Special Needs Shelters.
- Register clients as appropriate with the Leon County Special Needs and Assistance Population Program (SNAPP).

### **3. Leon County Emergency Medical Services**

- Provide emergency medical triage and treatment of patients
- Provide emergency medical transportation to the level of capacity. When capacity is exceeded, Emergency Management will coordinate with StarMetro, City of Tallahassee, and the School Board for additional buses for transporting mass casualties.

### **4. Residential Health Care Facilities**

- Develop and implement comprehensive disaster plans which include evacuation procedures.
- Establish a facility liaison with the Emergency Operations Center to coordinate and assist with the implementation of facility disaster plans.

### **5. Capital Area Chapter of the American Red Cross**

- Coordinate with LCHD and the Community Crisis Response Team (CCRT) to provide mental health counseling for victims.
- Coordinate with LCHD and the Critical Incident Stress Debriefing teams to provide counseling to emergency responders.
- Coordinate with LCHD to provide sheltering, and provision of other mass care services.

## 6. Area Hospitals

- Coordinate the transfer of critically injured or ill patients to outside medical centers as needed.
- Provide care for the injured and ill.

## VI. RESOURCE MANAGEMENT

The following resources are available through the ESF 8 agencies:

- Advance Life Support/Basic Life Support Vehicles
- Emergency Medical Technicians
- Paramedics
- Medical equipment and supplies
- Nurses (RNs/LPNs)
- Environmental specialists
- Nutritionists
- Pharmacy services/Pharmacists
- Physicians
- Laboratories and laboratory personnel
- Epidemiologists
- Aircraft (fixed wing/rotary wing/medical evacuation)

The following resources are not currently available or not available in sufficient quantities to satisfy the demand during a major or catastrophic disaster:

- Advance Life Support/Basic Life Support Vehicles
- RNs/LPNs/Aides
- Medical equipment and supplies
- Portable generators for shelters

<b>LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN</b>	<b>Reference: STATE CEMP ESF 9</b>	<b>Reference: NATIONAL RESPONSE FRAMEWORK ESF 9</b>
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**ANNEX 9  
SEARCH AND RESCUE**

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## ANNEX 9 SEARCH AND RESCUE

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**LEAD AGENCY:** Tallahassee Fire Department

**SUPPORT AGENCIES:** Leon County Sheriff's Office, Tallahassee Police Department, Leon County Public Works, City of Tallahassee Public Works, Leon County Emergency Medical Services.

### I. INTRODUCTION

Urban Search and Rescue operations after a major emergency/disaster consist of locating victims and removing them from hazardous situations. Injured victims must be provided with medical treatment and then transported to a medical facility. The urban search and rescue effort within Leon County will be a coordinated effort involving law enforcement, fire-rescue, public works, and utilities.

In general, search and rescue teams should consist of one or more pieces of public works equipment (such as a front end loader) along with personnel with chain saws, fire-rescue vehicles (engine company and rescue company) with personnel to search for and treat victims, and law enforcement vehicles and officers to observe security problems and assist in marking, securing, and evacuating deceased victims. These teams should be augmented by electric and gas utility personnel.

The priority for search and rescue operations will vary, depending on the scope and magnitude of the disaster. For minor or localized disasters, the most severely impacted areas will receive priority. However, for catastrophic disasters, areas of high population concentration must receive the highest priority. Additional information and priorities may be determined by the State Incident Management Team if one has been deployed to the area.

The search and rescue teams will be assigned areas and will be deployed to predetermined staging locations prior to impact of a known disaster.

Marking of structures will follow the Federal Emergency Management Agency (FEMA) urban search and rescue standard marking system.

### II. POLICIES

#### **FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA) URBAN SEARCH AND RESCUE STANDARD MARKING SYSTEM**

##### **1. SEARCH ASSESSMENT MARKING**

A separate and distinct marking system is necessary to identify the victim location determinations in the areas searched.

The search assessment marking system is designed to be used in conjunction with the structure/hazards evaluations marking system.

A 2' x 2' "X" will be made with International Orange color spray paint. This X will be constructed in two operations:

- One slash drawn upon entry into the structure (or room, hallway, etc.) "/".
- A second crossing slash drawn upon exit "X".
- Distinct marking will be made inside the four quadrants of the "X" to clearly denote the search status and findings at the time of assessment.
- The marks will be made with carpenter chalk, lumber crayon, primary or duct tape, and black magic marker.
- The following illustrations define the Search Assessment marks:

<b>Left quadrant</b>	Department identifier
<b>Top quadrant</b>	Time and date that the Task Force personnel left the structure
<b>Right quadrant</b>	Personal hazards
<b>Bottom quadrant</b>	Number of live and dead victims still inside the structure ("0" = <b>no victims</b> )

- As with the Structure/Hazards Evaluation, it is important that markings are made specific to each area of entry or separate part of the building.
- If an area is searched and no victims are found it must be noted with an "X".
- It is also important that situation updates be noted as they are available to reduce needless duplication of search efforts.
  - Previous search markings would be crossed out.
  - New marking would be placed below (or next to) previous markings with the most recent information.

## 2. SEARCH AND RESCUE TEAM COMPOSITION

Search and rescue teams may consist of the following:

Fire-Rescue	1 - Task Force Leader 1 - Safety Officer <i>1 - Medical Team Manager (Doctor on-line)</i> 1 - Rescue Team Manager 2 - Medical Specialists 2 - Logistics Specialists 1 - Structural Specialists 2 - Rescue Officers 8 - Rescue Specialists (3 of which are HazMat Specialist Qualified) 2 - Technical Search Specialists 2 - Canine Search Specialists w/canines (FEMA Basic Minimum Evaluation)
Law Enforcement	Two officers with vehicles to provide security and liaison to Medical Examiner's Office
Public Works	Personnel and heavy equipment to clear roads for search and rescue team
Utilities	Personnel for securing area of electrical and gas hazards

## III. SITUATION

- A. Search and Rescue (S & R) is defined as the organized locating of victims of natural and manmade emergencies, and removal of victims from any hazardous situation.
- B. Search and Rescue (S & R) operations involving missing persons and/or drowning victims or downed aircraft, for example, can be necessary life-saving activities during and after disasters or emergencies. These S & R operations require the coordinated efforts of well-trained S & R personnel.
- C. If the emergency is small in scope and within incorporated municipalities, the local law enforcement agency will control the area in the vicinity of the Search and Rescue (S & R) effort.
- D. In emergency situations involving Search and Rescue (S & R) efforts within the jurisdiction of Leon County, the Sheriff's Department will direct local available resources, organize search teams, and control the area in the vicinity of the S & R effort.

## IV. CONCEPT OF OPERATIONS

- A. Emergency responders are on call 24 hours a day; law enforcement officers are covering their zones; Firefighters are located at fire stations throughout the County, and emergency responders can be summoned by calling 9-1-1.

- B. Non-urban Search and Rescue (S & R) efforts are directed by the Sheriff's Office. Depending on requirements of the situation, the Sheriff may request the assistance of the following agencies:
1. Local law enforcement agencies.
  2. Tallahassee Fire Department.
  3. Florida Highway Patrol.
  4. Florida Division of Emergency Management, through Leon County Sheriff's Office, Division of Emergency Management.
  5. Civil Air Patrol, through Leon County Sheriff's Office, Division of Emergency Management.
  6. National Guard, through Leon County Sheriff's Office, Division of Emergency Management.
- C. Within municipal boundaries:
1. The Tallahassee Fire Department will coordinate the Urban Search and Rescue (USAR) efforts.
  2. If required, assistance may be requested from:
    - a. Other City Departments.
    - b. Leon County Sheriff's Office.
    - c. Other law enforcement agencies.
- D. The Florida Division of Emergency Management acts as a monitoring agency for all Search and Rescue (S & R) operations in the State. In the event that: (1) local government requests State coordination of the S & R operations, (2) S & R requirements are multi-county in nature, (3) S & R operations are in conjunction with other State emergency efforts, or (4) the Governor so directs, the Florida Division of Emergency Management will assume the primary responsibility for coordination of S & R functions.

## V. RESPONSIBILITIES

### Leon County Sheriff's Office

1. Responsible for Search and Rescue (S & R) operations within non-urban areas and for coordinating countywide operations when necessary.



2. Coordinate plans, teams, and register all participants and procedures for accomplishing Search and Rescue (S & R) operations.
3. Maintain a reference file of local, State, Federal, and volunteer agencies with Search and Rescue (S & R) capabilities.
4. Assist the municipal government in organizing Search and Rescue (S & R) capabilities.
5. Assist the municipal government upon request in local Search and Rescue (S & R) operations.
6. Through the Leon County Sheriff's Office, Division of Emergency Management, notify the State Division of Emergency Management of Search and Rescue (S & R) operations and request assistance as necessary.
7. Through the team leader, account for search and rescue participants both leaving and returning from search efforts.
8. Determine placement and use of personnel and equipment.

Tallahassee Fire Department: Urban Search and Rescue.

1. Organize and develop Urban Search and Rescue (USAR) capabilities.
2. Initiate mutual aid agreements with adjacent jurisdictions.
3. Call upon the Leon County Sheriff's Office for assistance as required.
4. Assist Leon County if requested.
5. Through team leader, account for Urban Search and Rescue (USAR) participants both leaving and returning from search efforts.
6. Determine placement and use of personnel and equipment.

Leon County Emergency Medical Services

1. Provide medical exams of Search and Rescue (S & R) teams as required.
2. In incidents involving mass casualties, establish and perform triage.
3. Transport survivor(s) to Tallahassee Memorial HealthCare Center or Tallahassee Regional Medical Center. Examine and/or treat victims as conditions require.

### Capital Area Chapter of the American Red Cross

1. Provide for feeding of emergency workers. If the search and rescue operation continues over an extended period, the Red Cross will provide meals.
2. Coordinate mental health counseling for victims and victims' families.

### Search and Rescue Participants

1. All S & R participants are responsible for signing-in at the Incident Command Post, to include providing their names, addresses, agencies, home, work, and closest relatives' telephone numbers.
2. Participants will be assigned to teams, briefed, and deployed.
3. When teams return, participants will be checked in and provided food and drink as well as medical attention.

## **VI. RESOURCE MANAGEMENT**

Resource lists are maintained by each agency and are available upon request. Any additional resources will be coordinated by the Leon County Sheriff's Office, Division of Emergency Management through mutual aid agreements. General resource needs for S&R teams are listed below:

### Communications

- Each Search and Rescue team will be provided radio communications with their supporting agencies.
- All radio communications and coordination will be conducted at the Incident Command Post.
- Cellular telephones will also be used.

### Support Equipment

- Radios
- Flashlights
- Compasses
- Maps
- Rain gear
- Boats

<p><b>LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN</b></p>	<p><b>Reference: STATE CEMP ESF 10</b></p>	<p><b>Reference: NATIONAL RESPONSE FRAMEWORK ESF 10</b></p>
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**ANNEX 10  
HAZARDOUS MATERIALS**

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## ANNEX 10 HAZARDOUS MATERIALS

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**LEAD AGENCY:** City of Tallahassee Fire Department

**SUPPORT AGENCIES:** Leon County Sheriff's Office/Division of Emergency Management, Leon County Public Works, Leon County Sheriff's Office, Leon County Growth and Environmental Management, Leon County Health Department, City of Tallahassee Police Department, Capital Area Chapter of the American Red Cross, Leon County Volunteer Fire Departments

### I. INTRODUCTION

The purpose of this annex is to provide for a coordinated response to hazardous material releases or spills which threaten public or emergency worker safety, or pose a threat to the environment.

#### A. DEFINITION

The terms hazardous materials, hazardous waste, and hazardous substances are used to classify various chemicals depending on their use, type of hazard, and degree of hazard. The use of the term "hazardous material" in this Annex refers generically to any substance that falls into one or more of the above categories. For the purposes of this document, a hazardous material is defined as any substance that, if improperly handled, is capable of harming people, animals, plants, or the environment.

### II. POLICIES

It is the policy of Leon County that the City of Tallahassee Fire Department (TFD) is the lead agency in all hazardous materials incidents. The TFD maintains a Hazardous Materials Response Team.

### III. SITUATION

Accidents involving hazardous materials may occur during transportation, industrial usage, medical or government operations, and may involve highway, rail, or air equipment. The accident may result in a fire or explosion at facilities using, or storing, such materials. This type of accident may involve radioactive materials, chemicals (including pesticides and explosives) or biological materials, and may pose an extremely hazardous threat to those responding to the incident and to the populated areas in which the incident occurs. Generally, this type of accident will be a localized emergency. However, there is always the possibility of large areas being affected, depending upon the nature and amount of the material involved and the magnitude of the incident. Immediate

responsibility for safeguards at all times as related to hazardous materials belongs to the party who has legal possession of that material.

**A. HOUSEHOLD HAZARDOUS WASTE COLLECTION**

The Leon County Division of Solid Waste operates one permanent household hazardous waste collection center. Residents can drop off fertilizers, fungicides, pesticides, herbicides, household chemicals, cleansers, paints, paint thinners and removers, solvents, automotive fluids, wood preservatives, used motor oil, pool chemicals, and batteries. The following items are not accepted: Radioactive waste, biomedical/infectious waste, explosives, or gas cylinders. Any substance in quantities greater than two gallons or 10 pounds will not be accepted.

**B. SMALL QUANTITY GENERATORS**

The Leon County Division of Solid Waste oversees the small quantity waste generator program. Staff provides technical assistance, site inspection, and enforcement for businesses using or storing hazardous materials which do not meet the requirements for reporting under the Superfund Amendments and Reauthorization Act (SARA) Title III, also referred to as the Emergency Planning Community Right-To-Know Act (EPCRA).

**C. SMALL SPILL CONTAINMENT AND CLEANUP**

In the case of small spills the Tallahassee Fire Department will respond and contain the release if possible. Cleanup is the responsibility of the spiller or responsible party. The Leon County Division of Emergency Management will coordinate requests for assistance by the Leon County Public Health Unit and/or the Florida Department of Environmental Protection through the State Emergency Operations Center to monitor and supervise decontamination and cleanup activities.

**D. LARGE SPILL CONTAINMENT OR CLEANUP**

In the case of large spills the Tallahassee Fire Department will respond and attempt, if practical, to contain the release. Cleanup is the responsibility of the spiller or responsible party. The Leon County Division of Emergency Management will coordinate requests for assistance by the Leon County Public Health Unit and/or the Florida Department of Environmental Protection through the State EOC to monitor and supervise decontamination and cleanup activities.

**E. HAZARDOUS MATERIALS RELEASE AT A FIXED FACILITY**

In the event that a hazardous materials release occurs at a fixed facility, upon notification to 9-1-1 of the release, immediate response will be coordinated by the Tallahassee Fire Department (TFD) as described in their Standard Operating

Procedures. TFD and other response agencies will work closely with the facility technical experts and response team, if any.

#### **F. BIOMEDICAL/INFECTIOUS WASTE**

The Department of Health and the Department of Environmental Protection are responsible for the identification and cleanup of biomedical wastes through their agreements with the Leon County Public Health Unit. Immediate response will be coordinated by the Tallahassee Fire Department as described in their Standard Operating Procedures. The Leon County Sheriff's Office, Division of Emergency Management will coordinate requests for assistance from the Leon County Public Health Unit which will coordinate identification and cleanup. The Leon County Public Health Unit staff will contact the District's Biomedical Waste Coordinator to coordinate response under their Standard Operating Procedures.

#### **G. POST HURRICANE HAZARDOUS MATERIALS RESPONSE**

All of the agencies which normally coordinate hazardous material response have significant other responsibilities in the pre-and post-impact phases of an emergency. In the event that local response resources are not available, Leon County may immediately request State assistance with hazardous materials response as necessary including the following activities:

- Surveying the damages to both hazardous waste small quantity generators and SARA Title III hazardous materials facilities.
- Providing advice to Leon County on any public safety hazards and recommended protective actions.
- Coordinating private contractor cleanup, removal, and disposal of any hazardous materials.

### **IV. CONCEPT OF OPERATIONS**

While there is no one standard method for handling hazardous materials, there are guidelines and standard practices. The Tallahassee Fire Department Standard Operating Procedures describe the planning, response, and recovery procedures for Leon County. The Standard Operating Procedure (SOP's) also defines the roles and responsibilities of local, State, and Federal agencies.

- A. The initial response to hazardous materials incidents will come from the emergency response services (law enforcement and fire departments).
- B. The responding agency must be able to assess the situation, determine the nature of the hazard, establish control of the area, and determine the type of assistance necessary to cope with the situation at hand. The action required may range from

local control over the immediate incident scene to evacuation of surrounding areas in instances where toxic gases, explosions, or high level radioactive contamination may be a threat.

- C. The Office of Radiation Control (ORC), DOH, is designated as the radiation protection agency of the State in Chapter 404, Florida Statutes and must respond to any emergency involving the possible or actual release of radioactive material. Only designated DOH/ORC personnel are authorized to remove materials emitting radiation. When notified, DOH will respond to a radiological incident where the presence of radiation is suspected or detected.
- D. In an incident involving radioactive materials, City/County personnel responsibilities should include first response, detection, and the securing of an area that is potentially or actually contaminated. Entry into a suspected contaminated area should be permitted only to treat and remove injured persons with the understanding that appropriate decontamination, or contamination control, actions must be instituted. Once the presence of radiation has been detected, the County should immediately notify the Florida State Division of Emergency Management's State Warning Point (SWP). If the first responder is not trained in radiological monitoring, notify the County Warning Point who will notify the SWP and Emergency Management, the responder will secure the area until qualified responders arrive.
- E. When a hazardous material incident escalates beyond the State's management capacity, the Governor will request Federal assistance.
- F. Information for handling incidents involving bulk chemical and pesticide shipments is available from the National Response Center and in the "Emergency Response Guidebook for Hazardous Materials" published by the Federal Department of Transportation (DOT). This guidebook should be available in each emergency response unit.
- G. The following are State agencies which can provide assistance with hazardous materials emergency response:
  - 1. Department of Environmental Protection: Toxic air or water pollutants, list of hazardous materials contractors, disposal of hazardous waste, inland oil spills, and coastal oil spills.
  - 2. Department of Agriculture and Consumer Services: Pesticides.
  - 3. Department of Health: All health hazards.
  - 4. Florida Division of Emergency Management: Chemical emergency technical assistance.

Local Private Industry/Non-governmental Organizations:

1. McKenzie Tank Lines Inc. can assist with transportation spills.
2. Tallahassee Memorial HealthCare Center and Tallahassee Regional Medical Center will provide medical treatment to contaminated patients.
3. American Railroad Association and CSX will respond to all railroad incidents.

When explosives are involved, advice and assistance may be obtained from the Leon County Sheriff's Office Hazardous Devices Team or the Association of American Railroads Bureau of Explosives. The Bureau of Explosives can provide assistance in determining whether a particular type of explosive may have caused contamination of an area with either explosives or toxic materials so that decontamination procedures may be initiated as required.

When the severity and magnitude of the accident is beyond the capacity and resources of the responding agency, requests for assistance should be made to the Leon County Sheriff's Office, Division of Emergency Management for requests to supply the necessary personnel, equipment, and/or expertise to cope with the situation.

**V. RESPONSIBILITIES**

**A. LEON COUNTY SHERIFF'S OFFICE, DIVISION OF EMERGENCY MANAGEMENT**

1. Coordination of all hazardous materials planning for both fixed facilities and transportation-related hazardous materials incidents and emergencies.
2. Provision of information and data to the Tallahassee Fire Department for site specific response planning for hazardous materials.
3. Coordination of agencies and resources necessary for response to hazardous materials emergencies.
4. Coordination of evacuation and sheltering operations when required.
5. Liaison with the Florida Division of Emergency Management and other County, State, or Federal agencies.



## **B. LEON COUNTY SHERIFF'S OFFICE AND TALLAHASSEE POLICE DEPARTMENT**

The Leon County Sheriff is the chief law enforcement officer in Leon County and is responsible for coordinating law enforcement activities in the County when they are needed to support the conduct of operations under this plan. The law enforcement elements in Leon County consist of the following:

- Leon County Sheriff's Office
- City of Tallahassee Police Department
- Florida State University Police Department
- Florida Agricultural and Mechanical University Police Department
- Capitol Police and Florida Department of Law Enforcement (FDLE)
- Tallahassee Community College Police Department

Responsibilities shared by the Sheriff's Office and the Tallahassee Police Department include:

1. Determination and confirmation of the occurrence of a hazardous materials release.
2. Notification of the Fire Department regarding an actual or potential hazardous materials release or spill
3. Isolation and establishment of command over the area where evacuation, public safety, traffic control, and protection of property are of concern.

## **C. TALLAHASSEE FIRE DEPARTMENT**

Responsibilities of the Tallahassee Fire Department include:

1. Response to, investigation of, and assumption of direct control of the management of hazardous material incident scenes occurring within Leon County.
2. Determination of the type and nature of the hazardous material involved.
3. Determination of the necessity for an evacuation, issuance of evacuation orders when appropriate, and identification of the vulnerable zone to be evacuated.
4. Notification of the County Warning Point. The County Warning Point will notify the State Warning Point and the Leon County Sheriff's Office, Division of Emergency Management.

5. Initiation of request for assistance from appropriate agencies necessary to neutralize and/or contain the hazardous materials involved.
6. Cooperation with assisting agencies involved in determining actions to be taken to contain hazardous material and restore the area to normalcy.
7. Vehicle and personnel mass decontamination and monitoring, when necessary, at locations to be determined at the site and in a manner consistent with Florida Department of Environmental Protection and/or Florida Department of Health.

**D. LEON COUNTY HEALTH DEPARTMENT**

The Leon County Health Department is responsible for:

1. Monitoring potential public health problems.
2. Supervising local public health operations and coordinating all governmental and non-governmental relief agency resources involved in the prevention or control of emergency public health problems.
3. Coordinating all health and medical services.
4. Informing the Leon County Sheriff's Office, Division of Emergency Management of existing adverse public health conditions.

**E. CITY/COUNTY PUBLIC WORKS DEPARTMENT**

To the extent possible, the County/City Public Works Departments will provide the following assistance:

1. Assist local fire departments in assembling and disassembling mass decontamination stations.
2. Assist the Capital Area Chapter of the American Red Cross by providing garbage pickup and disposal for reception centers and shelters.
3. Assist law enforcement agencies with evacuation operations by providing traffic control equipment and personnel.
4. Providing equipment and personnel, as necessary, to assist in the protection of life and property.

**F. STARMETRO**

Provide emergency transportation to assist in the evacuation of hospitals, nursing homes, and schools, as well as transportation of special populations and the general public.

**G. TALLAHASSEE MEMORIAL HEALTHCARE CENTER AND CAPITAL REGIONAL MEDICAL CENTER**

1. Receive/transfer patients from affected hospitals.
2. Receive critical nursing-home patients requiring hospitalization.
3. Receive accident victims injured during the evacuation operations.
4. Receive special populations.
5. Provide technical decontamination of victims.

**H. LEON COUNTY EMERGENCY MEDICAL SERVICES (EMS)**

1. Provide EMS support for response operations.
2. Provide EMS support for evacuation of institutions and people with special needs.

**I. OTHER COUNTY AND MUNICIPAL AGENCIES**

Other county and municipal agencies may be required to provide equipment, personnel and services to support emergency operations.

**J. FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION (FDEP)**

1. Act as the technical advisor in identifying, containing and removing hazardous materials threatening, or affecting, water or air quality, as authorized by Florida Statutes.
2. Locate sites and establish acceptable procedures for the disposal of hazardous materials.
3. Act as the primary operational agency in the containment and cleanup of inland hazardous materials spills.
4. Act as the sole authority on chemical dispersal in combating a hazardous materials incident.

**K. HEALTH DEPARTMENT DIRECTOR**

1. Determine if hazardous materials involved pose an existing or potential health hazard.
2. Provide advice and assistance to responding agencies in determining action to be taken in incidents involving public health.
3. Initiate action for additional assistance from the Florida Department of Health when required.

**L. AMERICAN AND CSX RAILROAD**

1. Responsible for all railroad cleanups.
2. Coordinate all response activities with Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) and Tallahassee Fire Department (TFD).

**VI. RESOURCE REQUIREMENTS**

- Monitoring equipment
- Special chemical suits
- Cleanup kits

<b>LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN</b>	<b>Reference: STATE CEMP ESF 11</b>	<b>Reference: NATIONAL RESPONSE FRAMEWORK ESF 11</b>
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**ANNEX 11  
FOOD AND WATER**

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## ANNEX 11 FOOD AND WATER

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**LEAD AGENCY:** Capital Area Chapter of the American Red Cross

**SUPPORT AGENCIES:** The Salvation Army, The United Way, Leon County Sheriff's Office Division of Emergency Management, Leon County EMS, Leon County Volunteer Center, Leon County Public Works, Leon County Health Department, Leon County Sheriff's Office, City of Tallahassee Police, City of Tallahassee Fire Department, City of Tallahassee Public Works

### I. INTRODUCTION

The purpose of the Food and Water group is to provide food, water, and ice to disaster victims. However, to avoid duplication of procedures and efforts, the solicitation and distribution of bulk food, water, and ice have been incorporated into the Volunteers and Donations group and the mass feeding of prepared meals to disaster victims is managed by the Capital Area Chapter of the American Red Cross and the Salvation Army under Mass Care.

Distribution activities are expected to be operational 72-hours following disaster impact. Residents are advised through all public information activities to be fully self-sufficient for the first 72-hours following a disaster.

### II. POLICIES

The Capital Area Chapter of the American Red Cross is responsible for providing food and water during emergency situations as needed. The Capital Area Chapter of the American Red Cross provides support to shelters, volunteers, work crews, and the public by providing food and water as needed. During an emergency, the Capital Area Chapter of the American Red Cross will commence operations by providing snacks to shelters, volunteers, work crews, and the public via their Emergency Response Vehicles (ERVs). As the emergency continues, they will provide meals at the shelters and established food and water drop points. The Capital Area Chapter of the American Red Cross maintains a warehouse of snacks, drinks, water, and staple food goods. A detailed listing of suppliers and sources is maintained by the Capital Area Chapter of the American Red Cross. The Salvation Army, in coordination with the Capital Area Chapter of the American Red Cross, will establish its mobile kitchen at a key location(s). The Capital Area Chapter of the American Red Cross also has a mobile kitchen available.

### **III. SITUATION**

Within Leon County, the Capital Area Chapter of the American Red Cross manages food and shelter operations in coordination with the Leon County Sheriff's Office, Division of Emergency Management and the Leon County Volunteer Service Center Coordinator.

During an emergency situation, the Capital Area Chapter of the American Red Cross will provide transportation of local food supplies to and from designated locations, such as warehouses, shelters, mass feeding locations, etc. Support for this effort will be given by the Salvation Army, United Way, and City and County resources when available.

The Public Information Officer, in coordination with the Capital Area Chapter of the American Red Cross, will issue news releases, requesting donations of staple food supplies, and giving times and locations for donations.

#### **1. Food Sources**

During and after an emergency where basic food supplies are limited and there are outside sources to provide food, the following donations will be requested/accepted:

1. Donations by citizens at key locations.
2. Donations by supermarkets.
3. Donations from outside the county.

All donations will be coordinated by Leon County Volunteer Service Center Coordinator and the Capital Area Chapter of the American Red Cross. If necessary, a Volunteers and Donation Staging Area (VDSA) will be established to receive resources.

#### **2. Emergency Food Stamps**

In the event of a catastrophic or major emergency where a large percentage of residents have lost their food stamps, the Leon County Sheriff's Office, Division of Emergency Management, will coordinate through the State Emergency Operation Center, for the distribution of emergency food stamps.

### **IV. CONCEPT OF OPERATIONS**

#### **A. DELIVERY OF FOOD AND WATER TO AFFECTED AREAS**

The Capital Area Chapter of the American Red Cross will distribute food and water throughout the County as necessary. In the event that they require assistance in transporting food and water to isolated areas, the Leon County Sheriff's Office, Leon County Public Works, City of Tallahassee Police, City of Tallahassee Public Works, or the City of Tallahassee Fire Department will assist

in providing the necessary equipment to deliver supplies if requested by the Emergency Operations Center (EOC).

During catastrophic or major emergencies, law enforcement escorts may be required.

## **V. RESPONSIBILITIES**

- 1. CAPITAL AREA CHAPTER OF THE AMERICAN RED CROSS**  
Coordination and distribution of food and water.
- 2. SALVATION ARMY**  
Supports the Capital Area Chapter of the American Red Cross activities and coordinates through the Capital Area Chapter of the American Red Cross within Leon County.
- 3. LEON COUNTY VOLUNTEER SERVICE CENTER COORDINATOR**  
Serves as the Leon County representative in the coordination of volunteer activities.
- 4. LEON COUNTY SHERIFF'S OFFICE, DIVISION OF EMERGENCY MANAGEMENT**  
Provides assistance and coordination with the State and Federal Emergency Support Functions.
- 5. LEON COUNTY HEALTH DEPARTMENT**  
Inspects food distribution and feeding sites.
- 6. LAW ENFORCEMENT**  
Provides security as needed.
- 7. COUNTY AND CITY PUBLIC WORKS**  
Provides transportation when necessary.

## **VI. RESOURCE REQUIREMENTS**

- Vehicles to move supplies
- Tents
- Support staff as required by the Capital Area Chapter of the American Red Cross guidelines.



<b>LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN</b>	<b>Reference: STATE CEMP ESF 12</b>	<b>Reference: NATIONAL RESPONSE FRAMEWORK ESF 12</b>
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**ANNEX 12  
ENERGY**

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## ANNEX 12 ENERGY

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**LEAD AGENCIES:** Talquin Electrical Cooperative and the City of Tallahassee

**SUPPORT AGENCIES:** Seminole Electric, Leon County Sheriff's Office, Division of Emergency Management, Leon County Public Works, Leon County Sheriff's Office, City of Tallahassee Fire Department, City of Tallahassee Police Department

### I. INTRODUCTION

The purpose of this group is to identify policies and procedures to be implemented by the utility companies in the event of an emergency. The utility companies will coordinate with the various utilities in responding to and recovering from electrical power outages and capacity shortages which impact or threaten to impact significant numbers of residents and visitors. Energy shortages may be caused by the disruption of normal supply distribution during severe weather conditions. Power outages and capacity shortages may be caused by unusually hot or cold weather, short-term electric fuel transportation and supply shortages, severe weather conditions, or power plant outages.

Talquin Electric (TE) and the City of Tallahassee (COT) manage the coordination of emergency restoration of the normal supply of electrical power to normalize all community functions. TE and COT will prioritize restoration of electrical power to vital community resources such as potable water, waste water transmission and treatment systems and other related facilities in support of the health and safety of the affected population. These activities include but are not limited to:

- Assessing energy system damage, energy supply demand, and restoration requirements for these systems.
- Establishing and implementing priority allocations for the restoration of electrical power to critical facilities in support of the recovery from the disaster event.
- Coordinating with outside agencies and private entities to provide for energy supplies, disseminating specific information related to fuel and power availability, and coordinating with the sources of specialized labor, fuel, transportation, and mobile equipment to repair or restore energy and related systems.
- Providing recommendations to local authorities regarding the priority restoration of facilities and the most efficient means to implement recovery operations.
- Coordinating with local, State, and Federal agencies and private utility systems in the development of energy emergency information, education, and conservation guidance for the public before, during and after disaster-related events.

- Coordinating information development with the Information and Planning Section (ESF 5), for dissemination to State and Federal agencies and energy suppliers relative to the availability of energy supplies, fuel, and the need for additional equipment or fuel based on the magnitude and severity of the event.
- Providing technical assistance and specialized labor in the operation, repair, and maintenance of energy systems and vital equipment.
- Identifying available resources (personnel and equipment) and their location and serviceability in preplanning for a major event prior to Emergency Operations Center (EOC) activation.
- Coordinating with other departments in the identification, staging, and mission identification for available staffing and equipment.
- TE and COT will coordinate with the Leon County Sheriff's Office, Division of Emergency Management for the priority power restoration to critical public and private facilities following a major power outage.

## II. POLICIES

After a disaster has occurred, local resources which remain in functional condition will be reactivated and restoration of damaged or destroyed energy systems will begin. The mission of Talquin Electric and the City Of Tallahassee is to respond with all available resources to accelerate this process. Upon activation of the Leon County Emergency Operations Center (EOC), TE and the COT, at the request of the EOC, will either send a representative to the EOC or communicate by telephone and facsimile on a continuous basis with the EOC to assist in the identification of needs and resources as required, and take the necessary steps to assist in the implementation of needed actions.

All information available to the utility companies will be made available to the Emergency Operations Center (EOC) team in the emergency efforts to provide power and other resources as needed and to assist with the development of action plans. The priorities for the allocation of these resources and assets will be as follows:

- Coordinate with Talquin Electric and the City of Tallahassee and other utilities to sustain critical public facilities;
- Coordinate the allocation of materials, supplies, and personnel in support of emergency efforts to maintain and/or restore power to critical public and private facilities;
- Allocate resources for power maintenance and restoration activities based upon a priority restoration system established through communication with the affected utilities;

- Maintain communications with other utility representatives to determine emergency response and recovery needs; and
- The Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) will coordinate the allocation of generators to emergency shelters.

### **III. SITUATION**

#### **A. DISASTER CONDITION**

Energy shortages are conditions in which the supply of electrical power to customers is jeopardized due to either generation capacity shortages and/or transmission limitations. It is expected that generation capacity shortfalls would be due to extreme weather conditions. They could, however, be the result of higher than projected demand for energy during periods when electrical generating units are normally unavailable due to scheduled maintenance or unplanned generating unit outages.

Other energy shortages, such as interruptions in the supply of fuels for generation equipment, may occur as the result of natural disasters/extreme weather conditions, labor strikes, terrorism, or international embargoes.

#### **B. PLANNING ASSUMPTIONS**

1. The Florida Public Service Commission (FPSC) and the Florida Division of Emergency Management (FDEM) are the primary lead State agencies responsible for responding to multi-jurisdictional energy emergencies.
2. During periods of abnormal weather, or in the event of multiple unplanned generating unit outages, there may be situations when generating capacity is limited or cannot meet customer demand.
3. In the event of a hurricane there may be widespread and prolonged electrical power outages. Without electrical power communications will be disrupted and traffic signals will not function causing surface movement gridlock. Other public health and safety services will also be impacted, including, but not necessarily limited to:
  - Transport of fuel supplies for transportation and emergency power generation;
  - Maintenance of water supplies and pressurization of fire hydrants;
  - Conveyance of sewage; and

- Function of water and waste water treatment systems.

#### **IV. CONCEPT OF OPERATIONS**

##### **A. GENERAL**

Should the loss of electrical power supplies become probable, the Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) will activate key agencies and will request staffing for the assigned work stations. Individuals designated by Talquin Electric and City of Tallahassee and the LCSO/DEM will work in conjunction with representatives of the electrical generating corporations to provide an assessment of the situation. Emergency personnel will be notified and mobilized to direct and coordinate relief efforts, to communicate with the public and appropriate agencies, and to assist in the restoration of normal electrical service when the emergency is over. The response activities will be carried out in a manner directed to maintaining energy system integrity and minimize the impact to residents and visitors to the greatest extent possible.

An assessment of the severity of the threat and the necessary actions required to minimize damage and protect vital equipment will be made. Emergency personnel will be directed to predetermined staging areas accompanied by all available emergency power generators. Press releases will provide critical information to area residents on the situation. Staff will be assigned to work areas until demobilization is initiated.

##### **B. ORGANIZATION**

The Leon County Sheriff's Office, Division of Emergency Management Director, or designee, is the lead person responsible for emergency coordination and will oversee all activities of the Emergency Operation Center (EOC) and related support functions. Talquin Electric and the City of Tallahassee will maintain communication with the County EOC, the power utility companies, and related departments during response and recovery stages of emergencies regarding electrical service outages, electrical generating capacity shortages, and any other emergency energy concern. TE and COT will maintain a smooth flow of situation updates to the County EOC and others as necessary to provide current information on the status of the situation.

The local source of personnel, vehicles and equipment are the utility companies:

- Operations and Maintenance;
- Construction and Contract Management; and
- Fiscal Services/Special Projects.

Some of the resources available for emergency/disaster incident response will be involved in support of other departments as described in the response section of this Annex. The primary mission of Talquin Electric and City of Tallahassee is to coordinate remedial activities related to energy and restoration of electrical power within the designated affected areas.

### **C. NOTIFICATION**

1. Upon activation of the Leon County Emergency Operations Center, the Leon County Sheriff's Office, Division of Emergency Management will notify Talquin Electric and the City of Tallahassee.
2. A representative from each utility company will begin communications with the County EOC in order to monitor the situation.

### **D. RESPONSE ACTIONS**

1. Initial Actions (Alert Phase)  
The Emergency Operations Center (EOC) will conduct the following activities during the pre-impact response phase or initial stages of the emergency event.
  - a. Begin active communications with Talquin Electric and City of Tallahassee (COT) personnel to obtain information regarding current status and changing conditions.
  - b. City of Tallahassee Electric will coordinate through the City Liaison at the EOC, otherwise coordination will be directly with the Leon County Emergency Operations Center (EOC).
  - c. The County Emergency Operations Center (EOC) will maintain communications with Talquin Electric and City of Tallahassee (COT) personnel to provide status updates to the County EOC on the progress of pre-staging activities and general conditions in the areas affected.
  - d. Talquin Electric and the City of Tallahassee will review their priority restoration lists to update Leon County Priority Restoration Lists (Special Needs listing and Critical Facilities listing). Coordinate with all TE and COT support agencies in the establishment of priorities and the development of strategies for the pre-impact response.
  - e. The County Emergency Operations Center (EOC) will monitor the activities of the utilities as they manage their response to the

energy generating capacity shortages to ensure area-wide action and a constant flow of communication and information.

- f. Coordinate with Talquin Electric and City of Tallahassee for energy restoration, post impact.
- g. Develop preliminary recommendations to the Director of Leon County Sheriff's Office, Division of Emergency Management, or designee, (LCSO/DEM) in regard to requests for assistance and additional generating equipment which may be necessary to provide short term power generating capability to vital facilities.
- h. Develop informational updates regarding situation status and status of pre-impact for the Emergency Operations Center (EOC) and Public Information Officer for the purpose of developing press releases to local and State agencies and the media.

## **V. RESPONSIBILITIES**

### **A. POWER OUTAGE DAMAGE ASSESSMENTS**

Talquin Electric Co-op: Identification of outage: Talquin has a Supervisory Control and Data Acquisition (SCADA) system that monitors each substation and the status of each breaker within the substation. Beyond this, Talquin relies on customer notifications for outages detection.

#### **1. Survey**

Talquin Electric sends a response team to the site where they will determine estimated time for debris removal and repairs and material needed.

#### **2. Emergency Support**

Talquin Electric is part of a mutual aid agreement in which non-affected electrical companies will provide support, such as equipment, supplies, and labor to affected companies.

#### **3. Continuing Actions**

- a. Maintain communications, as appropriate, with utility representatives to assess status of generating facilities and transmission grid integrity. Report on damage and loss of electrical power to specific service grids employed for communication with the Emergency Operations Center (EOC).
- b. Receive and assess requests for aid from the Public Works and Engineering Group, and other related work groups.

- c. Maintain communications with field personnel in their assigned staging areas to determine their status and availability.
- d. Develop and maintain accurate records and logs of all actions, field personnel status, and communications received and sent throughout the incident.

## **B. RECOVERY ACTIONS**

- 1. Initial Actions (Immediate Recovery Phase)
  - a. Maintain communication with Talquin Electric and City of Tallahassee (COT) through the County Emergency Operations Center (EOC) to identify the status of their assigned work and progress achieved or anticipated.
  - b. Coordinate the provision of additional resources to the assigned field crews in support of their missions, including fuel, equipment, repair and maintenance services, food, and water.
  - c. Coordinate with Talquin Electric and City of Tallahassee (COT) the deployment of strike teams to join the field crews in entering areas of damage to assist in power restoration efforts as determined by the priority power restoration list.
  - d. Review recovery activities and make necessary adjustments to activities to provide for the best use of available resources.
- 2. Continuing Actions (Long-Term Recovery Phase)

Talquin Electric and the City of Tallahassee will provide information and updates to the County Emergency Operations Center (EOC) on the status of the recovery effort.

## **C. SYSTEM RESTORATION:**

- 1. Minor:

In a minor power distribution disruption, both electrical companies will prioritize electrical power restoration, restoring power to health and safety services first and then to the general population.
- 2. Major:

In a major power distribution disruption, both electrical companies will prioritize electrical power restoration by re-routing power, then working from substation outward to restore power for health and safety and general population services. Talquin Electric will employ contractors and seek aid from other utility companies as needed.



3. **Catastrophic:**  
In a catastrophic power distribution disruption, both electrical companies will prioritize electrical power restoration.

Talquin Electric coordinates with its wholesale power suppliers, (Seminole Electric Cooperative, Inc., of Tampa, Florida), for issues related to the generation of electrical power, including reserves and the availability of fuel.

Talquin Electric and the City of Tallahassee are the two (2) providers of electrical power in the County.

#### **D. Public Information**

The Leon County Emergency Operations Center (EOC) Public Information Officer (PIO), in coordination with the Talquin Electric and City of Tallahassee (COT), will produce media releases listing areas without power, estimated times of repairs, and telephone numbers to call if there are any questions or emergency situations arise.

#### **E. Requests for Assistance**

A citizen or business can call the County Emergency Operations Center (EOC) or their utility supplier for emergency assistance. The requests will be handled based on priority needs. Responses will be coordinated between the County EOC and Talquin Electric and City of Tallahassee. Citizens may be directed to local shelters until utilities are restored.

### **VI. RESOURCE REQUIREMENT**

The electrical companies, through their Mutual Aid Agreements, will coordinate for additional resources as needed. However, the Leon County and City of Tallahassee Departments of Public Works can assist when possible.

<p><b>LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN</b></p>	<p><b>Reference: STATE CEMP ESF 13</b></p>	<p><b>Reference: NATIONAL RESPONSE FRAMEWORK ESF 13</b></p>
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**ANNEX 13  
MILITARY SUPPORT**

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## ANNEX 13 MILITARY SUPPORT

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**LEAD AGENCY:** The Leon County Sheriff's Office, Division of Emergency Management

**SUPPORT AGENCY:** Leon County Sheriff's Office, City of Tallahassee Police Department

### I. INTRODUCTION

#### A. PURPOSE

The purpose of this Annex is to provide guidance on the request for and utilization of military support.

#### B. SCOPE

A major or catastrophic disaster may require the use of military resources. Military assistance could include that from the Florida National Guard (FLNG) as well as from active and reserve forces. Typical missions for military forces include 1) traffic control and road blocks; 2) building security; 3) escort for emergency equipment/personnel; 4) area security/patrols; 5) security at custody facilities; 6) security for emergency work crews; 7) protection of critical infrastructure; 8) transport of law enforcement personnel; 9) VIP protection/escort; 10) joint patrols/ride along; 11) force protection; 12) show of force; 13) dispersion of crowds; and 14) protection of persons and property., as well as the provision of equipment such as high wheeled vehicles and aircraft.

### II. POLICIES

Leon County will follow the normal mission-oriented resource request procedures. To request military support in an emergency situation the State of Florida will determine whether the mission would be best served by Florida National Guard (FLNG) or other military assets.

Military resources will be committed only as a supplement to local resources that are coping with humanitarian and property protection caused by civil emergency or mandated by law.

Department of Defense policy requires local and State authorities to be on scene and remain on scene for coordination. FM-100-19 is the reference manual for coordinating procedures (copy maintained in Emergency Operations Center (EOC) Reference Library).

An additional reference document for the FLNG is the Joint Operations Plan for Military Support to Civil Authorities dated August 1, 2004. The primary landing zones in Leon County are the Tallahassee Regional Airport Capital Circle SW and the Tallahassee Commercial Airport HWY 27 North, Tallahassee.

### **III. SITUATION**

#### **A. DISASTER CONDITION**

Major and catastrophic disasters will result in widespread damage to, or total loss of, existing civil infrastructure capabilities combined with a significant loss of dwellings and widespread displacement of people. Local and State authorities will require additional assistance to include a Federal response of significant magnitude. In order to fully determine the magnitude of the disaster on the population and provide an immediate and effective response, an impact/needs assessment will be conducted at the earliest possible time following a major or catastrophic disaster.

#### **B. PLANNING ASSUMPTIONS**

1. Leon County will require State and Federal support to respond to a major or catastrophic disaster.
2. The Governor will issue an Executive Order prior to the occurrence of a major or catastrophic disaster when possible, authorizing the State of Florida's response and recovery efforts.
3. Florida National Guard personnel and assets may be deployed to the disaster area as appropriate and will be fully self-contained units.
4. Restoration and/or preservation of law and order in support of the Law Enforcement and Security Group will be the priority mission of military assets immediately following a major or catastrophic disaster.

### **IV. CONCEPT OF OPERATION**

#### **A. ASSISTANCE AVAILABLE**

##### **1. Florida National Guard**

- Planning for Florida National Guard support of county operations is addressed in the Joint Operations Plan for Military Support to Civil Authorities dated August 1, 2004 (Short Title: FLNG-JOPLAN) which is maintained in the Emergency Operations Center (EOC) Reference Library.
- In the event assistance is needed from the Florida National Guard, the Emergency Operations Center (EOC) will make a request to the State

EOC for such assistance. Whenever the Florida National Guard is providing support to the County, a National Guard Liaison Officer should be present in the County Emergency Operations Center (EOC) to coordinate such activities.

**2. Active Duty Military Units**

- Active duty military forces may provide resources, including personnel, equipment, and services to local governments under specified Department of Defense (DOD) "immediate response" rules. Upon request of the local jurisdiction, military commanders are authorized to respond under their own authority to situations which "include imminently serious conditions (situations where immediate action is required to save lives, prevent human suffering or mitigate great property damage)". Assistance rendered is provided on a cost reimbursable basis (costs incurred above normal operating expenses). For continuing assistance from other active duty or reserve military units, other than under the immediate response rules, the Emergency Operations Center (EOC) will request such assistance from the State through the State Liaison Officer. The State will forward these requests to Federal Emergency Management Agency (FEMA), which will coordinate assistance from DOD under the National Response Plan.

**B. REQUESTS FOR ASSISTANCE**

**1. General Support**

Requests for military assistance are sent to the State Emergency Operations Center (SEOC) (attention ESF 13, Emergency Coordinating Officer) following the standard resource request procedure.

**2. Coordination of Assistance**

When any assistance is requested from the Florida National Guard, a request for a Liaison Officer to report to the Emergency Operations Center (EOC) will be included in the request. Once a Liaison Officer is present in the EOC, all coordination related to approved mission requirements will go through the Liaison Officer. The Liaison Officer will also provide advice on any new mission requests which will be processed through the State Emergency Operations Center.

**V. RESPONSIBILITIES**

The Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) is the lead agency for military support and coordination with other agencies. The EM Director, or designee, will send a request for military support to the State Emergency Operations Center. LCSO/DEM will coordinate the landing, establish contact points, and provide maps and other available items as requested.

## VI. RESOURCE REQUIREMENTS

Landing zones, communications, and designated contact person(s). The military group should be self-sufficient.

**Figure 1**

### MILITARY PRIMARY AND ALTERNATE ASSEMBLY SITES

LAST UPDATE & UNIT NAME	PRIMARY ASSEMBLY SITE	ALTERNATE ASSEMBLY SITE
<u>JULY 12, 2007</u> HQs, 83RD TROOP COMMAND FLA. ARMY NATIONAL GUARD 1225 EASTERWOOD DR	NATIONAL GUARD ARMORY 1225 EASTERWOOD DR.	SILVER LAKE RECREATION AREA
<u>OCTOBER 15, 1994</u> DEPARTMENT OF THE ARMY 351ST ADJUTANT GENERAL COMPANY 222 AUSLEY ROAD	TALMADGE WHIDDON RESERVE CENTER 222 AUSLEY ROAD	TALLAHASSEE COMMUNITY COLLEGE APPLEYARD DRIVE
<u>SEPTEMBER 10, 1994</u> DEPARTMENT OF THE ARMY 160TH MILITARY POLICE BATTALION 222 AUSLEY ROAD	TALMADGE WHIDDON RESERVE CENTER 222 AUSLEY ROAD	CRIMINAL JUSTICE TRAINING ACADEMY
<u>AUGUST 12, 1996</u> DEPARTMENT OF THE ARMY 724TH MP BATTALION 222 AUSLEY ROAD	TALMADGE WHIDDON RESERVE CENTER 222 AUSLEY ROAD	TALLAHASSEE COMMUNITY COLLEGE APPLEYARD DRIVE or THE TALLAHASSEE CIVIC CENTER PENSACOLA STREET
<u>JULY 25, 1989</u> DEPARTMENT OF THE ARMY 428TH CHEMICAL DETACHMENT 222 AUSLEY ROAD	TALMADGE WHIDDON RESERVE CENTER 222 AUSLEY ROAD	TALLAHASSEE COMMUNITY COLLEGE APPLEYARD DRIVE
<u>JANUARY 10, 1989</u> DEPARTMENT OF THE ARMY 400TH MP PW CAMP 222 AUSLEY ROAD	TALMADGE WHIDDON RESERVE CENTER 222 AUSLEY ROAD	TALLAHASSEE COMMUNITY COLLEGE APPLEYARD DRIVE
<u>JUNE 12, 1988</u> HHC, 53RD SIGNAL BRIGADE FLA. ARMY NATIONAL GUARD 1225 EASTERWOOD DR.	NATIONAL GUARD ARMORY 1225 EASTERWOOD DR.	SILVER LAKE RECREATION AREA
<u>JULY 12, 2007</u> C TROOP 1/153 CALVARY FLA. ARMY NATIONAL GUARD 1225 EASTERWOOD DR.	NATIONAL GUARD ARMORY 1225 EASTERWOOD DR.	SILVER LAKE RECREATION AREA

<b>LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN</b>	<b>Reference: STATE CEMP ESF 14</b>	<b>Reference: NATIONAL RESPONSE PLAN ESF 15</b>
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**ANNEX 14  
PUBLIC INFORMATION**

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## ANNEX 14 PUBLIC INFORMATION

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**LEAD AGENCY:** The Leon County Public Information Office

**SUPPORT AGENCIES:** The Leon County Sheriff's Office, Division of Emergency Management, City of Tallahassee Department of Communications, Leon County Volunteer Services

### I. INTRODUCTION

Leon County is subject to many natural, manmade and technological disasters. In disaster situations, residents require rapid and accurate information. They also require prompt information on how to safeguard themselves and their property from the consequences of a disaster.

#### A. PURPOSE

This Annex provides guidelines for disseminating and managing information for the public before, during and after emergencies.

Public information is the use of all available means to provide residents with advised courses of action in the event a disaster threatens. This information includes data on the background and type of disaster, as well as the what, where, who, when, and why, if disaster is imminent.

In times of emergency, the public will be informed of the measures being taken to ameliorate the emergency situation, including all governmental decisions, recommendations, and instructions. Accurate information becomes vital when the public may otherwise accept rumors, hearsay, and half-truths that could cause panic, fear, and confusion. A flow of clear, concise, coordinated information regarding disaster conditions and relief services available is imperative.

#### B. SCOPE

Public information and related functions will be accomplished in three phases.

##### 1. Public Awareness and Education

Information disseminated during normal operations includes written disaster preparedness materials, public speaking engagements, news releases, news features, and radio and television spots. This information is designed to instruct residents on potential hazards and individual responsibilities and actions which can be taken to minimize loss of life and property during a disaster. The primary public education piece is the



official Hurricane Survival Guide for the Capital Area, which is updated and distributed annually.

Ongoing activities include the development of working relationships with media personnel and organizations to facilitate prompt, accurate news coverage of disaster operations.

**2. Emergency Public Information**

Emergency public information begins with the determination that emergency conditions are present or probable. As hazardous conditions approach, estimates of the probable impact on the threatened area will be assessed and emergency public information and instructions will become specific. Accurate accounts of the existing situation will be continually reported. Information disseminated during this phase will be directed primarily toward the survival, health and safety of the population within the disaster area.

**3. Recovery Information**

This phase begins after the disaster impact and continues until the needs for recovery and rehabilitation are satisfied. Releases will give estimates of conditions, details of what is being done to alleviate the problems, and descriptions of emergency assistance available, including where and how disaster victims may apply for such assistance.

**II. POLICY**

It is the intent of Leon County to provide accurate and timely information to the public (primarily through the news media) on personal protective actions and the status of government emergency actions.

The work of the Leon County Emergency Operations Center (EOC) during a declared emergency is conducted as public business accessible to the media according to the existing provisions of Florida's Government in the Sunshine Law. This policy embodies compliance with the Sunshine law and provisions for emergency deliberations and decision-making. The Media Information Center (MIC) operated by the Public Information Officer (PIO) is designed for the coexistence of uninterrupted emergency decision-making and accurate media briefings.

**III. SITUATION**

Leon County depends on the media for issuing disaster warnings and information to the public. When a warning needs to be issued to residents, the Emergency Information Portal/GovDelivery, the Emergency Alert System (EAS), and National Oceanic and Atmospheric Administration (NOAA) Weather Radio system will be activated, as needed. All initial warnings will advise residents to continually monitor the media for further updates and information. Thereafter, information will be released through the PIO and/or the MIC.

**A. EMERGENCY ALERT SYSTEM (EAS)**

Leon County is in the EAS Operational Area 2. When Leon County determines it is necessary to initiate EAS activation, the information will be provided to the City of Tallahassee, surrounding counties, and the State Warning Point, in addition to the normal media notifications.

**B. Emergency Information Portal / GovDelivery**

The Leon County Public Information Office has an arsenal of technology based tools that allows for information to be pushed to citizens.

The Emergency Information Portal is a web site that offers a wide array of information about weather disasters and other events and how to prepare for them. There are also links that 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 allows for quick posing of information in real time.

The Leon county Public Information Offices also utilized GovDelivery. Citizens can register for this media subscription service on the County's webs site. When the Public Information Officer sends an emergency message through GovDelivery, all registered users will receive an email and text message notification.

**C. National Oceanic and Atmospheric Administration (NOAA) WEATHER SYSTEM**

The NOAA provides 24-hour weather information over weather alert radios. Should Leon County need to issue emergency information to residents, the PIO may prepare a written news release and fax it to the NOAA National Weather Service Office in Tallahassee, Florida. The Weather Service will read the news release over the air to residents. Only a small percentage of an area's population normally monitors NOAA weather radio.

**IV. CONCEPT OF OPERATIONS**

**A. GENERAL**

**1. Coordination of Public Information Activities**

The PIO is responsible for planning, coordinating, and fulfilling the public information needs of the community. The PIO will identify additional staff to provide support if needed. All information released by the EOC will be

reviewed by the Director of the LCSO/DEM, or designee and/or PIO prior to release to the public.

The City of Tallahassee should coordinate any public information and news releases with the county EOC prior to release to the public.

## **2. Media Access Restrictions**

A media room has been established in the Leon County EOC which is separate from the operations area. Unescorted access by the media to the EOC operations area will not be permitted.

The media will be allowed to view and listen to these activities at all times except under the following conditions:

- During a staff meeting in which departments and PIO's are being brought up-to-date on information involving the emergency decision-making process.
- During a staff meeting between two or more agencies or departments when the purpose of the meeting is to reach an immediate decision involving emergency conditions that pose an imminent threat to life and property.
- During state, regional and local agency conference calls.
- Upon direction of the County Administrator or designee.

When cleared for release, information presented in the briefings or staff meetings will be made readily available to media representatives.

## **B. ORGANIZATION**

The MIC will operate 24-hours a day for the duration of the emergency, or as long as the County Administrator or designee deems it necessary to have public information support. The MIC is usually established at the EOC, but may be at another location when necessary.

## **C. NOTIFICATION**

The LCSO/DEM will notify the PIO of the situation. If an emergency is declared, the PIO will immediately proceed to the EOC, unless otherwise instructed.

Once media center activities within the Emergency Operations Center (EOC) are operational, the news media will be notified of the location and phone numbers of the MIC.

## **D. RESPONSE ACTIONS**

### **1. Information Dissemination**

#### **a. Small Scale Emergencies**

During smaller scale operations when the EOC is not activated, information will be disseminated using the following methods:

##### **(1) On-Scene Public Information**

When an incident has occurred and response is limited to the scene, the LCSO/DEM or the Incident Commander may appoint an Information Officer to respond to media inquiries regarding operations. If public action is required through the media, the LCSO/DEM will coordinate the release of information through the systems available in the field or through the EOC.

##### **(2) Telephone Inquiries**

When an incident occurs, media inquiries may be handled over the telephone by the responsible department or the LCSO/DEM.

##### **(3) Email or Fax Notification**

The PIO has developed a media contact list (see Figure 1), including print and electronic media outlets in the Leon County area, and distributes these notifications via email. Should the email system fail, fax numbers are programmed in the facsimile machine in the EOC. In addition, the PIO has an email list of local PIOs and these numbers are programmed in the facsimile machine in the EOC as well. All public notices and news releases are also posted on the County's website at [www.leoncountyfl.gov](http://www.leoncountyfl.gov).

##### **(4) National Oceanic and Atmospheric Administration (NOAA) Weather Radio**

Information can be disseminated directly to the public through the NOAA Weather Satellite Service. The Director of the LCSO/DEM or designee, and the PIO may provide the National Weather Service in Tallahassee, Florida with a written bulletin. The Weather Service would then retransmit that information verbally over their frequencies.

Residents with a weather alert radio will receive a tone activating their radio followed by the audio message.

**(5) Emergency Information Portal / GovDelivery**

The Public Information Officer will post information to the Emergency information Portal and send the message through GovDelivery.

**b. Large-Scale Emergencies**

In the event of a large-scale emergency prompting public notification, activation of the EAS and, when necessary, the issuance of evacuation orders, a MIC may be activated. The LCSO/DEM will notify the PIO to activate the public information functions.

**c. Citizens Information Center**

A Citizens Information Center (CIC) will be established in the EOC when the call volume exceeds the capabilities of the staff. The Director of the LCSO/DEM or designee will be advised. The CIC will be active 24-hours per day, provided a significant number of calls from residents continue.

**2. Media Facilities**

- All media personnel will log in at the EOC check-in desk and be escorted to the MIC immediately. Media representatives will wear their press pass and an EOC access badge at all times.
- Photographic or camera crews will be allowed reasonable access to EOC operations as long as that access does not interfere with work in progress. A pool camera may be set up in the press room for television journalists to share.
- Interviews will be conducted away from the EOC area and other main working areas, preferably in the MIC, to eliminate interruptions of work in progress.
- The PIO will coordinate with the County Coordinating Officer regarding media access to the EOC. The PIO will escort media representatives in the EOC.

**3. Scheduled Media Briefings**

If the situation requires, the PIO, in concert with the Director of the LCSO/DEM, or designee will schedule a minimum of one media briefing per day to be held at a time when the pertinent information can have the

best possible media/public exposure (3:00 p.m.). The next scheduled briefing will be posted in the press area.

- The PIO will conduct additional media briefings as often and in whatever form is necessary.
- The PIO can arrange additional briefings at the request of the Director of the LCSO/DEM, or designee.

#### **4. Media Activity with Departments**

EOC members will not be required to speak to members of the media. If an EOC representative chooses not to speak to the media, the PIO will be notified and another spokesperson will be designated.

Individual department/agency interaction with the media will be governed by the media policies established within this plan or by specific orders from the County Administrator, Director of the LCSO/DEM, or designee, PIO or department director.

#### **5. Media Access to Elected Officials**

Should it become necessary for the Governor, State Legislators, County or City Commissioners to enter the EOC, the media will be allowed access to them through the PIO.

If, in the opinion of the PIO and the Director of the LCSO/DEM, or designee, the presence of these individuals and the media begin to compromise the work in progress at the EOC, the County Administrator or Director of the LCSO/DEM, or designee, may request that these activities be moved to the MIC, the Commission Chambers or another location.

#### **6. Citizens Information Center (CIC) Operations**

The CIC, under the leadership of the Director of the Volunteer Service Center, may be staffed with as many operators per shift as there are available telephone lines. CIC staff will be recruited from County personnel and will be supplemented with staff from other County departments. Efforts will be made to have bilingual operators available. Additionally, Leon County has access to AT&T Language Line for non-english speaking persons.

CIC operators will be provided with an information clipboard with public information materials designed to cover the most commonly required information. Handouts, status boards, and clipboards will be used to disseminate incident specific and changing information. The CIC Operators will provide information based on the information officially provided by the EOC and CIC Coordinator.

The CIC Coordinator or designee will attend all situation briefings and disseminate information acquired (verbally and through the situation report) to the operators.

The CIC Call Log (Figure 4) will be used to tally the number of calls and note commonly asked questions or persistent rumors. Once an operator has observed three or more questions concerning the same rumor, he/she will advise the CIC Coordinator. The CIC Coordinator will coordinate with the PIO to prepare a news release to address the issue.

If a resident asks a question, which cannot be answered by the CIC staff based on official information, the operator will send a message to, or contact, the appropriate Emergency Support Function (ESF) via a written message form. The ESF will respond to the CIC or to the resident directly, as appropriate.

**7. Health and Welfare Inquiries**

In a mass casualty disaster, the CIC may receive calls from friends and family members concerned about the welfare of family members. CIC Operators should not respond directly to these inquiries. Health and welfare inquiries will be noted on the form (Figure 5) and provided to the appropriate agency as noted below.

**8. Location of Missing Persons**

Inquiries into the whereabouts of a missing person should be directed to Law Enforcement and to the American Red Cross.

**9. Messages**

Messages for residents whose whereabouts are known should be passed to the Amateur Radio Emergency Services (ARES) team for amateur radio or American Red Cross follow-up.

**10. Offers/Requests for Assistance**

Callers offering supplies, equipment, or volunteer labor should be referred to Volunteers and Donations Group. If telephone lines are busy, the caller's name, telephone number, and a brief description of their donation should be recorded in a message on the EOC network for follow-up.

Residents requesting assistance and unable to access established programs should also be directed to Volunteers and Donations Group following the aforementioned procedures.

**11. Joint Information Center (JIC)**

In the event of a catastrophic disaster, public information teams from the State of Florida and the Federal Emergency Management

Agency (FEMA) may respond. If Leon County is the only county impacted, a JIC will be established in the EOC MIC or other suitable location. If there is insufficient space, the JIC may be set up in the State of Florida Division of Emergency Management Emergency Operations Center.

If the disaster impacts more than one county, the JIC may be set up at the Disaster Field Office (DFO) or other centralized location. The PIO will report to the JIC leaving the support PIO's to conduct activities in the EOC and/or MIC.

## **V. RESPONSIBILITIES**

### **A. Leon County Sheriff's Office, Division of Emergency Management**

The LCSO/DEM is ultimately responsible for the release coordination and of emergency public information for a disaster that threatens public safety. The LCSO/DEM coordinates the dissemination of emergency awareness and education information during normal operations. The LCSO/DEM maintains:

- The media center in the EOC;
- The MIC; and
- Contact with media representatives.

A representative from the LCSO/DEM may act as the PIO for smaller scale incidents.

### **B. Public Information Officer**

The PIO will notify the public information response team of the emergency and will issue instructions and assignments.

The PIO, or designee, assumes the responsibility of gathering and disseminating information during an emergency. The PIO will coordinate with the Incident Commander, EOC, LCSO/DEM, and other decision-makers.

The PIO is the official spokesperson for the release of public information. All information will be coordinated and approved by concerned agencies and departments and released by the PIO. The designated alternate PIO will be contacted and, if necessary, act as PIO for the second 12-hour shift. This schedule will continue throughout the duration of the emergency.

Furthermore, the PIO will:



- Consult with the EOC and/or Incident Commander, establish media policy and review all news releases.
- Act as the official spokesperson.
- Notify PIO's from other departments and agencies of the EOC activation and ensure that these PIO's are present or in constant communication with the EOC.
- Notify the EOC staff of re-occurring questions or rumors and draft appropriate responses.
- Prepare a list of the re-occurring questions, rumors and their appropriate responses, and provide this list to the next shift of PIO's and the CIC staff.
- Ensure that other PIO's on duty and the news media are briefed on a regular basis.
- Ensure that arrangements have been made to accommodate the media at the EOC as long as those arrangements do not interfere with, or interrupt, the work in progress.
- Ensure that the MIC is fully equipped (see Facilities Check List, Figure 2).
- Help prepare space where media briefings will occur (arrange podiums, microphones, display charts, etc.)
- Announce briefings for the media.
- Provide media representatives with the latest situation reports and press releases.
- Handle inquiries from the media present, answer those questions based on situation reports, and refer questions that cannot be answered to the appropriate staff.
- Ensure that the media phone is staffed at all times during the designated shift.

**C. OTHER AGENCY Public Information Officers (PIO'S)**

- Provide support to the Public Information Team.
- If necessary, fill Public Information Team positions.
- Draft press releases concerning respective areas.

#### **D. CITIZENS INFORMATION CENTER (CIC) COORDINATOR**

The Volunteer Service Center Director, will identify CIC Coordinator(s) for 12-hour shifts. The CIC Coordinator works with both Emergency Support Function (ESF) 5 (Information and Planning) and ESF 14 (Public Information) to ensure that the most current information is always available to residents.

- Ensure that the CIC is equipped and supplied (see CIC Check List, Figure 3).
- Maintain adequate staffing of the CIC to respond to questions from the public via telephone.
- Verify that all calls and questions are logged.
- Inform the Lead PIO of any rumors or misinformation detected or of trends in calls.
- Ensure that CIC staff is briefed with the latest situation reports.

#### **VI. ONGOING PUBLIC INFORMATION PROGRAMS**

- The official Capital Area Hurricane Survival Guide is distributed annually to residents via government offices, local newspapers, service providers, and point-of-sale distribution points. Information contained in the guide is available in alternate forms for the hearing impaired. During hurricane season, the survival guide is also available at the Leon County Home page on the internet at <http://www.leoncountyfl.gov> or <http://lcs.leonfl.org>.
- Severe weather preparedness, evacuation, and shelter information is published biannually in the telephone directories. The directory is available in hotel/motel locations. Transient and seasonal populations as well as the general population are referred to the directories during emergencies.
- Handouts for specific hazards are prepared on an annual basis and distributed to the general public. Brochures include preparedness tips on what to bring to a shelter (e.g. medications, clothing, etc.) and tips to help minimize losses.
- Brochures that include materials for registering people with special needs are distributed. Seminars are conducted at civic associations, schools, nursing homes and other locations by either LCSO/DEM staff and/or other designated organizations.
- The LCSO/DEM staff conducts public speaking engagements to disseminate personal preparedness information to the general public, including the identification of vulnerable areas within the County and procedures for minimizing injury and property damage resulting from natural or manmade disasters.

- Media packages are distributed on an annual basis with hazard specific information.
- Pre-scripted press releases to be released before and after the disaster are developed with specific information on evacuation and survival needs.
- Web pages with sandbag and other storm information are created and ready to be posted to the Leon County website when necessary.

## Figure 1

### Newspaper/Television Stations/Radio Stations

Contacts, addresses and telephone numbers are maintained in the LCO/DEM, Master Contact List, and the PIO's Guidebook in the EOC.

#### **TALLAHASSEE DEMOCRAT**

Newsroom: (850) 599-2151, 599-2170

Fax: (850) 599-2295

#### **ASSOCIATED PRESS (FL)**

Fax: (850) 224-2099

#### **CAPITAL OUTLOOK**

Fax: (850) 681-1093

#### **WCTV - Channel 6 - Cable 9 (CBS)**

#### **WTLH-Channel 49 (FOX)**

#### **WBXT-WB6 - Cable 6**

(850) 893-2126

Fax: (850) 668-3851 and 893-5193

#### **WTXL- Channel 27 - Cable 7 (ABC)**

#### **WTLH – Channel 40 – Cable 12 (NBC)**

(850) 893-1313

Fax: 668-1460

#### **WFSU-Channel 11**

(850) 487-3170

Fax: (850) 487-3093

#### **COMCAST CABLEVISION**

(850) 574-4016

(Emergency) 597-0252 or 528-8294

Fax: (850) 574-4030

#### **WFSU-FM 88.9 - Public Radio;**

(850) 487-3086 (control room 487-3305)

Fax: 487-3293

#### **CUMULUS BROADCASTING (5 stations):**

(850) 201-3000

Fax: 201-2329 - for all 5

#### **WHBT-AM 1410**

#### **WHBX-FM 96.1**

#### **WBZE-FM 98.9**

#### **WSLE-FM 102.3**

#### **WGLF-FM 104.1**

#### **CLEAR CHANNEL**

#### **COMMUNICATIONS (5 stations):**

(850) 201-3000

Fax: 383-0747 - for all 5

#### **WTNT-FM 94.9**

#### **WBWT-FM 100.7**

#### **WXSR-FM 101.5**

#### **WTLY-FM 107.1**

#### **WFLA-AM 1270**

News studio: 383-0716; After hours: 383-0755

#### **DECOL Broadcasting**

#### **WGWD 93.3 FM Quincy/Midway**

(850) 627-7086

Fax: 627-3422

#### **TRIAD (N. FL.) BROADCASTING (4 stations):**

(850) 386-8004; After hours: 383-1049

Fax: 422-1897 - for all 4

#### **WEGT-FM 99.9**

#### **WAIB-FM 103.1**

#### **WHTF-FM 104.9**

#### **WWLD-FM 106.1**

#### **WVHT-FM 105.7**

(850) 309-0999; After hours: 402-0014

Fax: 402-0061

#### **WTAL-AM 1450**

(850) 877-0105

Fax: 877-5110

## Figure 2

### Public Information Officer Facilities Check List

#### 1. Equipment

- \_\_\_\_\_ Incoming facsimile machine.
- \_\_\_\_\_ Outgoing facsimile machine.
- \_\_\_\_\_ Personal computer and printer.
- \_\_\_\_\_ Copier.
- \_\_\_\_\_ Podium for press briefings.
- \_\_\_\_\_ VCR.
- \_\_\_\_\_ Tapes for VCRs.

#### 2. Telephones

- \_\_\_\_\_ Single line phones connected in media area.
- \_\_\_\_\_ Dedicated telephone number for incoming media calls.

#### 3. Supplies

- \_\_\_\_\_ Media phone list.
- \_\_\_\_\_ PIO Guidebook which contains ESF 14 Annex, pre-scripted news releases, computer disk with news releases, media contact list, RIC Book, and instructions for multi-media center equipment.
- \_\_\_\_\_ Flip charts.
- \_\_\_\_\_ Markers.
- \_\_\_\_\_ Cupboard for press releases to be kept in Media Information Center.

#### 4. Background Handouts

- \_\_\_\_\_ Facts and background sheets.
- \_\_\_\_\_ Answers to most frequently asked questions.
- \_\_\_\_\_ Relevant news stories.
- \_\_\_\_\_ Biographies.

#### 5. Background Visuals

- \_\_\_\_\_ Still photographs (color negative 8" X 10").
- \_\_\_\_\_ Video (3/4").
- \_\_\_\_\_ Diagrams, drawings, maps, overlays.
- \_\_\_\_\_ Equipment, processes, and people in action.
- \_\_\_\_\_ Aerials of disaster area.
- \_\_\_\_\_ Head shots of key people.

### Figure 3

#### Citizen Information Center Check List (CIC Coordinator)

- \_\_\_\_\_ Flip charts, tacks, bulletin boards (to post updates).
- \_\_\_\_\_ Wall-size map with stick pins to mark problem areas, etc.
- \_\_\_\_\_ RIC logs (Figure 1) to record calls.
- \_\_\_\_\_ Personnel to monitor forms (if a call comes in three times, it is flagged and given to a PIO for media response).
- \_\_\_\_\_ Bulletin board with all news releases.
- \_\_\_\_\_ One person to "run" for things (answers, etc.).
- \_\_\_\_\_ One person "in charge."
- \_\_\_\_\_ Coffee, other comforts.
- \_\_\_\_\_ Identify bilingual operators.
- \_\_\_\_\_ Alert Citizen Information Center (CIC) staff when an update has occurred. This ensures that all operators are disseminating the latest information.







**Figure 6**

**WEATHER CHANNEL  
EMERGENCY WEATHER INFORMATION WORKSHEET**

From:

\_\_\_\_\_  
(Name, Title, County)

Telephone Number:

\_\_\_\_\_  
What is this event related to: Hurricane, Flooding, Rains, Tornado, Other (Circle Please)

Is the evacuation mandatory? Yes or No (Circle Please)

Is the evacuation recommended? Yes or No (Circle Please)

When will it begin?

\_\_\_\_\_  
For what National Weather Service Zone(s)? \_\_\_\_\_

For what specific county or communities? \_\_\_\_\_  
\_\_\_\_\_

Please list where and when shelters will be available for the people who are evacuating.  
Please list any other emergency information (evacuation routes, special needs, etc.).

\_\_\_\_\_  
\_\_\_\_\_  
When completed, please call the State Warning Point at (850) 413-9910 or send via facsimile to (850) 488-7841.

<b>LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN</b>	<b>Reference: STATE CEMP ESF 15</b>	<b>Reference: NATIONAL RESPONSE FRAMEWORK</b>
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**ANNEX 15  
VOLUNTEERS AND DONATIONS**

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## **ANNEX 15**

### **VOLUNTEERS AND DONATIONS**

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**LEAD AGENCIES:** The Leon County Volunteer Center Coordinator and Capital Area Chapter of the American Red Cross

**SUPPORT AGENCIES:** The Leon County Sheriff's Office, Division of Emergency Management, Salvation Army, United Way, Leon County Public Works, Leon County Sheriff's Office, Leon County Health Department, City of Tallahassee, and area churches and civic organizations.

#### **I. INTRODUCTION**

##### **A. PURPOSE**

The purpose of Volunteers and Donations Group is to organize, track, consolidate, and distribute any and all donations that may come to the County after a major disaster. In addition, it will be responsible for establishing the Volunteer Reception Center for any individual or group which may volunteer to assist in the post-disaster recovery of Leon County.

##### **B. SCOPE**

The success of this activity will depend to a large degree on the ability to interact with the other private groups, various community organizations, and private industry. During past major and catastrophic disasters, it became apparent that the number of volunteers and the amount of donations that poured into local disaster areas became part of the problem rather than the solution. To manage against this type of situation and ensure that volunteer efforts and donations are effective, coordination among volunteer organizations to include a structured volunteer program must be in place. The job of the Volunteer and Donations Group is multifarious. Of utmost importance is coordinating with the different response agencies and departments to determine what types of resources are in immediate demand, compiling a list of those resources, and then implementing a plan that addresses how the needed resources can be provided. This will require close interaction with the Public Information Officer. The Leon County Volunteer and Donations Group will serve as the centralized receiving point for all volunteers. It will then categorize the abilities of the individuals or groups and then assign them, based on the needs of the County. Leon County may direct volunteers to the Capital Area Chapter of the American Red Cross first, to be re-assigned to the County later.

Lastly, the Volunteer and Donations Group will be responsible for establishing a distribution network to warehouse all donations and resupply the different distribution points that may be established throughout the County. This will be accomplished through centralized receiving points.

## II. POLICIES

- Re-supplies to distribution points will be done daily during off-peak hours.
- All donated materials and volunteer personnel must come through the Main County Depot.
- All donated materials will be received at the established point and sorted on pallets for distribution.
- All volunteers must report to the Volunteer Reception Center for certification/identification and assignments.
- Changes to the Operating Plan may only be made by the Volunteer Center Coordinator, or designee. In emergency situations, the Site Supervisor of the Main Depot may make a temporary modification, pending notification of the Coordinator.
- The Emergency Operations Center (EOC) telephone number will serve as the main telephone line to coordinate activities within the county.
- News releases will be issued requesting that volunteers and donators call a telephone number with offers of donations and/or assistance. Volunteers will be told where to report at that time.

## III. SITUATION

### A. DISASTER CONDITIONS

Disaster Conditions will be determined by the Leon County Sheriff's Office, Division of Emergency Management Director, or designee. Instructions will be routed to agencies.

### B. PLANNING ASSUMPTIONS

1. Full-scale operation of Main Depot and distribution points will only occur after a countywide disaster.
2. Localized disasters will be managed at the Emergency Operation Center (EOC) for volunteers and donations. Distribution will be from warehouse to residents, based on American Red Cross assessment of individual needs.
3. Countywide disasters will necessitate the operation of the Main Depot. All coordination with Regional Recovery Center and Federal assistance will be based out of the Main Depot.
4. Certain resources may be limited due to the disaster's effect on outside agencies. Whether power, transportation, and communication networks will be open or volunteers and donations will materialize, is uncertain.

## IV. CONCEPT OF OPERATIONS

### A. GENERAL

#### 1. **Mission**

The overall general mission is threefold. First, to determine the supplies and skills that are in immediate need throughout the County and to work with the Public Information Officer to get the information to the general public. Second, to organize, inventory, package, and redistribute all donations arriving in the County, whether by bus, truck, airplane, or rail. Third, to be the focal point to which all volunteers report, where their skills are verified and from which they are reassigned to the areas where they can be most useful.

#### 2. **Organization**

The primary operation's organization will be based at the Main Depot. This site will be conducive to an operation of this magnitude. The Main Depot location will be identified dependent upon facility availability and location as soon as possible.

#### Distribution Points

The concept for this operation is to supply distribution points from the Main Depot. These distribution points are placed throughout the County. The main function of these distribution points will be to re-supply neighborhood relief centers and the general population with items that may be in short supply. The secondary function of these distribution points is to act as staging/monitoring areas for volunteer work groups participating in storm cleanup and repairs. The distribution points will hand out donated material and reorder needed materials from the Main Depot. To the greatest extent possible, these ordered supplies will be shipped and arrive only at night.

#### 3. **Neighborhood Relief Centers (NRC)**

It is anticipated that Neighborhood Relief Centers (NRC) will be established by churches, civic associations, and other private non-profit organizations. NRC's will be able to obtain bulk supplies from the distribution points for preparation of hot meals or distribution to constituents. NRC's must register with the Main Depot and provide proof of their non-profit status (Internal Revenue Service letter, certificate, etc.) in order to participate in the distribution system. NRC's cannot charge or request donations from victims for any services or supplies. Once a NRC is registered with Volunteers and Donations, they must complete a daily requisition form for supplies for the following day's operation. The NRC must pickup their supplies at a distribution point.

## **B. ORGANIZATION**

See organization charts (Basic Plan).

## **C. NOTIFICATION**

Upon notification by the Emergency Operations Center (EOC) of a pending disaster, the Coordinator of Volunteer and Donations Group will begin notification to the management staff and review the disaster plan. Assigned staff will then report to the Main Depot and begin procedures to activate. For the initial response actions, the Coordinator of Volunteer and Donations Group will report to the EOC to monitor the pending event.

## **D. RESPONSE ACTIONS**

Determine magnitude of the emergency and make initial contact with supervisors and staff to identify and activate Main Depot and distribution points.

### **1. Regional Recovery Center -**

One person per shift is required to coordinate requirements of Leon County.

### **2. Main Depot -**

- a. Tasks
  - Provide supervision/staff
  - Receive offers of donations/volunteers
  - Organize/validate volunteers
  - Coordinate volunteers
  - Receive donations
  - Inventory donations
  - Repack/sort donations
  - Store donations
  - Process requests for donations
  - Load donations
  - Transport donations
  - Security
  - Housing
  - Medical
  - Sanitation
- b. Resources Needed
  - Staff/volunteers
  - Telephones/radios
  - Forms/documents
  - Equipment/materials

- Containers for sorting
- Containers for storage
- Trucks/vehicles
- Security
- Tents
- Medical supplies
- Potable water supplies

### **3. Points of Distribution**

- a. Tasks
  - Provide supervision/staff
  - Coordinate volunteers/work groups
  - Receive donations
  - Unload donations
  - Inventory donations
  - Store donations
  - Process requests for donations
  - Distribute donations pickup/delivery
  - Assign/transport work groups
  - Security
  - Temporary housing for workers
  
- b. Resources needed
  - Staff/volunteers
  - Telephones/radios
  - Forms/documents
  - Equipment/materials
  - Containers for storage
  - Trucks/vehicles
  - Security
  - Cots, tents, etc.

## **V. RESPONSIBILITIES**

### **A. PRIMARY AGENCY**

The Director of the Volunteer Center is responsible for the planning and implementation of Volunteer and Donations activities to include the location and layout of various sites throughout the County for the purpose of establishing a Main Depot and distribution points to effectively receive and disperse volunteers/donations. Once the sites have been located and approved, the Group will be responsible for formulating a comprehensive plan to staff the various locations with the necessary personnel for the purpose of receiving all incoming goods and volunteers, inventorying/validating same and distributing to the residents of Leon County as needed. In addition, the Group will provide staff to coordinate operations with the Regional Recovery Center. All functions of

Volunteer and Donations will be coordinated through the Emergency Operation Center (EOC).

The Coordinator will coordinate with the State Emergency Support Function (ESF) 15 by providing maps and resource requests for supplies, donations, and volunteers as needed. All requests will go through the Emergency Management Director, or designee, for approval.

## **B. SUPPORT AGENCIES**

### **1. Capital Area Chapter of the American Red Cross, Salvation Army, United Way and Other Organizations**

These agencies will work on a more localized scale servicing those residents close to their locations. The Volunteer and Donations Group will re-supply these organizations at night based on each agency's requisition for supplies.

### **2. Volunteer Organizations Active in Disaster (VOAD)**

Will provide personnel to supplement the Group's staff once organization members have secured their homes and families and have mobilized. Organizations will communicate with personnel liaison at the Main Depot.

### **3. Law Enforcement**

Will assume responsibility for security once mobilized.

## **VI. RESOURCE REQUIREMENTS**

- Large tents or cover and cots and blankets at Main Depot and distribution points
- Shrink wrap and equipment
- Tarps
- Wooden pallets (100's)
- Boxes
- Gloves
- Folding tables
- Chairs
- Pallet jacks
- Fork lifts
- 18 x lighting tripods
- Generators
- Trailers (1-Main Depot w/showers) 1-Volunteer Processing
- Port-A-Lets, portable showers and potable water
- 6 x Roll-Off dumpsters (20 yard capacity)
- Load(s) of rock to extend road to bypass
- Signage
- Trucks with 25 x lift gates



- 6 refrigerated trucks
- 12 \*Conex boxes for secured items
- Security
- Tugs for ACFT w/trailer
- Parks "stakebeds" for daytime emergency delivery
- Forms
- 110/220 electric service for Main Depot
- Communications

<b>LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN</b>	<b>Reference: STATE CEMP ESF 16</b>	<b>Reference: NATIONAL RESPONSE FRAMEWORK ESF 13</b>
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**ANNEX 16  
LAW ENFORCEMENT AND SECURITY**

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## ANNEX 16

### LAW ENFORCEMENT AND SECURITY

---

**LEAD AGENCY:** Leon County Sheriff's Office.

**SUPPORT AGENCIES:** The City of Tallahassee Police Department, Florida State University Police Department, Florida Agriculture and Mechanical University Police Department, Tallahassee Community College Police Department, Leon County Sheriff's Office, Division of Emergency Management, Leon County Public Works, City of Tallahassee Public Works

#### I. INTRODUCTION

##### A. PURPOSE

This Comprehensive Emergency Management Plan Annex 16 Law Enforcement and Security establishes a plan of action which shall be implemented in response to a natural, manmade, or technological disaster.

##### B. AGENCY MISSION

The mission of the Leon County Sheriff's Office is to improve the quality of life in our community by reducing fear, preventing crime, and enforcing the law, while protecting each individual's freedoms as guaranteed by the U.S. Constitution.

During a disaster, the primary goal is to protect life and property while maintaining peace and order, as well as to ensure a rapid, safe and complete evacuation, safeguard exposed property, and expedite the recovery of the community after the danger has passed. During hurricanes and other major natural disasters, communications and command and control networks may be disrupted. Members shall conduct unit and/or individual activities in conformance to the standards set forth in this annex and shall attempt to carry out the mission.

#### II. CONCEPT OF OPERATIONS

##### A. COMMAND AND CONTROL STRUCTURE

1. The Sheriff, or his designee, will act as the overall Incident Commander and shall coordinate and direct the operations of the Sheriff's Office during the emergency.
2. A designee of the Sheriff's Office will serve as the Sheriff's representative in the Leon County Emergency Operations Center (EOC) and will coordinate the Sheriff's Office response to the emergency with local, State, and Federal officials.

3. Other members will carry out their duties as directed by competent authority.

## **B. PREPAREDNESS**

1. As part of an ongoing preparedness program, the Sheriff's Office will assign a designee to coordinate closely with the Division of Emergency Management. During hurricane season, June 1st to November 30th, the Sheriff's Office designee will maintain close liaison with the Director of Emergency Management to monitor potential tropical weather conditions that may impact the county.
2. The designee will obtain reports and information from the Leon County Sheriff's Office, Division of Emergency Management during those times when natural, technological, or manmade disasters pose a potential threat to the area. The Sheriff and staff members having emergency operations responsibilities will be kept apprised of this information.
3. During the monitoring phase when a potential threat such as a hurricane or tropical storm has been identified, those staff members having specific emergency operations responsibilities shall review the emergency plans covering their area of responsibility and take necessary action to assure preparedness.
4. As part of an ongoing preparedness program, the Sheriff's Office will maintain current emergency plans and procedures and participate in training and exercise programs at least annually.

## **C. RESPONSE – MOBILIZATION PHASE**

### **1. Alert/Mobilization**

- a. Upon learning that the County is threatened by a natural, technological, or manmade disaster the designee shall alert the Sheriff and key staff members of the impending emergency and schedule a briefing. An example of this type of situation is when the County has or is about to be placed under a high wind watch, and counties to the south of Leon County are placed under a hurricane watch.
- b. Upon authorization of the Sheriff, the designee shall initiate mobilization alert procedures as called for in the Emergency Mobilization Plan.

## **2. Mobilization Recall**

Upon receiving notification from the Leon County Sheriff's Office, Division of Emergency Management that the County has, or is about to issue an evacuation order, the Sheriff or designee shall initiate mobilization recall procedures as called for in the Emergency Mobilization Plan.

### **D. RESPONSE – PRE-IMPACT PHASE**

#### **1. Voluntary Evacuation**

A recommendation may be made to evacuate the most vulnerable areas of the County on a voluntary basis. When such a voluntary evacuation recommendation is used, deputies will assist in communicating this warning to the public and will lend assistance in the evacuation effort.

#### **2. Mandatory Evacuation**

a. Among other provisions of Chapter 252 of the Florida Statutes, the Governor has the authority to:

- (1) "Direct and compel the evacuation of all or part of the population from any stricken or threatened area within the state if deemed necessary for the preservation of life or other emergency mitigation, response, or recovery." {FS 252.36 (5) (d)}
- (2) "Prescribe routes, modes of transportation, and destinations in connection with evacuation." {FS 252.36 (5) (d) }
- (3) "Control ingress and egress to and from an emergency area, the movement of persons within the area, and the occupancy of premises therein." {FS 252.36 (5) (f) }

b. When a mandatory evacuation is ordered, the Sheriff's Office law enforcement, and other agencies will immediately deploy squads of deputies and police officers into the affected areas and begin notifying residents of the evacuation order. The area to be evacuated will be described in detail (North, East, South, and West Boundaries), or categorized, e.g. mobile and manufactured homes.

### **3. Traffic Control**

- a. Evacuation Routes: The primary goal of all traffic control activities will be to maximize the traffic flow out of the designated evacuation area.
- b. Implement the traffic control plan and staff intersections (traffic control points) identified and assigned to each law enforcement agency.
- c. All plans will be developed and implemented in cooperation with the City of Tallahassee Traffic Department, City of Tallahassee Police Department, the Florida Highway Patrol, and the Leon County Sheriff's Office, Division of Emergency Management.

### **4. State of Emergency-Leon County Ordinance**

- a. During a declared Local State of Emergency, the County Commission, County Administrator, or designee is empowered to enact emergency measures outlined in Article V. "Disasters and Emergency Management" of Leon County's Code of Laws and Ordinances. Including but not limited to:
  - (1) Suspend or limit the sale, dispensing, or transportation of alcoholic beverages, firearms, explosives, and combustibles.
  - (2) 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.
  - (3) Utilize all available resources of the county government as reasonably necessary to cope with the disaster emergency, including emergency expenditures.
  - (4) Declare certain areas off limits.
  - (5) Direct and compel the evacuation of all or part of the population from any stricken or threatened area of the county.

(6) Make provisions for availability and use of temporary emergency housing and emergency warehousing of materials.

(7) Establish emergency operating centers and shelters in addition to or in place of those provided for in the county's emergency plans.

(8) 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.

(9) 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 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.

(10) Confiscate merchandise, equipment, vehicles, or property needed to alleviate the emergency with or without compensation. Reimbursement shall be within 60 days and at customary value charged for the items during the 90 days previous to the emergency.

(11) 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

## **5. Shelter Operations**

- a. The Incident Commander will assign members and coordinate with the City of Tallahassee Liaison to provide law enforcement at approved Red Cross shelters.

- b. All plans will be developed and implemented in cooperation with the Leon County Sheriff's Office Division of Emergency Management, the School Board, and the American Red Cross.

## **6. Stand-Down/Shelter**

- a. Sheriff's Office personnel will be ordered to stand down and seek shelter for their own safety when conditions become too dangerous. The objective of the early order to evacuate is to allow people to seek shelter before emergency conditions caused by a natural, technological or manmade disaster become life threatening (e.g., sustained tropical storm force winds arrive and roadways become inundated). All evacuation and rescue operations will cease while potentially life threatening emergency conditions exist in the area.
- b. Sheriff's Office personnel will be given instructions as to when and where to seek shelter by their supervisor (Pre-staging of law enforcement).
- c. In the absence of orders to the contrary, deputies may seek shelter at the nearest Red Cross Shelter or return to the Sheriff's Office facilities.

## **E. RESPONSE – POST IMPACT PHASE**

### **1. Redeployment**

Immediately following the passage of the dangerous conditions, or when the order to redeploy is received, all members will report to the predetermined locations for briefing and assignments.

### **2. Security**

Supervisors will survey their areas of operation to determine the need for security patrols to control looting in evacuated or heavily damaged areas of the county.

### **3. Traffic Control**

- a. Traffic will be monitored at major thoroughfares and intersections.
- b. Control ingress and egress to and from the emergency area.



**4. Search and Rescue**

- a. Non-Urban Search and Rescue functions will be performed as required.
- b. All casualty information should be relayed to the Command Post immediately.

**5. Disaster Related Fraud**

- a. Issue educational materials warning the public of possible disaster related scams and fraud.
- b. Investigate reports of disaster related fraud
- c. Issue alerts to public informing the public of possible disaster related scams and fraud.

**III. PRIMARY RESPONSIBILITIES**

**A. Leon County Sheriff's Office**

1. Act as the primary agency for coordination of law enforcement services.
2. In County-wide disaster operations such as those resulting from a hurricane or other major disaster, ensure the public safety of all citizens.
3. Coordinate law enforcement and security with the City of Tallahassee Police, Florida State University, Tallahassee Community College Police, Florida Agricultural and Mechanical University Police, and other State, and Federal law enforcement agencies as required.
4. Execute the evacuation order when issued by the Governor or Board of County Commissioners and assume overall traffic control coordination.
5. In coordination with municipal and State law enforcement agencies, provide for security of evacuated areas.
6. Coordinate security for shelters, Emergency Operations Center (EOC) and other areas as required.

## **B. MILITARY SUPPORT**

1. In the event of a major disaster (Declared State of Emergency), coordinate with the Emergency Operations Center (EOC) to deploy Florida National Guard resources via Florida Mutual Aid Program.
2. In the event of a catastrophic disaster (Declared Federal Emergency), coordinate with the Emergency Operations Center (EOC) to request activation of U.S. Army (Military Police).
3. Coordinate law enforcement, security, and traffic control duties with assigned military personnel.

## **IV. SUPPORT RESPONSIBILITIES**

### **A. SUPPORT SERVICES**

Provide support services to Emergency Support Functions listed:

1. Transportation Annex (1)
2. Information and Planning Annex (5)
3. Mass Care Annex (6)
4. Health and Medical Services Annex (8)
5. Urban Search and Rescue Annex (9)
6. Hazardous Materials Annex (10)
7. Public Information Annex (14)
8. Animal Issues Annex (17)

### **B. PLANS AND PROCEDURES**

The Sheriff's Office will coordinate plans and procedures for providing these support services.

### **C. RESOURCES**

The Sheriff's Office will mobilize specialized units and utilize human and material resources to assist in the support services.

<b>LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN</b>	<b>Reference: STATE CEMP ESF 17</b>	<b>Reference: NATIONAL RESPONSE FRAMEWORK</b>
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**ANNEX 17  
ANIMAL ISSUES**

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## ANNEX 17 ANIMAL ISSUES

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**LEAD AGENCY:** Leon County Animal Control

**SUPPORT AGENCIES:** Big Bend Disaster Animal Response Team  
Capital Area Chapter of the American Red Cross  
Tallahassee-Leon Animal Service Center  
Big Bend Veterinary Medical Association  
Leon County Cooperative Extension  
Leon County Volunteer Services  
Leon County Sheriff's Office

### I. INTRODUCTION

#### A. PURPOSE

The purpose of this annex is to provide for the coordination of local resources in response to small pet, livestock, exotic, and wild animal care needs before, during, and following a significant natural, manmade or technological disaster. Assistance provided under Animal Issues is directed by the Leon County Division of Animal Control (LCDAC) within the Public Works Department.

Animal issues are generally overlooked in the planning process for disasters. This lack of planning, caused by the belief that animals can fend for themselves or because of lack of preparation by owners and others, leads to serious problems when animals are forced from their homes or habitats. By developing operational procedures to care for animals prior to, during and after disasters, the health and safety risks these animals pose to the public can be reduced, animal suffering can be minimized, and we can avert a resource drain on other County departments.

#### B. SCOPE

LCDAC will provide overall management, coordination and prioritization of countywide animal-related services and resources to support pet, livestock, exotic, and wild animal needs in the event of a major emergency or disaster. Animal-related services under this Annex are categorized in the following functional areas:

1. Conduct rabies control.
2. Assist in the capture of animals that have escaped confinement, or have been displaced from their natural habitat.
3. Assist emergency response teams with animal related problems.
4. Provide humane care and handling of animals before, during, and after disasters by coordinating emergency Medical-Animal Shelters units for the

housing of displaced animals and the emergency medical treatment of those animals.

5. Procure and/or coordinate appropriate equipment and resources for pre- and post disaster sheltering and rescue of animals.
6. Provide emergency care to all sick or injured animals pursuant to applicable laws and protocol.
7. Remove and properly dispose of animal carcasses.
8. Provide information to the general public regarding such issues as quarantine areas, rabies alerts, public service information announcements, Etc.

## **C. POLICIES**

- The primary and support agencies of this annex must plan to be as self sufficient as possible during the first 72 hours following an event, as there may be limited assistance available from other sources.
- The Leon County Division of Animal Control will provide assistance using its primary and support agency authorities and capabilities via coordination with other agencies to support its mission. LCDAC will allocate available resources to each mission based upon priorities identified by the Emergency Operations Center (EOC).
- If animal assistance resources are unavailable, the County EOC will request assistance from the State EOC.
- During disaster planning, response, and recovery efforts, all animal-related services and activities, including rescue, care, housing, relocation, owner redemption, adoption, and medical care, shall be coordinated through the Leon County Division of Animal Control. To ensure compliance with relevant laws and protocols, and to ensure that resources are not diverted from local efforts, all animal welfare groups or rescue organizations must follow the county's policy. No other groups or rescue organizations are authorized to establish response, rescue, or recovery efforts unless they are part of this operation.

## **II. SITUATION**

### **A. DISASTER CONDITIONS**

A significant natural, manmade or technological disaster event would pose public health and nuisance threats, as well seriously impact animals. These threats include injured and displaced animals, dead animals, rabies and other animal-related

diseases, lack of animal care and sheltering, and other animal problems. Additionally, these problems could tax the human needs response and resources.

**1. Pre-Impact Response Phase**

This phase would be the actual pre-impact care and sheltering of animals, and instructions to the pet-owning public about preparing for the disaster.

**2. Post Impact Response Phase**

During this phase, animal-related services will become more generalized. Every attempt will be made to verify the need before providing assistance. However, it may be necessary to proceed with assistance on a limited basis before verification is obtained. Additionally, due to the complexity of animal problems, conditions may require special expert advisory groups. These advisory groups will be convened by the Division of Animal Control as needed and will review health, medical, sustenance, and safety information, and will develop specific strategies to manage and respond to these situations.

**3. Recovery Phase**

Long term animal issues include the return of animals to their owners, to adoptive owners, or to their natural environments, long term public health impact, and proper disposal of carcasses.

**B. PLANNING ASSUMPTIONS**

1. Human lives may be lost due to the refusal of owners to evacuate without their pets or livestock. Public education by the county and animal-related organizations is needed to make people aware of pet sheltering facilities available.
2. The large number of homeless or injured pets, livestock, wild animals and exotic animals will require the capture and subsequent sheltering of these animals.
3. Assessment and treatment of sick and injured animals, including euthanasia if necessary, will have to be accomplished through cooperative efforts with the veterinary community at designated shelters and private offices.
4. Commercial animal food must be imported into the county by prior arrangement with vendors. Food drops for wild animals would be organized by various wild animal related groups and state agencies.
5. The accumulation of shelter animal waste and carcasses must be removed to approved solid waste dumping sites.

6. The accumulation of animal carcasses throughout the county must be removed to approved solid waste dumping sites, or burned or buried on site in conformance with applicable laws.
7. Shelter animals will need to be re-united with their owners after the disaster, adopted to new homes, or euthanized.
8. Non-governmental groups, animal rescue organizations, and others, including concerned individuals, will want to participate in the search and rescue, sheltering, relocation, and recovery efforts. This group must include provisions for this participation while ensuring that resources are not diverted from Leon County and that animals are not removed from the area without Animal Control's prior approval. This is especially important for reuniting owners with their lost pets, many of which are removed from disaster areas before owners can search for them.

### **III. CONCEPT OF OPERATIONS**

#### **A. GENERAL**

All requests for animal-related assistance will be channeled through the Emergency Operations Center (EOC). At the time of activation of the EOC, Animal Control will be staffed on a 24-hour schedule to communicate with other agencies and prioritize assistance requests.

#### **B. ORGANIZATION**

The Leon County Division of Animal Control Director, or designee at the Emergency Operations Center, is responsible for coordination of all operations. All volunteer animal assistance agencies will coordinate directly with Animal Control.

#### **C. NOTIFICATION**

Initial notification will be sent by the Emergency Operations Center to Leon County Division of Animal Control (LCDAC) as the primary agency.

Immediately following notification to activate, the LCDAC will complete the following:

- Assure that necessary emergency operating facilities and reporting systems are established;
- Establish communications with the Emergency Operations Center, obtain status report, and notify the EOC of operations; and
- Provide appropriate representation to the Emergency Operations Center.

Immediately following notification by LCDAC to commence response actions for this activity, each support agency will complete the following:

- Staff animal facilities per the Leon County Animal Disaster Plan;
- Provide for a call down of each agency's staff;
- Provide for on-going needs relative to each agency's designated area of responsibility; and
- Provide personnel and resources for assessment and field teams as required.

#### **D. PRE-PLANNING AND PUBLIC EDUCATION**

##### **1. Background**

During Hurricane Andrew in South Florida, the impact of animals' problems exacerbated the human disaster. Some residents who refused to evacuate without their pets lost their lives. Injured and dying animals posed extreme safety and health risks to the population and rescue workers. Large numbers of resources had to be diverted from other operations to meet these needs and problems. During the March storm of 1993, some counties experienced the same problems, though on a smaller scale. As a result, Leon County recognized the need to plan for the care and needs of animals and the pet-owning public during the response and recovery stages of a disaster.

##### **2. Leon County Animal Control Group**

Understanding the personnel and resource limitations of the LCDAC, a rescue, response, and recovery team should be formed. Membership should include:

- Leon County Animal Control;
- Tallahassee-Leon Animal Service Center;
- Big Ben Disaster Animal Response Team
- Leon County Volunteer Service Center;
- Leon County Humane Society;
- Big Bend Veterinary Medical Association;
- Local Kennel Owners;
- Local Stable and Ranch Operators; and



- Concerned Residents.

In addition, the LCDAC Team will maintain a liaison with the following:

- Leon County Sheriff's Office, Division of Emergency Management;
- Leon County Sheriff's Office;
- North Florida Fair Association;
- Florida Highway Patrol;
- Leon County Cooperative Extension;
- Leon County Public Health Unit.

**3. Public Education**

Information will be provided through the Hurricane Survival Guide, Leon County Animal Control, the Tallahassee-Leon Animal Service Center (TLASC), participating veterinarians, and the news media.

**E. PRE-IMPACT RESPONSE PHASE**

**1. Sheltering**

**a. Owner Options**

The responsibility for providing safe shelter for animals lies with the owner. Owners who must evacuate are encouraged to make arrangements ahead of time for pet evacuation and are advised of the following options:

- Stay with friends or family members in a safe area;
- Make reservations at a hotel which will accept pets (a list is available from the LCDAC and TLASC);
- Make arrangements to board animal(s) at a kennel or veterinary clinic (a list is available from the LCDAC and TLASC);
- Relocate larger animals to open pasture areas;
- Or as a last resort, either:
  - (1) If evacuating to a Capital Area Chapter of the American Red Cross shelter, contact LCDAC about bringing the pet(s) to an approved shelter. Boarding

fees may be waived at the TLASC in emergency cases for up to three days after the disaster, or

- (2) Make modifications to your home/property to allow the animal relative safety and leave them at home.

## **F. POST IMPACT RESPONSE PHASE**

LCDAC will immediately identify, mobilize and deploy an assessment team(s) to the disaster area(s) to determine specific health and safety needs and priorities. Animal Control will coordinate with the other agencies represented at the Emergency Operations Center to provide support to aid in the response to animal-related problems.

LCDAC will continue to provide assistance in the following areas: search and rescue of threatened, abandoned or displaced animals; animal sheltering; emergency medical care; feeding; relocation of domestic and wild animals; reunification with owners or adoption to new owners; acquisition of additional food and supplies from vendors to support the relief efforts; dead animal removal; and continued coordination with other agencies.

## **G. RECOVERY PHASE**

Continued care of sheltered animals and provision of an extended network for the adoption of unclaimed animals as appropriate. Reunification of pets with owners. Relocation of sick and injured animals to permanent facilities or euthanasia as needed. Relocation of wild animals to their environments. Return to normal operations.

# **IV. RESPONSIBILITIES**

## **A. PRIMARY AGENCY**

The LCDAC is designated as the lead agency and is responsible for the following:

- Notifying, activating, and mobilizing all agencies assigned.
- Coordinating all support agency actions in performance of missions assigned.
- Coordinating requests for assistance and additional resources necessary during performance of the mission with the appropriate agencies.
- Functioning as the County's representative/liaison to the Emergency Operations Center (EOC).
- Coordinating rabies control activities.

- Maintaining liaison with the local Capital Area Chapter of the American Red Cross office for the delivery of services to their clients in need of emergency pet sheltering.
- Facilitating the transportation of injured, stray, or nuisance animals to animal care facilities.
- Assisting emergency response teams with animal-related problems.
- Making arrangements for the removal and disposal of dead animals.
- Coordinating with the Leon County Health Department for the release of public information regarding animal-related health issues.
- Enforcing the animal control laws.
- Impounding animals at large.
- Euthanizing sick and/or injured animals through assigned and authorized persons.
- Coordinating wildlife rescue, care and release with wildlife rehabilitators and the Florida Wildlife Conservation Commission
- Conduct at least two evaluations annually to inventory available vehicles, equipment, supplies, materials, and personnel.
- Responding to animal-related inquiries
- Investigating animal cruelty and neglect complaints.

## **B. SUPPORT AGENCIES (GENERAL)**

All support agencies are responsible for the following:

- Notifying, activating, and mobilizing all personnel and equipment to perform or support assigned functions as designated within the Comprehensive Emergency Management Plan and the response actions.
- Designating and assigning personnel for staffing of all facilities at which this activity is required and providing representation when it is determined by the primary agency to be necessary.
- Coordinating all actions of the support agency with the primary agency when performing the assigned missions.

- Identifying all personnel and resource requirements to perform assigned missions which are in excess of the support agencies' capabilities.
- Conducting at least two evaluations annually to determine available vehicles, equipment, supplies, materials, and to forward a copy of those evaluations to the LCDAC.

# Board of County Commissioners Leon County, Florida

## Policy No. 07-2

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

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

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

### 1. Emergency Reserves

- a. The general revenue emergency reserves will be maintained at an amount not to be less than 3% and to not exceed 8% of projected general fund and fine and forfeitures fund operating expenditures for the ensuing fiscal year.
- b. A Catastrophe Reserve will be maintained at 2% of the general fund and fine and forfeiture fund operating expenditures for the ensuing fiscal year. The Catastrophe Reserve will provide immediate cash flow for staff overtime, equipment, contractual support and materials/supplies in the event of a natural disaster.

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

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

## 2. Reserve for Cash Balances

- a. The County will maintain an annual unappropriated reserve for cash balance at a level sufficient to maintain adequate cash flow and to eliminate the need for short-term borrowing.
- b. The unappropriated fund balance shall be no less than 10% and no greater than 20% of projected general fund and fine and forfeiture fund operating expenditures.
- c. The reserve for cash balance shall be separate from the emergency reserves.
- d. All major funds will retain sufficient cash balances to eliminate the need for short-term borrowing.

## 3. Utilization of Fund Balance

- a. As part of the annual budget process, a determination will be made of the minimum and maximum amounts of fund balance available based on the requirements set forth in Sections 1 and 2.
- b. Funds in excess of the minimums established can be utilized to support one time capital project funding and /or other one-time expenditures to address unforeseen revenue shortfalls.

## 4. Budgeted Contingency Reserve

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

- a. Funding for authorized mid-year increases to adopted levels of service.
- b. Funding for unexpected increases in the cost of providing existing levels of service.
- c. Temporary and nonrecurring funding for unexpected projects.
- d. Funding of a local match for public or private grants.
- e. Funding to offset losses in revenue caused by actions of other governmental bodies.
- f. Funding to accommodate unexpected program mandates from other governmental bodies.

## 5. Procedures

- a. The County Administrator is authorized to develop forms and procedures to be used by outside agencies or individuals or County agencies in submitting their requests for use of contingency reserves.
- b. County agencies, including County departments and Constitutional Officers, requesting additional funding from the Board shall first submit their requests in writing to the County Administrator for full review and evaluation.
- c. After evaluation, all requests will be brought to the Board for consideration at a regularly scheduled meeting.
- d. Requests for use of reserves for contingency may be approved only by the Board of County Commissioners.

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

## 6. Evaluation Criteria

- a. The Board will use the procedures and evaluation criteria set forth in this policy. The evaluation of funding requests shall include, but not be limited to the following:
  - ▶ consistency with other Board policy;
  - ▶ the urgency of the request;
  - ▶ the scope of services to be provided;
  - ▶ the short-term and long-term fiscal impact of the request;
  - ▶ a review of alternative methods of funding or providing the services,
  - ▶ a review for duplication of services with other agencies;
  - ▶ a review of efforts to secure non-County funding;
  - ▶ a discussion of why funding was not sought during the normal budget cycle; and
  - ▶ a review of the impact of not funding or delaying funding to the next fiscal year.

## 7. Exceptions

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

# THE LEON COUNTY 2017 DISASTER SURVIVAL GUIDE



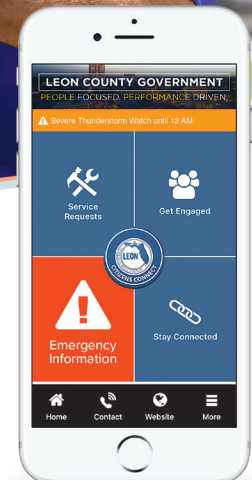
**PREPARE**



**ACT**



**RECOVER**



**wfsu 88.9** For emergency updates on the radio

Download the **Leon County Citizens Connect** mobile app for your smartphone or tablet



2017 Disaster Survival Guide  
produced by:



**Leon County Government**

Emergency Management  
Public Safety Complex  
911 Easterwood Drive  
Tallahassee, FL 32311  
  
(850) 606-3700

**Leon County Community  
and Media Relations**

Leon County Courthouse  
5th floor  
301 S Monroe St.  
Tallahassee, FL 32301  
  
(850) 606-5300

People Focused.  
Performance Driven.

**LeonCountyFL.gov**

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## Leon County's critical emergency information sources

**DOWNLOAD  
CITIZENS  
CONNECT APP**



**CALL THE CITIZENS  
INFORMATION  
LINE**

(850) 606-3700

**LISTEN  
ON  
RADIO**

88.9 FM



# A prepared community is a resilient community



**KEVIN PETERS**  
*Director*  
Leon County Emergency  
Management



Leon County can be particularly vulnerable to weather-based disasters. Therefore we need to be prepared for the 2017 Atlantic hurricane season, which is forecasted to be an above-normal season with up to 17 named storms, nine hurricanes, and four major hurricanes.

As we know, every emergency exposes different vulnerabilities, tests a community's partnerships differently, and reveals opportunities for improvement in different ways. And Hurricane Hermine did just that. Since September of last year, our responding agencies have been tested, and each one is now more experienced and prepared for the next disaster.

Our citizens are also eager to prepare and to be more resilient for any emergency. At Leon

County Emergency Management, becoming more and better prepared is a fundamental principle of disaster response and recovery.

The 2017 Disaster Survival Guide is a product of listening, planning, and building upon our past successes. For the past twenty years, Leon County has produced a disaster resources guide to keep citizens informed and prepared for emergencies, specifically hurricanes. This year, the County is proud to launch a guide that takes emergency planning and community preparedness to the next level. Learning from Hurricane Hermine, we have leveraged our community partnership with WFSU radio to provide timely, critical updates on 88.9FM. In addition, the County has launched a new mobile application to put emergency information at your fingertips any time of the day or night. And these are just a few of the highlights.

The guide is divided into several sections that focus on storm readiness, featuring important information for before, during, and after disasters. Here is a brief description of some critical sections:

- **PREPARE** - You must prepare and plan before disasters strike. Consider what supplies you need to survive a disaster, confirm your insurance policy covers what you need, and plan your evacuation route ahead of time.
- **ACT** - For the disasters you can see coming, like hurricanes or slowly encroaching wildfires, this is the time to check your supplies and listen to emergency information sources.
- **RECOVER** - In the days following any disaster, our normal lives will be severely impacted. This section tells you where to find assistance, information, and gives you safety tips as our community returns to normal.

The 2017 Disaster Survival Guide is a critical part of your disaster planning. Take it with you when you travel and give copies to your family and friends. If you need help planning and preparing, do not hesitate to contact Leon County Emergency Management at (850) 606-3700. It's critical that our community is prepared and resilient for the next disaster.



**EMERGENCY  
INFORMATION  
PORTAL**

[LeonCountyFL.gov/ei](http://LeonCountyFL.gov/ei)

**CONNECT  
ON SOCIAL  
MEDIA**

@LeonCountyFL @LeonCounty @LeonCounty



# Prepare

Plan now before disaster strikes

Plan now. **When disaster strikes, it is too late to prepare.** This section will help you plan to keep you and your family safe during disasters. Be prepared by having a plan and disaster bucket for your family.

## Build your bucket

Leon County encourages citizens to put disaster supplies in a waterproof and durable five-gallon bucket. Keep these essential items in a bucket near an exit door in your home or in your vehicle

- Blanket
- Cash
- Change of clothing
- Duct tape
- Dust mask
- Extra set of keys for both your home and car
- First aid kit with bandages
- Flashlight
- Games and toys
- Large plastic trash bags
- Local map
- Medications
- Moist towelettes and hand cleaners
- Multipurpose pocket knife
- Non-perishable food
- Photos of family members and pets for reunification
- Poncho
- Radio with extra batteries
- Soap
- Special family needs (diapers, feminine hygiene items, etc.)
- Tarp
- Toilet paper
- Toothbrush with toothpaste
- Towels
- Water
- Waterproof bag with important documents; drivers' licenses, insurance information, out-of-area contacts
- Whistle

## Watch or Warning?

Knowing the difference between a watch and warning can help keep you safe.

### Tropical Storm Watch:

An announcement that tropical storm conditions (sustained winds of 39 of 73 mph) are *possible* within the specified area within 48 hours.

### Tropical Storm Warning:

An announcement that tropical storm conditions (sustained winds of 39 to 73 mph) are *expected* within the specified area within 36 hours.

### Hurricane Watch:

An announcement that hurricane conditions (sustained winds of 74 mph or higher) are *possible* somewhere within the specified area. Because hurricane preparedness activities become difficult once winds reach tropical storm force, the hurricane watch is issued 48 hours in advance of the anticipated onset of tropical-storm-force winds.

### Hurricane Warning:

An announcement that hurricane conditions (sustained winds of 74 mph or higher) are *expected* somewhere within the specified area. Because hurricane preparedness activities become difficult once winds reach tropical storm force, the hurricane warning is issued 36 hours in advance of the anticipated onset of tropical-storm-force winds.

## 2017 North Atlantic Hurricane Names

Arlene	Gert	Maria	Tammy
Bret	Harvey	Nate	Vince
Cindy	Irma	Ophelia	Whitney
Don	Jose	Philippe	
Emily	Katia	Rina	
Franklin	Lee	Sean	



## 5 Questions to Ask About Your Policy

1. What is my standard deductible?
2. What is my hurricane deductible?
3. Do I need flood insurance?
4. Do I have enough coverage to replace my home and belongings?
5. Do I have loss-of-use coverage for temporary housing expenses?

Not all insurance policies are created equal. Check your policy or talk to your agent to make sure you have sufficient coverage and to determine if any home improvements would qualify for

a discount on premiums. Learn more about insurance policies from the Insurance Information Institute at [iii.org](http://iii.org).

### Flood Insurance

Homeowner Insurance policies **do not** cover damage from rising flood waters. If you own a home in a flood zone, your mortgage company will require you to carry a separate flood policy. Even if you don't live in a flood zone, consider the additional coverage. To learn more about flood protection, visit [LeonCountyFL.gov/FloodProtection](http://LeonCountyFL.gov/FloodProtection)

Don't wait until it is too late to buy a flood insurance policy. Typically, there's a 30-day waiting period before your policy goes into effect.

## Renters

Questions to ask:

- Do I know my rental property's risk of flood or storm surge? Do I know my evacuation zone?
- Do I need flood insurance and renter's insurance to cover damage to my personal property?
- Will my landlord protect the windows in a storm? If not, where would I go during a hurricane?

## Insurance Helpline

The Florida Department of Financial Services' toll-free Insurance Consumer Helpline is available year-around to assist Florida's insurance consumers. Insurance Specialists are available to answer questions or concerns regarding insurance coverage and advocate on a consumer's behalf to resolve a dispute with an insurance company. Consumers may contact an Insurance Specialist at 1-877-MY-FL-CFO (693-5236) toll-free, Monday through Friday from 8 a.m. to 5 p.m.

In the event of a disaster, the Department may activate its Disaster Assistance Insurance Helpline at 1-800-222-STORM (227-8676). Visit [MyFloridaCFO.com/Division/Consumers](http://MyFloridaCFO.com/Division/Consumers) for more.

## Sandbags

Sandbags are made available by Leon County and the City of Tallahassee for heavy rain. Leon County sandbags are limited to 25 bags per household and citizens should bring shovels to fill bags. Locations will not be staffed, but crews will resupply sites. Sites will remain open until officials determine sandbags are no longer needed. Updates



about sandbag availability will be provided during an emergency at [LeonCountyFL.gov/ei](http://LeonCountyFL.gov/ei).

### Please note:

*Residents should not rely on sandbags to save their home from major flooding, especially fast moving hurricane storm surge flooding. Consider the severity of flood conditions before deciding whether sandbags would provide effective protection.*



# Act

## Stay or go?

### Making the decision

When a hurricane is approaching, will you stay in Leon County or drive miles away to another location? Evacuating to a safe shelter locally or in a neighboring county has advantages; you will avoid traffic jams and highways crowded with vehicles from other counties joining the evacuation. Even if you leave the area, the storm could shift and still put you in harm's way. The next section will guide you through the steps you should take as a storm is approaching and the choices you'll have to make.

## Understanding the forecast

### 5-day cone actions

When the Big Bend area is in the 5-day cone, it's time to implement your plan and preparations. A hurricane is on a probable path to reach our area in five days.

- Review your family disaster plan.
- Get your disaster bucket and important papers ready.
- Begin work to prepare your home and yard.
- If you have special needs, be sure to implement your plan and, if needed, you are registered for a special needs shelter. See page 9 for more information.

### 3-day cone actions

As a storm moves closer to land, the accuracy of the forecast increases and residents should step up their preparation with the following actions:

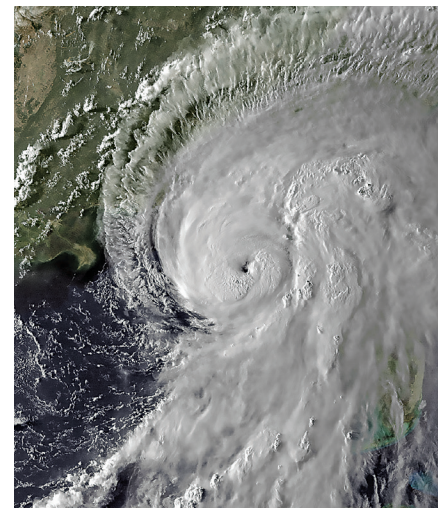
- Double check your disaster bucket and make necessary purchases.
- Gather special supplies for children, seniors, and pets.

- Be sure you have all materials and tools necessary to shutter windows.
- If your plans are to evacuate, make arrangements, book reservations and pack what you can in your vehicle.

### Hurricane Watch actions

*(48 hours ahead)*

- Prepare as if the storm is headed directly for your home. Be ready for a Hurricane Warning within a few hours.
- Fill your vehicle's gas tank.
- Get cash and secure important papers and valuables.
- Refill medications.
- Fill containers and tubs with water, even if evacuating – you may need the water when you return.
- Secure yard equipment and furniture.
- Shutter your windows.
- If your plans are to evacuate the area, secure your home so you can leave as soon as an evacuation order is issued.



*Hurricane Hermine*

- If you are registered for transportation to a public shelter, be sure you have everything you need in your disaster bucket.

### Hurricane Warning actions

*(36 hours ahead)*

- Be prepared for an evacuation order to be issued.
- Stay tuned to local news and get your weather radio ready.
- Complete final preparations to evacuate or to shelter in your home.
- If your plan is to travel out of the local area and you can leave at this point, go.

## Evacuation order

- If you are registered for transportation to a public shelter, be ready to leave when contacted. See page 9 for more information.
- Determine if your residence is affected by the evacuation order — does it include your area, or do you live in a mobile or manufactured home?
- If you are traveling out of the local area, leave immediately to avoid traffic jams.
- If you are evacuating locally, get to your shelter location within a few hours of the order.
- Be aware of your evacuation time range. Evacuations will be issued with beginning and end times.

## Plan to stay if ...

- You live in a structure that was built after 1973 when Florida adopted a standard building code.
- You do not live in a manufactured or mobile home.
- Your home is not vulnerable to storm surge or inland flooding.
- You have reduced the threat of falling trees by trimming and/or removing dead, dying or diseased trees.
- You have mitigated the effects of severe winds on your home by installing hurricane shutters on windows and bracing your garage door.
- You have prepared a multi-hazard Disaster Response Plan for yourself, your family, and your pets.
- You have prepared a disaster bucket that includes cash, a supply of food, water and a 1-month supply of prescription medicines.
- You have identified a Safe Room within your home.

## Plan to go if ...

- An evacuation order has been issued.
- You live in a manufactured or mobile home.
- You live in a structure that was built prior to 1973 when Florida adopted a standard building code.
- Your home is vulnerable to storm surge or inland flooding.
- You can leave early enough to meet an estimated regional clearance time of 24 hours. (It is very dangerous to be on the highway during a storm.)



## Mobile homes are not safe havens

A Category 1 hurricane like *Hermine*, with winds of 74 to 95 mph, can rip apart a mobile home. The National Hurricane Center reports that no mobile home or manufactured home — no matter how new it is — can be a safe shelter from hurricane force winds. Also, tornadoes can spin off from hurricanes.

Straps or other tie-downs will not protect a mobile home from high winds associated with a hurricane. In 1992, 97% of all manufactured homes in Hurricane Andrew's path in Dade County were destroyed, compared to 11% of single-family, non-manufactured homes. If a hurricane threatens Leon County,

all mobile home residents should plan to evacuate to a safer location. If you must evacuate and do not have access to transportation due to age, disability, or other special needs, you should register now with Leon County Emergency Management. See page 9 for more information.

# Evacuations and shelter

Leon County officials can issue an order directing the evacuation of specific areas of the county deemed to be in danger. Prepare to leave 24 hours prior to the storm landfall in order to give yourself enough time to evacuate.

## Recommended

If a tropical storm is approaching or a hurricane is expected to cross Florida and exit over Leon County, the danger from storm surge may be lower. Emergency managers may recommend residents in mobile homes or flood prone areas evacuate to higher ground or sturdier shelter.

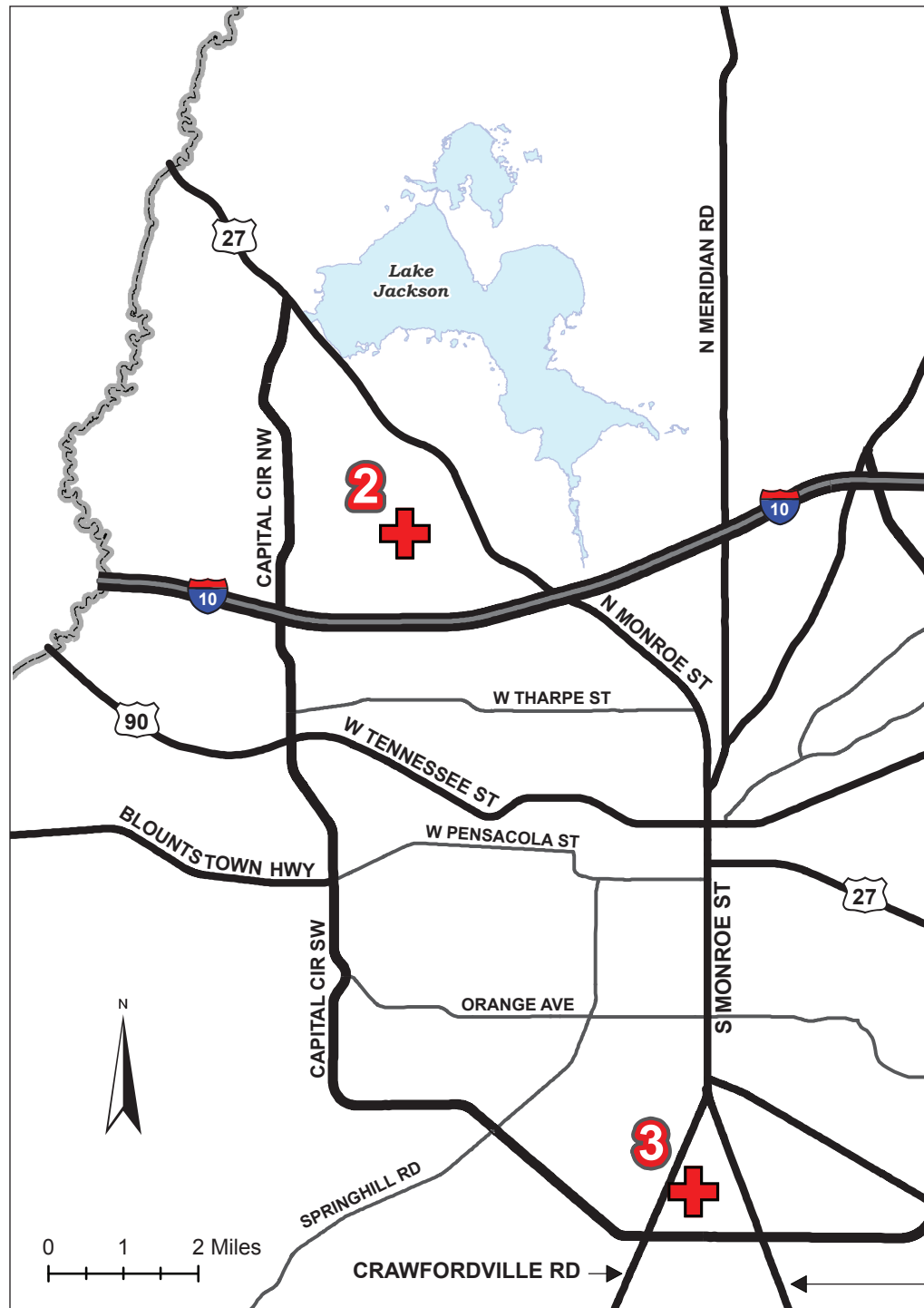
## Mandatory

The probability of storm surge is high and could be deadly for residents who don't leave. It is illegal to stay in a home under a mandatory evacuation order. Residents living in mobile homes should plan to evacuate to a safer location during a mandatory order.

**Please note:**

Not every shelter will open for every disaster. Please check [LeonCountyFL.gov/ei](http://LeonCountyFL.gov/ei) or call the Citizens Information Line at (850) 606-3700 to find out shelter openings.

## + Red Cross Shelters



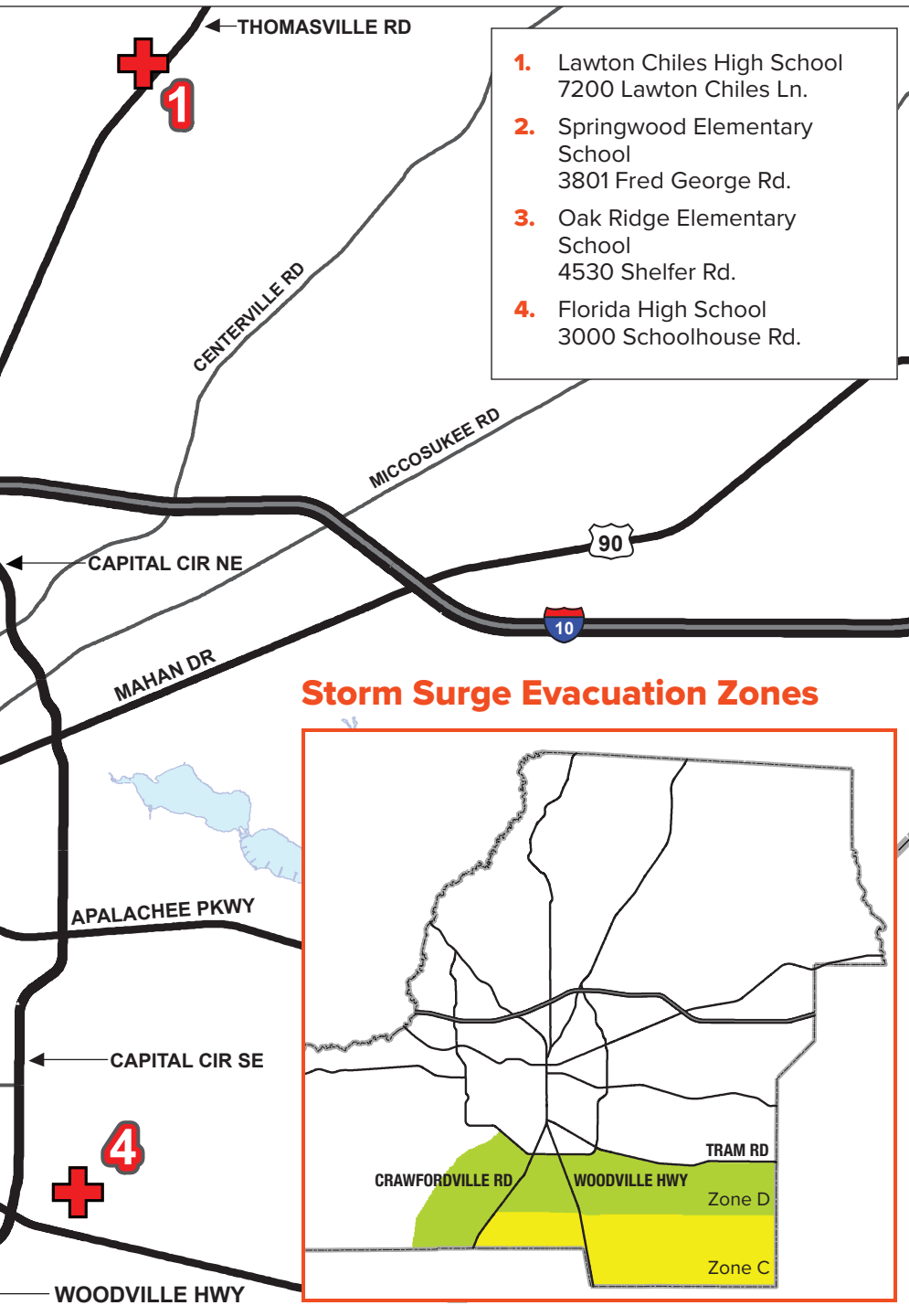


# Sheltering info

## For the Elderly and Citizens with Special Needs

All residents should have personal evacuation plans. Citizens who will need assistance with evacuation and sheltering because of age, disability or other special needs should register online at [SNR.FloridaDisaster.org](http://SNR.FloridaDisaster.org).

All information you provide is confidential and protected under Florida Statutes and **must be updated on an annual basis**. For further assistance with registration, call Leon County Emergency Management at (850) 606-3700.



# Storm Surge

Storm surge is the leading cause of death from hurricanes and is the reason hurricane evacuation orders are issued. The Apalachee Bay is one of the most storm surge prone areas in the Southeast. The coastal shape and shallow waters of the bay contribute to the high storm surge potential. These unique characteristics can, under extreme storm situations, push storm surge well inland. Areas of southern Leon County have been identified as storm surge evacuation zones.

**Zone C (Yellow)** – Areas east of Crawfordville Highway to the Leon/Jefferson County Line, and areas along and south of the following roads: Glover Road; Oak Ridge Road; Rhodes Cemetery Road; Meridale Drive.

**Zone D (Green)** – Includes all areas in Zone C, in addition to areas east of Springhill Road to the Leon/Jefferson County Line, and areas along and south of the following roads: Capital Circle SW; Capital Circle SE; Tram Road.



# RECOVER

## In the aftermath of a disaster

During a disaster, services could be impacted, including electric, water, and sewer. When preparing, consider that you could be without these important utilities for an extended period.

### Electric outages

For City of Tallahassee customers, you can report electric outages via the City's DigiTally App, Talgov.com/Outage, or by calling (850) 891-4YOU (4968). During major events, the City will send information directly to utility customers. Keep your contact details current by visiting Talgov.com/Update or by calling (850) 891-4968.

For Talquin Electric members, you can report an electric outage by calling 1-866-899-4832 (Automated System) or 1-888-802-1832 (Live Operator) or text #OUTAGE to 85700 from any registered cell phone. Sign up for text alerts by visiting TalquinElectric.com.

Call wait times will be longer during major events.

### Food Safety

**TWO DAYS:** The approximate time frozen items can be stored safely if you keep the freezer door shut.

**FOUR HOURS:** If your refrigerator's power is out for longer than this time, move perishable foods into an ice-filled cooler.

### Generators

If you are considering purchasing a portable generator, the City of Tallahassee offers a low-interest loan

program for qualified homeowners. To be eligible, a transfer switch and interconnect agreement are required. Get details by calling 891-4YOU (4968).

A generator can keep your appliances going after a disaster, but it comes with several dangers:

**CARBON MONOXIDE:** Use generators outdoors and away from windows and doors to avoid exposure to this deadly, colorless, odorless gas. Never operate a generator indoors.

**FIRE:** Make sure the generator is cool when refilling the fuel tank and store flammable fuel away from fuel-burning appliances.

**ELECTRICAL SHOCK:** An electrical shock from your generator can kill you.

- Keep the generator in a dry place.
- Plug appliances directly into the generator or use a heavy-duty, three-pronged extension cord.
- Never plug the generator into a wall outlet; this can cause electrocution.

### Water impacts

If the drinking water supply is compromised by a disaster, a boil water notice will be issued, which means there's a possibility of contamination.

**BOIL:** Bring a pot of water to a rolling boil for 1 minute to kill bacteria, viruses, and parasites.

**BLEACH:** Add 1/8 tsp. of unscented

bleach per gallon of water and let stand for 30 minutes; bleach used should contain 5.25 percent sodium hypochlorite. This is less effective but will work if there's no way to boil water.

### Sewer outage

If a sewer outage is announced, DO NOT flush your toilet. Powered sewer lift stations may be down, which could cause a sewage back-up in your home.

### Emergency toilets

Use a chemical toilet or create an emergency toilet by one of the following methods:

**5-GAL BUCKET:** Line with heavy-duty trash bag and use household bleach as disinfectant. Make sure it has a tight lid.

**TOILET BOWL:** Turn off your outside water supply first and flush once to empty before lining with a trash bag. Do not use kitty litter — it cannot be flushed after the sewer system is running.

### Safe driving

After a storm, roads may be littered with debris and many routes may be flooded. Avoid unnecessary travel and, if you must venture out, always obey Road Closed signs.

Never drive through standing water. Treat any intersection with non-working traffic signals as an "all way" stop. Be prepared to stop at every intersection.

# PICKING UP THE PIECES

Following these specific guidelines when hauling hurricane-related debris and household garbage to the curb will make for a speedier removal process

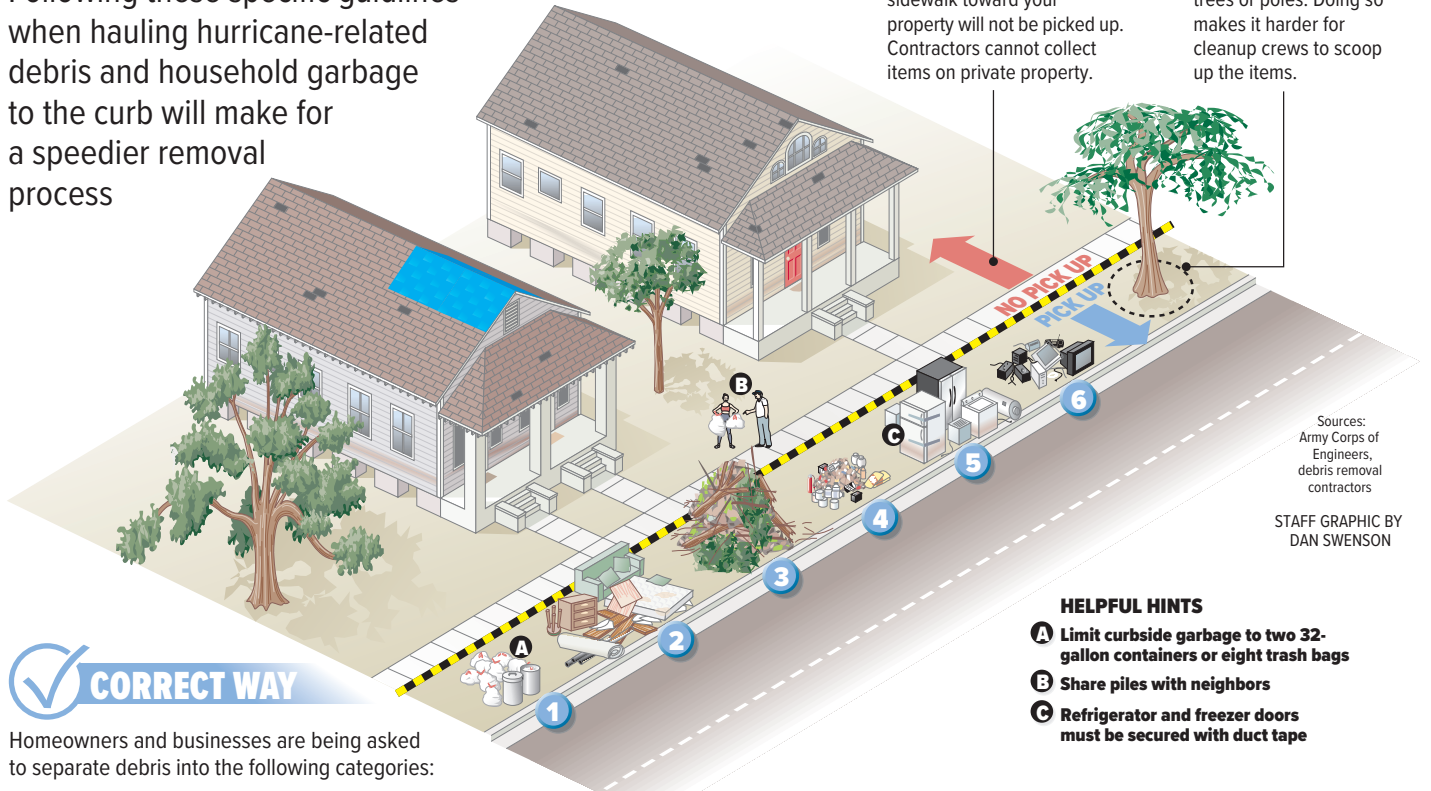
## WRONG WAY

### CROSSING THE LINE

➤ Any debris placed from the sidewalk toward your property will not be picked up. Contractors cannot collect items on private property.

### PROPPING UP

➤ Do not set debris against trees or poles. Doing so makes it harder for cleanup crews to scoop up the items.



Sources:  
Army Corps of  
Engineers,  
debris removal  
contractors

STAFF GRAPHIC BY  
DAN SWENSON

## CORRECT WAY

Homeowners and businesses are being asked to separate debris into the following categories:

### 1 HOUSEHOLD GARBAGE

- Bagged trash
- Discarded food
- Packaging, papers
- All garbage should be placed curbside the night before the scheduled weekly pickup.

### 2 CONSTRUCTION DEBRIS

- Building materials
- Drywall
- Lumber
- Carpet
- Furniture
- Mattresses
- Plumbing

### 3 VEGETATION DEBRIS

- Tree branches
- Leaves
- Logs

### 4 HOUSEHOLD HAZARDOUS WASTE

- Oils
- Batteries
- Pesticides
- Paints
- Cleaning supplies
- Compressed gas

### 5 'WHITE' GOODS

- Refrigerators
- Washers, dryers
- Freezers
- Air conditioners
- Stoves
- Water heaters
- Dishwashers

### 6 ELECTRONICS

- Televisions
- Computers
- Radios
- Stereos
- DVD players
- Telephones

### HELPFUL HINTS

- A** Limit curbside garbage to two 32-gallon containers or eight trash bags
- B** Share piles with neighbors
- C** Refrigerator and freezer doors must be secured with duct tape

## Price gouging

In a declared state of emergency, it is illegal to sell necessary goods or services at increased prices. If you believe a business or individual is price gouging, call the Attorney General's Office at 1-866-9-NO-SCAM (1-866-966-7226).

## Who to call

- 9-1-1 for life-threatening emergencies or (850) 606-5800 for non-emergency public safety assistance.
- Citizen Information Line for the latest emergency updates, (850) 606-3700 or use 7-1-1 Florida Relay.
- Contact Big Bend 2-1-1 for 24-hour social services assistance by dialing 2-1-1 or (850) 617-6333.
- For City Utility information, call (850) 891-4968.

# Surviving all hazards

While hurricanes pose a major threat to Leon County, there are other potential disasters that threaten lives and property. From violent tornadoes to hazardous chemical spills, it is critical to know what to do when warnings are issued.

- Identify a meeting location should an incident prevent you from getting home.
- Build a disaster bucket for potential disasters.
- Locate a safe room you can retreat to in the event of severe weather events such as thunderstorms and tornadoes.

## Thunderstorms and lightning

Thunderstorms are a common occurrence in Florida, especially during the summertime. The Sunshine State sees about 1.4 million lightning strikes in an average year and we lead the nation in lightning-related deaths. About 10 percent of thunderstorms are severe, with winds 58 mph or stronger and quarter-sized hail. Keep an eye on the weather forecast before you venture outdoors and heed nature's warning when you hear the sky start to rumble.

### Seek shelter

Every thunderstorm produces lightning. If you hear thunder, lightning is close enough to strike. Go inside or find shelter immediately. Wait 30 minutes after hearing the last crash of thunder before going back outdoors.

### When thunder roars, go indoors!

If you're indoors during a thunderstorm, stay away from anything that conducts electricity, such as corded phones, electrical appliances, computers, plumbing, metal doors and windows.



### If stuck outdoors ...

- Get off any elevated areas.
- Do not shelter under an isolated tree.
- Get as far away from water as possible.

## Downed power lines

- Do not touch downed power lines.
- Assume all downed power lines are energized.
- Contact your utility provider to report downed power lines. See page 10 for contact information.

## Man-made and biological hazards

### Terrorism and active shooters

Unlike a hurricane, there may be no warning for a terrorist attack, but you can plan ahead by taking the steps referenced earlier: emergency contacts, emergency alerts, a meeting place and a disaster bucket. Be alert and aware of your surroundings. If you see something — report it to law enforcement. Report suspicious activities to the Florida Dept. of Law Enforcement at 1-855-FLA-SAFE.

### Pandemic

In our global society, infectious diseases can spread quickly by human contact, animals, insects or food. The U.S. Centers for Disease Control is the agency responsible for warning the public about pandemic health hazards. The Florida Department of Health in Leon County may also issue warnings and advice. For more information, visit the website of the CDC at [CDC.gov](http://CDC.gov) or the Florida Dept. of Health at [Leon.FloridaHealth.gov](http://Leon.FloridaHealth.gov).

## Tornadoes

Tornadoes can form quickly during thunderstorms any time of year creating high velocity wind and blowing dangerous debris. In Florida, the average warning time before a tornado hits is only 12 minutes. You may only have moments to make a life-or-death decision.

### Watches vs. Warnings

**TORNADO WATCH:** Tornadoes are possible in your area; monitor radio or TV reports for further developments.

**TORNADO WARNING:** A tornado has been sighted in your area. Proceed to safe room immediately.

### Safe rooms

Designate a safe room where you can stay during a tornado in your home, office, or other places you go frequently. Good safe room options include: bathrooms, interior hallways, the center of a building, and spaces on the ground floor away from windows.

### Mobile Homes

Mobile homes are not safe from the violent winds of a tornado. Identify a safe place in a sturdy building you can go to when tornadoes are possible.

### Vehicles

Vehicles are easily overturned in a tornado, so get out and seek shelter in a sturdy building. Do not try to outrun or outmaneuver a tornado!

## Floods

Flooding is a year-round threat. Sometimes floods develop slowly and forecasters can anticipate where a flood will happen days or weeks before it occurs. Oftentimes flash floods can occur within minutes and sometimes without any sign of rain.

### Know your flood risk

- For your FEMA Flood Zone, visit [LeonCountyFL.gov/floodprotection](http://LeonCountyFL.gov/floodprotection).
- If you live in an area prone to flooding, consider sandbags or another type of barrier to keep water out of your home in minor flood events.
- Remember: Homeowner's insurance policies don't cover flood damage. Consider extra flood coverage.

- A new flood policy takes 30 days to take effect.

### Stay out of the water

- Do not drive through standing water and obey "road closed" signs. It only takes a foot of water to make vehicles float. Turn Around, Don't Drown!
- Do not walk through flood waters. It only takes six inches of water to knock you down.
- Don't go into any room if water has submerged electrical outlets or cords.
- After a flood, stay out of standing water or structures until authorities advise it's safe. Standing water could contain toxins, chemicals, dangerous debris and wildlife.

Learn more about floods: Leon County has a comprehensive website on our area's flood hazards and how residents can become better prepared: [LeonCountyFL.gov/floodprotection](http://LeonCountyFL.gov/floodprotection).

## Hazardous materials

Hazardous materials are part of daily life. Should a chemical spill or other hazardous material release occur, there are a few basic steps you can take to protect yourself:

- Shelter-in-place if local authorities ask you to do so.
- Turn off the air conditioning/ventilation system and seal windows and doors to prevent outside air from coming in. Plastic sheeting can help seal cracks around doors and windows.
- Remain indoors and wait for further instructions through the local media and emergency notification systems.

## Wildfires

Droughts and freezes create an ideal situation for wildfires. With so many trees in Leon County, the threat of wildfires is always present. Take a few minutes to discuss with your family what actions you will take if there is a fire in your neighborhood or your home.

- Identify at least two escape routes from your home and neighborhood.
- Practice fire drills so everyone knows what to do.
- If advised, evacuate immediately.



# Stay engaged

The agencies below are critical during any disaster. Please consider learning more about volunteering with these nonprofits partners.



**American Red Cross**

**(850) 878-6080**

[RedCross.org/FL/Tallahassee](http://RedCross.org/FL/Tallahassee)

When disaster strikes, volunteers play a critical role in recovery efforts and providing needed relief to victims. Consider becoming an American Red Cross Disaster Cycle Services Volunteer. Employees with the State of Florida, Leon County, and City of Tallahassee are eligible for 15 days of disaster leave by becoming an American Red Cross Disaster Cycle Services Volunteer.



**2-1-1 or (850) 617-6333**

[211BigBend.org](http://211BigBend.org)

2-1-1 Big Bend, Inc. serves as the preferred 24/7 gateway to community information, services and support any day of the year, including times of community emergencies. Trained hotline counselors provide emotional support, crisis assistance, information about local services, and referrals that contain accurate, up-to-date resource information. The agency's resource database contains more than 1,000 programs in the Big Bend area with subjects including housing assistance, emergency shelter, mental health, substance abuse, domestic violence, child development, employment, food pantries, and more.



**(850) 222-0304**

[SalvationArmyFlorida.org/Tallahassee](http://SalvationArmyFlorida.org/Tallahassee)

The Salvation Army of Tallahassee serves disaster survivors and relief workers with food, emotional support, and other critical services. The Salvation Army's disaster team consists of staff and volunteers who conduct wellness checks, feed hot meals, drinks and snacks directly from our canteen, provide spiritual care, and assist in distributing food, water, clothing, and clean-up kits to residents who are affected or have been displaced by a disaster.

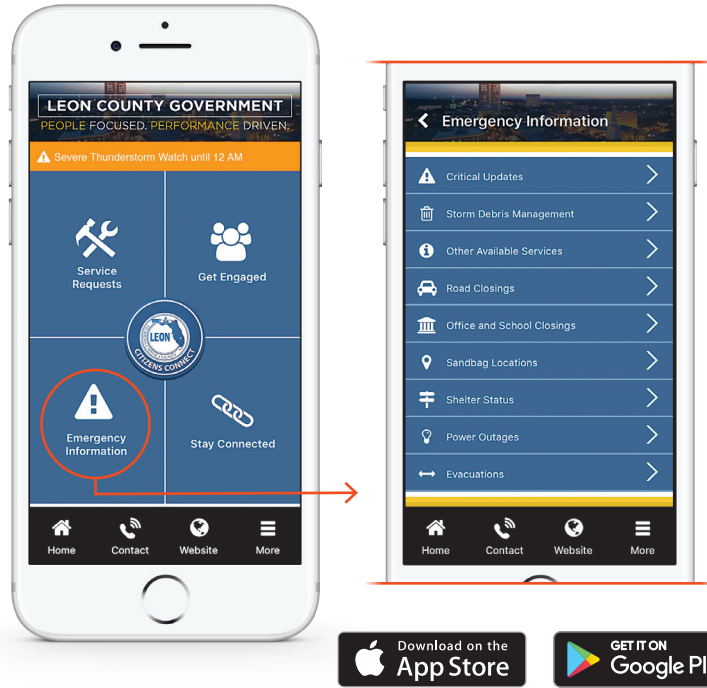


**(850) 606-1970**

[VolunteerLEON.org](http://VolunteerLEON.org)

During an emergency, VolunteerLEON organizes the Citizens Information Line and coordinates the Big Bend Community Organizations Active in Disaster (COAD). COAD provides a structure for non-profit organizations, and the faith-based community to prepare for, respond to, and recover from disaster. COAD focuses on coordinating efforts to best serve communities. Nonprofit partners include: 2-1-1 Big Bend, America's Second Harvest of the Big Bend, Catholic Charities, Florida Baptist Active in Disaster, Goodwill, Red Cross, Salvation Army, United Way, and more.

# Stay informed



## Citizens Connect App

Download the Leon County Citizens Connect App, your best source of emergency news and alerts. The most critical information will be delivered by push notifications directly to your phone or tablet.

Available for iPhone and Android devices, Leon County Citizens Connect App will put up-to-the-minute emergency information at your fingertips, such as weather alerts, road closings, sandbag locations, and so much more.

The Leon County Citizens Connect App provides a single source of emergency information verified by public safety agencies, emergency management professionals, and other crews in the field. Through the mobile application, citizens can also access Leon County's Facebook page, Twitter account, and other important resources.

- **Critical Updates:** announces the most important community updates, such as comfort stations, points of distribution, and price gouging alerts.
- **Storm Debris Management:** after disasters, this section details debris collection and removal.
- **Road Closings:** describes storm-related road closings in real time from crews in the field.
- **Sandbag Locations:** lists locations and addresses for sandbag distribution, including a map of sites.
- **Power Outages:** provides information on power outages for both City of Tallahassee and Talquin Electric.
- **Evacuations:** provides a map of evacuation routes for Leon County and other real-time updates.



**LeonCountyFL.gov/ei**  
**Twitter:** @LeonCounty  
**Facebook:** @LeonCountyFL  
**Mobile App:**  
 Leon County Citizens Connect



**Talgov.com**  
**Twitter:** @COTNews  
**Facebook:** @COTNews  
**Mobile App:** DigiTally



If you are unable to use your smartphone, tablet, or computer, timely and critical updates will be provided by emergency management officials on 88.9 WFSU-FM radio. By partnering with WFSU, Leon County will help ensure that any citizen with radio access stays informed before, during, and after a disaster.



# EMERGENCY MANAGEMENT

**(850) 606-3700**

[LeonCountyFL.gov/ei](http://LeonCountyFL.gov/ei) | [HaveAHurricanePlan.com](http://HaveAHurricanePlan.com)

<p><b>Capital Area Chapter of the American Red Cross</b> <b>(850) 878-6080</b> RedCross.org/FL/Tallahassee</p>	<p><b>2-1-1 Big Bend</b> <b>Dial 2-1-1</b> 211BigBend.org</p>	<p><b>Franklin County Emergency Management</b> Apalachicola <b>(850) 653-8977</b> FranklinEmergencyManagement.com</p>
<p><b>Gadsden County Emergency Management</b> <i>Quincy</i> <b>(850) 875-8642</b> GadsdenSheriff.org/Emergency_Mgmt.html</p>	<p><b>Jefferson County Emergency Management</b> <i>Monticello</i> <b>(850) 342-0211</b> JCSO1.com/EOC-Office/</p>	<p><b>Liberty County Emergency Management</b> <i>Bristol</i> <b>(850) 643-2339</b> LibertyCountyFlem.com</p>
<p><b>Madison County Emergency Management</b> <i>Madison</i> <b>(850) 973-3698</b> MadisonCountyFL.com/EmergencyManagement</p>	<p><b>Taylor County Emergency Management</b> <i>Perry</i> <b>(850) 838-3575</b> TaylorCountyGov.com/EM</p>	<p><b>Wakulla County Emergency Management</b> <i>Crawfordville</i> <b>(850) 745-7200</b> WCSO.org/Emergency-Management</p>



# LEON COUNTY GOVERNMENT

People Focused. Performance Driven.

In Partnership With



**American Red Cross**



**Appendix E:**  
**EM Constellation Mission Requests, Hurricane Irma**  
**September 2017**  
*Correspondence With Leon County Emergency Management*

Mission Request #	TITLE	DESCRIPTION	Status*	Author	Date Entered	Last updated Date	Purpose	Resource Needed Until	Resource Delivery To Address	Delivery/Pickup	After-Action Report County Staff Comments
278	Leon - City of Tallahassee Requests Pumps and Operators	(Expect to have the following mutual aid needs submitted through the EOC/FLAWarn as part of our response efforts) •Ten (10) portable by-pass pumps (4 or 6-inch) •Ten (10) trailer mounted power generators (85-250 KW). •20-24 experienced field workers (pump mechanics, electricians, water utility technicians, equipment operators)	Cancelled	LEON	9/6/2017 6:14:12 PM	9/6/2017 6:46:35 PM	Continuity of Water/Wastewater Infrastructure	9/6/2017 6:00:00 PM		Delivery	City of Tallahassee cancelled this request.
283	Leon County Request 50 Generators for Traffic Signals for the City of Tallahassee	The City of Tallahassee requests 50 generators to cover non-state signalized intersections.	Complete	LEON	9/6/2017 6:19:55 PM	9/6/2017 6:40:37 PM	Continuity of traffic control devices	9/6/2017 6:00:00 PM	RTMC Public Safety Complex		Mission submitted on behalf of City of Tallahassee. State EOC provided a list of vendors to procure generators from. Re-requested on September 10 (see Mission #1932).
768	Leon County - Request Shelter Staffing	Leon County is requesting 4 Shelter Teams to staff 4 risk shelters in Leon County.  Shelter #1 Chiles High School (General + Pet), 7200 Thomasville Road; Tallahassee, FL 32312 500 capacity Shelter #2 Oak Ridge Elementary School (General), 4350 Shelter Road; Tallahassee, FL 32310 200 capacity Shelter #3 Springwood Elementary School (General), 3801 Fred George Road; Tallahassee, FL 32303 300 capacity  Need on site to assist with risk shelter operations through shelter closing or transition to post-storm shelter.	Cancelled	LEON	9/8/2017 1:24:27 PM	9/8/2017 9:35:54 PM	To manage and staff risk shelters in coordination with Red Cross (which has limited staffing)	9/14/2017 1:00:00 PM	Check-in at Red Cross Tallahassee for instruction, receive communications device to stay in touch with Chapter HQ, and to meet Shelter Managers.	Delivery	Mission cancelled by LCEM and re-submitted to reflect additional needs for shelter support (see Missions #1480 and #1819).
785	Leon County - Request FLNG Support for Special Needs Shelter	The Florida Department of Health will need support in the management of clients and caretakers in special need shelter.  Shelter = Florida High (Special Needs), 3000 School House Road; Tallahassee, FL 32304  Shelter to open on 9/9/2017, need support through shelter closing.	Cancelled	LEON	9/8/2017 1:54:04 PM	9/8/2017 1:56:14 PM	Support FDOH Staffing of Special Needs Shelter	9/14/2017 9:00:00 PM	Florida High - 3000 School House Road - Tallahassee, FL 32304		Mission cancelled by LCEM at the request of the State EOC. The Florida National Guard cannot support Special Needs Shelter operations.
969	Leon - FDOH Leon County Requests 30 Nurses for Special Needs Shelter	30 nurses with a minimum certification level of LPN, RN level is preferred.	Complete	LEON	9/8/2017 7:11:58 PM		Need Additional Nurses to support our local Health Department Nurses in Operation of Special Needs Shelter	9/14/2017 7:00:00 PM	Florida High is the special needs shelter.		Mission submitted on behalf of FDOH in Leon County. One volunteer EMT responder and one volunteer registered nurse arrived on September 11 to support the SN shelter.
974	Leon County - Leon county Animal Control Requests FDACS MARE Unit from Jackson County	Leon County is requesting the FDACS MARE unit located in Jackson County to provide additional resources to supplement our pet sheltering operations.	Complete	LEON	9/8/2017 7:19:02 PM		To supplement local pet sheltering resources	9/8/2017 7:00:00 PM	Please deliver to 3000 School House Road, Florida High, in Southwood Area of Tallahassee		Fulfilled - MARE unit from Jackson County delivered on September 9.
1093	Leon County - Requests Salvation Army Tallahassee Corps to Cook Meals in support of Red Cross Sheltering	Need the Salvation Army Tallahassee Corps to prepare 1400 meals per day for 5 days for general population (315 meals per feeding session) and the special needs shelter (150 meals per feeding session).  Local Point of Contact: Salvation Army: Julie Smith 850-408-4982 Red Cross: Nicole King 850-728-6377	Complete	LEON	9/8/2017 9:32:25 PM		Salvation Army Tallahassee Corps to Cook Meals in support of Red Cross Sheltering	9/13/2017 9:00:00 PM			Local Salvation Army resources supported this request.
1121	Leon County - Requests 4 Truck Loads of Water	Leon County is requesting 4 truck loads of water to support County Logistics.  The water will supply Leon County residents, on well water, without ability to pump water due to expected long term power outage.	Cancelled	LEON	9/8/2017 10:11:01 PM	9/10/2017 12:06:58 AM	For Distribution at County PODs	9/5/2017 10:00:00 PM	The loading dock is in the rear of the facility		LCEM cancelled this request; Points of Distribution were not established following Irma.
1147	Joint Request - Leon County and City of Tallahassee - Request Florida Department of Transportation assistance	After discussions with City of Tallahassee staff, Leon County and City of Tallahassee request Florida Department of Transportation assistance in cut and toss/debris removal operations from Local Maintained FHWA Designated Roadways in Leon County and City of Tallahassee. Please submit into the State's Constellation this request.  County Point of Contact - Tony Park: 850-606-1537 City Point of Contact - Reginald Ofuani: 850-891-5255	Complete	LEON	9/8/2017 11:24:36 PM	9/8/2017 11:25:57 PM	Florida Department of Transportation assistance in cut and toss/debris removal operations from Local Maintained FHWA Designated Roadways	9/14/2017 11:00:00 PM		Delivery	State EOC provided a list of vendors that could assist with cut and toss operations.
1151	Leon County - Requests one truck load of MREs	Leon County is requesting 1 truck load of MREs to support County Logistics.  The MREs will support post disaster needing missions.	Cancelled	LEON	9/8/2017 11:45:57 PM		For Distribution at County PODs	9/8/2017 11:00:00 PM	Loading Dock in rear of facility		LCEM cancelled this request; Points of Distribution were not established following Irma.
1260	Leon County - Requests Relaxation of Requirement for Background Checks for Healthcare Providers In Special Needs Shelter	Please relax restriction on requiring Finger Printing and Level 2 background check for licensed healthcare providers to assist with staffing in and patient care in Special Needs Shelters.	Complete	LEON	9/9/2017 11:46:44 AM		Make it easier for local healthcare providers to assist in care for shelterees in Special Needs Shelter	9/9/2017 11:00:00 AM			State EOC approved this request.
1296	Leon - Leon County Requests COTS (1700) for Shelters	Leon County is working with Red Cross to increase shelter capabilities by 1500 shelters in Leon County.  We have out of town evacuees already filling our shelters, we are trying to make space for Local Leon County Evacuees as well as evacuees from neighboring Region 2 counties.  Need before landfall.	Complete	LEON	9/9/2017 1:45:16 PM		A place for shelterees to sleep	9/9/2017 1:00:00 PM			Reesource request was fulfilled, combined with a separate request by FAMU for 1,000 additional cots.

**\*Mission Status Legend, FDEM EMConstellation Standard Operating Procedure**  
 Unassigned Not yet assigned for response  
 Assigned Designated to a Branch Chief for action  
 Tasked Assigned to an ESF for response  
 Mobilizing Process for assembling resources tasked for mission response  
 En route Resources on the way to address mission tasks  
 On Scene Resources are working mission tasks  
 Demobilizing Process for releasing resources no longer needed for mission  
 Complete Mission needs have been satisfied or sufficiently mitigated  
 Denied Mission request unsubstantiated or beyond scope of resources

\*\* Cells highlighted in orange indicate mission requests issued prior to Hurricane Irma's landfall



**Appendix E:**  
**EM Constellation Mission Requests, Hurricane Irma**  
**September 2017**  
*Correspondence With Leon County Emergency Management*

Mission Request #	TITLE	DESCRIPTION	Status*	Author	Date Entered	Last updated Date	Purpose	Resource Needed Until	Resource Delivery To Address	Delivery/Pickup	After-Action Report County Staff Comments
1353	Leon County Requests Blankets for Special Needs Shelter	Leon County requests 300 blankets for Special Needs Shelter	Complete	LEON	9/9/2017 3:31:38 PM		300 Blankets for Special Needs Shelter	9/9/2017 3:00:00 PM			Mission submitted on behalf of FDOH in Leon County. State EOC delivered blankets, but FDOH staff obtained blankets from local hotels prior to arrival.
1359	Leon - Requests SERT Liaison for Leon County EOC	Need 24 hour SERT liaison coverage in the Leon EOC..... SERT Liaison can stay in Leon EOC Bunk Room, we will feed and provide shower availability.  Must know how to use EM Constellation!	Complete	LEON	9/9/2017 3:40:37 PM		Enhanced coordination with State EOC	9/14/2017 3:00:00 PM	Use visitor parking lot on Ween Road		Fulfilled.
1383	Leon - Request Support from local USFS Apalachicola NF Staff	Need any staff, with a pickup truck or van, from the local US Forest Service Apalachicola National Forest to assist Leon County with shelter logistics, delivering supplies (such as meals) to our Red Cross Shelters.	Cancelled	LEON	9/9/2017 4:25:20 PM		Personnel with Pick-up Trucks or Vans to assist with delivering of supplies to Red Cross Shelters	9/9/2017 4:00:00 PM	Check in with Leon EOC		Resource unavailable.
1439	Special Needs Issues 10 02 Concentraters	Request 10 02 concentraters for the SpNShelter. We have looked for the locally and have not been able to find any. Please deliver to Florida State University school gym. (850) 694-4985. 3000 Schoolhouse Road, Tallahassee, FL. Contact person: Donna Payne (850) 694-4985	Complete	LEON	9/9/2017 6:18:23 PM		Request 10 02 concentraters for the SpNShelter.	9/9/2017 6:00:00 PM	Deliver to the school gym. Ask for Donna, so that we know she is going to get what is needed.	Delivery	Mission submitted on behalf of FDOH in Leon County. State EOC delivered resources on September 10.
1480	Leon - National Guard soldiers for shelter	Leon County request National Guard Soldiers for at the following shelters. 1. Rickards High School 3013 Jim Lee Road Tallahassee, FL. 32311 2. Lincoln High School 3838 Trojan Trail Tallahassee, FL. 32304+C24 3. Leon High School 550 E Tennessee Street Tallahassee, FL. 32308 4. RAA Middle School 401 W. Tharpe Street Tallahassee, FL. 32303 5. SAIL 2006 Jackson Bluff Rd. Tallahassee, FL. 32308	Complete	LEON	9/9/2017 7:24:03 PM		Shelter staff	9/9/2017 7:00:00 PM	Red Cross Tallahassee 1115 Easterwood Dr, Tallahassee, FL 32311		Troops arrived on September 10.
1630	Leon County Requests 50 Blue Tarps For County Buildings	need to know source to receive blue tarps for potential damage to county buildings. wants to be proactive to have tarps ready for any damage.  Mission Name 50 blue tarps needed for county buildings Detailed description Requests: 15 50x50 blue tarps (roofing) 35 25x25 blue tarps  Deliver to: Leon County Leroy Collins Library 200 W Park Ave, Tallahassee, FL 32301 Front Parking Lot  Contact Person: Maggie Theriot 850-321-2533	Cancelled	LEON	9/9/2017 11:13:15 PM	9/9/2017 11:14:54 PM	50 Blue Tarps Needed For County Buildings	9/9/2017 11:00:00 PM	Please deliver to the front parking lot of the Leon County Leroy Collins Library.	Delivery	State EOC placed this request on hold on September 9; stated that all shipping has stopped until gale force winds clear Tallahassee. LCEM cancelled the request on September 13.
1670	LEON County - Red Cross fuel request	Fuel Support for Gas/Diesel for the following Equipment: ERV, rental vehicles for mass care and Brand staff vehicles	Complete	LEON	9/10/2017 1:17:03 AM	9/10/2017 1:21:42 AM		9/10/2017 1:00:00 AM			Mission submitted on behalf of Red Cross. State EOC sent a list of gas stations in Leon County that reported still having fuel.
1789	Leon County Requests 2 DOT Representatives	Leon County/ City of Tallahassee EOC is requesting two representatives from the FL DOT to be assigned to EOC located at 911 Easterwood Dr Tallahassee, FL. The two rep. will need to remain assigned to the Leon County EOC for the duration of the response and recovery of Leon County. Duration is unknown at this time.	Complete	LEON	9/10/2017 1:46:18 PM	9/10/2017 1:47:05 PM	DOT Representatives	9/10/2017 1:00:00 PM		Delivery	Fulfilled September 10.
1819	LEON - National Guard Soldiers for Shelter Support	American Red Cross request an addition 24 National Guard soldiers to support shelter staffing	Complete	LEON	9/10/2017 2:41:35 PM		Shelter Support	9/10/2017 2:00:00 PM		Delivery	Troops arrived on September 10.

\*Mission Status Legend, FDEM EMConstellation Standard Operating Procedure

Unassigned	Not yet assigned for response	En route	Resources on the way to address mission tasks
Assigned	Designated to a Branch Chief for action	On Scene	Resources are working mission tasks
Tasked	Assigned to an ESF for response	Demobilizing	Process for releasing resources no longer needed for mission
Mobilizing	Process for assembling resources tasked for mission response	Complete	Mission needs have been satisfied or sufficiently mitigated
		Denied	Mission request unsubstantiated or beyond scope of resources

\*\* Cells highlighted in orange indicate mission requests issued prior to Hurricane Irma's landfall

**Appendix E:**  
**EM Constellation Mission Requests, Hurricane Irma**  
**September 2017**  
*Correspondence With Leon County Emergency Management*

Mission Request #	TITLE	DESCRIPTION	Status*	Author	Date Entered	Last updated Date	Purpose	Resource Needed Until	Resource Delivery To Address	Delivery/Pickup	After-Action Report County Staff Comments
1882	Leon - {Edited} Request (2) Generators for powering of shelters	Need generators to fully power the following shelter locations:  Rickards High School: 3013 Jim Lee Rd Tallahassee, FL 32301 Nims Middle: 723 West Orange Ave. Tallahassee, FL 32310  Need to power shelter areas, Cafeterias and Gyms at each schools Will possibly need electrician assistance with wiring  {Edited - did not lose power no need here}Chiles High School: 7200 Lawton Chiles Lane Tallahassee, FL 32312 {Edited - did not lose power no need here}Oak Ridge Elementary: 4530 Shelfer Rd. Tallahassee, FL 32305 {Edited - did not lose power no need here}Canopy Oaks Elementary: 3250 Point View Drive Tallahassee, FL 32303 {Edited - did not lose power no need here}Lincoln High School: 3838 Trojan Trail Tallahassee, FL 32311 {Edited - did not lose power no need here}SAIL High School: 2006 Jackson Bluff Rd Tallahassee, FL 32304 {Edited - did not lose power no need here}Woodville Elementary: 9373 Woodville Highway Tallahassee, FL 32305 {Edited - did not lose power no need here}Leon High School: 550 E. Tennessee St. Tallahassee, FL 32308 {Edited - did not lose power no need here}Ft. Braden School: 15100 Blountstown Hwy. Tallahassee, FL 32310	Cancelled	LEON	9/10/2017 4:26:34 PM	9/11/2017 9:04:50 PM	To ensure ongoing power supply of shelters	9/18/2017 4:00:00 PM	Multiple Shelters at schools around county.		No response from State EOC; mission cancelled by LCEM at 5:00 p.m. on September 11.
1932	Leon - City of Tallahassee Requests 50 generators for Traffic Signals	The City of Tallahassee requests 50 generators for Traffic Signals on non-state signalized intersections.  Need generators not a vendor list.	Complete	LEON	9/10/2017 5:46:20 PM	9/10/2017 5:49:21 PM	Continuity of service of traffic signals	9/18/2017 5:00:00 PM			Submitted on behalf of City of Tallahassee; re-request from Mission #283. State EOC responded that no resources were available.
1951	LEON - Leon County Requests FDOT Resources for local road clearance	Requesting FDOT resources to assist with cut and toss road clearance.  (Note: in the absence of FDOT, 50 National Guard soldiers would be acceptable for road clearing. Will need FMTV's, and transport vehicles, and equipment needed for clearing downed trees and debris. would like to have at least 10 five man teams.)	Complete	LEON	9/10/2017 6:37:37 PM	9/10/2017 7:34:21 PM	Assist with clearing debris from roadway (cut & toss assistance)	9/17/2017 9:00:00 PM	When Resources are en route contact Leon County Public Works @ 606-3804 or Kevin Peters.	Delivery	After joint County/City request #1147 was not fulfilled, Leon County submitted this request for cut & toss assistance on County roadways. No response from State EOC until September 29 when State EOC sent a list of vendors who could assist.
1973	Leon County Request ESF 15 Donations manager for Warehouse	Leon County needs a person to coordinate large scale donations and run the warehouse. Jeri Bush is the onsite contact (850-228-5052).	Cancelled	LEON	9/10/2017 7:12:37 PM	9/10/2017 7:17:56 PM	Leon requests ESF 15 Donations manager	9/10/2017 7:00:00 PM			Request cancelled September 11.
1994	Leon County-Requests Salvation Army Tallahassee Corps to cook meals in support of Red Cross Sheltering	Need the Salvation Army Tallahassee to prepare 2,800 meals per day for 5 days for feeding the shelters in Leon County.  Local Point of Contact: Salvation Army: Julie Smith 850-408-4982 Red Cross: Nicole King 850-728-6377	Complete	LEON	9/10/2017 7:58:11 PM	9/10/2017 8:32:43 PM	Leon County-Requests Salvation Army Tallahassee Corps to cook meals in support of Red Cross Sheltering	9/10/2017 7:00:00 PM			Local Salvation Army resources supported this request.
2258	Leon county ESF-8 Public Health	ESF-8 is requesting 3 D Cylinder Oxygen tank for the Special Needs Shelter At FSU High	Complete	LEON	9/11/2017 9:19:02 AM	9/11/2017 9:20:34 AM	ESF-8 is requesting 3 D Cylinder Oxygen tank for the Special Needs Shelter At FSU High	9/11/2017 9:00:00 AM	Florida High is the special needs shelter	Delivery	Request submitted on behalf of FDOH in Leon County. FDOH staff communicated with State EOC September 12; did not need oxygen at that time.
2259	LEON ESF-08 Public Health	ESF-8 is requesting 5 home health care professionals (ex.CNA) to staff the Florida State University High School Special Needs Shelter.	Cancelled	LEON	9/11/2017 9:21:39 AM	9/11/2017 9:24:22 AM	Health Care professionals to staff high school	9/11/2017 9:00:00 AM	Florida State University School Needs Shelter.	Delivery	Request submitted on behalf of FDOH in Leon County. No response from State EOC prior to closing the Special Needs Shelter.
2260	Leon health department requesting chuck pads for special needs shelter	Special Needs Shelter at FSU High is requesting 100 BLUE chuck pads (disposable underpads)	Complete	LEON	9/11/2017 9:25:24 AM	9/11/2017 9:32:03 AM	Special Needs Shelter at FSU High is requesting 100 BLUE chuck pads (disposable underpads)	9/11/2017 9:00:00 AM	Florida High is the special needs shelter	Delivery	Request submitted on behalf of FDOH in Leon County. Delivered September 11.
4517	Leon - Request FDACS retrieve their MARE Unit that was deployed to Leon County	FDACS can retrieve their MARE Unit which was deployed to Leon County.  It is at the Leon County Public Safety Complex 911 Easterwood Drive (use Weems Road Access for visitor access) Tallahassee FL, 32311	Complete	LEON	9/15/2017 5:51:10 PM		Retrieve deployed equipment	9/15/2017 5:00:00 PM	FDACS can retrieve their MARE Unit which was deployed to Leon County.  It is at the Leon County Public Safety Complex 911 Easterwood Drive (use Weems Road Access for visitor access) Tallahassee FL, 32311	Pickup	
5237	Leon - Leon County Requests Preliminary Damage Assessment for Individual Assistance	Leon County has completed it's Initial Damage Assessment for residential structures. Photos and assessment spreadsheet are uploaded to <a href="https://secureftp.floridadisaster.org">https://secureftp.floridadisaster.org</a>  Leon IDA Residential Results Major: 6 Minor: 30 Affected: 55 Total: 91	Mobilizing	LEON	9/18/2017 8:38:31 PM	9/18/2017 8:39:18 PM	Conduct Preliminary Damage Assessment for Individual Assistance to be included in declaration for IRMA.	9/18/2017 8:00:00 PM	Use Weems Road Access for visitor parking.	Delivery	

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**Appendix E:**  
**EM Constellation Mission Requests, Hurricane Irma**  
**September 2017**  
*Correspondence With Leon County Emergency Management*

Mission Request #	TITLE	DESCRIPTION	Status*	Author	Date Entered	Last updated Date	Purpose	Resource Needed Until	Resource Delivery To Address	Delivery/Pickup	After-Action Report County Staff Comments
5711	Leon - Reques Joint Preliminary Damage Assessment for Leon County/City of Tallahassee	Leon County is requesting a Joint Preliminary Damage Assessment for Public Assistance. Total PA estimated costs are \$5,597,910.  Need 2 teams, one for County an one for City. One of the teams will also need to assess Talquin Elctric.	Tasked	LEON	9/22/2017 7:44:26 PM	9/22/2017 7:45:00 PM	Assess reported damages to recived Public Assistance Declaration	9/22/2017 7:00:00 PM	Report to Public Safety Complex Use Weems Road Access for vistor's parking and visitor's entrance.		
5715	Leon - (Time Sensitive) Requests Pick Up of Deployed Cots	Time Sensitive: Cots must be picked up before October 2,2017.  Deployed cots are ready to be picked up. All cots are on pallets  Cots are at Leon Count's Warehouse/County Logistical Staging Area. Pick up can be done between 8 AM - 5PM, Monday though Friday  Huntington Oaks Plaza 3840 N Monroe St, Tallahassee, Florida 32303  Point of Contact: Michael Boland, (C)850-363-4444 Truck drivers should call Mr. Boland 1 hour prior to arrival in Leon County.	Complete	LEON	9/22/2017 7:56:42 PM		Retrival of deployed resources	9/22/2017 7:00:00 PM	Truck drivers should call Mr. Boland 1 hour prior to arrival in Leon County. Point of Contact: Michael Boland, (C)850-363-4444		
6411	Leon - Requests Assitance with Irma Debris Pick Up and Hauling in Advance of TD16 (Nate)	Leon County still has debris piles that need to be cleared from Irma. We are short on haulers. We need assistance to pick up the remaining piles and haul to the local hurricane debris storage sites.  Looking for 30 grapple trucks (25 cubic yard capacity)	Assigned	LEON	10/4/2017 9:44:31 PM		To remove existing debris piles that remain from Irma	10/4/2017 9:00:00 PM		Delivery	No response from State EOC.

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**Leon County  
Board of County Commissioners**


**Notes for Agenda Item #14**

# Leon County Board of County Commissioners

## Agenda Item #14

December 12, 2017

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

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

**Title:** Annual Sustainability Program Status Report and Update on the 2008 Climate Action Plan

<b>Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Maggie Theriot, Director, Office of Resource Stewardship
<b>Lead Staff/ Project Team:</b>	Tessa Schreiner, Recycling and Sustainability Manager Annya Shalun, Sustainability Programs Coordinator

### **Statement of Issue:**

Annually, a status report is provided to the Board highlighting accomplishments of the County's Sustainability program's activities for the prior year. In addition, this year's report provides an update on the *2008 Climate Action Plan for Leon County Operations*, and a preliminary analysis of the "100% Renewable by 2035" initiative. Finally, in collaboration with Sustainable Tallahassee, the agenda item provides recommended next steps in evaluating the development of a community-wide climate action plan.

### **Fiscal Impact:**

This item has no fiscal impact to the County.

### **Staff Recommendation:**

- Option #1: Accept the annual status update on the County's Sustainability Program.
- Option #2: Accept the status report on the 2008 Climate Action Plan for Leon County operations.
- Option #3: Authorize staff, in collaboration with Sustainable Tallahassee, to pursue next steps in the evaluation of developing a community-wide Climate Action Plan.
- Option #4: Direct staff to work with the Sierra Club to allow the County to participate in the "Mayors for 100% Clean Energy Endorsement" and prepare a future agenda item for Board consideration.

## **Report and Discussion**

### **Background:**

Each year, the Office of Sustainability provides the Board with an annual program update that summarizes the Office's accomplishments and outlines several programs and projects on the horizon for the next year. In addition to the annual program update, at the September 20, 2017 Board Meeting, the Board requested staff to provide an update on the 2008 Climate Action Plan for Leon County operations. Subsequently, at the November 14, 2017 meeting, as requested by several citizens in support of the "100% Renewable by 2035" initiative, the Board also requested staff to analyze the feasibility of pursuing 100% renewable energy in Leon County by the year 2035.

Finally, taking into consideration the extensive amount of programs being implemented by Leon County's Office of Sustainability, the update to the 2008 Plan, and the renewable 2035 initiative, this agenda item concludes by recommending collaborating with Sustainable Tallahassee in pursuing a preliminary evaluation of how a community-wide sustainability action plan could be developed. After having sought the organization's initial support for the concept the next proposed step is for Leon County staff together with Sustainable Tallahassee to approach the community's largest organizations (e.g., Florida State, City of Tallahassee, etc.) in order to solicit their level of interest in joining a collaborative approach to creating a community-wide climate action plan.

This agenda item includes updates on topics essential to the following FY2017-FY2021 Strategic Initiatives that the Board approved at the January 24, 2017 meeting:

- Develop strategies to increase recycling and reuse rates. (2016-14)
- Convene the Leon County Sustainable Communities Summit on a bi-annual basis (2016-16)
- Successfully launch a commercial and residential Property Assessed Clean Energy (PACE) program and identify opportunities, including the Leon County Spring Expo, to train industry professionals on sustainable building practices for participation in the PACE program. (2016-19)
- Explore new opportunities for solar on County facilities. (2016-21)

These particular Strategic Initiatives align with the Board's Environment Strategic Priorities and 5-year Targets:

- Conserve and protect environmentally sensitive lands and our natural ecosystems. (EN2)
- Promote orderly growth and sustainable practices. (EN3)
- Reduce our carbon footprint. (EN4)
- Ensure 100% of new County building construction, renovation and repair utilize sustainable design. (T6)

**Analysis:**

***ANNUAL SUSTAINABILITY PROGRAM STATUS REPORT***

The Office of Sustainability provides the Board with regular updates on the County's Resource Stewardship/Sustainability activities. The reports contain a brief summary of community engagement and education efforts, and updates on major initiatives, both recently completed and pending. This status report reviews the activities from October 2016 through October 2017.

The County's Resource Stewardship/Sustainability activities are organized by three areas, 1) Resource Conservation; 2) Policy & Program Administration, and 3) Civic Engagement and Community Partnerships.

**1. Resource Conservation**

The Office of Sustainability is constantly striving to find more ways to promote and implement resource conservation methods in Leon County.

**PACE Financing Program:**

In February 2017, the Board adopted the Resolution joining the Florida Resiliency and Energy District (FRED) Property Assessed Clean Energy (PACE) Program, approved the Limited Purpose Party Membership Agreement between Leon County and FRED. The PACE program allows for the property assessed financing on energy improvements and weatherization upgrades for residential properties in Leon County. On August 8<sup>th</sup>, the County officially launched its residential PACE Program with Renovate America, the County's first residential PACE Administrator. Since its launch, 23 local contractors have been certified through the third party administrator, and eight homes have been improved with a total project value of \$88,100. A total of 43 homeowners have been approved for PACE financing for future projects.

It is anticipated that within the next year, there will be multiple third party administrators offering PACE financing in Leon County. The third party administrator is responsible for training and vetting of vendors, energy-saving data collection and reporting, developing marketing materials, and facilitating the finance process. Staff continues to work with the third party administrator to ensure that the program exceeds citizens' expectations for quality and service, and will continue to explore more ways to connect with contractors and residents.

**Reaching the State-wide 75% Recycling Goal**

In 2008, the Florida Legislature enacted House Bill 7135, which set a recycling goal of 75% by 2020 for the State of Florida. Each county over 100,000 in population is expected to meet various benchmarks in years leading up to 2020. The benchmark for 2016 was 60%, and Leon County's rate increased by 1% to a 55% recycling rate. Leon County has achieved one of the highest traditional recycling rates in comparison to other similar counties. For comparison, none of Leon County's like counties hit the 60% goal in 2016.

The DEP recycling rate calculation is based on weight of materials, thus materials such as construction and demolition debris and yard debris make up a large percentage of the annual recycling and waste tonnage. Shifts in the recycling or landfilling of these materials can have a significant impact on the overall recycling rate. For example, the yard debris collected during Hurricane Hermine added an additional 3% to the 2016 recycling rate. On the other hand, thousands of tons of construction debris in the County were landfilled by contractors rather than recycled, which had a negative impact of 10% on the recycling rate. The County's recycling rate is also significantly impacted by the actions of the City of Tallahassee, which has the largest portion of the County's population and controls commercial recycling within city limits. Staff has been engaging with the City's Recycling and Solid Waste teams to find an effective and collaborative way to increase the recycling rate both in the City limits and in unincorporated Leon County.

The Office of Sustainability staff is researching and exploring creative ways to increase the recycling rate. Staff is also constantly expanding recycling education efforts to residents and businesses of unincorporated Leon County in efforts to reach the goal. Some examples of this include the creation of the Growing Green Education curriculum and lesson plans, the creation of the Recycling Video, and improved communication materials. In order to reach the 75% recycling goal, strong initiatives, programs and perhaps policies will need to be taken to increase participation numbers in both residential and commercial sectors. Staff is exploring potential initiatives and policies to further our success in reaching the goal, and this strategy will be brought to the Board for future consideration.

#### Energy Conservation Measures

The Office of Resource Stewardship's realignment of bringing Parks and Recreation, Facilities Management, Solid Waste, and Sustainability under the same department has expanded opportunities to further integrate sustainability into standard operating practices of each division. Although energy conservation measures have long been a standard practice in Leon County, Sustainability and Facilities staff have been working even closer together on tracking and reporting some of the achieved successes at County facilities, as well as identifying new opportunities for efficiencies. The following examples highlight several significant achievements:

- *Cost Savings from Conservation Measures* – In the past ten years, the County has made considerable strides in building efficiency upgrades, which have resulted in significant energy, water, and cost savings. To date, the County has realized more than \$7 million in energy and operational savings from these upgrades. Sustainability staff has been working with Facilities Management to better measure the cost and energy savings from day-to-day upgrades, and a more detailed report will be included in future status reports to the Board.
- *Advancing Analysis* – Facilities and Sustainability are continuing to make data and utility analysis a high priority by working together to streamline building performance data collection, analysis, and reporting. As Facilities staff continues to make efficiency upgrades to buildings, the sustainability team will ensure that the true impacts of these



efforts are tracked and reported. Sustainability staff is also exploring opportunities to greater leverage contracting services to further expand the office's capacity.

- *Sustainability Demonstration Center* – Leon County's Sustainable Demonstration Center continues to serve as a model in the community for sustainability best practices for retrofitting and renovating an old building. The Demonstration Center has continued to operate at its 5<sup>th</sup> year of being Net-Zero, producing more power than the building consumes over the course of each year. Upcoming upgrades to the building's main bathrooms will drive energy and water efficiency even further, and will provide another opportunity for public education.
- *LED Lighting Upgrades* - Facilities Management staff is working towards transitioning all lighting at Leon County facilities to efficient LED lighting. Two recent upgrades have been implemented at the ORS building and the Clerk's Office. LED lights display a high quality of light at a much higher efficiency, which allowed staff to half the number of bulbs needed while improving the light quality in both facilities. These projects will accomplish significant energy and cost savings with a payback of less than X years.
- *Eastside Branch Library LEED Certification* - In November 2016, the Leon County's Eastside Branch Library formally received LEED Silver certification. LEED (Leadership in Energy and Environmental Design) certification was devised by the United States Green Building Council (USGBC) to evaluate the environmental performance of a building and encourage market transformation towards sustainable design. The library is the County's third LEED-certified building: the Public Safety Complex and the EMS Logistics Building are also certified LEED Silver.

#### Water Bottle Filling Stations

In an effort to encourage Leon County employees to stay healthy by drinking more water while simultaneously reducing the number of plastic water bottles used, water bottle filling stations have been installed in various County buildings. So far, the stations have been installed at Cooperative Extension, Solid Waste, Facilities, IDA, the Health Department, the State Attorney's Office, the Clerk's Office, and the Main Library. The stations also have an educational screen that displays the estimated number of bottles saved, so employees see the impact of waste reduced. So far, these filling stations have saved a total of 74,000 plastic water bottles from being used. Staff continues to identify new locations to install these filling stations in County facilities.

#### Fleet Efficiencies

Fleet Management and Sustainability staff have continued to work together on advancing efficiencies in the County's fleet. The following highlights are three of the year's biggest accomplishments in fleet efficiencies:

- *Hybrid Vehicle Procurement:* There has been a continued expansion of the number of more environmentally friendly vehicles in the Leon County fleet. This year, four new hybrid vehicles were added to the fleet; further driving fuel efficiency and sustainable transportation measures.

- *Fuel Software Upgrade:* Fleet is currently in the process of upgrading the department's fueling software with the goal of getting more accurate fuel consumption and efficiency data. Once the upgrade is complete, staff from the Sustainability Office and Fleet will work closely together to identify even more opportunities for efficiencies and savings.
- *Fuel Efficiencies with Leon County EMS:* EMS Leadership and Sustainability staff have been working on exploring creative solutions to achieve higher fuel efficiencies in the County's ambulances. Given the nature of EMS crews' work and the intensely high stress on the ambulances to run continuously for so many hours, staff believes that there are significant opportunities for savings on fuel as well as on materials and Fleet staff time for maintenance. Staff is researching various technologies and operational adjustments to measure the potential for greater efficiencies and cost savings for the ambulance fleet, and will report progress to the Board in future updates.
- *EV Charging Stations:* In an effort to encourage both Leon County citizens and employees to transition to electric vehicles, the Office of Sustainability will be installing three new Electric Vehicle Charging Stations at various Leon County facilities. The stations will be free of charge to the user, and will showcase Leon County's commitment to alternative transportation. Sustainability staff will work with Fleet Management and Facilities Management on finding the best locations for the charging stations where they will be of most use to Leon County employees and citizens.

#### Solar Energy Production on Leon County Facilities

Leon County has solar PV panels on two County facilities: the Leon County UF/IFAS Cooperative Extension building, and at the Eastside Branch Library. Since these solar arrays came online, they have collectively produced a total amount of 435 MWhs (MegaWatt hours), which is equivalent to taking 70.7 passenger vehicles off the road for a year.

In addition, at the January 24, 2017 meeting, the Board approved the Strategic Initiative to explore new opportunities for solar on County facilities. In 2009, the Office of Sustainability conducted a solar study on a number of County facilities to determine which buildings might be the best candidates for a solar array. Following the study, solar arrays were installed on two buildings that were deemed good candidates: the Sustainable Demonstration Center at the Leon County UF/IFAS Agricultural Center, which has achieved Net Zero status due in part to the solar canopy, and the Leon County Eastside Library, which has been certified LEED Silver.

In early 2017, a preliminary update to the 2009 solar study was conducted, and staff determined that the best candidate for a solar array installation is the Office of Resource Stewardship building. Physically, this building is an excellent candidate for solar due to its directional orientation, ideal roof type and pitch, and lack of shading. This building is also a great candidate as it ties directly with the mission of the Office of Resource Stewardship and the divisions it houses, including Facilities Management and Sustainability. Staff plans to make this facility a prime example of sustainability in practice, and solar panels will greatly help in this effort. A draft request for proposals (RFP) has been created with a budget not to exceed \$50,000.

It is estimated a 14kW array could be installed within the allotted budget, and would offset approximately 20% of the building's energy demand. This percentage has the potential to increase as additional energy upgrades to the building are made. The solar panels act as a shade for the part of the roof that gets the most sun, which helps keep the building cool in warmer months. The panels would be visible from S. Monroe for travelers going north. Currently the install is estimated to provide a payback in approximately 18 years. The ROI is often less in cases of residential or commercial install as owners qualify for a 30% Federal Tax Credit. Unfortunately credits on this scale do not exist for governments. However staff will explore grant opportunities in an attempt to reduce the ROI.

In addition to the installation of solar energy upgrades to the Resource Stewardship building on South Monroe Street, staff will prepare a 2-5 year plan to identify the most efficient and best suited facility candidates for solar installations in out years, including projects such as integrating solar into the next phase of the Apalachee Regional Park Master Plan. The Plan includes the construction of a restroom facility adjacent to the cross-country course, which could be an ideal location to showcase Leon County's commitment to solar energy to visitors of the course.

#### Xerox Print Awareness

In an effort to reduce the amount of paper printed in Leon County work areas, the Sustainability Office staff is working with MIS to roll out a Xerox program called Print Awareness on staff computers. This program keeps track of the volume and type of printing for each user, including details such as single-sided printing, color printing, and printing emails and long documents. Currently, this program is only installed on staff computers in the Office of Sustainability, but will soon be installed on all computers in Resource Stewardship. Impact and effectiveness of the program will be monitored and documented to determine if the program affects the amount of printing in the office. If the feedback is positive, staff will explore rolling this program out to other departments.

## **2. Policy & Program Administration**

Staff has implemented and is continuing to develop various policies and programs to expand our reach and improve our services.

#### Sustainable Communities Summit

In February, the Office of Sustainability hosted the biennial Sustainable Communities Summit on the topic of Sustainable Tourism and Outdoor Recreation. The first event was a Hospitality Industry Workshop that drew over 50 industry professionals to discuss the benefits of sustainable tourism and the benefits it could bring to Leon County's citizens, businesses, and environment. The Office of Sustainability received a grant from USDN (Urban Sustainability Directors Network) to host six sustainability, tourism and economic professionals from local governments around Florida and Georgia. The staff members from other local governments were interested in attending the Workshop to gain ideas and knowledge in order to advance sustainable tourism in their own communities. After attending the workshop, the local government group participated in a deep dive session on sustainable tourism hosted by the Office of Sustainability team. As evidence of the impact of this Workshop, the City of Savannah took inspiration and lessons learned from the experience and has since engaged local hospitality businesses in conversation

about sustainable tourism and created educational materials to drive progress in the local industry. Since the workshop, Sustainability staff has worked closely with the Leon County Tourism department to explore potential future sustainable tourism initiatives.

The second event, the Sustainable Communities Summit: Exploring Our Backyard drew over 200 attendees for an exciting day of hands-on outdoor learning and skills building. The day focused on providing the tools, skills, and resources to help local adventurers recreate confidently and responsibly in our beautiful outdoors. Attendees also learned the ecological importance of the natural resources in our backyard, and how spending more time outside can help protect these resources as well as lead to a more sustainable lifestyle. For the first time in Summit history, a variety of post-Summit adventures was offered to all attendees. Guided by local experts, the groups went off to kayak, bike, hike, fish, and see wildlife at the Tallahassee Museum. The Summit was a great success, and truly showcased the value of our natural resources and recreation opportunities.

#### Employee Engagement in Sustainability

The Office of Sustainability staff continues to engage employees in sustainability in an effort to integrate best practices into day-to-day work life. The following initiatives are examples of ways that staff is connecting with the greater Leon County team:

- *Workplace Sustainability Workshops* - Sustainability staff has continued to host Workplace Sustainability Workshops for Leon County departments. The objective of these workshops is to increase sustainability education and practice within Leon County departments and operations, conserve more resources, recycle better, and connect employees to sustainable practices. This year, the Workplace Sustainability Workshops initiative was awarded a national Achievement Award by NACo, which shows Leon County's leadership in sustainability across the country.
- *Green Team* - In July 2017, the Sustainability Office kicked off the Green Team, an interdepartmental sustainability task force comprised of one to two representatives from each Leon County work area. The team meets once every two months and dives into various topics as well as discusses additional ways to make Leon County an even more sustainable organization.
- *New Employee Orientation* - Sustainability staff continues to give a short sustainability presentation to all new employees at the New Employee Orientation. This engagement ensures that all new employees know of the sustainable services that the County provides, understands that sustainability is a priority for Leon County, and shows how sustainability can be practiced at work.

#### Community Garden Program

New gardens continue to be developed and awarded grants consistent with the Board's Community Garden Policy (adopted 2012). With the help of Cooperative Extension, a site visit from a Cooperative Extension Agriculture Agent is now required prior to all garden grant approvals to advise on proper sunlight, water, placement, and overall health of garden. In addition, staff has redesigned the Community Garden Grant Application, which is now in a fillable format online. Staff has also continued communication with existing gardens and garden

organizers, and received updates about the status of the gardens. In an effort to showcase the success of this program, gardens that have received funding from Leon County are featured as a part of the Green Map.

Since the last report, eight grants have been awarded to support community gardens on non-County properties under the County Stakeholder Garden program:

- *Sealey Elementary Garden, 2815 Allen Road* – Sealey Elementary received their first Leon County grant to create a new garden to teach students a holistic approach to health and wellness. Teachers hope to incorporate the organic garden into classroom curriculums to engage all 450 of the school's students.
- *Rexwood Garden, 2509 Regent Drive* – This new garden's purpose is to aid Rexwood neighborhood in its revitalization efforts by providing educational opportunities, fresh produce, and outside physical activity to local citizens. Primary organizers hope that its location in a high poverty-stricken area will help empower youth with leadership experiences and aid in the reduction of violent crime.
- *Adult and Community Education (ACE) Garden, 526 Appleyard Drive* – The ACE Garden is receiving their second Leon County grant as they move and rebuild their garden in a new location. ACE Garden provides ACE's Adult with Disabilities students with an opportunity to participate in active learning activities that will enhance communication and social skills, improve fitness and confidence, and help them gain knowledge in health and nutrition. This year, they hope to also involve students in ACE's horticulture and cooking classes.
- *Macon Community Garden, 322 Macon Road* – After several successful years of promoting nutritional education and organic food production to the Macon area's children and adult, Macon Community received a second Leon County Grant to continue their good work. This second grant will be used for repairs and refurbishing of existing time-worn garden beds, as well as the expansion of new handicapped-accessible raised garden beds to accommodate people who are physically handicapped and veterans in the local area.
- *Betton Hills Preparatory School, 2205 Thomasville Road* – Betton Hills has received a second grant from Leon County in order to expand their existing garden. It has only been operational for a year, but has already provided a unique learning experience for at-risk and special-needs students that would not ordinarily experience a love for gardening.
- *ALARM Community Garden, 2532 W. Tharpe Street* – As part of ALARM Ministries International, the garden supplies fresh produce for families and children in the community and educates volunteers about healthy eating habits and practices. They currently partner with Second Harvest Food Bank to distribute free food to families once a month and act as a Summer Feeding Site for break and lunch for children. Because of its continual success, the garden has received a second grant from Leon County in order to double their garden's size and continue to expand their efforts.
- *School of Arts and Sciences (SAS) Garden, 3208 Thomasville Road* – SAS Gardens are currently used as 'living classrooms' for the students to become active participants in the

garden. With continual support from school administration and parent volunteers, teachers plan to use this garden grant to expand and fortify the current gardens on campus, as well as build new pollinator gardens and add fruit trees.

- *Yellow Thumb Garden at Florida Baptist Children's Homes, 8415 Buck Lake Road* – After a successful year with the organization's first garden, Yellow Thumb Garden has received a second Leon County grant in order to improve and extend the current irrigation system for better water conservation, and continue to expand the garden. The garden helps offset the cost of fresh produce for foster children in their care, as well as provides jobs for children in their Life Skills Program.

The first three gardens on this list are newly established gardens, and the five others are receiving this grant for the second time. One of the biggest challenges that community gardens face is sustaining the enthusiasm and participation of its members. For example, Ft. Braden Community Garden, adjacent to the Ft. Braden Library, has seemingly seen a dramatic decrease in garden participants. Staff is working with the head garden coordinator on exploring new ways the community can reconnect with the garden and reenergize it. To acknowledge the success of two other gardens on County property, Pumpkin Place Community Garden and Lafayette Community Garden have sustained success and involvement in their gardens since their establishment.

#### Adopt-A-Tree

Sustainability staff and the Urban Forester have been working closely with Public Works staff to amplify this year's Adopt-A-Tree program. In past years, only one variety of tree was available for citizens to "adopt," and this year there are three available varieties: Fringetree, Southern Wax Myrtle, and the Swamp Chestnut Oak. This not only gives citizens more options, but it also helps citizens pick the right tree for their yard which helps ensure the longevity of the tree. Citizens will also receive helpful information on how to take care of their adopted tree.

With the help from the GIS team, Sustainability staff has continued to expand the Green Map to include Adopt-A-Tree data. The map now shows where all the trees have been planted through the program since 2012. This paints a picture for viewers on the impact and breadth of the program, and is a nice visualization. Since 2012, 1,359 trees have been planted through the Adopt-A-Tree program, and staff is aiming to increase the capacity in coming years to accelerate growth.

#### Tree Planting and Sustainable Landscaping

Per the Board's Bold Goal to plant 15,000 trees by 2021, Sustainability and Public Works staff are exploring ways to amplify the annual Arbor Day planting and celebration. This year, the event will be hosted at Apalachee Regional Park, and a variety of trees will be planted both along the entrance road and adjacent to the cross country track. This event is a great opportunity to showcase the County's tree planting efforts, engage multiple community organizations and members, and educate volunteers on the importance of planting native trees to support a sustainable ecosystem.

In addition, this year, Facilities Management, the Office of Sustainability, and Cooperative Extension Agents worked together to create a plan to amplify native landscaping at County facilities. As the landscaping contractor continues to maintain and beautify County facilities, native plants will be prioritized when new plantings are due, and exotic plants will be removed as deemed necessary. Native plants are vital to a healthy local ecosystem, as they provide habitat and food for local fauna and often require less water and maintenance. Planting natives at County facilities is a way to showcase the County's commitment to sustainable landscaping and design, and a way to be a model in the community for other organizations. In addition, key staff from Office of Resource Stewardship was trained on identifying native and exotic plants. This will help mitigate any invasive plant issues in the future, and advance the native planting initiative.

#### Carbon Offsetting for Office of Resource Stewardship Travel

Starting in FY18, the Office of Sustainability will track all work travel done by Office of Resource Stewardship employees and calculate the carbon impact. Using the Sustainable Travel International's Carbon Calculator, staff will convert the carbon impact into a dollar amount that will then be donated to Sustainable Tallahassee's Community Carbon Fund, which invests in carbon reduction projects in Leon County.

### **3. Civic Engagement and Community Partnerships**

The Office of Sustainability staff fully recognizes and values the importance of community partnerships and involvement in sustainability efforts throughout Leon County.

#### Outreach Efforts

Engaging citizens in sustainability and helping drive sustainable action in the community are two important initiatives in the Office of Sustainability. This effort is accomplished by attending community meetings, writing articles for local and state-wide publication, and posting on social media.

- *Written Publications:* Staff has written five articles on distinct sustainability topics that have been published in the Tallahassee Democrat through Sustainable Tallahassee's "Greening Our Community" blog articles. The topics were: Creating a More Waste-Conscious Community Through Education, Sustainable Communities Summit, Communicating Sustainability, Waste Reduction Tips for a Low Waste Lifestyle, and the Lake Jackson Cleanup Event. In addition, staff wrote an article for the Florida Planning Magazine on Community Gardens, as well as an article for The Gazette on Sustainability in Leon County.
- *Recycling Graphic:* In an effort to reach more audiences, staff created a Spanish version of the County's Recycling Graphic. This version has been given to Solid Waste staff as well as Waste Pro, and will help continue to break down barriers to recycling. In addition, two out-of-state organizations, a County in New Mexico and a School District in Virginia, have asked to use the recycling graphic design and adapt it to their organization. This is a testament to the graphic's effective design and ability to clearly communicate the message.

- *Household Hazardous Waste Collection Events:* This year, Household Hazardous Waste (HHW) rebranded a few of its programs for consistency and clarity. This rebranding, coupled with an increase in outreach and communication efforts has resulted in record numbers at the HHW Collection events. The collection events in September, October, and November collectively drew 825 customers who brought 31,820 pounds of hazardous waste and 27,350 pounds of electronic waste.
- *ORS Facebook Page:* Through the Office of Resource Stewardship Facebook page, staff has engaged with the community about relevant Leon County programs and services related to sustainability. The page now has over 1,960 likes, which is a 50% increase from last year's number. Facebook has been a great tool for promoting our office's efforts to Leon County citizens, many of whom were not aware of our services prior to our greater online presence.

#### Annual Agreement with Sustainable Tallahassee

Reflective of our annual agreement with Sustainable Tallahassee, last year's agreement focused on research and analysis of urban agriculture and entrepreneurship. This project concluded in October 2017, and all parties are working on implementing the findings in the research done in the agreement, such as discussing with other organizations on who will take the project for implementation.

For this next year's agreement, the City of Tallahassee has decided to step away due to the dissolution of the Environmental Policy and Energy Resources (EPER) department. The Office of Sustainability will continue the agreement with Sustainable Tallahassee with a new project in FY18 focused on reducing food waste.

#### The Sharing Tree

As a founding partner, Leon County remains involved in the growth of the Sharing Tree. In the past year, the organization has diverted over 100,000 pounds of materials to landfill and resold them to the community. In August 2017, the facility that houses the Sharing Tree was sold to a new owner for redevelopment, and the Sharing Tree Board made the decision to relocate to the Centre of Tallahassee. The move took place at the end of October, and the new location will open in mid-November.

#### Litter Reduction and Beautification Initiatives

In the 2016 Budget Workshop, the Board relocated funds from Keep Tallahassee-Leon County Beautiful to the Office of Sustainability for various litter reduction and beautification initiatives. Sustainability staff has partnered with several organizations over the past year to leverage the impact and breadth of the funds. This has resulted in multiple successful events and community engagement initiatives, which are detailed below.

- *The Big Clean with Capital Area Neighborhood Network (CANN)* – In 2017, CANN hosted its second annual Big Clean Event, a clean-up and beautification effort organized by leaders in various Southside Neighborhoods. The Big Clean is intended to help reignite neighborhood revitalization and activity by organizing and working together to beautify the neighborhood and surrounding area. This year, the Office of Sustainability



sponsored the Big Clean, which included providing funding to three unincorporated neighborhoods for their Big Clean project. Attempts to quantify the success are still ongoing as CANN finalizes their report. This information will be the key to identifying future agreement benefits and impacts.

- *Buy-One-Get-One Free Deal at Native Nurseries* – Native plants are a vital part of the health and biodiversity of our natural areas, and help ensure a sustainable ecosystem. In order to encourage planting natives, the Sustainability Office partnered with Native Nurseries to sponsor a BOGO deal on all native plants at the nursery. The deal “sold out” on the afternoon of the first day due to hundreds of participants, and the feedback from the community was overwhelmingly positive. This event was not only important for promoting native plants, but also for supporting economic development for multiple local businesses, including Native Nurseries itself and its local growers.
- *Lake Jackson Clean-Up* – On September 30<sup>th</sup>, Leon County partnered with Tall Timbers, the Florida Kayak School, Friends of Lake Jackson, the DEP Office of Greenways and Trails, Sustainable Tallahassee, the FWC Florida Youth Conservation Centers Network, and Leon County 4-H to host an on-the-water clean-up of Lake Jackson. The event was a huge success, with over 60 volunteers working to pull more than 500 pounds of trash out of the water. Participants learned about the importance of Lake Jackson’s ecosystem and how to prevent litter from entering our local waterways. Many volunteers had never been to Lake Jackson and were thrilled to have an opportunity to experience all the lake has to offer.
- *Amnesty Day* – At the Budget Workshop on June 20, 2017, the Board authorized staff to host Amnesty Days at the Rural Waste Service Centers two times a year, once in the fall and once in the spring. The intent of the Amnesty Days is to reduce the amount of illegal dumping in Leon County by giving citizens an opportunity to dispose of bulky and hazardous materials free of charge at multiple locations around the County. The fall Amnesty Day was hosted on Saturday, October 14, and over 36,000 pounds of material was collected. Not only does this event give citizens an option to dispose of their materials properly, but highlights the Rural Waste Service Centers for those that might not regularly use the service. The next Amnesty Day will be held in April 2018.

### ***UPDATE on the 2008 CLIMATE ACTION PLAN***

Over the past decade the County has made a strong commitment to the creation of a more sustainable community and exemplified our dedication through making tangible enhancements throughout our daily operations. In 2007 Leon County committed to reducing its greenhouse gas (GHG) emissions relating to daily operations. As part of the FY09 budget development process, the Board approved the Climate Action Plan which included funding for capital improvements, operating supplies, and a full-time sustainability coordinator position. The Office of Sustainability was thereby established at the start of FY09.

An analysis was conducted to determine the 2007 base load of GHG being emitted from County operations such as buildings, fleet and waste. GHGs include carbon (CO<sub>2</sub>), Nitrogen Oxide

(NO<sub>x</sub>), and Sulfur Dioxide (SO<sub>2</sub>), and collectively these emissions at high concentrations are indicators of climate change caused by human activity. Leon County aimed to reduce those GHG emissions by 20% (4,510 tons of eCO<sub>2</sub>) over ten years. A preliminary analysis of energy and vehicle fuel savings indicates the County exceeded the 20% reduction target (5,362 tons of eCO<sub>2</sub>) as detailed below:

- Buildings (energy use): According to an independent energy consultant, Leon County has saved on average 4,400 tons of eCO<sub>2</sub> annually through energy upgrades since the baseline year's figure of 17,205 tons of eCO<sub>2</sub> or a 26% reduction.
- Fleet: According to County fuel reports, Fleet has realized an average annual savings of 962 tons of eCO<sub>2</sub> from the baseline figure of 4,114 tons of eCO<sub>2</sub> or a 24% reduction.
- Total: 5,362 tons eCO<sub>2</sub> current reduction compared to original target of 4,510 tons eCO<sub>2</sub>.
- While these figures verify that the reduction target was met, this does not take into consideration that the County has added additional facilities and vehicles since the baseline year.

As indicated above, these various actions have resulted in significant GHG reductions. However, to update the 2008 Climate Action Plan for current day GHG, staff would need to conduct a refresh of the GHG inventory for County Operations (i.e. all buildings, total fleet, etc.) to reestablish a clear baseline for validating future progress. As an alternative, staff did review Sustainable Tallahassee's recently published community CO<sub>2</sub> Scorecard, and although insightful, is limited to CO<sub>2</sub> and does not give the same amount of detail as a GHG inventory would for County operations. If a new GHG baseline was pursued, staff would recommend a consultant be engaged due to the significant time and expertise necessary to perform the analysis. However, as discussed in more detailed later in this item, staff is recommending working with Sustainable Tallahassee and other community partners to evaluate a community-wide sustainability action plan and not update the GHG baseline at this time.

To accomplish the reduction goals, the County created a Climate Action Plan as a pathway to reduce GHG emissions over time. The plan postured the County to reduce its carbon footprint by 20% by focusing on strategies which decrease energy demand, increase energy efficiency, switch to renewable energy and vehicle fuels, reduce vehicle miles traveled, and reduce solid waste through increased reuse and recycling. As reflected in Table 1, the plan included six categories with 77 initiatives in total. A comprehensive list of the 77 actions is attached (Attachment #1).

<b>Table 1 – Status of sustainability action items</b>			
<b>Category</b>	<b>Status</b>		
	Complete	In Progress	Total
County Buildings and Facilities	27 (96%)	1 (4%)	28
County’s Vehicle Fleet	12 (100%)	0 (0%)	12
Employee Commutes To and From Work	2 (100%)	0 (100%)	2
County Employee’s Solid Waste	9 (100%)	0 (100%)	9
Support Efforts in County Government Operations	13 (100%)	0 (100%)	13
Other Sustainability Measures	10 (77%)	3 (23%)	13
<b>Total</b>	<b>73 (95%)</b>	<b>4 (5%)</b>	<b>77</b>

Note that many of the initiatives recorded as “Complete” do not stop - rather they will have continued impacts such as sustained utility savings, continued resource conservation, and further integration of sustainability into standard operating practices. Additionally, some of the initiatives recorded as “Complete” are still in process, but require no further Board direction and will be carried out as part of staff’s work plan.

Although some actions were relatively simple to perform and have low cost, others took a great deal of time and financial investment. For example, the County embarked on a series of energy savings contracts totaling an investment of over \$7 million and occurring throughout many years. As noted above as part of the eCO2 tons savings, these contractual energy upgrades are closely monitored by the independent energy consultant to ensure guaranteed cost and energy savings are achieved, with an average energy payback of less than ten years.

In various instances staff has gone well beyond the initial path set forth in the 2008 action plan. For example, the transformation of the 50-year old Cooperative Extension building into a net-zero facility; and requiring through the County’s contract with our curbside provider the transition of 75% of curbside garbage collection trucks to CNG fuel. Additionally through the closure of the County landfill Marpan Recycling was formed, with two recycling plants, one for construction and demolition debris recycling opened in 2008 and one for single-stream recycling opened in 2013; both of which have also lead to emissions reductions. Therefore, as a result of closing the Leon County landfill, a dramatic reduction in emissions has been achieved. Laying the ground work for further opportunities for this type of collaborative community approach to reducing GHGs is discussed later in this item.

The Office of Sustainability has continued to advance sustainability initiatives well beyond those initially envisioned in the 2008 Plan with an emphasis on programmatic initiatives and community engagement and partnerships such as establishing the Community Garden Program and launching the Property Assessed Clean Energy program. An expanded list of accomplishments since the formation of the Office of Sustainability in 2008 is attached to this agenda item (Attachment #2).

### ***100% RENEWABLE ENERGY BY 2035***

At the November 14, 2017 Board Meeting several citizens requested the County support the community pursuing a laudable goal of achieving 100% renewable energy by 2035. This concept is supported by a 2017 Resolution (Attachment #3) adopted by the United States Conference of Mayors which states:

*...that The United States conference of Mayors supports cities establishing a community-wide target of powering their communities with 100 percent clean, renewable energy by 2035...*

This resolution emphasizes cities specifically, as urban areas contain a majority of the Country's population density and subsequently a large percentage of the Country's GHG emissions. So far, 50 cities have committed support for the Conference of Mayor's resolution; although, some of these cities have established their own target years ranging from 2035 to 2080. The resolutions by the 50 individual cities include a commitment to develop and implement a plan to reach their goal. On October 26 at the request of a few citizens, the City of Tallahassee Commission directed staff to come back with analysis for a plan to hit 100% renewable goal by 2035, however the City did not adopt a resolution at that time.

As Leon County does not run a utility, the County (as a utility consumer) and the community purchase utilities from the City of Tallahassee and Talquin Electric Cooperative. If both of these utility providers were to transition to 100% renewable energy, the County, by default, would also reach the goal, along with all Leon County citizens. For the City of Tallahassee and Talquin, renewable energy could come in various forms, including wind, solar, geothermal, and hydroelectric. In Leon County, due to the lack of wind, large bodies of water, and other factors, wind, geothermal, and hydroelectric energy are not yet feasible at a large scale. This leaves solar energy as the best option for renewable energy production. The goal to hit 100% renewable energy is admirable, and is a bold effort towards combatting climate change. Preliminary analysis indicates that there are certain aspects of this goal that pose considerable challenges for Leon County to reasonably achieve it. In a preliminary calculation, the cost to install enough solar panels to offset the utilities on just County-owned buildings would reach over \$50 million at current prices. Furthermore, solar panels only have a 20-25 year lifespan, so this investment would result in a negative return and no simple payback. Roof top solar is not a practical solution due to space issues and scale. To achieve such a renewable target, a large scale "farm" would be best suited. For comparison, the City of Tallahassee has recently pursued a 60 megawatt facility encompassing over 370 acres. This installation will offset approximately 6% of the utility's production.

While "100% renewables by 2035" is a highly aspirational target, Leon County Government has very little direct control in achieving the target as the County does not run a utility. The County could adopt a resolution in support of the "100% renewables by 2035", however, recognizing the County's limitations in controlling the fuel supply for the utilities, the resolution would not include tangible action plans and steps towards implementation. The resolution would be aspirational and supportive of the community obtaining the goal. Option #5 provides the Board an option to direct staff to develop a resolution in support of "100% renewables by 2035."

As a community leader in sustainability, the Board may want to pledge the County's support for a community wide renewable energy goal, but not commit to the specificity associated with the "100% by 2035" approach. Similarly, 178 mayors around the Country have pledged their support to the Sierra Club's "Mayors for 100% Clean Energy Endorsement" (Attachment #4). In Florida, 36 Mayors including Orlando, Sarasota, St. Petersburg, and Miami Beach have supported the endorsement. Based on preliminary discussions between Leon County Sustainability and Sierra Club staff, the Sierra Club has indicated that they would consider modifying the endorsement to include Counties. As reflected in Attachment #4, the endorsement includes broad statements of support for 100% clean energy in your community; states that local government is a significant driver of renewable energy; and includes a commitment to work with stakeholders to implement community-driven solutions. If the Board directed, staff could work with the Sierra Club to finalize the inclusion of Counties as part of the "Mayors for 100% Clean Energy Endorsement" program. As another supportive approach, the following section of this agenda item provides the preliminary steps in evaluating a community-driven climate action plan similar to the "Paris Accord" model.

In addition to considering pledging support for a renewable energy target, the Board of County Commissioners has annually endorsed the National Association of Counties (NACo) policies including those in support of renewable energy. NACo has approved policy statements in support of renewable energy sources, including:

- NACo urges Congress to provide financial and technical assistance to local governments to help develop and implement local climate change adaption and mitigation plans and projects, including smart growth initiatives, mass transit development, renewable energy deployment, acquisition of high efficiency fleet vehicles and protection of water supplies. NACo urges the federal government to work closely with counties on climate change initiatives.
- NACo seeks a comprehensive and integrated approach to a national energy policy that... Accelerates development, research and incentives for alternative and renewable energy, clean energy, energy efficient programs, and clean coal technologies.
- NACo supports increased federal resources for researching and developing renewable energy technologies, including wind, solar, geothermal, biomass, electricity from landfill gas, and other forms of waste-to-energy which will achieve the objective of clean and safe forms of energy.
- NACo supports increased and multifaceted federal efforts to increase renewable energy sources and consumption, including consumption incentives to all levels of government to encourage purchase of renewable energy, industry tax incentives, such as R&D credits, encouragement to co-ops to replace wired electricity delivered to remote rural areas that are not cost-effective, and further public and private partnerships.
- NACo supports federal legislation and policies that enables funding mechanisms, including grant programs, for Community Renewable Energy Projects.

- NACo supports expanding the definition of governmental purpose in the Internal Revenue Code (IRC) to include energy efficiency, renewable energy improvements, and water conservation and efficiency projects.
- NACo supports legislation that encourages research and development of energy storage technology.
- NACo supports the development and implementation of a comprehensive national energy policy, which includes conservation, efficiency, exploration, and research and provides for the domestic production of traditional and alternative/renewable energy sources.

### **NEXT STEPS TOWARDS EVALUATING THE DEVELOPMENT OF A COMMUNITY CLIMATE ACTION PLAN**

Since Sustainable Tallahassee's establishment in 2007, Leon County and Sustainable Tallahassee have been close partners on advancing sustainability action in the community. The cooperation has resulted in numerous successful projects, including advancing local food initiatives and reducing food waste, exploring opportunities to engage businesses in sustainable practices, and increasing recycling participation. The Office of Sustainability staff engages with Sustainable Tallahassee on a regular basis, and the relationship continues to grow each year.

Reflective of community members' expressed interest in a renewable energy goal, staff approached leadership of Sustainable Tallahassee on a potential solution that would entail a more holistic approach to how a Community Action Plan might be pursued. While an update of the 2008 Climate Action Plan would cover County operations, the reality is that the County only makes up a small piece of the total pie as it pertains to community GHG emissions. Through Sustainable Tallahassee's CO2 Scorecard, the top ten electricity consumers in Leon County were identified. The biggest consumers are Florida State University, the State of Florida, the City of Tallahassee, Florida A&M University, Tallahassee Memorial Hospital, Leon County Schools, Leon County Government, the Federal Government, Wal-Mart, and Publix. In order to truly move the needle in the County, these top consumers would need to be at the table and willing to work together to collectively develop an action plan and reduce the community's GHG emissions.

The Office of Resource Stewardship is proposing one possible model for this collective effort which would mirror the Paris Climate Accord: while the group as a whole would work towards a collective reduction goal agreed upon by all parties, each organization would be responsible for creating a plan to reduce the GHG emissions of their own operations. This holistic approach would encompass all aspects of climate action initiatives, including, but not limited to expanding renewable energy. This approach is not fully formulated, and would require time to evaluate, plan, and reach out to each organization to determine the level of interest. The next step in this process would be to convene with sustainability staff from the "top ten" electricity consumers noted above for a discussion on a level of interest and how this accord model might work. Based on a preliminary conversation, the Office of Resource Stewardship would work with Sustainable

Tallahassee in convening this meeting. Depending on future steps, Sustainable Tallahassee has indicated their desire to be the lead entity garnering collaboration in this continued community effort. Following this preliminary meeting, staff would provide an update to the Board outlining the proposed next steps depending on the outcome of the conversation and level of interest. Should the Board authorize, staff will initiate the next step alongside Sustainable Tallahassee.

Additionally, as part of evaluating a community action plan, the County will also review the specific efforts required to establish a baseline and current 2017 GHG emissions. Should the Accord model take shape, the reestablishment of GHG metrics could prove valuable in developing the County's action steps needed to reduce our proportionate share of emissions.

**Options:**

1. Accept the annual status update on the County Sustainability Program
2. Accept the status report on 2008 Climate Action Plan for Leon County operations.
3. Authorize staff, in collaboration with Sustainable Tallahassee, to pursue next steps in the evaluation of a community-wide Climate Action Plan.
4. Direct staff to work with the Sierra Club to allow the County to participate in the "Mayors for 100% Clean Energy Endorsement" and prepare a future agenda item for Board consideration.
5. Direct staff to draft a resolution for Board consideration pledging support for a community wide target to achieve 100% renewable energy by 2035.
6. Board Direction.

**Recommendation:**

Options #1 through #4

**Attachments:**

1. Status Report on the 2008 Climate Action Plan for Leon County Operations
2. List of Office of Sustainability Accomplishments
3. U.S. Conference of Mayors Adopted Resolution – 100% Renewable Energy by 2035
4. Mayors for 100% Clean Energy Endorsement

## Status Update as of November 2017 of the 2008 Climate Action Plan

Strategies were established in 2008 by the Board of County Commissioners outlining actions to reduce greenhouse gas (GHG) emissions within County operations. Since that time numerous initiatives, protocols and enhancements have been made to the daily operations of numerous County work areas including Facilities Management, Solid Waste, and Fleet Management. Although items may be listed as “complete” efforts continue into the future as an on-going effort to normalize energy and resource reduction efforts.

<b>Action Category #1: Reduce Greenhouse Gas Emissions from County Buildings and Facilities</b>			
<b>Task</b>	<b>Activity</b>	<b>Status</b>	<b>Comments</b>
1. Reduce the County's Energy Consumption	1. Develop Facilities policy recommendations addressing the following: <ul style="list-style-type: none"> <li>▪ Thermostat settings</li> <li>▪ Lights out</li> <li>▪ Equipment off</li> <li>▪ Limiting water coolers</li> <li>▪ Limiting employee electrical devices</li> <li>▪ Setting space size standards for new construction and remodeling</li> <li>▪ Setting lighting level standards</li> <li>▪ Limiting hot water heaters consistent with Health Department regulations</li> <li>▪ Requiring demand hot water heaters, solar, or other energy efficient solutions whenever feasible.</li> <li>▪ Other related matters.</li> </ul>	Complete	Most subsets of the activity have been accomplished through internal protocol rather than formal policy. Others were examined and not implemented.
	2. Conduct a facility survey of County facilities.	Complete	Initially a third-party contractor conducted an investment grade audit of major facilities. Staff will continue to conduct routine surveys in-house.
	3. Conduct an in depth energy audit of County facilities with the highest opportunities for energy savings.	Complete	Investment grade audit conducted with most findings also being completed through ESCO projects or as a component of normal replacement.



<b>Action Category #1: Reduce Greenhouse Gas Emissions from County Buildings and Facilities</b>			
<b>Task</b>	<b>Activity</b>	<b>Status</b>	<b>Comments</b>
	4. Install and adjust digital thermostats in County facilities based on the industry standards to reduce consumption.	Complete	Set points ranging from 74-76 degrees.
	5. Perform energy-efficient lighting retrofits in County facilities, consistent with the facilities survey.	Complete	Large scale replacement occurred through ESCO projects updating from T-12 to T-8 lighting. As technology has evolved, the next generation LED lighting is being introduced to all buildings as budget allows.
	6. Install motion detectors that will turn lights off if a room is unoccupied for a certain length of time, consistent with the facilities survey.	Complete	Large scale installation occurred through ESCO projects in areas most heavily used by staff and the public.
	7. Perform heating, cooling and ventilation system retrofits and/or reconditioning based on the energy audit.	Complete	Large scale retrofits occurred through ESCO projects or as a component of normal replacement as budget permits.
	8. Implement energy efficient lighting and controls for the Woodville and Miccosukee playfields.	Complete	Control link system with light timers and remote on/off capabilities were installed. As updates are due, efficient lighting and other technology upgrades will be analyzed.
	9. Conduct a study to identify outdoor basketball courts, parks, and playfields for energy efficient lighting retrofits.	Complete	A study was conducted but budget did not accommodate updates at the time.
	10. Implement energy efficiency lighting improvements for outdoor basketball courts, parks, and playfields, consistent with the study.	Complete	As updates are due, efficient lighting and other technology upgrades will be analyzed. Technology has improved, cost continues to fall and feasibility of replacement will be further examined.
	11. Activate energy settings on MIS-supported monitors and CPUs and educate users as to the effects on their systems.	Complete	Auto time-out installed.

<b>Action Category #1: Reduce Greenhouse Gas Emissions from County Buildings and Facilities</b>			
<b>Task</b>	<b>Activity</b>	<b>Status</b>	<b>Comments</b>
	12. Evaluate existing hot water heaters and remove when determined inconsistent with the new policy.	Complete	Numerous hot water heaters were removed where feasible.
	13. Replace needed hot water systems with more cost effective units, including solar, gas, demand, or more efficient tank systems when more energy efficient. Provide timers to prevent operation when not needed and insulation as warranted.	Complete	When required, many have been updated to on-demand models.
	14. Evaluate existing water coolers and turn off units when determined inconsistent with policy.	Complete	Water coolers were evaluated for efficiency and were unplugged when not used. Expanded scope to installed water bottle filling with no compressor and all snack machines now include motion sensors and efficient compressors.
	15. Evaluate the efficiency of timers for water coolers that remain installed consistent with the policy, and install timers as appropriate.	Complete	Expanded scope to installed water bottle filling with no compressor and all snack machines now include motion sensors and efficient compressors.
	16. Direct the removal of employee electrical devices that are not consistent with the policy.	Complete	Desk-side space heaters and other personal items not permitted.
	17. Continue Implementation of the ESCO Contract.	Complete	Multiple phases of ESCO achieved.
	18. Install insulation and other conservation measures, consistent with the energy audit.	Complete	Conducted as budget permits.
2. Utilize Solar Systems and incorporate	1. Develop a plan to evaluate all new construction and some existing buildings and facilities for cost effective solar systems.	Complete	All new buildings evaluated. Solar added to recent Eastside Library and PSC.

<b>Action Category #1: Reduce Greenhouse Gas Emissions from County Buildings and Facilities</b>			
<b>Task</b>	<b>Activity</b>	<b>Status</b>	<b>Comments</b>
daylighting in County facilities.	2. Evaluate existing buildings and facilities for cost effective solar retrofits or other energy systems that reduce GHG emissions.	Complete	Board direction given at the Budget Workshop on March 17, 2011
	3. Pursue grant funding for solar photovoltaic (PV) panels and solar hot water heating systems.	Complete	Cooperative Extension building received grant.
	4. Develop recommendations for improved daylighting of new County facilities, and implement such recommendations in Leon County's Design Guidelines.	Complete	All new buildings designed with daylighting in mind.
	5. Install solar or other energy systems that reduce GHG emissions.	Complete	Board direction given at the Budget Workshop on March 17, 2011
3. Build, Renovate, and Maintain Green Government Buildings	1. Become a member of FGBC.	Complete	2009
	2. Become a member of USGBC.	Complete	2009
	3. Require that all new construction and renovations of County buildings follow LEED or FGBC guidelines.	Complete	Recent new construction of Eastside library and PSC.
4. Modify County's Design Guidelines	1. Modify County Design Guidelines to coincide with the County's Green Procurement Policy.	In Progress	Green Procurement policy committee formed, policy drafted in 2010, not formalized. Renewed efforts being examined.
	2. Modify County Design Guidelines to incorporate reflective roof covering for all new construction & re-roofing.	Complete	Guidelines updated.

<b>Action Category #2: Reduce Greenhouse Gas Emissions from the County's Vehicle Fleet</b>			
<b>Task</b>	<b>Activity</b>	<b>Status</b>	<b>Comments</b>
1. Increase Vehicle Fuel Efficiency	1. Continue to schedule or plan trips so that multiple tasks are incorporated into a single trip.	Complete	Ongoing education.
	2. Continue to monitor use of take home vehicles and ensure proper justification is in place for all approved.	Complete	Completed by Fleet.
	3. Continue to purchase fuel efficient or electric and/or smaller fleet vehicles where feasible.	Complete	Completed by Fleet.
	4. Develop and enforce policy to limit idling of County vehicles.	Complete	Pilot idling reduction resolution passed by BOCC in August 2009.
	5. Continue to plan the incorporation of mobile technology in vehicles, such as computers connected to the office.	Complete	DSEM, Animal Control, EMS, Facilities
	6. Continue right-sizing vehicles with the task being performed, consistent with the current Fleet policy.	Complete	Completed by Fleet.
2. Incorporate Alternative Fuels	1. Continue to evaluate option of using alternative fuel in all County vehicles.	Complete	Alternative fueled vehicles are continuously evaluated and regularly added to County fleet.
	2. Continue the test of Biodiesel and other alternative fuels in selected County fleet.	Complete	Biodiesel and CNG

<b>Action Category #2: Reduce Greenhouse Gas Emissions from the County's Vehicle Fleet</b>			
<b>Task</b>	<b>Activity</b>	<b>Status</b>	<b>Comments</b>
3. Track Fuel Usage	1. Continue to integrate fuel usage with a preventative maintenance program so that poor performing vehicles are identified for maintenance or replacement.	Complete	Technology installed
	2. Continue to use fuel consumption records to verify fuel efficiency.	Complete	Technology installed
4. Continue the Preventative Maintenance (PM) Program	1. Continue to perform regular filter changes, proper tire pressures, and tune ups to insure the engine is operating at peak efficiency.	Complete	
5. Provide Green Fleet Training	1. Continue to offer green fleet management training to all applicable departments.	Complete	Enhanced workplace sustainability training.

<b>Action Category #3: Reduce Greenhouse Gas Emissions from Employee Commutes To and From Work</b>			
<b>Task</b>	<b>Activity</b>	<b>Status</b>	<b>Comments</b>
1. Adopt a Transportation Demand Management Program, which would include Incentives for County Staff	1. Consult with Commuter Services of North Florida to develop a Transportation Demand Management Plan (TDM Plan) that identifies and sets goals for the reduction of vehicle miles traveled. The plan would include the following: <ul style="list-style-type: none"> <li>▪ Conduct a survey to assess the options of offering the following for Board employees: telecommuting, four-day workweeks, video conferencing, bike parking retrofits, van/carpooling, and alternative commuting services.</li> <li>▪ Confer with City of Tallahassee/ Star Metro to acquire free or discounted public transportation fees for County employees.</li> <li>▪ Increase preferential parking for car pool users, consistent with demands.</li> </ul>	Complete	Plan developed and conducted with Commuter Services of North Florida
2. Propose a Four-Day Work Week	1. Assess the feasibility of instituting a four-day work week for most of the Board's staff.	Complete	Feasibility analyzed by staff, and findings concluded that GHG reductions would not be significantly impacted by implementing a four day work week.

<b>Action Category #4: Reduce Greenhouse Gas Emissions from County Employee's Solid Waste</b>			
<b>Task</b>	<b>Activity</b>	<b>Status</b>	<b>Comments</b>
1. Minimize solid and hazardous waste through waste reduction, reuse, and recycling	1. Develop a waste reduction, reuse and recycling policy to reduce the amount of waste produced.	Complete	Waste reduction and recycling plans have been implemented throughout all County work areas, though formal policy has not been created.
	2. Become a partner in the EPA Waste Wise program.	Complete	Registered and report via DEP ReTrac.
	3. Implement recycling stations for plastic, glass, and aluminum beverage containers at all recreational and County facilities through contracted services.	Complete	Recycling stations are available at all County facilities.
	4. Develop a construction project waste management/recycling plan through contracted services and add such plan to the County Design Guidelines.	Complete	Completed by Facilities Management.
	5. Continue the methane gas recovery at the landfill. (Anticipated to generate \$135,000/yr. in revenue)	Complete	Detailed assessment of market conditions revealed not revenue producing. Credits not pursued.
	6. Perform waste audits in County facilities to create incentives for increasing recycling and decreasing disposal costs.	Complete	Completed by Solid Waste.
	7. Provide reusable mugs or water bottles to all new employees.	Complete	Reusable mugs or water bottles are given to all new employees at the New Employee Orientation
	8. Utilize reusable water bottles and mugs at County Commission meetings.	Complete	Completed by Sustainability.
	9. Consider alternatives to water bottles at County events.	Complete	Completed by Sustainability.

<b>Action Category #5: Support Greenhouse Gas Mitigation and Sustainability Efforts in County Government Operations</b>			
<b>Task</b>	<b>Activity</b>	<b>Status</b>	<b>Comments</b>
1. Conservation Planning	1. Monitor & track Leon County Government Operations' energy and water use and solid waste generation.	Complete	Continuous monitoring in progress by Sustainability and Facilities Management
2. Appoint a Green Team, and Implement, Monitor, and Report Progress on the Climate Action Plan	1. Create a sustainable operations team to aid in implementing and monitoring progress on County Government Operations Action Plan initiatives.	Complete	Green Team created.
	2. Implement, Monitor and Report Progress on the Action Plan	Complete	Monitoring the checklist and Reporting on various items continuously implemented by Sustainability and Facilities Management.
3. Provide Education on the County's Green Programs	1. Maintain the "Growing Green" website to relay the County's commitment to reducing its greenhouse gas emissions.	Complete	Growing Green website continuously updated with new content
	2. Include the County's commitment to the environment in new employee orientation.	Complete	Sustainability staff presents at all New Employee Orientations
	3. Promote and create awareness of the County's green building programs and green projects through the press releases, website, and printed materials.	Complete	Content and promotional materials created and printed by Sustainability and CMR.
	4. Place informative signs at County facilities to highlight green features of public amenities that detail their benefits.	Complete	Informative signs can be found at Cooperative Extension and Eastside Library



<b>Action Category #5: Support Greenhouse Gas Mitigation and Sustainability Efforts in County Government Operations</b>			
<b>Task</b>	<b>Activity</b>	<b>Status</b>	<b>Comments</b>
	5. Distribute periodic internal communications on green topics to raise employee awareness.	Complete	Communicated through newsletters and social media
	6. Include the County's green initiatives on NACo's Green Government website.	Complete	Website no longer exists. However, NACo recognition awards received.
4. Adopt Policies to Implement a Green Procurement Program	1. Create a task force to review current policies regarding procurement of products and research new strategies for green procurement.	Complete	Task force created.
	2. Draft a comprehensive County Green Procurement Policy. Major areas to be examined are: <ul style="list-style-type: none"> <li>▪ Life cycle economics</li> <li>▪ Current contracts for inclusion of potential green products and actions in future cycles</li> <li>▪ Readily available products with recycled or environmentally friendly content (paper, plastics, cleaning chemicals)</li> <li>▪ Utilization and inclusion of environmentally friendly product guidelines such as the EPA's Environmental Purchasing Program, Energy Star, Responsible Purchasing Council standards, etc.</li> <li>▪ Other related issues.</li> </ul>	Complete	Green Procurement policy committee formed, policy drafted in 2010, not formalized. Renewed efforts being examined.
	3. Purchase vegetarian, poultry, and locally grown foods to serve during commission meeting breaks, and exclude the purchase of red meat.	Complete	Renewed efforts being examined.
5. Hire a Sustainability Director	4. Hire a Sustainability Director, at an anticipated PG58 and a minimum hire-in rate of \$53,812.99, to coordinate, monitor, report, initiate and carryout activities related to the Climate Action Plan and CCP milestones.	Complete	Complete

<b>Action Category #6: Other Sustainability Measures</b>			
<b>Task</b>	<b>Activity</b>	<b>Status</b>	<b>Comments</b>
1. Institute Procedures that Support Sustainable Landscaping and Preservation of Existing Trees	1. Evaluate County property to determine the simplicity of incorporating the principles of Florida Friendly Landscaping.	Complete	Completed by Facilities Management and staff from Cooperative Extension
	2. Recognize public landscapes under Florida Yards & Neighborhoods program.	In Progress	All new plantings are native.
2. Institute Policies to support Water Conservation	1. Identify older irrigation systems without rain shut-off control, and plan for their replacement, and complete replacements consistent with the level of funding.	Complete	As updates are due, new technology and available upgrades will be examined.
	2. Install aerators on faucets and low-flow showerheads where feasible.	Complete	Low-flow appliances installed where feasible.
	3. Survey toilet fixtures in County facilities for retrofits and plan replacements with water conservation systems.	Complete	As updates are due, new technology and available upgrades will be examined
	4. Modify County Design Guidelines to incorporate water conservation systems such as plumbing and irrigation.	Complete	Completed by Facilities Management
3. Preserve Existing Trees and Replace When Necessary	1. Perform Tree Survey and develop Five Year Plan for maintenance and replacements.	In Progress	County Urban Forester currently in process
	2. Fund efforts to perform landscape maintenance and planting of shade trees, consistent with the Tree Survey	In Progress	Board's target goal of planting 15,000 trees.

<b>Action Category #6: Other Sustainability Measures</b>			
<b>Task</b>	<b>Activity</b>	<b>Status</b>	<b>Comments</b>
	3. Plant new trees and shrubs strategically to shelter buildings and reduce fuel consumption needed to cool buildings.	Complete	Funds limited.
	4. Continue to pursue the County's recognition as a Tree City USA on an annual basis.	Complete	Recognition is renewed annually
4. Extend Community Awareness	1. Host the Leon County Climate Action Summit to ensure a Sustainable future for our community.	Complete	Hosted Climate Summit in 2008, Sustainable Communities Summit in 2010, 2012, 2015, 2017.
5. Increase Sustainability in County Operations	2. Become a Certified Florida Green Local Government.	Complete	Examination revealed that unreasonable cost vs. benefit.
6. Increase Resources Awareness	3. Join Climate Communities, a national organization which advocates for federal resources, tools, and incentives to support local governments' actions regarding climate change issues.	Complete	Completed by Sustainability

## **Achievements of the Office of Sustainability since 2008**

- *Hosted Sustainable Communities Summits: Climate Action (2008), Sustainable Communities (2010 & 2012), Sustainable Food (2015), Sustainable Hospitality Industry (2017), and Sustainable Tourism and Outdoor Recreation (2017)*
- *Selected for the ICLEI Leadership Award - Local Governments for Sustainability recognizes Leon County in 2008 for its leadership in local climate action.*
- *Launched the Neighborhood Energy Challenge in partnership with the Council of Neighborhood Associations in 2009 - Over a six month period, neighborhoods competed to see who could reduce their energy consumption and greenhouse gas footprint the most.*
- *Implemented single-stream recycling in county buildings in 2010*
- *Implemented a Fuel Management System in 2010 in partnership with the Fleet Management Division to begin monitoring detailed fuel consumption data.*
- *Implemented environmentally friendly motor oil to be used in County vehicles in 2010*
- *Selected for a \$1.17 million Energy Efficiency Conservation Block Grant to implement energy conservation measures in 2010 - This grant, rolled out in 3 phases, included large-scale energy, water, and mechanical upgrades for several large buildings such as the Jail, the Sheriff's Administration building, the Bank of America building, and the Courthouse. In 2010, Phase II and Phase III of the upgrades included lighting improvements and controls upgrades to various buildings. To date, the County has realized \$7,090,872 in energy and operational savings from these upgrades.*
- *Implemented "green cleaning" contracts with custodians in 2010*
- *Established a Community Garden Grant Program in 2010*
- *In 2010, co-founded the Sharing Tree, a reuse center for schools and the greater community*
- *Installed pet waste bag dispensers in all Leon County parks in 2010*
- *Installed a rain water cistern at the Cooperative Extension Facility in 2011 - The Office of Sustainability coordinated the installation of a 40,000 gallon rain water cistern at the Leon County Cooperative Extension Facility. This project reduces the facility's demand for potable water by 80%.*
- *Adopted a Green Fleet Policy in 2012 – This policy creates criteria to maintain a fleet that is as fuel-efficient, cost effective, and environmentally friendly as possible.*
- *Formed a partnership with Sustainable Tallahassee to support the Community Carbon Fund in 2012 - Contributions to the Community Carbon Fund (CCF) are used for energy-saving retrofits to the facilities of local non-profit organizations that serve low-income, disadvantaged, or disenfranchised populations.*
- *Selected for a Clean Energy Grant to retrofit the Cooperative Extension office into a "net-zero building" in 2012*

- *Began implementing Hazardous Waste Community Collection Events in 2012* - The Hazardous Waste Management Program offers collection events on the first Saturday of the month.
- *Began piloting Workplace Sustainability Workshops in 2013* - The Office of Sustainability staff continues to engage departments in Workplace Sustainability Workshops to increase sustainability education and practice within Leon County departments and operations, conserve more resources, recycle better, and connect employees to sustainable practices. In 2016, the Workplace Sustainability Workshops initiative was awarded a national Achievement Award by NACo, which shows Leon County's leadership in sustainability across the country.
- *Supported a community-wide Talla-Happy Sunflowers initiative in 2013* – Leon County partnered with City of Tallahassee to support a grassroots organization in distributing seed packets to citizens, county sunflower plantings, and educational/social media outreach on native planting.
- *Adopted a preferred purchase agreement with CNG vendor "NoPetro" and incorporated partial utilization of CNG vehicles in 2013*
- *Hosted a "Sustainable Community Matters" series for citizens in partnership with Leon County Libraries in 2014*
- *Incorporated sustainability presentations at New Employee Orientation in 2014* - Office of Sustainability staff created a short and informative presentation centered on recycling and sustainability to be delivered at all monthly new employee orientations.
- *Developed Growing Green Education in 2015* - In an effort to make a broader and more lasting impact on sustainability education, the Office of Sustainability team worked with Leon County Schools to develop Growing Green Education, recycling and sustainability lesson plans for Leon County teachers in K-5 classrooms.
- *Launched a seed library program in 2015* - All seven Leon County library locations participate in the Seed Library Program, which gives citizens access to a variety of seeds that grow well in our climate.
- *Began installing water bottle filling stations in various County buildings in 2015* - The stations also have an educational screen that displays the estimated number of bottles saved, so employees see the impact of waste reduced. So far, these filling stations have saved a total of 44,821 plastic water bottles from being used.
- *Created an online Green Map with the GIS department in 2015?* - With the help from the GIS team, Sustainability staff continues to expand and add on to the Green Map, which includes community gardens, farmers' markets, regional farms, public recycling bins, local bike routes, and Adopt-A-Tree data since 2012.
- *Created the Sustainability and Recycling Manager Position from the Recycled Coordinator Position in 2016*

- *Reached Energy Savings Milestone in 2016* - Leon County saved over \$6 million after major energy efficiency renovations were completed on some of the County's biggest buildings.
- *Created a Leon County Recycling video*: This video was created to help citizens and students understand how recycling works locally, and why it is important to recycle.
- *Completed the Energy Master Plan in 2016* - Through a comprehensive energy conservation plan that staff set forth, a master database for all utilities that Leon County pays has been completed. From the database, a variety of analysis and monitoring will be done by staff through comprehensive utility management, helping identify ways in which Leon County can save money on energy, water, gas, and sewer bills.
- *Consolidated Office of Sustainability, Parks and Recreation, Solid Waste, and Facilities into the Office of Resource Stewardship in 2016*
- *Launched the PACE program in 2017* - Since its launch, 15 local contractors have been certified through the third party administrator, and five homes have been improved with a total project value of \$51,800. A total of 36 homeowners have been approved for PACE financing. It is anticipated that within the next year, there will be multiple third party administrators offering PACE financing in Leon County.
- *Created the Green Team in 2017* - An interdepartmental sustainability task force comprises of one to two representatives from each Leon County work area. The team meets once every two months and dives into various topics as well as discusses additional ways that Leon County can be an even more sustainable organization.
- *Continued Litter Reduction and Beautification Initiatives* - At the Budget Workshop on June 14, 2016, the Board moved to discontinue funding Keep Tallahassee-Leon County Beautiful and direct funding totaling \$21,375 to the Office of Sustainability. So far, these funds have been used for events like The Big Clean with Capital Area Neighborhood Network (CANN), Buy-One-Get-One Free Deal at Native Nurseries, Lake Jackson Clean-up, and Amnesty Days at rural waste sites.
- *Continued the expansion of County CNG Fleet* - Procuring these vehicles helps Leon County reduce our carbon footprint and keep the air in our community cleaner. Leon County's Alternative Fleet currently includes 48 vehicles: 16 dual fuel CNG (compressed natural gas), 18 hybrids, 7 electric, 6 propane, and one fully CNG. Fleet is currently in the process of upgrading the department's fueling software with the goal of getting more accurate fuel consumption and efficiency data.
- *Continued to certify Leon County Buildings with LEED Silver Certification* - The Eastside Branch Library is the County's third LEED-certified building: the Public Safety Complex and the EMS Logistics Building are also certified LEED Silver.
- *Began plans of installing electric vehicle charging stations in 2017* - In an effort to encourage both Leon County citizens and employees to transition to electric vehicles, the Office of Sustainability will be installing three new Electric Vehicle Charging Stations at various Leon County facilities.

## Conference of Mayors 2017 Adopted Resolution

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### 100% Renewable Energy in American Cities

**WHEREAS**, renewable energy represents an enormous economic opportunity for our nation and our nation's cities to create jobs in an emerging industry, increase economic security, expand prosperity for local residents, reduce air pollution and associated public health risks, reduce the strain on water resources, save consumers money, and address environmental justice challenges in communities; and

**WHEREAS**, "renewable energy" includes energy derived from wind, solar, geothermal, and wave technology; and

**WHEREAS**, some forms of biomass may be considered "renewable energy" after being evaluated for sustainability and environmental justice implications; and

**WHEREAS**, "renewable energy" specifically excludes energy derived from fossil fuels, nuclear, incineration of municipal and medical waste, and any large-scale future hydroelectric development; and

**WHEREAS**, the transition to renewable energy will improve air and water quality and protect the health of our families, particularly the most vulnerable across our communities; and

**WHEREAS**, according to the Department of Energy, the cost of wind power is down 41 percent since 2008 and solar costs are down between 54 percent and 64 percent in that same period; and

**WHEREAS**, more than twenty-five U.S. cities, including Columbia, SC, San Diego, CA, Salt Lake City, UT, and San Jose, CA have already adopted ambitious 100 percent clean, renewable energy goals, and six U.S. Cities, including Aspen, CO, Burlington, VT, Greensburg, KS, Kodiak Island, AK, and Rock Port, MO have already hit their targets to generate 100 percent of the energy used community-wide from clean, non-polluting and renewable sources; and

**WHEREAS**, individuals, families, businesses, and institutions throughout the nation seek greater energy freedom through the expansion of local and distributed energy resources like photovoltaic solar and electric vehicles; and

**WHEREAS**, rooftop solar, low-income community solar, energy efficiency, and demand control technologies offer the opportunity to equitably distribute resources, address poverty, stimulate new economic activity in our nation's cities, and lift up those most impacted by high energy costs; and

**WHEREAS**, actions by local government and businesses are already a significant driver of renewable energy growth and can put the country on track to meet its commitment to the Paris Agreement under the United Nations Framework Convention on Climate Change,

**NOW, THEREFORE, BE IT RESOLVED**, that The United States Conference of Mayors supports cities establishing a community-wide target of powering their communities with 100 percent clean, renewable energy by 2035; and

**BE IT FURTHER RESOLVED**, that The United States Conference of Mayors proclaims its commitment to equity, affordability, public participation, and access for all people in America as cities pursue this transition to 100% clean, renewable energy; and

**BE IT FURTHER RESOLVED**, that priority should be given to the lowest cost measures to meet energy needs including efficiency, weatherization, cogeneration, district heating and cooling, decentralized electricity generation and smart grids/micro grids, the use of industrial waste heat, building controls, automated lighting, solar-powered hot water heaters and programs that create an energy-saving culture in our nation's cities; and

**BE IT FURTHER RESOLVED**, that given the economic development, job creation, and job training potential of clean, renewable energy, the transition to 100% clean, renewable energy should include structured mechanisms to include low-income citizens in the benefits to be derived from the transition, including creating quality careers adhering to local source hiring, a just transition for workers displaced by fossil fuel reduction, equitable access through ownership and benefits to create new opportunity for historically marginalized communities, and affordable clean energy options.





# MAYORS *for* 100% CLEAN ENERGY ENDORSEMENT

I, Mayor \_\_\_\_\_ of \_\_\_\_\_ support a goal of 100 percent clean, renewable energy in my city and across the United States.

I believe that a transition to 100 percent clean energy is good for my community: It will make us stronger, healthier, and more resilient; it will create jobs and new business opportunities; and it will allow us to become a more equitable society where everyone has opportunity in a thriving local economy.

Nearly 200 nations have agreed, for the first time in history, that the world must achieve 100 percent renewable energy by the end of this century. In the United States, action by local government is already

a significant driver of renewable energy growth because cities know firsthand that steps to reduce carbon emissions, clean the air, strengthen the economy, and improve lives.

Positive, bipartisan, community-driven solutions are possible and already happening in our community. I will continue to work with all stakeholders to transition away from dirty energy and implement local, affordable solutions like energy efficiency, solar, wind, and pollution-free electric transportation.

To join Mayors For 100% Clean Energy, please print and sign the statement below, and send a scanned copy to [mayors4cleanenergy@sierraclub.org](mailto:mayors4cleanenergy@sierraclub.org).

I hereby pledge to work with my community to realize a vision of 100 percent renewable energy in \_\_\_\_\_.

MAYOR'S SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

MAYOR'S NAME \_\_\_\_\_ MAYOR'S MUNICIPALITY \_\_\_\_\_

MAYOR'S OFFICE ADDRESS \_\_\_\_\_ CITY, STATE, ZIP \_\_\_\_\_

MAYOR'S PHONE \_\_\_\_\_ MAYOR'S EMAIL \_\_\_\_\_

STAFF MEMBER'S NAME \_\_\_\_\_ STAFF MEMBER'S TITLE \_\_\_\_\_

STAFF MEMBER'S PHONE \_\_\_\_\_ STAFF MEMBER'S EMAIL \_\_\_\_\_

MAYORAL TERM \_\_\_\_\_ ELECTED AS \_\_\_\_\_  
(MM/DD/YYYY to MM/DD/YYYY) e.g. Rep., Dem., Ind., non-partisan

QUESTIONS: contact [mayors4cleanenergy@sierraclub.org](mailto:mayors4cleanenergy@sierraclub.org) / 415-977-5606

**Leon County  
Board of County Commissioners**

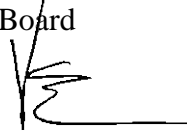
**Notes for Agenda Item #15**

# Leon County Board of County Commissioners

## Agenda Item #15

December 12, 2017

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

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

**Title:** Comprehensive Wastewater Treatment Facilities Plan Request for Proposals

<b>Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Tony Park, P. E., Director of Public Works Charles Wu, P.E., Director of Engineering Services
<b>Lead Staff/ Project Team:</b>	Theresa B. Heiker, P.E., Stormwater Management Coordinator

### **Statement of Issue:**

This agenda item seeks the Board's authorization to issue the Request for Proposals for consultant services to complete the Comprehensive Wastewater Treatment Facilities Plan (CWTFP) funded by the Blueprint Sales Tax Extension. The CWTFP is the initial project segment for the Alternative Sewer Solutions Study included the Sales Tax Extension Interlocal Agreement which will provide recommended technologies, financing and management strategies, and an assessment of regulatory measures related to preferred sewage treatment and disposal systems in unincorporated Leon County.

### **Fiscal Impact:**

This item has a fiscal impact. The Blueprint Intergovernmental Agency has appropriated up to \$500,000 for the Comprehensive Wastewater Treatment Facilities Plan, which is reimbursable to Leon County as the designated project manager.

### **Staff Recommendation:**

- Option #1: Direct staff to issue a Request for Proposals for the Comprehensive Wastewater Treatment Facilities Plan based on the attached Scope of Services (Attachment #1).
- Option #2: Approve the Resolution and associated Budget Amendment (Attachment #2).

## Report and Discussion

### **Background:**

At the June 13, 2017 Blueprint Intergovernmental Agency (IA) meeting, the IA approved the allocation of \$500,000 to immediately proceed with the Comprehensive Wastewater Treatment Facilities Plan (CWTFP) and recommended that the County implement the study due to the focus on the unincorporated area. Based on the volume of feedback staff received on a prior draft of the scope of services for the CWTFP, the County Administrator directed staff to prepare an agenda item to include all of the input received to date for the Board's consideration and for the issuance of an advertised Request for Proposals (RFP) in order to allow for the widest participation from qualified vendors. This agenda item is intended to provide full transparency, clarity, and an additional opportunity for input prior to issuing the RFP.

#### *State regulatory activity:*

The decline of water quality in the Upper Wakulla River over several decades led to research into the causes. In 2002, the Northwest Florida Water Management District (District) issued a report linking the decline to elevated nitrogen levels in the groundwater discharged from Wakulla Springs. The elevated nitrogen levels were determined to result from wastewater management practices in Leon and Wakulla Counties, primarily the City of Tallahassee wastewater treatment facility (WWTF) discharge to the sprayfields adjacent to the airport and along Tram Road. Onsite sewage treatment and disposal systems (OSTDS), more commonly known as septic tanks, in the contributing springshed were identified as the next most significant wastewater source of nitrogen.

In 2012, the Florida Department of Environmental Protection (FDEP) issued a Total Maximum Daily Load (TMDL) for nitrates in the Upper Wakulla River. The TMDL required a reduction to 0.35 mg-N/L on a monthly average, measured at the Springs' discharge, and recovery of the river biology. The FDEP then initiated a Basin Management Action Plan (BMAP) to establish necessary actions by stakeholders in the contributing area to achieve the TMDL. At the December 8, 2015 meeting, the Board authorized the County Attorney to file a challenge to the draft BMAP due to concerns that the OSTDS Initiative, management strategies, and resulting funding requirements described in the document placed an undue burden on unincorporated Leon County residents. Subsequently, the County Attorney and the FDEP Office of General Counsel were able to negotiate conditional language which was acceptable to both parties. The BMAP was adopted by FDEP in 2015, including a table of strategies offered by stakeholders to move toward the achievement of the TMDL.

The 2016 Florida Legislature passed the Florida Springs and Aquifer Protection Act which addresses Outstanding Florida Springs such as Wakulla Springs. Additional requirements were placed on BMAPs covering these springs and a deadline of July 2018 was established for FDEP adoption of initial or updated BMAPs. Specific limitations were included on adopted Primary Focus Areas within BMAP areas, such as the prohibition of septic tanks on lots less than one acre in size where this conflicts with the adopted OSTDS Remediation Plan. FDEP has not indicated whether the Upper Wakulla River BMAP Remediation Plan will provide exceptions for advanced treatment systems or provide some other means to allow development of lots less than

one acre in Primary Focus Area 1. Primary Focus Area 1 for the Upper Wakulla River BMAP lies partially in Leon County, as shown in Attachment #3.

*Local activity:*

Following the Northwest Florida Water Management District's 2002 report identifying the City's wastewater treatment facility and sprayfield as a significant source of nitrogen in the Wakulla Springs recharge area, the City began making improvements to reduce nitrogen discharges. The City ceased land application of wastewater residuals, prohibited the use of additional fertilizers, removed all livestock from the sprayfield farm, and upgraded its facility to advanced wastewater treatment standards thereby reducing the nitrogen discharge from the facility.

In 2012, the Leon County Water Resources Committee (WRC) presented the concept for "Creating Comprehensive Wastewater Management for the Leon County Unincorporated Area: Nitrogen Reduction and Infill Development" to the Leon County Sales Tax Extension Committee. The \$67 million project would develop a wastewater management plan (including consideration of establishing a Responsible Management Entity), a treatment facilities plan, and a facilities financing plan; initiate implementation for retrofit and support of new residential development using central sewer, cluster treatment systems and nitrogen reducing septic tanks; and provide connection assistance for property owners in the areas currently served by sanitary sewer. The project was recommended by the Sales Tax Committee to be funded from the \$85 million set-aside for Water Quality Projects, at a cost of \$2.8 million.

In April 2014, the Water Quality project was set-aside and established as a \$2.8 million stand-alone project in the Implementation Agreement for the Sales Tax Extension as the "Alternative Sewer Solutions Study". This project is described in the Blueprint 2020 Infrastructure Surtax Interlocal Agreement as Project 26:

Study and develop preferred options for management alternatives to traditional onsite sewage treatment and disposal systems in the unincorporated areas of Leon County, including the Primary Springs Protection Zone; identify preferred options for responsible management entities, including recommendations for financing and management structures for identified preferred options; recommend regulatory measures; identify other issues related to sewage treatment and disposal system financing.

The project was suggested by the Wakulla Springs Alliance for inclusion in the BMAP and is listed as a strategy for both Leon County and the City of Tallahassee.

At the February 2017 meeting, the IA directed staff to develop plans to advance the funding of the CWTFP portion of the Alternative Sewer Solutions Study. At the June 13, 2017 meeting, the IA approved the allocation of \$500,000 to immediately proceed with the CWTFP and recommended Leon County Public Works to lead the project due to the focus on the unincorporated area.

The IA also provided guidance to coordinate the Plan development with the BMAP OSTDS Remediation Advisory Committee. As required under the BMAP and the 2016 Florida Springs and Aquifer Protection Act, the OSTDS Advisory Committee was convened by FDEP to assist the Department in the development of a Remediation Plan to identify strategies reducing nitrogen from OSTDS in Leon County, Wakulla County and the City of Tallahassee. Preliminary nitrogen load reduction goals have been discussed by the Committee as FDEP continues to draft the OSTDS Remediation Plan but the goals have not yet been established for inclusion in the BMAP Update required for adoption by July 2018.

This CWTFP is essential to the following FY 2017-FY 2021 Strategic Initiatives and Bold Goal that the Board approved at the January 24, 2017 meeting:

- 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)
- Reduce nitrogen impacts in the PSPZ (Primary Springs Protection Zone) by identifying cost effective and financially feasible ways including:
  - Develop a septic tank replacement program. (2016-23A)
  - Evaluate requiring advanced wastewater treatment (AWT) for new construction. (2016-23B)
- Upgrade or eliminate 500 septic tanks in the PSPZ. (BG2)

These particular Strategic Initiatives align with the Board's Environment Strategic Priorities:

- EN1 – Protect the quality and supply of our water.
- EN2 – Conserve and protect environmentally sensitive lands and our natural ecosystems.

In addition to the CWTFP, the County has taken additional measures in recent years to reduce nitrogen levels through wastewater projects. Through the implementation of the County's FY 2017-FY 2021 Strategic Initiatives and Bold Goal listed above, Leon County has aggressively and successfully pursued state grant funds to remove septic tanks in the primary springs protection zone. Under a pilot program through FDEP, Leon County was awarded a stand-alone grant to implement a Passive Onsite Sewage Nitrogen Reduction Pilot Project for the Wilkinson Woods Subdivision which will upgrade 35 septic tanks. By leveraging Blueprint water quality funds approved as part of the early passage of the sales tax extension and projected construction schedules, over the next three years, approximately 575 septic tanks can be eliminated in the Woodside Heights, Northeast Lake Munson and Belair/Annawood neighborhoods. Leon County is implementing the *Woodville Septic to Sewer Project* through the preliminary design of a central sanitary sewer collection system and transmission system from Woodville to the City of Tallahassee collection system at Capital Circle SE. The County anticipates future grant funding from FDEP to support additional phases of the Woodville project.

**Analysis:**

The CWTFP is intended to address the first portion of the Alternative Sewer Solutions Study scope, which is the evaluation of management alternatives to traditional OSTDS in the unincorporated areas of Leon County. The management alternatives discussed most frequently by the members of the WRC who developed the initial project, are advanced treatment OSTDS, cluster systems providing advanced treatment levels, with connection to central sewer to be considered under limited circumstances. The end product is to provide direction on which wastewater technology will be recommended for future development and to retrofit areas to improve water quality throughout the unincorporated area.

The initial Scope of Services for the CWTFP was drafted by County staff with the intent of using an Engineering Services continuing supply contractor. This decision reflected the extensive data and analysis available through past federal, state and local efforts; the standards for facility plan development obtained from state sources; and the anticipated project cost not exceeding the state threshold for use of continuing supply contractors obtained through open competition.

The draft Scope of Services was presented to the OSTDS Remediation Plan Advisory Committee, as directed by the IA, on October 17, 2017 (Attachment #4). The members of the Committee are as follows:

<b>OSTDS Remediation Plan Advisory Committee</b>	
<b>Represents</b>	<b>Member</b>
Leon County* <sup>+</sup>	Theresa Heiker
Wakulla County* <sup>+</sup>	Sheree Keeler/Melissa Corbett
City of Tallahassee* <sup>+</sup>	John Buss/Blas Gomez
Florida Dept. of Health* <sup>+</sup>	Catherine Davis – Leon Co. Environmental Health
Private Utilities*	John Hallas – Talquin Electric Cooperative
Environmental Interest <sup>+</sup>	Bob Deyle/Bob Henderson – Wakulla Springs Alliance
Homeowners Associations, Property Owners <sup>+</sup>	Curtis Baynes
Community Groups <sup>+</sup>	Anthony Gaudio – Sustainable Tallahassee
Building community <sup>~</sup>	Stan Derzypolski – Tallahassee Builders Assoc.
Florida Onsite Wastewater Association <sup>~</sup>	Roxanne Groover
<b><i>*Required by Legislation</i></b>	
<b><i><sup>+</sup>Per the BMAP</i></b>	
<b><i><sup>~</sup>Added during OSTDS Advisory Committee organization</i></b>	

Input to the CWTFP Scope of Services was solicited from the Committee members and general public. The initial and most pressing issue raised by Committee members and the general public related to staff’s intent to utilize a continuing supply contractor rather than pursue a formal RFP. In response to the public input, the County Administrator directed staff to prepare an agenda item for the Board’s consideration for an advertised RFP. The County Administrator directed staff to identify the comments received and incorporated, as well as, the input excluded from the draft Scope of Services.

In addition to the input received at the OSTDS Advisory Committee meeting, staff solicited written comments through October 27<sup>th</sup> on the initial RFP to be considered for inclusion in to the Scope of Services. Written comments on the initial Scope of Services were received from some members of the OSTDS Advisory Committee as well as the general public. These comments have been incorporated into the expanded Project Background and Scope of Services where possible. The specific comments are summarized in Attachment 5, with indication of where the comment is addressed in the revised document, with individual comments provided in Attachments 6 through 12.

The vast majority of comments were incorporated into the updated Scope of Services. Beyond the use of the continuing supply contractors, most comments related to four issues as reflected in Table 1 and Table 2 reflects the comments which were not included in the revised Scope:

<b>Table 1: Comments Incorporated into the Updated Scope of Services</b>	
<b>Comment</b>	<b>Staff Comment and/or Result</b>
Many commenters sought inclusion of more than just “Passive” technology. They sought inclusion of standard technology adopted under FDOH rule and in place throughout the state.	The revised Scope no longer restricts the OSTDS technology. “Passive” technology uses only one lift pump in the system, and is the focus of the recently approved pilot project between Leon County and the Northwest Florida Water Management District. The Florida Department of Health (FDOH) “Onsite Sewage Nitrogen Reduction Strategies Study” evaluating passive systems was completed in December 2015, but the FDOH rule has not been amended to adopt the studied systems for general use.
Several commenters suggested establishment of nitrogen reducing standards for various technologies and site conditions as part of the Scope of Services, while others suggested this standard be established by the contractor.	This is reflected in the current Scope of Services. Given that the intent of the project is to select the appropriate technology for various site conditions, it is appropriate to have the contractor perform the analysis rather than dictate the conditions within the Scope of Services.
Clarification regarding cost-effectiveness analysis versus benefit/cost analysis was suggested.	The current Scope of Services calls for an analysis of the technologies for expense per kilogram of nitrogen removed as the basis for comparison.
Commenters requested an evaluation of nitrogen removed over time as mitigation scenarios are implemented to verify effectiveness of the recommended program.	This has been added to the Scope of Services.



<b>Table 2: Comments Not Incorporated into the Updated Scope of Services</b>	
<b>Comment</b>	<b>Staff Comment/Reason for Exclusion</b>
Limit sewer placement to USA or COT Master Sewer Plan unsewered Target Areas.	This direction conflicts with the current Tallahassee-Leon County Comprehensive Plan and could not be addressed in this technical evaluation.
Specify if maps will be defined by parcel boundary or some other unit.	This decision requires review of data with the contractor to verify whether the small scale of parcel analysis can be supported by certain data created at a larger scale, such as the Leon Aquifer Vulnerability Assessment map product, and/or at what cost.
Perform cost-effectiveness analysis for each parcel.	This decision requires review of data with the contractor to verify whether parcel-specific analysis or regional analysis is supported by the refinement level of the available data.
Direct contractor to utilize data from the 2011 Lombardo report, the 2035 COT Master Sewer Plan and TLC-GIS mapping layers.	This information will be made available to the contractor, but the contractor will be expected to utilize data from other sources as well, including FDEP-generated analyses.
Analyze wastewater policies and regulations with recommendations for revision.	The CWTFP portion of the overall IA project is focused on the technical evaluation of site conditions and appropriate technology. There is a subsequent task in the Alternative Sewer Solutions Study to “recommend regulatory measures” which will allow for broader analysis of wastewater policies and regulations following consideration of management and financing strategies. This matter has already been contemplated for a later stage of this project and therefore is not included in the attached draft Scope of Services.

Based on the input received and incorporated, the draft Scope of Services provides an expanded background of activities related to wastewater and surface water management in Leon County as well as more detailed descriptions of activities expected of the successful Contractor. The successful Contractor will be required to demonstrate a knowledge of advanced treatment OSTDS, cluster systems and central sewer and treatment facility construction, operation and maintenance; Comprehensive Plan guidance for land use development practices; OSTDS impacts to surface and groundwater; and demonstrate past experience in similar analyses of OSTDS retrofit and new development guidance.

Following Board acceptance of the Scope of Services, a full RFP will be prepared and advertised for 30 days to allow for widest participation from qualified vendors. Staff anticipates bringing an item back to the Board for the selection of the top-ranked vendor for negotiation by April 2018.

The attached draft Scope of Services requires the contractor to provide recommendations for technology to be used at various locations in the unincorporated area to improve water quality. The CWTFP will address the initial task of Alternative Sewer Solutions Study included the Interlocal Agreement, serving as the basis for the future tasks of evaluating and recommending financing and management strategies together with an assessment of regulatory measures needed to address technical and non-technical issues.

A resolution and associated budget amendment authorizing the project budget with reimbursement from Blueprint 2000 up to \$500,000 is reflected in Attachment #2.

**Options:**

1. Direct staff to issue a Request for Proposals for the Comprehensive Wastewater Treatment Facilities Plan based on the attached Scope of Services (Attachment #1).
2. Approve the Resolution and associated Budget Amendment (Attachment #2).
3. Do not direct staff to issue the Request for Proposals for the Comprehensive Wastewater Treatment Facilities Plan based on the attached Scope of Services.
4. Board direction.

**Recommendation:**

Option #1.

**Attachments:**

1. Scope of Services for Comprehensive Wastewater Treatment Facilities Plan
2. Resolution and associated Budget Amendment
3. Map of Upper Wakulla River Primary Focus Area 1
4. Initial Scope of Services
5. Summary of Comments and Where Addressed
6. Revised Comments on Initial Scope of Services by Robert E. Deyle
7. Comments on Initial Scope of Services by Anthony Gaudio
8. Comments on Initial Scope of Services by Curtis Baynes
9. Comments on Initial Scope of Services by Wakulla Springs Alliance
10. Comments on Initial Scope of Services by Debbie Lightsey
11. Comments on Initial Scope of Services by Alan Niedoroda
12. Comments on Initial Scope of Services by Pamela Hall

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## **I. INTRODUCTION:**

This Request for Proposals (“RFP”) is soliciting proposals (“Proposals”) from qualified firms to complete an evaluation of alternative wastewater treatment technologies to reduce nitrogen loading to the aquifer and surface waters throughout the Leon County unincorporated area. The outcomes sought from this Plan include the following (details are provided in the Scope of Services Section of this RFP):

- a) Development of regional nitrogen reduction performance criteria to reduce loading to aquifer and surface waters;
- b) Identification of associated construction and operating expenses for recommended technologies with cost-effectiveness analysis relating nitrogen reduction per household to all expenses;
- c) Identification and assessment of technical and physical factors which would guide selection of alternative wastewater treatment technologies in the unincorporated area;
- d) Development of maps to guide implementation of the appropriate technology throughout the unincorporated area; and
- e) Analysis of total annual nitrogen reduction achieved through implementation of recommended alternatives over a planning horizon of 20 years.

## **II. PROJECT BACKGROUND:**

The following provides a broad overview of studies, findings, recommendations and actions taken to date to reduce the nitrogen load from domestic wastewater. This summary is by no means exhaustive or a complete recitation. Vendors are strongly recommended to review previous reports, studies, recommendations and current practices prior to submitting their Proposal.

Leon County is divided by an east to west geological feature known as the Cody Scarp. The Scarp marks an area where the soils change abruptly from red clay in the higher elevation northern section to soft sands in the southern Woodville Karst Plain. There are a large number of closed depressions and sinkholes in the Woodville Karst Plain, which is an unconfined area of the Upper Floridan Aquifer (UFA). Wakulla Springs lies within the Woodville Karst Plain, in Wakulla County. Wakulla Springs is an Outstanding Florida Spring, and is one of the longest and deepest known submerged freshwater cave systems in the world. The Wakulla Springs discharge creates the Upper Wakulla River.

### **A. State of Florida Activities**

- 1) “Nitrate Loading as an Indicator of Nonpoint Source Pollution in the Lower St. Marks – Wakulla Rivers Watershed” – 2002

The Northwest Florida Water Management District (District) evaluated the increasing concentrations of nitrogen discharged from Wakulla Springs since the 1970’s. Following investigations of well and surface water quality throughout the contributing area to the Springs, a nutrient budget was developed. The report assumed that:

- a) Under steady-state conditions, the flux of Floridan Aquifer water crossing the Cody Scarp to discharge at Wakulla Springs was 200 cubic feet per second (cfs), approximately one-half the Springs discharge.
- b) The remaining discharge of 180 cfs is due to recharge to the Floridan Aquifer in the vicinity of the Springs.
- c) The nitrate concentrations in Floridan Aquifer water crossing the Cody Scarp from the semi-confined area up-gradient was determined to be 0.48 mg-N/L.
- d) The Floridan Aquifer ground water discharging from the Springs was established as 0.89 mg-N/L.

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The report concluded that:

- e) Nitrate concentrations beneath the semi-confined areas of Leon County had been constant or slightly increasing over the period of 1980 to 2000. Consequently, the flux of nitrate-N from the semi-confined Florida Aquifer into the unconfined Floridan Aquifer (along the Cody Scarp) had been relatively constant over this period.
- f) Analysis indicated that the increase in nitrate-N output at Wakulla Springs was largely attributable to nitrogen inputs south of the Cody Scarp.
- g) Wastewater treatment facilities (WWTF), residuals management and OSTDS were determined to be the primary anthropogenic sources of loading to the land surface.

2) Wakulla Springs Total Maximum Daily Load - 2012

Research by the District and the Florida Department of Environmental Protection (FDEP) determined that increased nitrate loadings in the groundwater discharged at Wakulla Springs are the primary cause for the decline in the water quality and biological health of the Upper Wakulla River. In 2012, the FDEP adopted a Total Maximum Daily Load (TMDL) of a monthly average nitrate target of 0.35 mg/L in the Upper Wakulla River to restore a healthy biological community.

There are no National Pollutant Discharge Elimination System (NPDES) wastewater or Municipal Separate Storm Sewer System (MS4) sources discharging to the Upper Wakulla River. Consequently, no wasteload allocations were made to point sources. A load allocation reduction of 56.2% was assigned to nonpoint source areas contributing to the Upper Wakulla River, although it was noted that the target concentration may be met before achieving the percent reduction.

3) The "Nitrogen Source Inventory and Loading Estimates for the Wakulla Spring Contributing Area" report prepared by the FDEP Groundwater Management Section in 2014 ("2014 NSILT") results are summarized in Table 1 below, excerpted in full from the report. The report identifies:

- a) Three zones of aquifer confinement (groundwater recharge areas) exist within Leon County which affect the attenuation of nitrate loading from surface inputs. These zones are unconfined, where nitrate loadings are multiplied by a higher weighting factor (0.9) than the semi-confined (0.4) or confined (0.1).
- b) Environmental attenuation factors are applied to the various loading sources to the UFA to reflect uptake by vegetation and soils. The wastewater attenuation factors range from 60 percent for wastewater treatment facilities to 40 percent for OSTDS. Additional information is provided in Table 1 below.
- c) Most OSTDS lie within the unconfined or semi-confined areas of the basin and have the lower attenuation factor.
- d) OSTDS are identified as the largest source of nitrogen loads to the UFA, after applying basin-wide attenuation and recharge factors, at 51 percent of the load.

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Table 1: Estimated nitrogen inputs and loads to UFA in Wakulla Spring and River BMAP Area

	Confinement	NITROGEN LOADING CATEGORIES (Inputs and Loads in kg/yr)							Totals
		Atmospheric Deposition	WWTFs	Septic Tanks	Farm Fertilizer	Urban Fertilizer	Livestock	Sinking Streams	
INPUTS	Unconfined	339,424	54,219	195,871	2,831	27,470	54,348	46,140	<b>720,303</b>
	Semi-confined	263,138	12,546	246,395	102,117	111,705	69,368	N/A	<b>805,268</b>
	Confined	358,313	7,143	173,198	455,837	87,029	215,230	N/A	<b>1,296,750</b>
	<b>Total Inputs (kg-N/yr)</b>	<b>960,875</b>	<b>73,907</b>	<b>615,463</b>	<b>560,784</b>	<b>226,204</b>	<b>338,946</b>	<b>46,140</b>	<b>2,822,321</b>
ATTENUATION FACTORS APPLIED	<i>Attenuation Factors</i>	90%	60%	40%	70%	80%	75%	20%	
	Unconfined	33,942	21,688	117,522	849	4,945	13,587	36,912	<b>229,995</b>
	Semi-confined	25,648	5,018	147,189	23,433	22,188	17,342	N/A	<b>249,487</b>
	Confined	32,262	2,759	100,839	102,391	16,837	52,460	N/A	<b>350,572</b>
	<b>Total After Attenuation (kg-N/yr)</b>	<b>91,853</b>	<b>29,465</b>	<b>365,550</b>	<b>126,672</b>	<b>44,519</b>	<b>83,389</b>	<b>36,912</b>	<b>752,997</b>
LOADS TO UFA (RECHARGE FACTORS APPLIED)	<i>Recharge Factors</i>								
	Unconfined (90%)	30,548	19,519	105,770	764	4,945	12,228	33,221	<b>206,995</b>
	Semi-confined (40%)	10,526	2,007	59,135	12,254	8,936	6,937	N/A	<b>99,795</b>
	Confined (10%)	3,583	286	10,392	13,675	1,741	5,381	N/A	<b>35,057</b>
	<b>TOTAL LOADS TO UFA (kg-N/yr)</b>	<b>44,657</b>	<b>21,812</b>	<b>175,297</b>	<b>26,693</b>	<b>15,622</b>	<b>24,546</b>	<b>33,221</b>	<b>341,847</b>

Source: 2014 Florida Department of Environmental Protection Report, Nitrogen Source Inventory and Loading Estimates for the Wakulla Spring Contributing Area, Table 13, Page 30

- 4) Upper Wakulla River Basin Management Action Plan (BMAP) - 2015
  - a) Following adoption of the Upper Wakulla River TMDL, the FDEP started development of a BMAP to identify the necessary steps to restore the healthy biological system. The BMAP area encompasses 1,325 square miles within the state of Florida which contributes to the UFA discharging at Wakulla Springs. The BMAP area includes most of Leon County.
  - b) The target nitrate concentration of 0.35 mg/L is applied to the Wakulla Main Tunnel discharge at the Edward Ball Wakulla Springs State Park. The FDEP and the NFWFMD monitor nitrate + nitrite levels at the discharge as part of the BMAP implementation. Data indicate a decrease from peak of 1.10 mg/L in October 2001 to 0.41 mg/L in June 2017.
  - c) The BMAP established two Primary Focus Areas (PFAs) for the implementation of management strategies, accounting for a split groundwater flow between Wakulla Springs and the Spring Creek Springs group in Apalachee Bay. PFA 1 discharges to Wakulla Springs under both scenarios while PFA 2 discharges to Wakulla Springs only during the low flow conditions from Spring Creek Springs. PFA 1 includes both Leon and Wakulla counties while PFA 2 lies only in Wakulla county.
  - d) The focus of the BMAP is reducing nitrate loadings from sources upgradient from Wakulla Springs as documented in the NSILT report. The target for reductions are anthropogenic sources, primarily WWTF and OSTDS. The City of Tallahassee, Talquin Electric Cooperative, the Leon County School Board and other independent entities operate WWTF within Leon County. Leon County government does not operate any WWTF.

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- e) The BMAP includes a number of management strategies proposed by stakeholders to assist in achieving the necessary nitrate reductions. One of the strategies committed to by Leon County government was construction of central sewers in the Primary Springs Protection Zone (PSPZ), subject to annual budget and appropriation, utilizing funds from the County's share of the 2020 Sales Tax Extension. Strategies focused on OSTDS management included:
    - i) a GIS inventory of all septic systems in Leon County (complete);
    - ii) revision to the septic tank ordinance to require repairs to have a minimum 24-inch separation between drainfield and seasonal high water table (complete); and
    - iii) amend the code of laws to require appropriate nitrogen reducing OSTDS for new construction in the PSPZ (not complete).
  - f) The BMAP incorporates an OSTDS Initiative with the objective to "identify effective, financially feasible strategies to reduce existing loading and prevent future nutrient loading from OSTDS sources". Strategies to be considered include connection of existing development to central sewer as described above, requirements for new development to connect to central sewer, the use of cluster systems, the use of alternative technologies recommended by FDOH's Nitrogen Reduction Study, educational strategies, or other strategies that may be appropriate. The Initiative is to consider the inventory and geographic distribution of OSTDS in the priority areas such as the Leon County PSPZ, including both existing systems and areas where future growth is expected. Leon County participates in the OSTDS Remediation Committee formed by the FDEP to provide input in the preparation of the Initiative, together with representatives of Wakulla County, the City of Tallahassee, Talquin Electric Cooperative (water and sewer utility) and other local stakeholders.
- 5) "Effects of Septic Systems in the Lake Jackson Watershed"
- The Northwest Florida Water Management District (District) evaluated the Lake Jackson Watershed in 1999 following the identification of elevated fecal coliform levels in the lake during stormwater sampling events. The report (Water Resources Special Report 00-2) was published in November 2000. As Lake Jackson discharges directly into the Floridan Aquifer as a consequence of the karst features in the lake bottom, consideration was given regarding the impact to the surface water quality of the lake as well as the impact to the UFA. The District noted frequent disconnects of graywater sources from septic tanks as well as some failures of OSTDS. Final recommendations were for public education and monitoring of water quality for further degradation before considering installation of central sewer.
- 6) Florida Onsite Sewage Nitrogen Reduction Strategies Study
- The Florida Department of Health (FDOH) was directed by the Florida Legislature in 2008 to contract for development of cost-effective nitrogen reduction strategies for OSTDS. The project, completed in December 2015, focused on the development of passive nitrogen reduction technologies, and the evaluation and prediction of the fate and transport of the OSTDS nitrogen. "Passive technology" was defined as using no mechanical components other than one effluent pump and using a reactive media, such as wood chips or sulfur, to reduce nitrogen concentrations. Pilot testing identified two-stage biofiltration as the most operationally simple, effective, and applicable system for prototype testing. The prototype testing results indicated an average 85% nitrogen reduction prior to discharge to the drainfield. The media used in the systems have a life expectancy of up to 50 years. The researched systems have not yet been adopted by departmental rule (Chapter 64E-6, F.A.C.).

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7) Florida Legislative Activity – Chapter 2016-1

The 2016 Florida Legislature passed SB 552 which included specific prohibited activities within a Priority Focus Area for an Outstanding Florida Spring. The prohibitions relevant to this solicitation are quoted here from Section 28 of the bill:

- a) New domestic wastewater disposal facilities, including rapid infiltration basins, with permitted capacities of 100,000 gallons per day or more, except for those facilities that meet an advanced wastewater treatment standard of no more than 3 mg/L total nitrogen, expressed as N, on an annual permitted basis, or a more stringent standard if the department [FDEP] determines the more stringent standard is necessary to attain a total maximum daily load for the Outstanding Florida Spring.
- b) New onsite sewage treatment and disposal systems on lots of less than 1 acre, if the addition of the specific systems conflicts with an onsite treatment and disposal system remediation plan incorporated into a basin management plan in accordance with s. 373.807(3).

8) OSTDS Permitting Activities by FDOH Leon County Environmental Health Unit

Leon County government funded a local inventory of wastewater treatment methods by parcel. The initial project was complete in 2015, and has been maintained by Tallahassee-Leon County Geographic Information Services (TLC-GIS) since that time. The inventory identified the following breakdown for developed properties in Leon County, the PSPZ and PFA 1:

<b>Table 2: Wastewater Method Inventory by Parcel</b>			
	<b>Countywide</b>	<b>PSPZ</b>	<b>PFA 1</b>
Septic or Likely Septic	32,112	5,687	5,312
Sewer or Likely Sewer	62,216	2,816	3,579

Over 65 percent of OSTDS permitting activities within Leon County in the past five years are classified as “repairs” to existing systems, with only 20 percent associated with new systems. Table 3 below identifies the activities for the five year period beginning January 1, 2012 extending through December 31, 2016.

<b>Table 3: OSTDS Permits: January 2012 through December 2016</b>								
<b>Classification</b>	New	Existing New	Existing Existing	Existing Modification	Repair	Existing Repair	Abandonment	<b>TOTAL</b>
<b>Number</b>	663	10	3	82	2,216	13	341	<b>3,328</b>

**B. Leon County Activities**

1) The Tallahassee-Leon County Comprehensive Plan was first adopted in 1990.

- a) The Growth Management/Urban Services Area (USA) Objective 1.1 of the Land Use Element [L] established that the location and size of the USA shall be based upon the area necessary to accommodate 90% of new residential dwelling units within the County by the Plan Horizon; the ability to provide urban infrastructures, and, the presence of environmentally sensitive lands and water bodies, requiring protection from the impacts of urban development.

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- b) Policy 1.1.1: [L] directs that new development shall be concentrated in the urban service area plus in the Woodville Rural Community future land use category and the rural communities of Capitola, Chaires, Ft. Braden and Miccosukee, as designated on the future land use map.
- c) Policy 1.1.4: [L] allows for the provision of central water and sewer in areas designated as Rural community, Woodville Rural Community, and enclaves within the Woodville Rural Community designated for Residential Preservation on the future land use map.
- d) Policy 2.1.8: [L] establishes the residential densities range by Future Land Use Category, shown in Table 4 below:

Table 4: Residential Densities Range		
Future Land Use Category	Maximum Gross Density - Dwelling Units (DU)/Acre (AC) <sup>1</sup>	Minimum Gross Density Dwelling Units (DU)/Acre (AC)
Rural	1 DU/10 AC	No minimum
Urban Fringe	1 DU/3 AC (standard) or 1 DU/3 AC (Conservation subdivision)	No minimum
Urban Residential	10 DU/AC	4 DU/AC
Urban Residential 2	20 DU/AC <sup>2</sup>	No minimum
Village Mixed use	20 DU/AC <sup>2</sup>	No minimum
Suburban	20 DU/AC <sup>2</sup>	No minimum
Planned Development	20 DU/AC <sup>2</sup>	No minimum
Bradfordville Mixed Use <sup>2</sup>	20 DU/AC	No minimum
Central Urban <sup>2,3</sup>	45 DU/AC	No minimum
Activity Center <sup>2,3</sup>	45 DU/AC	No minimum
University Transition <sup>2,3</sup>	50 DU/AC	No minimum
Central Core <sup>2,3</sup>	150 DU/AC	No minimum
Rural Community	4 DU/AC	No minimum
Residential Preservation <sup>2</sup>	6 DU/AC	No minimum
Lake Talquin Recreation /Urban Fringe <sup>4</sup>	1 DU/3 AC (standard)	No minimum
Lake Protection <sup>4</sup>	1 DU/2 AC (standard)	No minimum
Notes:		
1: Maximum gross density is based on the gross acreage of the site and may not be achievable after addressing applicable land development regulations (e.g., parking, stormwater, and other regulations that may limit maximum development potential).		
2: Density ranges can be increased up to 25% above the maximum limits listed above for the purpose of providing affordable housing units, consistent with Policy 2.1.14[LU].		
3: Density ranges can be increased up to 35% above the maximum limits listed above for the purpose of encouraging infill development and redevelopment consistent with Mobility Element Policy 1.1.10 [M].		
4: Clustering Option Available		



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- e) The Land Use Plan establishes policies and guidance for the mapping of Future Land Use Categories as depicted on the Future Land Use Map. These categories are more fully described in Policies 2.2.1 through 2.2.25 [L]
  - f) The Groundwater Protection Objective 4.2 of the Conservation Element [C] required the establishment of a Primary Springs Protection Zone (PSPZ) for Wakulla Springs. Policy 4.2.5: [C] states that the preferred method of wastewater treatment in the PSPZ within the Woodville Rural Community and the USA shall be connection to sewer facilities designed to achieve Advanced Wastewater Treatment standards. When connection to sewer is not available, new development and redevelopment in the PSPZ shall use performance based OSTDS as defined in Policy 1.2.6: [SS]. Existing traditional OSTDS shall be upgraded to performance based OSTDS at the time of failure, allowing for alternatives for low-income households.
  - g) The Utilities: Sanitary Sewer Element [SS] addresses wastewater treatment including central sewer and septic tanks. Policies address the minimum lot size for OSTDS, the requirement for nitrogen reducing performance based OSTDS in the PSPZ, locations to receive central sanitary sewer, and the criteria for the use of an OSTDS or package plant. Policy 2.1.3: [SS] requires new developments to connect to central sewer if such service is defined as available within the current Water and Sewer Agreement between the City of Tallahassee and Leon County. Policy 2.1.5: [SS] addresses the City of Tallahassee's development and maintenance of a 20-year master plan for major sewer infrastructure facilities and services, based on the Future Land use Plan and its expected population within the USA.
- 9) In 2006, the Leon County Board of County Commissioners (BOCC) authorized an aquifer assessment model of the Florida Aquifer to identify areas which are more vulnerable to contamination from the land surface. The Leon Aquifer Vulnerability Assessment (LAVA) was accepted by the BOCC in 2007. The LAVA model was used to establish the PSPZ in the Woodville Karst Plain where the aquifer was determined to be most vulnerable to surface contamination.
- 10) Leon County utilized a citizens advisory committee to assist staff in developing ordinances relating to OSTDS management and assisting property owners to fund upgraded systems. The committee established a draft ordinance to require nitrogen reducing performance-based treatment systems (PBTS) within the PSPZ for new construction and to replace failing conventional systems where central sewer was not available. In response to public concerns, a revised draft ordinance was prepared to require PBTS, equivalent cluster systems, or central sewer for new construction and when conventional systems were being modified. The draft ordinance provided for a financial hardship exemption and other funding options to address the burden to property owners. During the course of the Committee's activities, the BOCC joined with the City of Tallahassee and Wakulla County to initiate a feasibility study of Onsite Sewage Treatment and Disposal and Management Options to reduce nitrate loads to Wakulla Springs. Consequently, the Committee's final report was accepted but no action was taken to enact the ordinance.
- 11) The joint Leon County, City of Tallahassee, and Wakulla County study of Onsite Sewage Treatment and Disposal and Management Options was completed by Lombardo Associates, Inc. (LAI) in November 2011. LAI was contracted to perform a feasibility study with the goal of reducing nitrate load to Wakulla Springs from OSTDS, in consideration of the local economic, social, soil and environmental conditions, as well as political and government structures and other conditions and

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circumstances the Contractor deemed appropriate. LAI evaluated a number of reports listed above including a study prepared by the U.S. Geological Survey for the City of Tallahassee, Nitrate-N Movement in Groundwater from the Land Application of Treated Municipal Wastewater and Other Sources in the Wakulla Springs Springshed, Leon and Wakulla Counties, Florida, 1966-2018 (Scientific Investigations Report 2010-5099) to develop a comparison between the nitrate loads to the ground surface under 2007 and 2018 conditions in order to recommend reduction targets from OSTDS. The USGS field investigation focused on 500 square miles incorporating Wakulla Springs and other local springs, the City of Tallahassee's Southwest Farm Sprayfield adjacent to the City airport and the City's Southeast Farm Sprayfield. The USGS model then established the fate of nitrogen applied to the land surface from sources upgradient of the model boundary as an established "Inflow" and sources within the model boundary to determine the relative impacts from the sources. LAI concluded that reduction should be focused on the unconfined aquifer area south of the Cody Scarp, within the USGS Study Area, with a target of 29 percent reduction in OSTDS loading.

LAI evaluated alternative treatment technologies where central sewer is not available. Technologies ranged from advanced onsite systems serving individual structures to cluster systems serving localized areas of development. The conclusion was a recommendation to require treatment to 3 mg -N/L for all OSTDS in the Scenario 1 portion of the USGS Study Area. All other areas may remain with properly inspected and maintained conventional OSTDS, based on 79 percent or higher natural nitrogen attenuation or lack of discharge to Wakulla Springs. The City of Tallahassee Master Sewer Plan Target Areas for the Lake Munson Area and the Woodville Rural Community were deemed to be candidates for central sewer extension based on a life cycle \$/kg/yr nitrogen removal basis. The Lake Bradford area was recommended for consideration of sewerage. Further evaluation was recommended to establish limits for advanced treatment cluster and advanced treatment onsite systems in the vicinity of the City of Tallahassee Southeast Farm Sprayfields, Springhill Road, and the Woodville Community.

- 12) Leon County government has received four "septic-to-sewer" projects in the PSPZ through the State of Florida Springs Restoration Grant Program. Three have received design and construction funds: Woodside Heights neighborhood; Northeast Lake Munson area; and the Belair/Annawood area. The Woodville Rural Community has received design funds only. These projects target approximately 2,000 OSTDS for replacement with central sewer.
- 13) Leon County government has received a Springs Restoration Grant for a Passive Onsite Sewage Nitrogen Reduction Pilot project with the District, FDEP and FDOH. The project intent is to install passive OSTDS upgrades for further evaluation of the innovative technology identified during the FDOH study, verifying the nitrogen reduction achieved in local conditions. The pilot project is to occur in the vicinity of the Woodville Rural Community.
- 14) In addition to the declining health of Wakulla Springs and the Upper Wakulla River, streams and lakes within Leon County are demonstrating the impact from nutrient loading to surface waters. Jackson Heights Creek, a tributary entering Lake Jackson, has an adopted federal TMDL for phosphorus reduction to 0.15 mg/L. Lake Munson has an adopted state TMDL for nitrogen reduction by 32.5 percent and phosphorus reduction by 76.7 percent. Lake Talquin has a proposed state TMDL for nitrogen reduction by 27% and phosphorus reduction by 33%.

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- 15) County Quick Facts: The following information (Table 5) is obtained from the most recent Statistical Digest, compiled by the Tallahassee – Leon County Office of Economic Vitality.

<b>Table 5 - Unincorporated Area Quick Facts</b>	
Population; 2017 est.	97,858
2040 forecast	107,600
Housing unit inventory; 2017 est.	41,182
2040 forecast	45,730
Land area (2016)/square miles	563.37
Persons per household; 2017 est.	2.63
Median household income; 2017	\$66,209
Median home value; 2017	\$214,749

C. Joint City of Tallahassee and Leon County Activities

- 1) The City and Leon County entered into the Water and Sewer Agreement on May 10, 2005. The City was granted an exclusive franchise to provide water and sewer to all properties located within the County that are not located within an existing or applied for franchise area. Target areas for water and/or sewer service were established for the Woodville Community, Centerville Trace Subdivision and Harbinwood Subdivision. (Note: the Harbinwood Subdivision lies within the area assessed by the District for septic tank impacts to Lake Jackson.) The document establishes the basis to determine the availability of City water and sewer service for new development; the requirement that standards for design and construction of water and sewer systems by providers other than the City shall be at least equal to those of the City; and the provision to revoke the City’s franchise where service is determined to be unavailable in favor of other providers, or for the use of OSTDS and on-site potable wells. The agreement also provides for County approval of the City’s long range Master Plans for water and sewer service within the franchise area.
  
- 2) In 2012, the City and County Commissions, acting as the Blueprint Intergovernmental Agency (IA), established a Sales Tax Committee to assist in determining potential uses of extending the one cent sales tax for infrastructure and economic development. The Sales Tax Committee evaluated proposals from the City of Tallahassee, Leon County and community groups. One project proposed by the Water Resources Committee was to implement recommendations from the 2011 LAI project, entitled “Creating Comprehensive Wastewater Management for Leon County Unincorporated Area: Nitrogen Reduction and Infill Development”. The project consisted of:
  - a) Part I: Wastewater Management Plan and Execution at a cost of \$2.8 million
    - i) Evaluate options to establish a Level 4 or 5 Responsible Management Entity (RME), including scope, administrative structure and financing
    - ii) Adopt preferred options and establish the RME
    - iii) Establish regulations for a wastewater treatment standard, and requirement for connection to facilities when available
    - iv) Develop a Wastewater Treatment Facilities Plan for the PSPZ for the appropriate scale, capacity and location of sewer, cluster and septic tanks; including engineering standards for privately built facilities

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- v) Establish a Facilities Financing Plan relying on grants and sales tax for capital expenses and establishing user fees for operation and maintenance
- vi) Determine engineering standards for stormwater treatment to achieve nitrogen reduction in the PSPZ and determine flooding patterns in the Woodville Basin to guide development permitting and stormwater facilities
- b) Part II: Wastewater Treatment Facilities Plan Execution with \$2.2 million for a demonstration cluster facility to serve approximately 100 parcels in the PSPZ and \$50-60 million for residential retrofit or new residential development to support nitrogen standards through the use of sewer, cluster and retrofit of septic tanks.
- c) Part III: Connection Assistance Funding at a cost of \$2 million to assist owners of existing structures with the cost of connecting to existing sewers in the City of Tallahassee or the unincorporated area.

The IA elected to fund \$2.8 million for the Alternative Solutions Study at their April 22, 2014 meeting. The IA subsequently voted to initiate the Comprehensive Wastewater Treatment Facilities Plan (CWTFP) at their June 13, 2017 meeting. Leon County was designated to implement the CWTFP as the jurisdiction responsible for the unincorporated area affected by the Plan.

### **III. Scope of Services**

The County and the IA are seeking to develop a Comprehensive Wastewater Treatment Facilities Plan (CWTFP) to guide selection of wastewater treatment technologies outside of the City of Tallahassee, where central sanitary sewer is the selected treatment method. The alternatives to be evaluated are conventional and advanced treatment OSTDS, cluster systems and central sewer. The options and cost information are to be sufficiently detailed to provide direction for wastewater retrofit as well as to guide new development within the 20 year plan horizon.

The successful Contractor will develop the CWTFP with the goal of reducing nutrient impacts to surface and ground water throughout the unincorporated area and Wakulla Springs, in consideration of the local environmental and soil conditions, technical feasibility, government structures and other conditions and circumstances the Contractor deems appropriate:

- 1) Establish the appropriate target percent nitrogen reduction rate relative to conventional OSTDS, utilizing attenuation and loading factors provided in the 2014 FDEP NSILT report. Document criteria used to establish recommended targets. Consideration shall be given to the following criteria:
  - a) Site location within BMAP PFA 1 and PSPZ;
  - b) Areas where the UFA is unconfined, semi-confined, and confined as designated by the 2014 FDEP NSILT report;
  - c) Karstic areas as designated by the 2007 LAVA map;
  - d) Proximity to surface waters with documented nutrient impacts;
  - e) Location relative to the Urban Services Area or Rural Communities;
  - f) Location within Unsewered Target Areas defined by the City of Tallahassee Master Sewer Plan;
  - g) Density of existing and future land use; and
  - h) Locations served by existing wastewater treatment facilities.

Deliverable will be a report of the classification system and map of the recommended nitrogen reducing performance criteria for existing development retrofit and minimum standards for new development. Land use shall be based on existing zoning and on build-out conditions for future land use.

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- 2) Evaluate cost-effectiveness of alternative technologies to achieve target percent nitrogen reduction. Costs shall be calculated for expense per kilogram-N reduced relative to conventional OSTDS, and shall include:
- a) Design and permitting expenses;
  - b) Construction of treatment system;
  - c) Construction of collection system and connections as appropriate;
  - d) Systems charges as appropriate;
  - e) Right-of-way or easement acquisition; and
  - f) Operating, maintenance, repair and replacement expense, including license fees.

Deliverable will be table of relative expense for OSTDS, cluster system, and central sewer per household for a range of housing density within areas identified in Task 1. Report shall document the impact of existing versus future land use in cost-effectiveness calculation.

- 3) Identify and describe factors influencing selection of treatment technology other than cost-effectiveness, such as:
- a) Site location within BMAP PFA 1 and PSPZ;
  - b) Site location relative to the Urban Services Area and Rural Communities;
  - c) Adjacent land availability for cluster treatment system;
  - d) Right-of-way for collection and transmission system construction;
  - e) Density of existing development and future land use;
  - f) Anticipated impact to existing and future land use density;
  - g) Technology history of reliability in similar site conditions;
  - h) Scalability of technology;
  - i) Technology suitability for retrofit versus new development;
  - j) Existing WWTF available capacity;
  - k) Proximity to existing and/or proposed central sewer collection system;
  - l) Anticipated property owner participation rate in retrofit activities;
  - m) Time required for implementation;
  - n) Local Comprehensive Plan direction regarding wastewater treatment; and
  - o) Other criteria the Contractor deems appropriate.

Deliverable shall be a matrix of pros and cons, including weighting factors, to guide technology implementation. A report shall be provided describing the development of the matrix and analysis of relevant criteria.

- 4) Develop a series of scenarios to implement OSTDS retrofit based on cost-effectiveness and greatest technology implementation score from Task 3.

Deliverable shall be a series of maps of retrofit target areas and standards for new development with associated technology recommendation.

- 5) Evaluate total annual nitrogen reduction achieved through implementation of recommended alternatives of the planning horizon of 20 years. Identify any technical or physical constraints on implementation which will influence timing to achieve FDEP target reductions and maintain load targets in build-out conditions (future land use).

Deliverable shall be a report outlining recommendations for phasing to achieve maximum nitrogen reduction within planning horizon.

RESOLUTION NO.

WHEREAS, the Board of County Commissioners of Leon County, Florida, approved a budget for fiscal year 2017/2018; and,

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

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

Adopted this 12th day of December, 2017.

LEON COUNTY, FLORIDA

BY: \_\_\_\_\_  
Nick Maddox, Chairman  
Board of County Commissioners

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

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

Approved as to Form:  
Leon County Attorney's Office

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

## FISCAL YEAR 2017/2018 BUDGET AMENDMENT REQUEST

No: BAB18006  
Date: 12/1/2017

Agenda Item No: \_\_\_\_\_  
Agenda Item Date: 12/12/2017

County Administrator

Deputy County Administrator

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

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

### Request Detail:

#### Revenues

Account Information					Current Budget	Change	Adjusted Budget
Fund	Org	Acct	Prog	Title			
125	062006	343918	000	BP Comp Wastewater Treatment Project	-	500,000	500,000

Subtotal: 500,000

#### Expenditures

Account Information					Current Budget	Change	Adjusted Budget
Fund	Org	Acct	Prog	Title			
125	062006	53100	535	Professional Services	-	500,000	500,000

Subtotal: 500,000

### Purpose of Request:

This budget amendment allocates funds in the amount of \$500,000 for professional services for the development of a comprehensive wastewater treatment facilities plan. This project is reimbursable from Blueprint 2000 up to \$500,000.

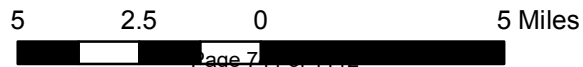
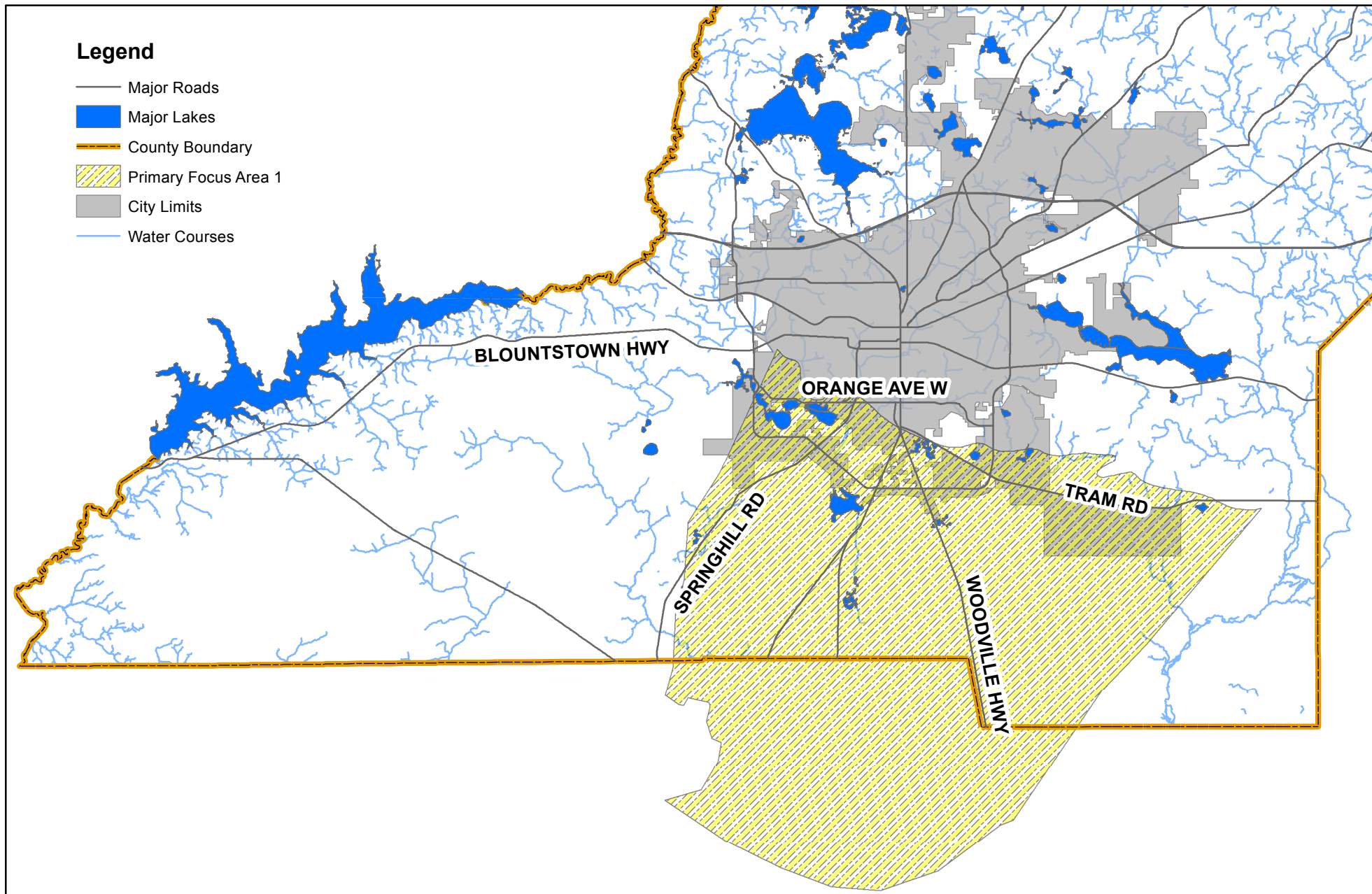
Group/Program Director

Budget Manager

Scott Ross, Director, Office of Financial Stewardship

Approved By:                      Resolution                       Motion                       Administrator

# Upper Wakulla River Primary Focus Area 1





## **Initial Scope of Services**

### **Leon County Comprehensive Wastewater Treatment Facilities Plan**

#### **Introduction:**

The Comprehensive Wastewater Treatment Facilities (CWTF) Plan will evaluate alternative wastewater treatment technology for application throughout the unincorporated area of Leon County in order to reduce nitrate loading from OSTDS to the aquifer. The CWTF Plan will analyze and develop options for extending central sanitary sewers, locating central sewer alternatives such as decentralized sewage treatment facilities, or implementing alternative onsite sewage treatment and disposal system (OSTDS) technology. The Plan will map areas for implementation of the appropriate technology throughout the unincorporated area. The recommendations will identify associated capital and operating expenses sufficient to meet state and federal requirements for financial assistance such as the State Revolving Fund Loan Program.

#### **Project Background:**

The water quality and biological health of Wakulla Springs and the Upper Wakulla River have declined over the past several decades. Research by the NFWFMD, the FDEP and the US Geological Survey determined that increased nitrate loadings in the groundwater discharged at Wakulla Springs are the primary cause for the decline. The FDEP adopted a Total Maximum Daily Load (TMDL) of 0.35 mg/L nitrates in the Upper Wakulla River in 2012 to restore a healthy biological community to the river. Following adoption of the TMDL, the FDEP started development of a Basin Management Action Plan (BMAP) to identify the necessary steps to achieve the healthy biological system. The primary focus of the BMAP adopted in October 2015 is reducing nitrate loadings from sources upgradient from Wakulla Springs, particularly wastewater treatment plants and OSTDS.

The BMAP adopted by FDEP includes a number of management strategies proposed by stakeholders to assist in achieving the necessary nitrate reductions. One of the strategies committed to by Leon County was construction of central sewers in the Primary Springs Protection Zone (PSPZ), subject to annual budget and appropriation, utilizing funds from the County's share of the Sales Tax Extension. The County also committed to evaluating the Florida Department of Health (FDOH) study of passive nitrogen-reducing systems to amend the code of laws to require the use of appropriate systems in the PSPZ where central sewers are not available.

The City and County Commissions, acting as the Blueprint Intergovernmental Agency (IA), sponsored a referendum to extend the one cent sales tax for infrastructure and economic development. The Alternative Sewer Solutions Study is one of the identified projects. The IA voted to initiate the Facilities Plan at their June 13, 2017 meeting. Leon County was designated to manage the CWTF Plan as the jurisdiction responsible for the unincorporated area which will be addressed by the Plan.

#### **Data Provided:**

Project background from the IA agenda item, the Sales Tax Committee deliberations and the informational brochure will be provided to two consultants under Utility Engineering Continuing Supply contract to Leon County. TCGIS will provide the 2015 Basemap planimetric and digital elevation model update and the Leon Aquifer Vulnerability Analysis coverage.

Leon County Public Works will also provide the following reports and presentations for use in developing the project approach and schedule for completion:

- Davis, J. Hal, Brian G. Katz, and Dale W. Griffin. "Nitrate-N Movement in Groundwater from the Land Application of Treated Municipal Wastewater and Other Sources in the Wakulla Springs Springshed, Leon and Wakulla Counties, Florida, 1966-2018". 2011
- Lombardo & Associates, Inc. "Onsite Sewage Treatment and Disposal and Management Options – Final Report for Wakulla Springs, Leon County, Wakulla County & City of Tallahassee, FL". 2011
- Eller, Kirstin T. and Brian G. Katz, Ph. D. "Nitrogen Source Inventory and Loading Estimates for the Wakulla Spring Contributing Area". 2014
- Hughes, Jamie. "Septic Tank Conversion Prioritization Using Geographic Information System (GIS) in Wakulla springs Springshed". February 2017 BMAP OSTDS Committee Presentation
- Groover, Roxanne L. "Decentralized Onsite Systems". May 2017 BMAP OSTDS Committee Presentation
- Homann, Moira R. "Upper Wakulla River and Wakulla Springs Basin Management Action Plan (BMAP)". May 2017 BMAP OSTDS Committee Presentation

**Scope of Services:**

Leon County requests proposals to provide environmental support, mapping and utility engineering services for the Comprehensive Wastewater Treatment Facilities Plan comprising the following activities:

1. Environmental Support – evaluate groundwater susceptibility to nitrates throughout the unincorporated area utilizing LAVA, NSILT and other generally accepted technical studies. Assist with prioritization criteria for wastewater treatment technology selection. Provide environmental review of alternatives for Facilities Plan.
2. Mapping – integrate current GIS data relating to BMAP focus area, existing and future land use, existing population density, LAVA coverage, Leon County wastewater treatment method inventory by parcel, and FDOH septic tank permit data (2012 – 2017). Incorporate infrastructure mapping provided by utilities. Develop map of coherent project areas for implementation of alternative wastewater treatment technologies.
3. Utility Engineering – evaluate alternative wastewater treatment technology to include upgrade of OSTDS, utilization of cluster systems and connection to central sanitary sewer. Coordination with existing utility providers is essential. Delineate appropriate project areas for technology implementation. Determine capital and operating expenses for project areas, including impacts to utility provider as appropriate. Develop prioritization criteria for Facilities Plan implementation, considering at a minimum benefit/cost analysis, easement or right-of-way constraints, construction feasibility, permitting constraints, and established Rural Communities. The final report shall be sufficient to meet requirements of State Revolving Fund Loan Program.
4. Public Meeting Support – sufficient graphic and technical support will be necessary to staff two public presentations and compile public input.

**Selection of Firm:**

Project proposals will be evaluated for the project approach and the time to complete the work.

Commenter	Issue	Where Addressed
<b>Robert Deyle</b>	Planning horizon	Section III - Introduction to Scope
	Include alternative technologies	Section III.2
	Limit sewer placement to USA or Master Plan Target Areas	No direction given; contrary to Comprehensive Plan
	Use existing NSILT factors for groundwater susceptibility	Section III.1
	Establish 4 project area types based on USA/Target Area location and state of development	Consideration of factors in Section III.3
	Define if maps defined by parcel boundary or other unit	No direction given; to be determined during project based on data refinement
	Define "coordination with existing utility providers"	Sections III.1 and 3
	Separate "evaluation" from "prioritization" criteria	Sections III.3 and 5
	Require cost-effectiveness analysis based on NSILT factors	Section III.2
	Establish prioritization criteria based on NSILT factors	Section III.4
	Load reduction estimates should specify assumptions regarding adoption rates of new technology by existing and future owners	Section III.3 and 5
	Utilize data from 2011 Lombardo report, 2035 City Master Sewer Plan and TLC-GIS mapping	No direction given; data will be made available for Contractor's use
	Require Respondents to demonstrate expertise and experience in similar projects	No direction given; standard selection criteria
	Invite other firms to bid	RFP process
<b>Anthony Gaudio</b>	Do not limit process to Continuing Supply Contracts	RFP process
	Expand advanced OSTDS methods beyond "passive" nitrogen removal	Reference to "passive" reduction removed from RFP
	Plan is to identify best option for wastewater throughout Leon County including central sewer, advanced treatment or standard septic, and onsite cluster systems	Section III - Introduction to Scope
	Cost effectiveness analysis to be performed for each parcel	No direction given; to be determined during project if data refinement supports parcel level analysis

Commenter	Issue	Where Addressed
<b>Curtis Baynes</b>	Planning horizon	Section III - Introduction to Scope
	What are the standards to be achieved?	Section III.1
	Provide review of previous consultants rather than have consultant repeat environmental analysis	Section II - Project Background summarizes documents which Contractor will be expected to review and utilize as appropriate
	Direct placement of onsite systems, central sewer or cluster system selection	Contractor to evaluate site conditions per Sections III.2 and 3
	Explain benefit/cost analysis	Section III.2
	Explain prioritization criteria	Section III.5
	Explain State Revolving Loan Fund	Reference removed; scope addresses IA direction
	Will the CWTFP address future land use?	Section III.1
<b>Wakulla Springs Alliance</b>	Do not limit scope to sewer or "passive" nitrogen reduction systems	Section III - Introduction to Scope
	Do not limit process to Continuing Supply Contracts	RFP process
	Limiting project cost to \$200,000 to use Continuing Supply contracts limits scope of work to be completed	No restriction placed on fee; RFP process rather than Continuing Supply contracts
	Provide more detailed direction on scope of work to mitigate OSTDS nitrogen impacts to Wakulla Springs and Leon County surface waters	Section III.1 to 5
<b>Debbie Lightsey</b>	Do not limit scope to "passive" OSTDS	Section III - Introduction to Scope
	Do not pay for repetition of studies previously completed	Section II - Project Background summarizes documents which Contractor will be expected to review and utilize as appropriate
	Use full RFP process including deliverables and milestones	Section III.1 to 5
	Require evaluation criteria for technology selection	Section III.3
	Require cost-effectiveness analysis	Section III.2

Commenter	Issue	Where Addressed
<b>Alan Niedoroda</b>	Budget for study should be established using current labor rates and direct costs	No restriction placed on fee; RFP process rather than Continuing Supply contracts
	Do not limit scope to "passive" OSTDS	Section III - Introduction to Scope
	Establish nitrogen reduction performance standards	Section III.1
	Evaluate technologies by appropriate site application, retrofit condition	Section III.3 and 4
	Document reduction in groundwater nitrogen levels as scenarios are implemented	Section III.5
<b>Pamela Hall</b>	Deliverable will not be a single map but a series of maps	Section III.4
	Do not limit scope to "passive" OSTDS	Section III - Introduction to Scope
	Establish nitrogen reduction performance standards	Section III.1
	Address timing for compliance with new standards	Section III.5
	Evaluate cost-effectiveness based on nitrogen removed compared to conventional septic systems	Section III.2
	Use the City Master Sewer Plan for capital expenses to sewer Target Sewer Areas, and compare to alternative technologies	Section III.3 and 4
	Provide criteria for using cluster systems	Section III.3 and 4
	Consider impacts to urban sprawl and environmental impacts from development	Section III.3
	Combine recommended performance standards with cost-effectiveness to create mitigation scenarios	Section III.4
	Evaluate nitrogen removed over time	Section III.5
	Analyze wastewater policies and regulations with recommendations for revision	No reference provided; outside of IA scope

Revised Comments on Draft Leon County CWTFP Scope of Services  
Robert E. Deyle, Vice Chair, Wakulla Springs Alliance  
October 17, 2017

I am submitting these comments in my capacity as a member of the Wakulla BMAP OSTDS Advisory Committee. They do not represent the position of the Wakulla Springs Alliance Board.

I do not believe that the Scope of Services as written provides sufficient direction to the respondents to assure that the study produced will meet the intent of Sales Tax Project #26 as originally formulated by the Leon County Water Resources Committee. I suggest the following revisions so as to more effectively guide the preparation of responses to the Scope of Services that are sufficiently explicit to be judged against the intended purpose of the study.

1. Planning horizon – The Scope of Services should specify a planning horizon for this study. It seems logical to have it conform to that of the City of Tallahassee 2035 Master Sewer Plan Update (Hatch Mott MacDonald, 2016).
2. Alternative treatment technologies to be evaluated
  - a. Advanced Treatment OSTDS technologies
    - i. The Scope of Services should specify a minimum total nitrogen removal rate for advanced treatment OSTDS to be assessed in the study
    - ii. Advanced treatment OSTDS technologies should not be confined to passive nitrogen-reducing systems
    - iii. The Scope of Services also should specify that all advanced treatment OSTDS technologies assessed must be currently licensed by the Florida Department of Health and/or have NSF-245 approval.
  - b. The “connection to sewer” option should only be assessed within Unsewered Target Areas defined in the City of Tallahassee Master Sewer Plan Update (Hatch Mott MacDonald, 2016) that are located outside the City of Tallahassee, and other unsewered areas located outside the City of Tallahassee and within the Urban Service Area. For these areas, the Scope of Services should specify that alternatives analyzed must include (a) connection to sewer, (b) cluster systems, and (c) advanced treatment OSTDS
  - c. Elsewhere, the alternatives analyzed should be limited to (a) cluster systems and (b) advanced treatment OSTDS
3. Scope of Services Task #1: Environmental Support
  - a. This project does not need to analyze “groundwater susceptibility to nitrates” for the entire unincorporated area. The consultant should utilize the PFA designation in the BMAP as the primary determinant of spatial prioritization and otherwise apply the recharge factors defined in the NSILT (Eller and Katz, 2014). PFA designation is based in part on LAVA.

- i. Areas located within the BMAP basin that are outside the PFA should be given higher priority than areas located outside the BMAP basin, including those areas within the Primary Spring Protection Zone (PSPZ) that are outside the BMAP basin
    - ii. Further delineation of priorities within non-PFA areas within the BMAP basin can be defined using the NSILT recharge area differentials. Doing so will facilitate a systematic approach to conducting a cost effectiveness analysis of alternatives for each project area – see 5.d. below
  - b. It's not clear what is meant by "provide environmental review of alternatives for Facilities Plan."
- 4. Scope of Services Task #2: Mapping
  - a. Project area mapping types: I urge the county to stipulate in the Scope of Services that all areas of the unincorporated area be classified into one of four types of project area:
    - i. Currently developed properties within Unsewered Target Areas and other unsewered areas as defined in the Master Sewer Plan Update (Hatch Mott MacDonald, 2016) that area located outside the City of Tallahassee and within the Urban Service Area (USA) where projects would comprise wastewater treatment system retrofits
    - ii. Currently developed properties outside the USA where projects would comprise wastewater treatment system retrofits
    - iii. Currently undeveloped properties within Unsewered Target Areas and other unsewered areas located outside the City of Tallahassee and within the USA where projects would comprise new wastewater treatment facilities
    - iv. Currently undeveloped properties outside the USA where projects would comprise new wastewater treatment facilities
  - b. Map layers should correspond to the criteria to be used for evaluating alternatives within the project areas and for prioritizing among the project areas – see next section
  - c. What should be the basic spatial units – property parcels? TAZs? Other?
- 5. Scope of Services Task #3: Utility Engineering – This section should more clearly specify the particulars of the desired analysis, including sets of minimum required evaluation criteria and prioritization criteria and applicable methods and assumptions.
  - a. What should be the nature of the "coordination with existing utility providers"?
  - b. Two sets of assessment criteria appear to be needed: (a) evaluation criteria to be used to select the most appropriate wastewater treatment technology within designated "project areas" and (b) prioritization criteria that can be used to select among project areas to determine which projects should be undertaken first during implementation

- c. This task directs the respondents to “develop prioritization criteria” as a project product, but then indicates several criteria that should be “considered at a minimum.” Ideally, the assessment criteria should be established prior to commencement of the study. I think the Scope of Services should stipulate criteria that must be used and invite the respondent to identify others in their response to the Scope of Services rather than in the final product.

The Scope of Services lists the following as minimum criteria: benefit/cost analysis, easement or right-of-way constraints, construction feasibility, permitting constraints, and established Rural Communities.

- d. Given the objective stipulated in the Introduction to “reduce nitrate loading to the aquifer” and the directive in Task #3 to determine capital and operating costs, it would be more straightforward to conduct a cost-effectiveness analysis rather than a benefit/cost analysis which entails calculating net social welfare discounted to present time.

For assessing technology alternatives within project areas, a cost-effectiveness analysis should be conducted for annual total nitrogen load reduction per household for each applicable technology alternative in that project area, i.e. cost per kg/yr of total nitrogen reduction per household

- i. Cost: Task #3 speaks only to capital and operating costs. I believe actual connection costs (not connection fees) also should be included, regardless of who would pay for them, since these are not likely to be the same for each alternative. Cost estimates should reflect the type of project area – see section 4.a. above
- ii. Annual total nitrogen load reduction per household: Calculate by applying NSILT values for annual loading per capita, persons per household in Leon County, and the attenuation factor for each wastewater treatment technology (Eller and Katz, 2014, pp. 16; 28)<sup>1</sup>:

$$TNLR_{ic} = TNPP * PPHH_c * (TMTR_i) * (AF_i)$$

Where  $TNLR_{ic}$  = annual total nitrogen load reduction per household (kg-N/hh/yr) for technology  $i$  in county  $c$

$TNPP$  = annual total nitrogen loading per capita = 4.5 kg-N/per/yr

$PPHH_c$  = persons per household in county  $c$  = 2.48 per/hh

$TMTR_i$  = total nitrogen reduction by technology  $i$  [insert values for T.P. Smith WWTP or selected advanced treatment OSTDS used for individual OSTDS or cluster system]

<sup>1</sup> Substitute the revised NSILT values if they become available in time to be useful. It’s probably more important to use a consistent method than to use the most recent values for annual total nitrogen loading per capita and persons per household in the county except to the extent that they affect costs.



$AF_i$  = attenuation factor for technology  $i$  = 0.60 for WWTPs and 0.40 for OSTDS

- e. The Scope of Services should specify additional evaluation criteria that the respondents must employ in assessing alternatives within each project area as well as other prioritization criteria for prioritizing among the project areas in which strategies should be implemented first.
- i. Which of the other criteria listed in Task #3 (easement or right-of-way constraints, construction feasibility, permitting constraints, and established Rural Communities) should be used as evaluation criteria within project areas and which should be used as prioritization criteria among project areas?
  - ii. "Permitting constraints" is vague; the following specifics at a minimum ought to be required:
    1. Land use types and maximum residential densities permitted by current zoning (see section v. below)
    2. Local and state regulations regarding minimum lot size for OSTDS
  - iii. Adequate available land for cluster system central treatment operations
  - iv. Population estimates for currently undeveloped Project Areas (see 4.a.iii and iv.) should be developed using the same methods used in the Master Sewer Plan Update (Hatch Mott MacDonald, 2016).
  - v. Priorities among individual project areas ought to be assessed on the basis of total load reduction to the Upper Floridan Aquifer within the BMAP basin (see section 3.a.i. above) by applying the applicable NSILT recharge factor (Eller and Katz, 2014, p. 29) for the project area locations (confined = 0.1; semi-confined = 0.4; unconfined = 0.9) to the load reductions formula above:

$$TNLR_{ic} = TNPP * PPHH_c * (TMTR_i) * (AF_i) * (RF_{pa})$$

Where  $RF_{pa}$  = the NSILT recharge factor project area  $pa$

1. As a general rule, projects located within the BMAP Primary Focus Area (PFA), which corresponds to the unconfined recharge area within the BMAP basin, should take precedence unless projects elsewhere can reduce total loading to the Upper Floridan Aquifer to a greater extent at lower cost per kg-TN/hh/yr, taking into account project area recharge factors.
2. Total load reduction estimates should include explicit assumptions about the percent of households that would participate as well as substantiation for those assumptions including assumptions about mandatory versus voluntary participation, subsidies for connection costs or other costs.

3. Total load reduction estimates for new development and redevelopment (as opposed to retrofits) should include explicit assumptions about projected development densities (based on current zoning) and numbers of new households within project areas within the planning horizon (based on TAZ population projections as in the Master Sewer Plan Update)
6. Maximize bang for the buck
    - a. The Scope of Services should direct consultants to utilize cost and performance information already produced to the greatest extent feasible including the Lombardo Report (citation) and the City of Tallahassee 2035 Master Sewer Plan Update (Hatch Mott MacDonald, 2016).
    - b. Leon County should provide all extant data layers needed for the mapping of optimal technologies by priority area and for selecting priorities among project areas
  7. Demonstrate suitable expertise and experience to conduct this work
    - a. The Scope of Services should require respondents to demonstrate that they have the expertise and prior experience to conduct the types of analyses required for this project.
    - b. The county should invite other consultants to respond to the Scope of Services to maximize the likelihood of obtaining bids from the most qualified firms

References Cited

- Hatch Mott MacDonald. 2016. City of Tallahassee 2035 Master Sewer Plan Update. Tallahassee, FL: City of Tallahassee.
- Eller, K.T. and B. G. Katz. 2014. Nitrogen Source Inventory and Loading Estimates for the Wakulla Spring BMAP Contributing Area. Tallahassee, FL: Florida Department of Environmental Conservation.
- Florida Department of Environmental Protection (FDEP). 2015. Final Basin Management Action Plan for the Implementation of the Total Maximum Daily Load for Nutrients (Biology) by the Florida Department of Environmental Protection in the Upper Wakulla River and Wakulla Springs Basin. Tallahassee, FL: Author.

## Comments on Leon County RFP by Anthony Gaudio

I have three major concerns with the Leon County RFP that was presented by Theresa Heiker at the most recent BMAP meeting.

1. Limiting the RFP to only the two recurring contract engineering firms for Leon County.
  - a. It does not appear that these two firms have any onsite wastewater experience and much of this engineering plan concerns remediation of septic tank systems.
  - b. Limiting the cost of the plan to \$200,000 is in of itself not a problem. It is possible that a firm with extensive knowledge of the Wakulla springs basin, the causes for elevated levels of nitrogen in the springs, and extensive knowledge of onsite wastewater technology, may very well be able to meet the needs of Leon County for that price. The stated reason to limit it to that amount though was to allow the county to put out the contract without competitive bidding. This artificially limits the ability for more knowledgeable providers from offering their services and will probably reduce the quality of the finished product.
  - c. Please open the bidding up to whoever may be interested and knowledgeable of the problem and potential solutions.
2. The second issue is that the RFP limits any proposed solutions to the problem to only one type of technology, "passive nitrogen removal".
  - a. Besides deciding the appropriate technology to be used to solve an engineering problem, this particular methodology has no current approved systems in the State of Florida according to Dr. Goa from the Dept. of Health.
  - b. In fact the only systems currently installed in the state that meet the artificially imposed restrictions to "passive nitrogen removal" are either experimental or part of ongoing studies.
  - c. "Passive nitrogen removal" is something that has certain requirements that were dictated by the State of Florida legislature and are not commonly recognized in the rest of the country.
  - d. NSF 245(National Sanitation Foundation) is a standard for nitrogen removal systems that remove from 50% to 90% of nitrogen from onsite waster.
    - i. According to Dr. Goa there are dozens of currently approved systems that meet this standard and are approved for use in Florida by the Florida Department of Health. Why not allow one or more of these systems to be utilized in the BMAP in Leon County?
    - ii. These systems are currently available, have many already installed in this area, with local installers and engineers familiar with them, and a very likely to be the most cost effective technologies available
3. Finally the RFP is too broad in its language and only touches on the scope that the Sales Tax Committee intended when this money was allocated.
  - a. This is supposed to be an engineering plan, not a study. It is supposed to identify the best option for wastewater in all locations in the Leon County, including Central Sewer, advanced treatment septic, standard septic, and Onsite cluster systems.

- b. A Cost effectiveness evaluation is supposed to be done for each area of the county to be implemented on each parcel in different areas in the county using tools like the Leon Aquifer Vulnerability Assessment (LAVA) to assist in the determination.
- c. This plan is part of a three pronged approach that the \$500,000 is to cover and will also include a financial plan and a management plan after the engineering plan is completed.

Anthony Gaudio

Former State of Florida Master Septic Tank Installer – Retired

Former State of Florida Underground utility and Excavation contractor - Retired

**COMMENTS UPON REVIEW OF DRAFT DOCUMENT ENTITLED “LEON  
COUNTY COMPREHENSIVE WASTEWATER TREATMENT FACILITIES  
PLAN SCOPE OF SERVICES”**

**BY  
CURTIS BAYNES  
October 9, 2017**

With these comments, I am presenting, more than anything else, questions that came to mind as I read the draft document. One of the questions I have is whether we are involving land use enough? There is a clear emphasis on “engineering” but I am not sure how much engineering is possible without a more complete inclusion of land use considerations. There are also a number of assumptions necessary to prepare this plan; this may require clarification from policy makers. Perhaps there are easy explanations for these points and, if there is, it probably ought to be included here so that a consultant has a firmer understanding of what the county expects.

1. **What is the purpose of Comprehensive Wastewater Treatment Facilities Plan (“Plan”)** (Page 1; “Introduction”)? The last sentence in Project Background indicates that Leon County will manage the CWTF Plan. When I think of “county,” I imagine two key components: Land Use (current, future, potential, etc.) and, in Leon County’s case, Environmental Standards. In term so purpose, in my mind, it’s a question of “how does the county expect to use this plan?” For example, when I combine Land Use/Environmental Standards with a CWTF plan, I wonder: “What kind of wastewater disposal systems does the county need to ensure that its land use decisions can meet its environmental standards?” A clear purpose statement would help the consultant to better, more easily understand what the county needs from them. Some of the questions that started going through my mind, and these are in no particular order, or particular significance:
  - a. What is the planning horizon: five, ten, 20 years? More? Less?
  - b. How will this plan help to ensure that land use will meet environmental standards?
  - c. How will this guide us into the future?
  - d. Is this a plan, or an “action plan?”
  - e. Will the county implement this, or should we think in terms of a new, different agency?

2. **What are the environmental standards to which the CWTF Plan is to be focused** (Page 1 “Project Background”)? The background refers to the TMDL of 0.35 mg/L of nitrates. However, if I understand it correctly, TMDL is a measure of concentration, not system performance. Yes, it could be proxy for evaluating overall environmental health, but does it help the consultant to understand what the plant needs to achieve; e.g., 50%, 70%, or 90% reduction of nitrates from the effluent.
3. **Why would the county want to spend its money for another evaluation or “environmental review”** (Page 2; Scope of Services; “1. Environmental Support”)? The draft document calls for the consultant to “Provide environmental review of alternatives for Facilities Plan.” However, it seems to me that much of this has already been provided in previous studies, such as LAVA, Lombardo, etc. Rather than ask the consultant to do this again, why not have staff prepare a review and include it in the draft document? It seems to me that the last thing the county would want to do is pay another consultant to do the same thing that other consultants have done before them. It seems to me a better use of resources to include a review of what the previous consultants have done to frame the work for the next consultant.
4. **What kind of engineering does the county expect from the consultant in this study** (Page 2; Scope of Services; “3. Utility Engineering”)? The draft document calls for the consultant to “Provide environmental review of alternatives for Facilities Plan.” To do so, presumably, they are to “evaluate groundwater susceptibility to nitrates throughout the unincorporated area....” However, it seems to me that much of this has already been provided in previous studies, such as LAVA, Lombardo, etc. Rather than ask the consultant to do this again, why not have staff prepare a review and include it in the draft document? It seems to me that the last thing the county would want to do is pay another consultant to do the same thing that other consultants have done before them. Wouldn't it be a better use of resources to include a review of what the previous consultants have done to frame the work for the next consultant?

A word of caution: An engineer can engineer any system you need. “Engineering” to me connotes how we are going to do something. The “what,” “where,” and “why” we are going to do something is very different than “engineering.” When one knows the “what,” “where,” and “why,” “engineering” helps us to understand “how” and “how much.” Engineering can be a substantial time sink and serious drain on the

project's resources. How far is the county expecting the consultant/engineer to drill down into the CWTF Plan? Is there some way to help the consultant/engineer here? Perhaps stratifying the work somehow, based upon existing policy preferences, or logical relationships? For example,

- a. All lots inside the city and the urban service area will be sewerred.
  - b. On-site disposal systems will only be allowed on lots of ½ acre or more, depending upon zoning/land use (the current standard of two units per acre).
  - c. No on-site disposal systems on any lot (improved, or unimproved) that is less than ½ acre. Future disposal systems would require some form of shared system (e.g., cluster system).
  - d. No existing zoning will be changed to accommodate future use.
5. **Some areas in the draft document seemed to me to be a vague.** I will list those here; perhaps someone can clear them up for me.
- a. **What do we mean in terms of “upgrade of OSTDS”** (Page 2; Scope of Services; “3. Utility Engineering”; first sentence)? The draft document calls for an evaluation “to include upgrade of OSTDS.” Are we talking about replacing existing systems with new systems? Retrofitting existing systems to increase nitrate removal? For example, what occurred to me is that there may be
    - i. Modify existing systems to improve nitrate reduction (e.g., retrofit an existing system to provide advanced treatment).
    - ii. Install new OSTDS systems in new construction on lots of ½ acre or more that provide advanced treatment to reduce nitrates.
    - iii. Connect lots of less than ½ acre with a cluster system.
  - b. **What do we mean in terms of “benefit/cost analysis”** (Page 2; Scope of Services; “3. Utility Engineering”; next to the last sentence)? The draft document calls for consideration of “benefit/cost analysis.” What kind of

analysis do we mean: dollar cost/benefit, environmental cost/benefit?  
evaluation “to include upgrade of OSTDS.”

- c. **What do we mean in terms of “develop prioritization criteria for Facilities Plan implementation”** (Page 2; Scope of Services; “3. Utility Engineering”; next to the last sentence in the paragraph)? The draft document calls for the consultant to “develop prioritization criteria for Facilities Plan implementation.” This took me back to goes back to an earlier question: What is the purpose of this study? It would seem to me that this study should produce an action plan of some kind, not criteria to use in some future action plan. Is the county looking for a plan, or an action plan?
  - d. **What do we mean in terms of “State Revolving Fund Loan Program”** (Page 2; Scope of Services; “3. Utility Engineering”; last sentence)? The draft document states that the “final report shall be sufficient to meet requirements of State Revolving Fund Loan Program.” This is the second time the SRFLP has been mentioned. It seems to be that someone has funding on their mind. Rather than have the consultant spend research time trying to find these requirements, it seems to me that it should be spelled out in the Project Background, or elsewhere.
6. **Land Use.** Upon reading the document, I perceived weaving throughout it current and land use, but another dealing with “engineering.” I will not repeat my earlier comments about “engineering.” However, I wonder how much more focus should be on land use versus engineering. One of the questions I had is, given what our future land use plans are, how does this comprehensive plan help to deal with the wastewater generated from that use? Is this something that can be “engineered” in a comprehensive wastewater facilities plan?



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# Wakulla Springs Alliance

*"Protecting and restoring water quality, spring flow and ecological health of Wakulla Spring."*

Dear Mr. Long and Members of the Leon County Commission – I write on behalf of the Wakulla Springs Alliance to request that you put the brakes on issuing the Scope of Services for the Comprehensive Wastewater Treatment Facilities Plan (CWTFP) as it was presented by Theresa Heiker on October 17 to the OSTDS Advisory Committee for the Wakulla Basin Management Action Plan (BMAP).

That approach has three major flaws that must be remedied for the CWTFP to accomplish the intent of this component of the Alternative Sewer Solutions Project that the Blue Print Intergovernmental Agency approved for advance funding on June 13, 2017:

1. Restricting the scope to “passive” onsite sewage nitrogen reduction systems such as the recently developed Florida two-stage systems that are the subject of a planned pilot project in Leon County undermines the intent of the project to evaluate the full range of available alternatives to sewer hookups as a strategy for reducing nitrogen pollution of Wakulla Spring from septic tanks (OSTDS). While recent research suggests that passive systems hold promise, their cost effectiveness has not been fully demonstrated through substantial use and evaluation. The State Department of Health has permitted numerous other systems that can reduce nitrogen discharges by 50 percent or more. The CWTFP should assess the full suite of available options in evaluating the cost-effectiveness of alternatives to sewerage properties to remediate nitrogen pollution of our lakes and ground water from OSTDS.


2. Limiting the offering to a scope of work issued to the only two firms with continuing contracts with the county greatly constrains the likelihood of securing the best available professional expertise for preparing this plan. The two firms with continuing contracts do not appear to have substantial experience with onsite and cluster systems.

3. Limiting the contract amount of less than \$200,000 so as to be able to restrict the offering to the two continuing contract firms, prematurely limits the scope of the work that can be accomplished.

The scope of services is thin, lacking much of the detailed direction needed to assure that a truly comprehensive assessment is done that informs the county’s strategies for mitigating the harmful impacts of OSTDS nitrogen on the county’s surface water resources as well as Wakulla Spring. The Wakulla Springs Alliance recommends that the county shift to an invitation to negotiate approach, open to

the full array of firms with demonstrated expertise in designing and engineering onsite sewage nitrogen reduction systems as well as cluster systems employing advanced nitrogen removal technology. Doing so will bring that expertise to bear on fully defining a scope of services that will assure citizens of Leon County that we have the best available information for protecting our water resources in the most cost-effective manner possible.

Sincerely,

A handwritten signature in blue ink that reads "Robert E. Deyle". The signature is written in a cursive style with a large, looped 'R' and 'D'.

Robert E. Deyle, Vice Chair  
Wakulla Springs Alliance

**From:** Debbie Lightsey  
**To:** [HeikerT@leoncountyfl.gov](mailto:HeikerT@leoncountyfl.gov); [Homann, Moira](#)  
**Subject:** Comments: T. Heicker Oct. 17th. presentation - CWTF Plan  
**Date:** Wednesday, October 25, 2017 2:51:11 PM

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Please accept my comments:

1. Do not confine this Plan to only "passive" OSTDS systems as described in the presentation. That is a severe & unhelpful limitation which will exclude many very efficient, off the shelf, cost effective nitrate removal OSTDS systems in wide use elsewhere ...
  2. Do not pay to replicate research, products & data bases already available. The list of source material was not complete. This is the most studied & heavily documented First Magnitude Spring & Springshed in the Country.
  3. Please do a full RFP process to get the best Plan at the best price. The RFP should include deliverables, milestones & possibly phasing. This needs to be a competitive process with a list of required expertise & experience from respondents...including experience with OSTDS and cluster systems, environmental analysis, land use and systems planning.
- Developing a list of evaluation criteria for employing alternative Wastewater treatment technologies in various locations in the County could be one significant deliverable. As would a cost comparison of utilizing one technology over another. This is not a standard Wastewater system engineering contract and should not be treated as such.

Thank you for giving us the opportunity to make input to this process. This Plan if done well will provide recommendations that if implemented can make our community's future truly sustainable- environmentally & economically.

Debbie Lightsey  
2340 Cypress Cove  
Tallahassee, FL 32310

Sent from my iPhone

Comments on the Scope of Services for the Comprehensive Wastewater Treatment  
Facilities Plan. By Alan Niedoroda PhD – retired environmental consultant  
October 27, 2017

The current draft of the Scope of Service needs considerable revision. I believe that the intent of this study project is considerably more broad than the current draft provides.

Perhaps it is best to first consider what is needed as the output from this study project. This should be a well-documented tabulation of the most practical and cost-effective nitrogen-reducing septic systems that can be utilized for all of the site conditions of the county. This tabulation, with associated maps and descriptions of projected performance expectations, is to be used by the county to guide ongoing and future decisions and plans to reduce excess nitrogen nutrients concentrations in the groundwater. Although these considerations can be of particular interest to the Wakulla Springs BMAP program the study must be directed county-wide because nutrients from septic systems discharged via groundwater to surface water bodies is a common environmental problem.

The requested scope of services needs to cover broad considerations and to provide for specific steps (or phases), intermediate deliverables and rather specific final deliverables.

The expected budget for this study should not be derived from a generalized comparison with previous studies because of the unique scope of services. Instead, once the scope is well-defined a task-by-task work effort estimate should be made resulting in task-by-task cost estimates and schedules. These are then to be used with estimate current labor rates and estimates of the other direct costs to derive the estimated total project costs that can be expected to be proposed in response to the solicitation. This then allows for a refinement of the requested scope of service so that the appropriated funds are well-used but not exceeded. It appears certain that this cost will be on the order of twice the current estimate.

The requested scope of work should include review of a much wider range of nitrogen-reducing septic facilities and not be restricted to just passive systems.

A straightforward performance criteria should be developed as a first step in the project. This could be as basic as 95% nitrogen reduction in the zones where the aquifer is unconfined, and 50 % reduction elsewhere. Broadly defined criteria are preferred but the proposals should be allowed to introduce their own list of performance criteria parameters to account for such things as total system costs, applicability to specific site conditions, and others. The resulting scheme for evaluation of the amount of nitrogen nutrient reduction should produce a suitable measure that can be applied to all of the

different septic systems under evaluation within all of settings and conditions across the county.

The description of the scope of services should direct the respondent to propose a set of criteria for evaluating the nitrogen-reducing facilities according to a site and utilization classification system. First the county can be simply represented by areas where the limestone aquifer is unconfined, semi-confined and well-confined. Whether the systems are best suited for new construction, retrofitting or replacement of failed systems could be the second level partitioning. Additional partitioning to account for access to sewer lines, soil percolation rates, housing density and other parameters should be proposed by the respondent to show that all of the general parameters are taken into account by this classification system. Obviously these parameters should be as general as possible to keep the classification system manageable. Once this is designed it can serve to organize a tabulation of the relative effectiveness of each of the nitrogen-reducing facilities that is suitable for each combination of parameters.

The scope of services should direct the work to produce a central core evaluation consisting of a series of tables listing in relative order the suitability of the various systems for each combination of parameters in the site and utilization classification system. That is, for example, there would be a list of optional facilities best suited for new construction in areas where the aquifer is unconfined and perhaps also distinguished by one or two other parameters.

The scope of services could then go on to direct the project to successively refine the evaluation of systems listed in the stratified classified system. There are a large number of these considerations that are being enumerated by Robert Deyle and Pam Hall.

It is recommended that the project be organized in four phases to include: 1) development of nitrogen-reducing septic system performance criteria and the site and utilization classification system, 2) population of a series of tables with lists of candidate septic systems ranked according to their relative suitability for each of the elements within the classification system, 3) development and evaluation of potential application scenarios for the expected reduction of nitrogen-rich nutrients in the groundwater at local and county-wide scales over time as the most highly ranked systems are progressively utilized, and 4) a general report text addressing the many other detailed issues that need to be considered in applying the results of this study. Each of these four phases should be required to produce a report with associated tables and maps. These reports should be subjected to a documented review with the consultant required to correct deficiencies. These reports should be made public shortly after they have been accepted as a completion project milestone.

Submitted by Alan Niedoroda, 6000 Miller Landing Cove, Tallahassee, FL 32312

## Scope of Services for the Comprehensive Wastewater Treatment Facilities Plan

Comments on and suggestions for the Scope of Services for the Comprehensive Wastewater Treatment Facilities Plan.

In my opinion, the current draft of the Scope of Services fails to describe the goals of the Comprehensive Wastewater Treatment Plan (CWTFP), is too focused on BMAP nitrogen reduction issues, restricts onsite systems to a limited technology, and does not seek consultants with the expertise needed for this project.

### **CWTFP Goals**

The goal of the Blue Print Alternative to Sewers project is for Leon County to have a plan that:

- Reduces the current impact from wastewater on our lakes, streams, ground water, aquifer and Wakulla Springs;
- Prevent further pollution to these water resources, and
- Supports new development where it can be sustainably built.

The Blue Print project is intended to address the full suite of issues our community faces in the process of accomplishing these goals. All of the plans of the project should provide us with options for implementation and an analysis of the consequences of our choices on the rate of nitrogen reduction, protection of water resources and support of sustainable development.

The facilities plan is the first one, probably the most complicated and expensive. But I hope we can complete all of the BP project plans with the \$500K allotted.

The RFP for the CWTFP should include the overall goals and the role of the facilities plan in achieving these goals. It is much more than a plan to meet FDEP's goal for Leon County's share of meeting the TMDL for Wakulla Springs.

### **CWTFP Deliverables**

The current scope of services implies that a final deliverable is "a" map of projects prioritized by the requirements of the Wakulla Springs BMAP.

I think this is too narrowly focused for two reasons.

The first is that the use of the word "project" implies a concerted, most likely publically planned and financed project to change the waste water treatment for a given area in the unincorporated area. Examples of typical projects are sewer extensions or the "passive" onsite test-bed project. However, I believe there will be many on-site systems on parcels in the PSPZ and elsewhere that will never fall within the boundaries of a "project". Also, not every conversion of an existing septic tank ought to be done as a public capital project. There may be other ways to encourage and/or require

## Scope of Services for the Comprehensive Wastewater Treatment Facilities Plan

mitigation of existing development on septic tanks. These may include public support, but don't have to include public works.

The other aspect is the implication that there will be a single "map" solution. I believe what we need is a collection of different maps, each one will integrate nitrogen reducing standards, locations where the standards apply, the technologies that can be used successfully to meet the standards, the cost-effectiveness of those technologies and the timing of requirement for new and existing development to meet the standards and/or connect with facilities that do. The implications of each "map" would include analysis of total nitrogen reduced overtime, total cost over time, and the amount of development support and limitation collateral impacts of development.

Another deliverable should be analysis of existing state and local policy and regulations that affect wastewater treatment facilities, with recommendations for amendments or adoptions of new policies or regulations. Also, which changes are needed to accomplish each of the "map" options provided and the implications of not making suggested changes.

### **The standard for on-site facilities**

I believe the CWTFP should be used to help establish standards for nitrogen reduction in wastewater treatment throughout the unincorporated area. Designating a specific type of facility i.e. "passive" as the standard for onsite treatment is inappropriate. The standard should not be a technology but a percent of nitrogen reduced relative to the conventional septic system and all technologies that can achieve such should be considered.

The CWTFP is our opportunity to consider both the environmental impact and development support opportunity of different standards and technologies based on location. Location criteria should include aquifer vulnerability, location relative to the Urban Services Area (USA), rural communities and the plans for availability of COT sewer in the Master Water and Sewer Plan 2035 (MWSP).

### **Choice of consultants**

The consultants need to be experts in onsite and cluster systems, to understand the many technologies of both, how to assess their costs, and the opportunities and limitations they offer in comparison to central sewer. The COT MWSP has detailed and up-to-date analysis of the price and extent of sewer for targeted areas in unincorporated Leon County and for the entire urban services area. There is little need for more information on sewer projects. (However, the MSWP only includes capital costs but it is an easy piece of accounting to add average connection costs and the monthly usage fee which equates to the operations and maintenance fee of cluster an on-site systems)

## Scope of Services for the Comprehensive Wastewater Treatment Facilities Plan

### **Outline of Questions and Considerations to Address when writing the Scope of Study – issues for the consultant to help us resolve**

Below I offer questions and issues the County should consider while creating the Scope of Services and the rest of the RFP. I have couched this outline in a series of questions that I believe need to be addressed in order to have a really useful and complete CWTFP. A good consultant will also help the County determine what are the most useful ways to state the problems and provide options for resolution.

I know my suggestions are incredibly detailed and reflect a long and thoughtful process to write a good RFP and manage it to the final deliverable. I recognize the burden this places County staff expertise and time. Perhaps including Blue Print and COT staff in sharing a phased review of deliverables could reduce this burden and produce the CTWFP our community needs and was envisioned in the BP Alternative to Sewer project.

I hope you have the patience to read it all and find it useful.

Thank you very much for this opportunity to participate.

Sincerely,  
Pamela Hall

### **The Goal of the Plan**

#### **Questions:**

**What is the overall goal of wastewater treatment and development support in Leon County?**

**What role does CWTFP play in the goal?**

The goal of the Comprehensive Wastewater Treatment Facilities Plan (CWTFP) and the financing and management plans which will follow, is to create a wastewater treatment system that reduces pollution to our lakes, ground and spring waters, supports new development and preserves rural areas.

It should help Leon County develop a comprehensive approach to land use that sustains the environment and enhances our private and public economy well into the 21<sup>st</sup> Century.

The CWTFP is the core of this planning process and is the “map” – of wastewater treatment standards and wastewater technology to meet those standards. It will also create a prioritization based on the most effective mitigation of existing septic tanks and impact of new development. It will also provide a measure of the cost to achieve the benefits of protecting our water and rural areas and supporting sustainable development.



## Scope of Services for the Comprehensive Wastewater Treatment Facilities Plan

We propose that there are 3 basic steps to achieving a valuable CWTFP; establish nitrogen reduction standards for wastewater treatment, evaluate the cost effectiveness of currently used and allowable technologies for treatment, and mesh these two together to create a “map” of wastewater treatment standards and the best technology to achieve these. Then describe how to achieve this map, priorities, policy changes, costs and benefits to water quality and land use.

### Scope of Services

#### **1. Assist in establishment of nitrogen reduction standard(s) for wastewater treatment in unincorporated Leon County.**

##### **Questions:**

**What standard(s) of nitrogen reduction should be established?**

**Where should the standard(s) apply?**

**When should new and existing development be required to meet the new standard(s)?**

- a. Express the standard as % nitrogen removed in comparison to the average of a conventional septic system. Evaluate the FDEP BMAP approach of including treatment before disposal, attenuation of any ground component of system and recharge rate at the point of disposal. The type of standard can be applied to any wastewater technology and comparison.
- b. Consider how or if the standard should differ based on; aquifer vulnerability, location of existing septic tanks, projections of population growth and development, type of development and existing policy and regulations of State and local governments. Consider generalizations to create a relatively simple (set of) standards and areal extent of each.
- c. The above include the boundaries of COT, Urban Services Area (USA) and Rural Communities, the existing land use and zoning and future land use, State policies and regulations regarding wastewater treatment for springs, local policies concerning the Primary Springshed Protection Zone (PSPZ), COT extension for private and public entities, etc.
- d. Consider that all septic tanks throughout Leon County impact water resources. Septic tanks in the PSPZ are equivalent to 2.25 septic tanks in most of the rest of Leon County, in terms of pollution load. What is the effect of only increasing wastewater treatment in the PSPZ if new development outside of it continues to add the pollution load of conventional septic tanks? Or existing failed septic tanks are replaced with conventional technology?
- e. Consider the differences in accomplishment of nitrogen reduction based on when development has to comply with a new standard. When does new development comply? When does existing development on septic tanks have to connect to treatment facilities such as sewer or large cluster systems as they are built? When do failed septic systems have to be replaced with systems that meet the new standards? The timing of

## Scope of Services for the Comprehensive Wastewater Treatment Facilities Plan

requirements will affect the total amount of nitrogen reduced and the effective cost of facilities that treat more than one septic tank.

- f. Consider using different standards based on whether a replacing the facility is sewer, cluster or onsite. FDEP regulations sewer and large clusters. FDOH regulates small clusters and onsite. Consider using different standards of nitrogen reduction for these permit categories. For instance, replacement of existing septic systems with other onsite, but nitrogen reducing onsite facilities could have a lower reduction standard than connection to an FDEP facility, such as COT sewer. Differences in standards based on rational objective criteria should be considered.
  - g. Calculate the total amount of nitrogen removed under existing and recommended standard(s). There will be a variety of suites of options to consider. Calculations may be preliminary until all components of project are completed.
  - h. **Deliverable – an initial analysis of the effectiveness of different standards in terms of nitrogen reduction, total amount of nitrogen reduced, and the time when development will have to meet these new standards. This will be revisited as the rest of the tasks of the RFP are completed.**
2. **Provide an assessment of the nitrogen removal capacity, cost of different treatment technologies and potential opportunities and collateral negative impact of each technology.**

### **Questions:**

**How can new and existing development be able to meet these standard(s) and how cost effective will these technologies be?**

**How will these standard(s) and the technologies that can be used to meet them help support a sustainable pattern of development?**

- a. Calculate cost effectiveness for a variety of treatment systems including COT sewer extension, FDOH permitted onsite systems, and cluster technologies. Costs include capital cost, connection cost, operation and maintenance, permitting and ongoing use fees, as appropriate to the technology. Cost effectiveness is the \$\$ / kg N reduced relative to conventional septic systems.
- b. Use the COT Master Water and Sewer Plan 2035 (MWSP) for the assessment for the capital costs of providing sewer to defined areas of unincorporated Leon County (Targeted Sewer Areas). Assess the cost effectiveness of sewer for the TSAs in comparison with other treatment systems. Take into account any characteristics of these areas that may constrain utility of alternative treatments.
- c. Provide criteria for determining best use of cluster systems. These are systems that are unfamiliar to Leon County and lots of guidance in their appropriate and best use is needed.

## Scope of Services for the Comprehensive Wastewater Treatment Facilities Plan

- d. Provide description of the opportunities and limitations that these technologies provide and the impacts their installation can have on future development capacity.
  - e. Address the consideration of the opportunity for development that the technologies will create as well as the potential for pressure to exploit sewer extensions in areas where development is not being encouraged by local land use policy and regulation.
  - f. Consider how this will affect development inside the unincorporated area of the Urban Services Area (USA). Some areas are not developing at allowable density because of limited technologies for wastewater. This is resulting in "urban sprawl" inside the USA! Consider how new technologies will affect pressure to build denser developments in urban fringe and rural areas.
  - g. Also, development brings other environmental impacts, specifically stormwater runoff. The nutrient load from stormwater runoff is another component of the BMAP and Leon County will have responsibility towards reducing nitrogen from stormwater also. So consider how a choice of technology can affect current and future development patterns.
  - h. **Deliverable - an initial analysis of the cost effectiveness of different technologies and the opportunities and negative impacts of each. This will be revisited as the rest of the tasks of the RFP are completed.**
3. **Create Mitigation (Nitrogen Reduction)/Development Support Scenarios:**

### **Questions:**

**How to mesh to nitrogen reduction standards, technologies, mitigation (reduction) of current septic tank pollution, and supporting development where it is appropriate?**

**How to provide options for achieving CWTFP goals and how to adapt the plan as implementation of components occurs?**

**What existing policies and regulations should be amended or adopted to implement the most effective standard(s)?**

**Will these standard(s) allow Leon County to meet the Wakulla Springs BMAP nitrogen reduction requirement for wastewater?**

- a. Create scenarios of mitigation and development support by combining recommended standard(s) with the cost effectiveness of wastewater technologies that can achieve them.
- b. Create a time line to achieve the recommended standard(s) for new and existing development. Consider how the timing of having existing septic tanks meet new standards will affect nitrogen reduction estimates. Compute scenarios of the total amount of nitrogen reduced over time as development fully meets new standards.
- c. Ask for an analysis of the existing policies and regulations for wastewater including COT policies for extension into the unincorporated area for new

## Scope of Services for the Comprehensive Wastewater Treatment Facilities Plan

development, publically funded extension for health or environmental impact mitigation, regulations for development inside USA, regulations for outside USA and in Rural Communities.

The permitting of a wide variety of wastewater technologies that can provide nitrogen reduction protecting water and support higher densities will provide land use challenges to our community. Let the consultant provide us with some examples of how other communities handle these consequences.

- d. Make recommendations for changes in local policy and regulation to achieve each scenario. Local governments can regulate nutrient reduction in wastewater. Existing policies based on limited technology options should be re-examined in light of the recommendations on standards and technology.
- e. For each scenario, demonstrate how and when it meets Leon County's obligations in the Wakulla Springs BMAP OSTDS mitigation plan. The parameters for this may not be available until the CTWFP is underway.
- f. **Deliverable: Complex "map" for each scenario with the areal extent of standards, the technology options (if any) for achieving those standards for existing and new development, other layers as needed to explain the scenario choices. Databases that support the map. Method of use and updating maps and databases.**

### 4. Deliverables:

- a. Provided deliverables in a phased manner so that the results of an analysis can be used to inform the components and criteria of the next steps.
- b. Identify how the plan and Mitigation/Development Support scenarios will enable Leon County to achieve the FDEP BMAP nitrogen reduction expectations for the Wakulla TMDL. Provide prioritization to the implementation of CWTFP to meet these State goals.
- c. Provide a GIS system of maps that indicate areal extent of standards and best technology to achieve them. Consider that rural and semi-rural (areas outside the Urban Services Area and Rural Communities) may not represent contiguous "areas". Provide method of updating maps to reflect changes in development, infrastructure and policies. Degree of ease of use of the map should reflect the professional capacities of TLH-GIS. (I.e. it doesn't have to be user friendly – GIS experts will access it and update it.)
- d. Provide databases that support the maps and other appropriate datasets for analysis to implement CWTFP over time.
- e. Provide reports and analyses that were needed to complete project.

## Scope of Services for the Comprehensive Wastewater Treatment Facilities Plan

### 5. Documents and Data provided by County

#### Datasets/GIS layers/Local Government documents

- Environmental conditions: LAVA map, LIDAR, soils (perhaps the individual layers of the LAVA maps), water body boundaries and water sheds
- Database and accompanying GIS layers for land use (Planning Department and OEV), population growth, FDOH and LC septic tank database including permitting information, COT sewer infrastructure and identification of existing septic tanks within regulated connection distance to existing sewer lines, MWSP CIP components, etc.
- Existing State policy in regards to wastewater and springsheds. Relevant FDEP and FDOH regulations including list of approved OSTDS technologies. Access to current demonstrated capacity, cost, effectiveness, etc. of technologies under consideration for permitting by FDEP and FDOH,
- COT Master Water and Sewer Plan 2035, inter-local agreements on sewer franchise and extensions, history and description of publicly financed extensions into the unincorporated area (Killearn Lakes, Woodside, etc.), description of COT policies in regards to private development sewer needs
- Current Leon County funds and projects for wastewater treatment.

#### References and other Resources

- EPA Cluster Wastewater Systems Planning Handbook
- Lombardo Associates – focus on technology cost and effectiveness sections. The hydrogeology is of less importance now with BMAP NSILT analysis and Comprehensive Plan policy concerning the PSPZ.
- Eller, Kirstin T. and Brian G. Katz, Ph. D. “Nitrogen Source Inventory and Loading Estimates for the Wakulla Spring Contributing Area”. 2014 (NSILT)
- Homann, Moira R. “Upper Wakulla River and Wakulla Springs Basin Management Action Plan (BMAP)”. May 2017 BMAP OSTDS Committee Presentation.
- Presentations at the Wakulla Springs BMAP OSTDS Committee
- Blue Print IA agendas on CWTF, Sales Tax Citizens Committee project description, Water Resource Committee project description.
- Hughes, Jamie. “Septic Tank Conversion Prioritization Using Geographic Information System (GIS) in Wakulla springs Springshed”. February 2017 BMAP OSTDS Committee Presentation.

**Leon County  
Board of County Commissioners**

**Notes for Agenda Item #16**

# Leon County Board of County Commissioners

## Agenda Item #16

December 12, 2017

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

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

**Title:** 2018 Insurance Coverages

<b>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 Karen Melton, Risk Manager

### **Statement of Issue:**

This agenda item seeks the Board's approval for the placement of necessary insurance coverages for 2018.

### **Fiscal Impact:**

This item has a direct fiscal impact to the County. The overall cost of insurance premiums (exclusive of health) for 2018 will be \$1,560,974. This is a \$35,214 increase over the 2017 expiring coverage. Funds are included in the FY 2018 budget to support this anticipated expenditure.

### **Staff Recommendation:**

Option #1: Approve the 2018 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 (Attachment #1, page 1).

- Property Insurance (total insured value \$358,424,239); Zurich: \$717,329.
- Excess Workers' Compensation; Florida Municipal Insurance Trust: \$193,082.
- General Liability (including Public Official; Employment Practices Liability; Excess Liability; Auto and Medical Malpractice): Travelers \$430,401 and Lloyds of London \$8,535.
- Cyber Security; Chubb, \$15,044.
- As the broker of record, authorize Brown & Brown to place Pollution; Accidental Death & Dismemberment; Crime; and Aviation Liability Coverages.

## **Report and Discussion**

### **Background:**

On April 12, 2016, the Board approved the award of broker services to Brown and Brown of Florida, Inc. as Leon County's insurance broker for \$24,999 annually. The process established a broker services agreement to place coverage, beginning FY 2017, as the County's Broker of Record for the next three years (with two one-year renewal options at the County's sole discretions).

As part of their services, Brown and Brown is required to provide quotes for all lines of insurance (e.g. property, general liability, pollution, aviation, exclusive of health insurance), including Excess Workers' Compensation. However, the County reserved the right to place coverage outside of the broker services agreement (e.g. trusts and pools) that do not require broker services.

### **Analysis:**

The County purchases three main lines of insurance (property, general liability, and excess workers' compensation) and then a series of smaller coverages. Brown and Brown was required to obtain quotes from the County's current carriers for property and general liability (Zurich and Travelers, respectively) and at least two additional quotes (or proof of effort) for each line of coverage from A. M. Best "A+" XV rated carriers to ensure competitive pricing (Attachment #1).

The County's current coverages expire December 15, 2017. As part of the renewal process, staff acknowledges that the County's existing insurers (Zurich, Travelers, and the Florida Municipal Insurance Trust) are desirable and should be the minimum standard for any other bids that are considered. The County sought quotes using the same deductibles and limits currently maintained by the County.

Prior to 2001, the County obtained its insurance coverages (exclusive of health insurance) through a competitive bid process. The result was that County purchased each line of insurance independent of the other (i.e. property separate from general liability separate from automobile etc.) Each purchase had a fee or commission associated with it and, therefore the County paid multiple fees or commissions. The initial broker services agreement entered into in 2011, and more recently in 2016, eliminated those multiple fees and commissions by paying a single service fee to a single broker for obtaining the necessary insurance.

The benefits to the County in utilizing this approach are: 1) to save the County money through the competitive procurement of services, and 2) to validate the current level of insurance and agent/broker services are in the best interest of the County.



A discussion of the different categories of insurance and changes in premiums follows.

*Property Insurance:*

For 2018, property insurance quotes are limited to the incumbent carrier, Zurich, (Option #1) and Travelers (Option #2), as a dedicated (non-shared), 100% total insured value product. Multiple other carriers were approached, and except for Travelers all declined to quote, based on the current Zurich pricing, terms and conditions. Other than Travelers, none of the other carriers are able to offer a program with the full limits or current Total Insured Value (TIV) for the County, which is \$368,424,239, at a rate comparable to Zurich.

Though the Travelers property quote is approximately \$11,000 less than the expiring coverage premium, the County broker and staff recommend the Zurich property quote (Option #1) as it offers superior terms, conditions and deductible structure specific to windstorm losses, i.e. a minimum \$25,000 deductible for named windstorm damage compared to the Travelers minimum \$250,000 deductible. Zurich also offers a \$25,000 deductible for flood damage compared to the Travelers minimum \$100,000 deductible. In addition, due to the County's low claim rate, the Zurich quote is \$5,011 less than last year.

*General/Public Official Liability and Automobile:*

General Liability and Automobile quotes were obtained from the incumbent carrier, Travelers, with a minimum \$3,000,000 aggregate loss limit for General Liability (the limits of coverage for the policy period) and \$1,000,000 aggregate loss limit for Automobile. Multiple carriers were approached, but declined to provide quotes. The quotes were to include General Liability, Public Official Liability (including coverage for the newly approved Tactical Medical Program) and Automobile Liability, either packaged together or as separate line items.

The Travelers options (both Option #1 and Option #2) each offer zero dollar deductible for general liability and reduced deductibles for Public Official Liability and Automobile Liability (year two of a three-year rate guarantee).

*Workers Compensation:* The Florida Municipal Insurance Trust, who works in conjunction with the Florida Association of Counties Trust (FACT), was contacted directly by the County for purposes of soliciting a quote for Excess Workers' Compensation.

The County maintains a self-insured retention of \$500,000 per claim for Workers' Compensation, and Excess insurance is triggered only when an individual claim exceeds this retention. The Excess Workers' Compensation quote was provided outside the broker services agreement through the Florida Municipal Insurance Trust in the amount of \$193,082, an 18% increase over 2017 (Attachment #2). This coverage accounts for approximately 85% of the increase in renewal premiums. FACT declined to provide quotes for other lines of coverage. Carriers, in addition to the current carrier, were approached, but all others declined to quote, due to the low pricing from the Florida Municipal Insurance Trust.

*Cyber:*

In addition, staff is recommending the County maintain cyber security insurance. This insurance provides up to \$1.0 million in coverage in case of a data breach. Such a breach would require notification to all persons or entities whose information in the County system was obtained. Obtaining cyber coverage will allow the County to rely on the insurer to provide this notification. This would be especially beneficial if the breach includes credit card information.

Given today’s environment where data breaches are common place, even among the most secure network systems, this coverage also provides internet and media liability insurance (an entity posting to the County’s account without permission) and protection against network extortion.

*Other insurance coverages*

In addition to the large categories of coverage, the County is also insured for Pollution Liability, Accidental Death and Dismemberment, Crime (employee dishonesty), Aviation and Medical Malpractice. As part of the broker services agreement, Brown & Brown provides the County the best pricing for these categories and obtains the necessary coverages for the County as part of their services agreement.

Table 1 provides a summary of the expiring and renewing coverages with corresponding premiums. Insurance coverage for 2018 will increase \$32,214 or 2.3%. Funds for an anticipated increase are included in the FY 2018 budget.

<b>Table 1: Comparison of Expiring Insurance and Renewing Coverages with Corresponding Premiums Provided by Broker of Record</b>		
<b>Coverage Type</b>	<b>2017 Expiring Coverage Cost</b>	<b>2018 Renewing Coverage Cost</b>
<i>Property</i>	\$722,340	\$717,329
<i>General Liability, Public Official and Auto</i>	\$421,252	\$430,401
<i>Med/Malpractice</i>	\$10,880	\$8,535
<i>Excess Workers’ Comp</i>	\$162,934	\$193,082
<i>Third Party Admin.</i>	\$55,875	\$55,875
<i>Pollution</i>	\$ 47,000	\$49,350
<i>AD&amp;D</i>	\$ 3,000	\$3,000
<i>AD&amp;D – Law Enforcement</i>	\$18,312	\$18,312
<i>Aviation</i>	\$39,022	\$39,022
<i>Crime</i>	\$6,025	\$6,025
<i>Cyber Security</i>	\$14,121	\$15,044
<i>Broker Fee</i>	\$24,999	\$24,999
<b>Total</b>	<b>\$1,525,760</b>	<b>\$1,560,974</b>

**Options:**

1. Authorize the County Administrator to place insurance coverages for Property and Excess Workers' Compensation, and General Liability as specified in Renewal Option 1 (Attachment #1, page 1):
  - Property Insurance (total insured value \$368,424,239); Zurich, \$717,328.60
  - Excess Workers' Compensation; Florida Municipal Insurance Trust, \$193,082
  - General Liability (including Public Official, Employment Practices Liability; Excess Liability; Auto & Medical Malpractice); Travelers, \$430,401 and Lloyds of London, \$8,535
  - Cyber Security; Chubb, \$15,044
  - As the broker of record, authorize Brown & Brown to place pollution, accidental death and dismemberment, and aviation liability coverages.
2. Do not authorize the County Administrator to place insurance coverages for Property and Excess Workers' Compensation and General Liability as specified in Option 1.
3. Board direction.

**Recommendation:**

Option #1.

**Attachments:**

1. Quotation Summary and Spreadsheet Provided by Brown & Brown
2. Quotation Summary by Florida Municipal Insurance Trust

**LEON COUNTY BOARD OF COUNTY COMMISSIONERS 2017 - 2018 RENEWAL**

Coverage Description	Renewal Option 1: Zurich Property / Travelers Liability*				
	Carriers	Limits	Deductible / SiR	Expiring Premium	Renewal Premium
Property / Inland Marine	Zurich American Ins Co	\$368,424,239	Flood: Varies by Loc; \$25k Min Named Storm: Varies by Loc; \$25k Min All Other Windstorm: \$25k Per Occ Contractors Equipment: \$5k Per Occ All Other Perils: \$25k Per Occ	\$ 722,340.00	\$ 717,328.60
General Liability / Employee Benefits / Public Entity Mgmt Liability / Public Entity EPLI <i>Includes coverage for Tactical Medical Program Including Terrorism Automobile Liability &amp; Auto Physical Damage Umbrella</i>	The Phoenix Ins Co Travelers*	GL: \$1Mil/3Mil Auto: \$1Mil Umb: \$2Mil	GL: None EBL: \$1,000 Public Entity Mgmt Liability: \$15,000 Public Entity EPLI: \$15,000 Auto Liability: \$5,000 Comp/Coll: \$1,000 Hired Auto Phys Damage: \$1,000 Umb: \$10k SIR	\$ 421,252.00	\$ 430,401.00
Med/Malpractice	Lloyds of London/Beazley Trilogy Risk Specialists	\$1Mil/\$3Mil	\$2,500	\$ 10,880.00	\$ 8,535.00
Excess Workers' Comp	Florida Municipal Ins Trust	\$1,000,000	\$500,000	\$ 162,934.00	\$ 193,082.00
Third Party Admin.	TPA			\$ 55,875.00	\$ 55,875.00
Pollution - Site / Tank <i>(Terrorism Premium: \$2,350)</i>	Illinois Union Ins Co Chubb	\$5Mil/\$7Mil	\$10k Site/Varies Tank	\$ 47,000.00	\$ 49,350.00
AD&D - Court Mandated Work Program ** <i>(Rate: \$3.00/Person) 16-17 Audit Premium Due: \$2,730</i>	ACE American Ins Co Chubb	\$250,000	\$0	\$ 3,000.00	\$ 3,000.00
AD&D - Law Enforcement <i>3-yr policy effective until 12/15/2019</i>	Hartford Life & Accident Ins Co	\$71,407		\$ 18,312.00	\$ 18,312.00
Aircraft Liability & Hull Coverage <i>Including War &amp; Terrorism</i>	QBE Ins Corp B&B Protector Plans	\$1,000,000	In Motion: 1% of Insured Hull Value Not in Motion: NIL	\$ 39,022.00	\$ 39,022.00
Crime <i>3-yr policy effective until 12/15/2018</i>	Travelers Casualty & Surety Co	\$1,000,000	\$10,000	\$ 6,025.00	\$ 6,025.00
Cyber Liability	Illinois Union Ins Co Chubb	\$1,000,000	\$25,000	\$ 14,121.00	\$ 15,044.00
Broker Fee	Brown & Brown			\$ 24,999.00	\$ 24,999.00
<b>Total</b>				<b>\$ 1,525,760.00</b>	<b>\$ 1,560,973.60</b>

\*\*AD&D - Work Program represents a deposit premium and is subject to audit at policy expiration

\*Travelers pricing reflects the 2nd Year of a Three (3) Year Rate Guarantee subject to:  
a. A loss ratio not exceeding 40% in any one twelve (12) month period; or  
b. No material change in exposure or increase in hazard  
If the conditions above are not met, the rate will be changed effective any anniversary date following the annual period in which such condition is not met

LEON COUNTY BOARD OF COUNTY COMMISSIONERS 2017 - 2018 RENEWAL

Coverage Description	Renewal Option 2: Travelers E&S Property / Travelers Liability				
	Carriers	Limits	Deductible / SIR	Expiring Premium	Renewal Premium
Property / Inland Marine	Travelers E&S Lines Co	Policy Limit: \$350,000,000 Ord/Law: \$5,000,000 Earthquake: \$50,000,000 Flood - Zone A: \$1,000,000 Flood - All Other (Excluding Zone V): \$50,000,000	Earthquake: \$100k Per Occ Flood: \$100k Per Occ High Hazard Windstorm: 5% Per Occ/Per Unit; \$250k Min All Other Windstorm: \$25k Per Occ Equipment Breakdown: \$25k Per Occ Contractors Equipment: \$5k Per Occ All Other Perils: \$25k Per Occ	\$ 722,340.00	\$ 711,890.00
General Liability / Employee Benefits / Public Entity Mgmt Liability / Public Entity EPLI <i>Includes coverage for Tactical Medical Program Including Terrorism Automobile Liability &amp; Auto Physical Damage Umbrella</i>	The Phoenix Ins Co Travelers*	GL: \$1Mil/3Mil Auto: \$1Mil Umb: \$2Mil	GL: None EBL: \$1,000 Public Entity Mgmt Liability: \$15,000 Public Entity EPLI: \$15,000 Auto Liability: \$5,000 Comp/Coll: \$1,000 Hired Auto Phys Damage: \$1,000 Umb: \$10k SIR	\$ 421,252.00	\$ 430,401.00
Med/Malpractice	Lloyds of London/Beazley Trilogy Risk Specialists	\$1Mil/\$3Mil	\$2,500	\$ 10,880.00	\$ 8,535.00
Excess Workers' Comp	Florida Municipal Ins Trust	\$1,000,000	\$500,000	\$ 162,934.00	\$ 193,082.00
Third Party Admin.	TPA			\$ 55,875.00	\$ 55,875.00
Pollution - Site / Tank <i>(Terrorism Premium: \$2,350)</i>	Illinois Union Ins Co Chubb	\$5Mil/\$7Mil	\$10K Site/Varies Tank	\$ 47,000.00	\$ 49,350.00
AD&D - Court Mandated Work Program ** <i>(Rate: \$3.00/Person)</i> <i>16-17 Audit Premium Due: \$2,730</i>	ACE American Ins Co Chubb	\$250,000	\$0	\$ 3,000.00	\$ 3,000.00
AD&D - Law Enforcement <i>3-yr policy effective until 12/15/2015</i>	Hartford Life & Accident Ins Co	\$71,407		\$ 18,312.00	\$ 18,312.00
Aircraft Liability & Hull Coverage <i>Including War &amp; Terrorism</i>	QBE Ins Corp B&B Protector Plans	\$1,000,000	In Motion: 1% of Insured Hull Value Not in Motion: NIL	\$ 39,022.00	\$ 39,022.00
Crime <i>3-yr policy effective until 12/15/2018</i>	Travelers Casualty & Surety Co	\$1,000,000	\$10,000	\$ 6,025.00	\$ 6,025.00
Cyber Liability	ACE American Ins Co Chubb	\$1,000,000	\$25,000	\$ 14,121.00	\$ 15,044.00
Broker Fee	Brown & Brown			\$ 24,999.00	\$ 24,999.00
<b>Total</b>				<b>\$ 1,525,760.00</b>	<b>\$ 1,555,535.00</b>

\*\*AD&D - Work Program represents a deposit premium and is subject to audit at policy expiration

\*Travelers pricing reflects the 2nd Year of a Three (3) Year Rate Guarantee subject to:

- a. A loss ratio not exceeding 40% in any one twelve (12) month period; or
- b. No material change in exposure or increase in hazard

If the conditions above are not met, the rate will be changed effective any anniversary date following the annual period in which such condition is not met

**Leon County Board of County Commissioners**

**MARKET SUMMARY**

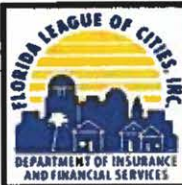
<b>MARKET:</b>	<b>LINE OF COVERAGE:</b>	<b>RESPONSE:</b>
Chubb/ACE	AD&D – LAW ENF	Indicated: \$19,000 \$70,700/\$199,980 Benefit
AIG	AD&D – LAW ENF.	Indicated: \$21,000 \$71,407/\$201,980 Benefit
Hartford Life & Accident	AD&D – LAW ENF.	<i>Renewal:</i> \$18,312 Year 2 of 3-Yr Policy \$71,407/\$201,980 Benefit
Starr Companies	AD&D – LAW ENF.	Declined: Due to class of business & current events
QBE	AIRCRAFT LIABILITY	<i>Renewal:</i> \$39,022
Travelers	CRIME	<i>Renewal:</i> \$6,025 3 Yr Policy Expires 2018
Chubb	CYBER	<i>Renewal:</i> \$15,044
AIG	GL AUTO UMB WC	Declined: Minimum \$100k SIR and would need to use an approved TPA
OneBeacon/Apex	GL AUTO UMB WC	Declined: Not able to compete or willing to quote account on 3-yr rate guarantee
Starr Companies	GL AUTO UMB	Declined: Not a market for public entities
Allianz	INLAND MARINE	Declined: Not able to compete
Admiral	MEDICAL MALPRACTICE	<i>Renewal:</i> \$10,880
Beazley	MEDICAL MALPRACTICE	<i>Quoted Option:</i> \$8,535
Capitol Specialty	MEDICAL MALPRACTICE	<i>Quoted Option:</i> \$9,253
Glatfelter Public Practice	PACKAGE & WORK COMP	Declined: Do not entertain County form of municipalities – focus more on boroughs, townships, villages, etc.
PGIT / PRU	PACKAGE & WORK COMP	Declined: Not able to compete – indicated \$700k+
Travelers	PACKAGE	<i>Renewal:</i> \$430,401 Year 2 of 3 Year Rate Guarantee
Travelers	WORK COMP	Declined: Don't write excess work comp

**Leon County Board of County Commissioners**

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**MARKET SUMMARY**

<b>MARKET:</b>	<b>LINE OF COVERAGE:</b>	<b>RESPONSE:</b>
Chubb	POLLUTION	<i>Renewal: \$49,350</i>
Ironshore	POLLUTION	Declined: Minimum \$50k deductible
Allianz	PROPERTY	Declined: Due to class of business
Liberty Mutual	PROPERTY / IMAR	Declined: Maximum TIV for this class to be considered is \$100M and due to location
Nationwide	PROPERTY / IMAR	Declined: Not within their appetite
Travelers	PROPERTY / IMAR	<i>Quoted: \$711,890.00</i>
Zurich	PROPERTY / IMAR	<i>Renewal: \$717,328.60</i>



**Florida Municipal Insurance Trust (FMIT)**  
**First Installment Billing - 17/18 Fund Year**  
 December 15, 2017 - December 15, 2018

FMIT # **0675**

Invoice Date: **11.01.2017**

Due Date: **12.15.2017**

ATTN: Karen Melton  
 Leon County By and Through Its Board of County  
 Commissioners  
 301 South Monroe Street Suite 201  
 Tallahassee, FL 32301-1853

Please make check payable to:  
 Florida Municipal Insurance Trust  
 P.O. Box 1757  
 Tallahassee, FL 32302-1757

**Policy Summary**

	General Liability	Auto Liability	Auto Physical Damage	Property	Workers Compensation	Total
Gross Premium	\$0.00	\$0.00	\$0.00	\$0.00	\$193,082.00	\$193,082.00
<b>Total Net Premium</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$193,082.00</b>	<b>\$193,082.00</b>

**Current Installment**

Coverage	Premium			Total Net Premium
General Liability Coverage	\$0.00			\$0.00
Auto Liability Coverage	\$0.00			\$0.00
Auto Physical Damage Coverage	\$0.00			\$0.00
Property Coverage	\$0.00			\$0.00
Workers Compensation Coverage	\$48,270.50			\$48,270.50
<b>Total Installment Amount</b>				<b>\$48,270.50</b>
<b>Total Due by 12/15/2017</b>				<b>\$48,270.50</b>

NOTE: THIS RENEWAL IS BASED ON ALL COVERAGES. IF ANY OF THE LINES OF COVERAGE ARE NOT RENEWED, THE OTHER LINE PRICING WILL CHANGE OR COVERAGE OFFERINGS ON THE REMAINING LINES COULD BE WITHDRAWN ALTOGETHER.

Please see reverse side for a copy of our Premium Installment Plan and Penalty Policy.

**PINK COPY - Please return with your payment**

**WHITE COPY - For your records**



**Leon County  
Board of County Commissioners**


**Notes for Agenda Item #17**

# Leon County Board of County Commissioners

## Agenda Item #17

December 12, 2017

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

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

**Title:** Full Board Appointments to the Joint County / City Bicycling Workgroup and the Planning Commission

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<b>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>	Mary Smach, Agenda Coordinator

### **Statement of Issue:**

This agenda item seeks the Board's approval to appoint three citizens to the Joint County / City Bicycling Workgroup and one citizen to the Planning Commission.

### **Fiscal Impact:**

This item has no fiscal impact to the County.

### **Staff Recommendation:**

- Option #1: The full Board to consider the appointment of three citizens to the Joint County / City Bicycling Workgroup for a three-year term ending December 31, 2020. The eligible applicants are: C. Scott Dudley, Yvonne Gsteiger and Alexander Mosca.
- Option #2: The full Board to consider the appointment of one citizen to the Planning Commission for the remainder of the unexpired term ending June 30, 2019. The eligible applicants are: Pierre Buie, Timothy Edmond, William Howell, James Jolley and Donna Gail Spencer.

## Report and Discussion

### Background:

At its August 23, 2011 meeting, the Board approved the revised process for full Board appointments to Authorities, Boards, Committees, and Councils by having a General Business item prepared to fill vacancies.

### Analysis:

#### **Joint County /City Bicycling Workgroup (Workgroup)**

Purpose: This focus group provides input on cycling-related projects, improvements, events, and ordinances that are considered to be of community interest, to the Planning Department staff for consideration for their recommendations to the Board of County Commissioners and the City Commission.

Composition: The Workgroup has 12 members; 6 members are appointed by the Board and 6 members are appointed by the City Commission. Members are representatives of cycle-related non-profit organizations, state/local agencies, bicycle groups, and local bicycle businesses. Terms are for three years and members are limited to three full consecutive terms per Policy No. 03-15. Vacancies are filled for the remainder of the unexpired term.

Vacancies: The terms of the 3 BOCC appointed members are scheduled to expire on December 31, 2017: Clifford Scott Dudley, Bill Edmonds and Yvonne Gsteiger. Two members, C. Scott Dudley and Yvonne Gsteiger are eligible for reappointment and are seeking reappointment; Bill Edmonds is not seeking reappointment (Attachment #1). All eligible applicants are listed in Table #1.

*Table #1. Joint County / City Bicycling Workgroup*

<b>Vacancy</b>	<b>Term Expiration</b>	<b>Application Attachment #</b>	<b>Eligible Applicants</b>	<b>Recommended Action</b>
C. Scott Dudley <i>has served 2 terms</i>	12/31/2017	2.	C. Scott Dudley	Full Board to make <b>three</b> appointments for a three-year terms ending on December 31, 2020.
Yvonne Gsteiger <i>has served for 1 partial term</i>	12/31/2017	3.	Yvonne Gsteiger	
Bill Edmonds <i>not seeking reappointment</i>	12/31/2017	4.	Alexander Mosca	

**Planning Commission**

Purpose: The Tallahassee-Leon County Planning Commission was established by interlocal agreement on September 26, 1967, between Leon County and the City of Tallahassee. This agreement designated the Planning Commission as the entity responsible for comprehensive area wide planning within the City of Tallahassee and Leon County. The Planning Commission is also the designated as the Local Planning Agency (LPA) that reviews amendments to the Comprehensive Plan. Duties and responsibilities of the Planning Commission and the LPA are set forth in the Planning Commission bylaws as well as the interlocal agreement and local land development codes for the City and County.

Composition: The Planning Commission has 3 members appointed by the full Board, 3 members appointed by the City and 1 member selected by the School Board and appointed by the full Board and the City Commission. The members serve a three-year term and may be reappointed. Vacancies are filled for the remainder of the unexpired term.

Vacancies: County appointed member, Stewart Proctor, resigned effective November 21, 2017 (Attachment #5). Mr. Proctor’s term was due to expire on June 30, 2019. Eligible applicants are listed in Table #2.

*Table #2: Planning Commission*

<b>Vacancies</b>	<b>Term Expiration</b>	<b>Application Attachment #</b>	<b>Eligible Applicants</b>	<b>Recommended Action</b>
Stewart Proctor <i>resigned</i>	6/30/2019	6. 7. 8. 9. 10.	Pierre Buie Timothy Edmond <sup>1</sup> William Howell James Jolley Donna Gail Spencer	Full Board to make an appointment for the remainder of the unexpired term ending 6/30/2019.

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<sup>1</sup> Served on the Planning Commission from March 2012 - June 2017

**Options:**

1. The full Board to consider the appointment of three citizens to the Joint County / City Bicycling Workgroup for three-year terms ending December 31, 2020. The eligible applicants are: C. Scott Dudley, Yvonne Gsteiger and Alexander Mosca.
2. The full Board to consider the appointment of one citizen to the Planning Commission for the remainder of the unexpired term ending June 30, 2019. The eligible applicants are: Pierre Buie, Timothy Edmond, William Howell, James Jolley and Donna Gail Spencer.
3. Board direction.

**Recommendation:**

Options #1 & #2.

**Attachments:**

1. Bicycling Workgroup reappointment email
2. Dudley application
3. Gsteiger application
4. Mosca application
5. Proctor resignation
6. Buie application
7. Edmond application
8. Howell application
9. Jolley application
10. Spencer application

>>> "Christesen, Julie" <Julie.Christesen@talgov.com<mailto:Julie.Christesen@talgov.com>> 11/9/2017 1:26 PM >>>

Scott Dudley would like to be reappointed. I haven't heard back from Bill Edmonds.

From: Mary Smach [mailto:SmachM@leoncountyfl.gov]  
Sent: Monday, November 06, 2017 3:52 PM  
To: Icerman, Jessica <IcermanJ@leoncountyfl.gov<mailto:IcermanJ@leoncountyfl.gov>>; Christesen, Julie <Julie.Christesen@talgov.com<mailto:Julie.Christesen@talgov.com>>  
Subject: RE: Joint Bicycling Workgroup

Julie,

Please find out if Mr. Dudley and Mr.Edmonds would like to be reappointed.

Thanks,

Mary Smach  
Agenda Coordinator  
Leon County Administration  
301 S. Monroe St. Suite 502  
Tallahassee, FL 32301  
850-606-5311

[www.leoncountyfl.gov](http://www.leoncountyfl.gov)<<http://www.leoncountyfl.gov>>

"People Focused. Performance Driven"

Thank you for your email. Please note that under Florida's Public Records laws, most written communications to or from county staff or officials regarding county business are public records available to the public and media upon request. Your e-mail communications may therefore be subject to public disclosure.

**From:** "Christesen, Julie" <Julie.Christesen@talgov.com>  
**To:** "Smach, Mary" <SmachM@leoncountyfl.gov>  
**Date:** 11/14/2017 1:04 PM  
**Subject:** RE: Joint Bicycling Workgroup

Hi Mary,

Bill is an active member with good attendance, but would like to give someone else a chance to be on the committee. So he doesn't want to be reappointed.

Thanks,

Julie

From: Mary Smach [mailto:SmachM@leoncountyfl.gov]  
Sent: Tuesday, November 14, 2017 10:19 AM  
To: Christesen, Julie <Julie.Christesen@talgov.com>  
Subject: Fwd: Joint Bicycling Workgroup

Have you heard back from Bill Edmonds on his interest in being reappointed? Also, is he an active member with good attendance?

Mary Smach  
Agenda Coordinator  
Leon County Administration  
301 S. Monroe St. Suite 502  
Tallahassee, FL 32301  
850-606-5311

[www.leoncountyfl.gov](http://www.leoncountyfl.gov)<<http://www.leoncountyfl.gov>>

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Thank you for your email. Please note that under Florida's Public Records laws, most written communications to or from county staff or officials regarding county business are public records available to the public and media upon request. Your e-mail communications may therefore be subject to public disclosure.

>>> Mary Smach 11/6/2017 3:10 PM >>>

Hi Julie,

The terms of three BOCC appointed members are due to expire on Dec 31 2017:

1. Clifford Scott Dudley - has served two terms - is eligible for reappointment by BOCC Policy
2. Bill Edmonds - has served two terms - is eligible for reappointment by BOCC Policy
3. Yvonne Gsteiger - has only served 8 months of an unexpired term - is eligible for reappointment

Please let me know how to proceed.

Mary Smach  
Agenda Coordinator  
Leon County Administration  
301 S. Monroe St. Suite 502  
Tallahassee, FL 32301  
850-606-5311

[www.leoncountyfl.gov](http://www.leoncountyfl.gov)<<http://www.leoncountyfl.gov>>

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**From:** "Christesen, Julie" <Julie.Christesen@talgov.com>  
**To:** "Icerman, Jessica" <IcermanJ@leoncountyfl.gov>, "Smach, Mary" <SmachM@leoncountyfl.gov>  
**Date:** 11/6/2017 3:42 PM  
**Subject:** RE: Joint Bicycling Workgroup

Yvonne would like to be reappointed.

>>> Mary Smach 11/6/2017 3:10 PM >>>

Hi Julie,

The terms of three BOCC appointed members are due to expire on Dec 31 2017:

1. Clifford Scott Dudley - has served two terms - is eligible for reappointment by BOCC Policy
2. Bill Edmonds - has served two terms - is eligible for reappointment by BOCC Policy
3. Yvonne Gsteiger - has only served 8 months of an unexpired term - is eligible for reappointment

Please let me know how to proceed.

Mary Smach  
Agenda Coordinator  
Leon County Administration  
301 S. Monroe St. Suite 502  
Tallahassee, FL 32301  
850-606-5311



[www.leoncountyfl.gov](http://www.leoncountyfl.gov)<<http://www.leoncountyfl.gov>>

"People Focused. Performance Driven"

Thank you for your email. Please note that under Florida's Public Records laws, most written communications to or from county staff or officials regarding county business are public records available to the public and media upon request. Your e-mail communications may therefore be subject to public disclosure.



## Joint City-County Bicycling Workgroup Application

			
Name: <u>Clifford Scott Dudley</u>		Date: <u>September 4, 2012</u>	
Home Phone: <u>850-545-5915</u>	Work Phone: <u>850-570-7296</u>	Email: <u>sdudley@flcities.com</u>	
Occupation: <u>Legislative Affairs</u>		Employer: <u>Florida League of Cities</u>	
Please check box for preferred mailing address. <input type="checkbox"/> Work Address: City/State/Zip:			
<input type="checkbox"/> Home Address: <u>1950 Longview Drive</u> <u>Tallahassee FL 32303</u> City/State/Zip:			
Do you live in Leon County? Yes <del>No</del> —If yes, do you live within the City limits? <del>Yes</del> No			
Do you own property in Leon County? Yes <del>No</del> If yes, is it located within the City limits? Yes <del>No</del>			
For how many years have you lived in and/or owned property in Leon County? <u>32</u> years			
Are you currently serving on a City or County Advisory Committee? <del>Yes</del> No If Yes, on what Committee(s) are you a member? _____			
Have you served on any previous City or County committees? Yes <del>No</del> If Yes, on what Committee(s) have you served? <u>City of Tallahassee Bicycle Advisory Committee</u>			
<i>If you are appointed to the Joint City-County Bicycling Workgroup, you are expected to attend regular meetings.</i> How many days per month would you be willing to commit for Committee work? <del>1</del> <del>2</del> <u>3</u> 4 or more And for how many months would you be willing to commit that amount of time? <del>2</del> <del>3</del> <del>4</del> <del>5</del> <u>6</u> or more What time of day would be best for you to attend Committee meetings? Day Night <u>EITHER works for me</u> Can you serve a full three-year term? Yes <del>No</del>			
(OPTIONAL) The City of Tallahassee and Leon County strive to meet their goals, and those contained in various federal and state laws, of maintaining a membership in its Advisory Committees that reflects the diversity of the community. Although strictly optional for Applicant, the following information is needed to meet reporting requirements and attain those goals. Race: Caucasian <del>African American</del> <del>Hispanic</del> <del>Asian</del> <del>Other</del> Sex: Male <del>Female</del> Age: <u>50</u> Disabled? <del>Yes</del> No			
Are you representing a specific agency or organization? <del>Yes</del> No If Yes, please list the organization. _____			

In the space below briefly describe or list the following: any previous experience on other Committees; your educational background; your skills and experience you could contribute to a Committee; any of your professional licenses and/or designations and indicate how long you have held them and whether they are effective in the City of Tallahassee or Leon County; any charitable or community activities in which you participate; and reasons for your interest in the Joint City-County Bicycling Workgroup. Please attach your resume, if one is available.

I have been a mountain bike rider for over thirty years and a road-rider for almost one year now. I have been involved in bicycle safety and awareness campaigns individually and as a member of the Tallahassee Mountain Bike Club and the Capital City Cyclists Association for the past several years. I served on the Tallahassee Bicyclist Advisory Committee in the mid-90s here in town and felt that I was a leader and strong worker on that body. I have a very strong understanding of the services that a city and county provide and the costs and benefits to the public associated with these services. Furthermore, through my role as an advocate for municipalities specifically and local government in general, I have a background in growth management and urban planning. I have been involved in Habitat for Humanity; United Way of the Big Bend; Capital City Youth Services, Leadership Tallahassee; Tallahassee 25 and TPRD activities as a coach and volunteer. As a longtime bicyclist—both on road and off—I feel I can bring a broad understanding of the needs of the bicycling community and be a strong advocate for the product developed by the Joint City-County Bicycling workgroup.

References (you must provide at least one personal reference who is not a family member):

Name: Mr. Joe Mezzina (Joes Bike shop) Telephone: 222-3855

Address: 1637 N Monroe Street, Tallahassee, FL 32302

Name: Mr. Rick Minor Telephone: 544-6222

Address: City of Tallahassee, Office of the Mayor

### **IMPORTANT LEGAL REQUIREMENTS FOR ADVISORY COMMITTEE MEMBERSHIP**

AS A MEMBER OF THE JOINT CITY-COUNTY BICYCLING WORKGROUP, YOU WILL BE OBLIGATED TO FOLLOW ANY APPLICABLE LAWS REGARDING CODE OF ETHICS FOR PUBLIC OFFICERS, AND PUBLIC RECORDS DISCLOSURE. THE CONSEQUENCES OF VIOLATING THESE APPLICABLE LAWS INCLUDE CRIMINAL PENALTIES, CIVIL FINES, AND THE VOIDING OF ANY COMMITTEE ACTION AND OF ANY SUBSEQUENT ACTION BY THE CITY OF TALLAHASSEE OR BOARD OF COUNTY COMMISSIONERS. IN ORDER TO BE FAMILIAR WITH THESE LAWS AND TO ASSIST YOU IN ANSWERING THE FOLLOWING QUESTIONS, YOU MUST COMPLETE THE ORIENTATION PUBLISHED AT [www.leoncountyfl.gov/bcc/committees/training.asp](http://www.leoncountyfl.gov/bcc/committees/training.asp) BEFORE YOUR APPLICATION IS DEEMED COMPLETE.

Have you completed the Orientation? Yes  ~~No~~

Will you be receiving any compensation that is expected to influence your vote, action, or participation on the Committee? ~~Yes~~  No  If yes, from whom? \_\_\_\_\_

Do you or your employer, or your spouse or child or their employers, do business with the City of Tallahassee or Leon County? ~~Yes~~  No

If yes, please explain. \_\_\_\_\_

Do you have any employment or contractual relationship with the City of Tallahassee or Leon County that would create a continuing or frequently recurring conflict with regard to your participation on a Committee? ~~Yes~~  No

If yes, please explain. \_\_\_\_\_

Please note that pursuant to City of Tallahassee policy, a background check may be conducted for City appointees to the Joint City/County Bicycling Workgroup.

All statements and information provided in this application are true to the best of my knowledge.

Signature: Clifford Scott Dudley

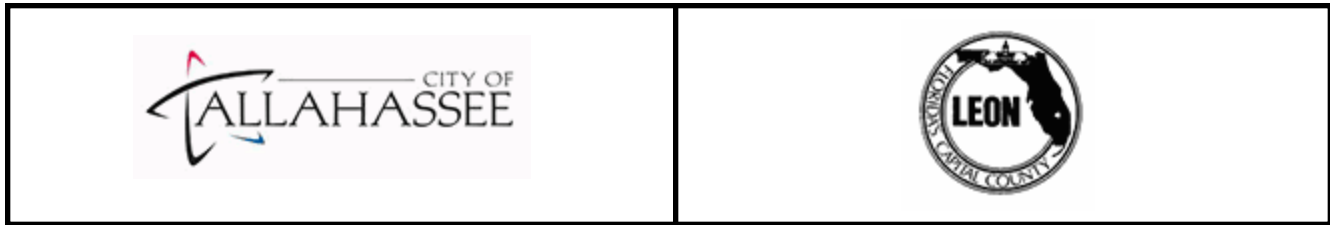
Please return Application

by mail: Tallahassee Leon County Planning Department  
Attn: Megan Doherty  
435 North Macomb Street  
Tallahassee, FL 32301

by email: [megan.doherty@talgov.com](mailto:megan.doherty@talgov.com)

by fax: 850-891-6404

# JOINT CITY/COUNTY BICYCLE WORKING GROUP APPLICATION



Name: Yvonne Gsteiger	Date: 4/27/2016 8:34:22AM
-----------------------	---------------------------

Home Phone: (850) 251-8800	Work Phone: ()-X	Email: ygsteiger@gmail.com
----------------------------	------------------	----------------------------

Occupation: LAWYER	Employer: FLORIDA LEGISLATURE
--------------------	-------------------------------

Preferred mailing location: Home Address  
Work Address:

City/State/Zip: TALLAHASSEE, FL

Home Address 2110 TRESMOTT DRIVE

City/State/Zip: TALLAHASSEE, FL 32308

Do you live in Leon County? Yes If yes, do you live within the City limits? Yes

Do you own property in Leon County? Yes If yes, is it located within the City limits? Yes

For how many years have you lived in and/or owned property in Leon County? 40 years

Are you currently serving on a County Advisory Committee? No

If yes, on what Committee(s) are you a member?

Have you served on any previous Leon County committees? No

If yes, on what Committee(s) are you a member?

**If you are appointed to a Committee, you are expected to attend regular meetings.**

How many days permonth would you be willing to commit for Committee work? 2 to 3

And for how many months would you be willing to commit that amount of time? 6 or more

What time of day would be best for you to attend Committee meetings? Day

**(OPTIONAL)** Leon County strives to meet its goals, and those contained in various federal and state laws, of maintaining a membership in its Advisory Committees that reflects the diversity of the community. Although strictly optional for Applicant, the following information is needed to meet reporting requirements and attain those goals.

Race: Caucasian Sex: Female Age: 58.00

Disabled? No District:

**In the space below briefly describe or list the following: any previous experience on other Committees; your educational background; your skills and experience you could contribute to a Committee; any of your professional licenses and/or designations and indicate how long you have held them and whether they are effective in Leon County; any charitable or community activities in which you participate; and reasons for your choice of the Committee indicated on this Application.**

I AM ON THE BOARD OF DIRECTORS OF SUSTAINABLE TALLAHASSEE. I HAVE BEEN CYCLING IN TLH SINCE 1976 WHEN I MOVED TO TOWN, WHEN THERE WERE ONLY ABOUT 10 CYCLISTS WHO RODE AND COMPETED. I CYCLED ACROSS THE US IN 1988. I HAVE PARTICIPATED IN TRIATHLONS, ROAD RACES, TOURED, TOURED ON A TANDEM WITH MY DAUGHTER, AND ON ALLEY-CATS WITH MY OTHER DAUGHTER. I LEAD BIKE TOURS IN THE SUMMERS FOR A NATIONAL CYCLING COMPANY. I VOLUNTEER FOR THE BICYCLE HOUSE. I WORK WELL ON TEAMS AND HAVE MANY IDEAS FOR MAKING THIS COMMUNITY BECOME MORE BICYCLE FRIENDLY. I HAVE ATTACHED MY PROFESSIONAL RESUME, NOT MY RESUME THAT ARTICULATES MY PERSONAL ACHIEVEMENTS.

References (you must provide at least one personal reference who is not a family member):

Name: NADA CAREY  
Address: TERRACE STREET

Telephone: 850-322-6747

Name: LYN KITTLE  
Address: GRASSROOTS WAY

Telephone: 850-671-2879

**IMPORTANT LEGAL REQUIREMENTS FOR ADVISORY COMMITTEE MEMBERSHIP**

**AS A MEMBER OF AN ADVISORY COMMITTEE, YOU WILL BE OBLIGATED TO FOLLOW ANY APPLICABLE LAWS REGARDING GOVERNMENT-IN-THE-SUNSHINE, CODE OF ETHICS FOR PUBLIC OFFICERS, AND PUBLIC RECORDS DISCLOSURE. THE CONSEQUENCES OF VIOLATING THESE APPLICABLE LAWS INCLUDE CRIMINAL PENALTIES, CIVIL FINES, AND THE VOIDING OF ANY COMMITTEE ACTION AND OF ANY SUBSEQUENT ACTION BY THE BOARD OF COUNTY COMMISSIONERS. IN ORDER TO BE FAMILIAR WITH THESE LAWS AND TO ASSIST YOU IN ANSWERING THE FOLLOWING QUESTIONS, YOU MUST COMPLETE THE ORIENTATION PUBLICATION [www.leoncountyfl.gov/bcc/committees/training.asp](http://www.leoncountyfl.gov/bcc/committees/training.asp) BEFORE YOUR APPLICATION IS DEEMED COMPLETE.**

Have you completed the Orientation? No **YES per 3/10/17 email**

Are you willing to complete a financial disclosure form and/or a background check, if applicable? Yes

Will you be receiving any compensation that is expected to influence your vote, action, or participation on a Committee? No

If yes, from whom?

Do you anticipate that you would be a stakeholder with regard to your participation on a Committee? No

Do you know of any circumstances that would result in you having to abstain from voting on a Committee due to voting conflicts? No

If yes, please explain.

Do you or your employer, or your spouse or child or their employers, do business with Leon County? No

If yes, please explain.

Do you have any employment or contractual relationship with Leon County that would create a continuing or frequently recurring conflict with regard to your participation on a Committee? No

If yes, please explain.

All statements and information provided in this application are true to the best of my knowledge.

Signature: Yvonne Gsteiger

This application was electronically sent: 4/27/2016 8:34:22AM

**From:** Yvonne Gsteiger <ygsteiger@gmail.com>  
**To:** Mary Smach <SmachM@leoncountyfl.gov>  
**Date:** 3/10/2017 4:02 PM  
**Subject:** Re: Joint City/County Bicycle Workgroup

I viewed the entire orientation powerpoint. I am quite familiar with it, since I deal with many of these issues (ie public meetings/public records) in my job.

Yvonne

On Thu, Mar 9, 2017 at 3:15 PM, Mary Smach <SmachM@leoncountyfl.gov> wrote:

> Hi Ms. Gsteiger,  
>  
> I noticed that you indicated on your application that you did not complete  
> the online orientation. To be considered for membership, we ask that you  
> please visit our website to view the orientation, and reply by return email  
> that you have done so.  
>  
> <http://cms.leoncountyfl.gov/committees/Training.asp>  
>  
> Thank you for your time.  
>  
> Mary Smach  
> Agenda Coordinator  
> Leon County Administration  
> 301 S. Monroe St. Suite 502  
> Tallahassee, FL 32301  
> 850-606-5311 <(850)%20606-5311>  
>  
> [www.leoncountyfl.gov](http://www.leoncountyfl.gov)  
>  
> "People Focused. Performance Driven"  
>  
> Thank you for your email. Please note that under Florida's Public  
> Records laws, most written communications to or from county staff or  
> officials regarding county business are public records available to the  
> public and media upon request. Your e-mail communications may therefore be  
> subject to public disclosure.  
>

## YVONNE GSTEIGER

2110 Trescott Drive  
Tallahassee, FL 32308  
Cell: 850-251-8800

### EDUCATION:

Legal: **Florida State University Law School** Tallahassee, FL  
1987 J.D. Degree; major coursework - Environmental and Regulatory Law

Graduate: **Florida State University** Tallahassee, FL  
1983 Two M.S. Degrees – Sport Psychology; Motor Learning  
G.P.A.: 3.8 out of 4.0  
Dean’s List each quarter at school  
Who’s Who in American Universities and Colleges  
Recipient of College of Education Fellowship

Undergraduate: **Florida State University** Tallahassee, FL  
1980 Two B.A. degrees – German; Foreign Language Education  
G.P.A: 3.9 G.P.A in majors: 4.0  
Graduated Magna Cum Laude  
Phi Kappa Phi National Honorary Society  
Florida State University Women’s Tennis Team  
Delta Phi Alpha National German Honorary Society

### EXPERIENCE:

11/13-current **Drafter**—Florida House of Representatives

- Draft proposed legislation and amendments requested by House members
- Draft resolutions, tributes, and other documents requested by House members
- Collaborate with substantive staff on House member ideas and draft proposed ideas into bill form

7/11-6/13 **Director of Grants and External Affairs** – Everglades Foundation

- Responsible for Foundation’s grant program and daily working with grantees to ensure effective and consistent messages
- Managed comprehensive external affairs program, including communicating with federal, state, and regional decision-makers
- Expanded partner base with business, sporting, and civic entities
- Responsible for annual strategic plan and budget for grants and external affairs program
- Responsible for developing effective communication program with partner groups to ensure unified positions on issues
- Assisted CEO in identifying long and short-term goals for Everglades restoration

## YVONNE GSTEIGER

- 9/07 – 7/11      **Sr. Cabinet Advisor, Environment & Land Use** – CFOs Atwater and Sink in DFS
- Advised/researched issues for CFO sitting as Board member of Trustees; Siting Board; Land & Water Adjudicatory Commission, Dept. of Revenue and Administration Commission
  - Drafted and lobbied legislative proposals for CFO
  - Drafted responses to constituent issues affecting environment/land use/climate change
  - Advised on legal issues for final orders associated with the Land & Water Adjudicatory Commission and Administration Commission
  - Appointed as CFO designee to FL Energy & Climate Commission
- 1/05-9/07      **Assistant General Counsel** – Department of Revenue
- Drafted administrative Final Orders for Executive Director
  - Represented DOR in lawsuits filed against it
  - Drafted proposed DOR rules
  - Provided legal analyses on sales/use tax issues
- 9/01-present      **Adjunct Professor** – FSU and FAMU
- Co-taught classes on Florida Everglades to undergraduate and graduates at FSU
  - Taught Environmental Law and Policy class to graduate and PhD students at FAMU
  - Created new lobbying certification program at FAMU
- 9/95-12/04      **Senior Policy Analyst** – South Florida Water Management District
- TLH liaison for land issues coming before FL Cabinet
  - Educated/lobbied legislative and agency staff and legislators on water management and budget issues
  - Drafted legislation related to water management
  - Represented agency at Emergency Operations Center
  - Areas of expertise: P2000 and Florida Forever Acts, land acquisition and management, eminent domain, Everglades, including CERP, Lake Okeechobee, ASR, permitting and SWIM
- 2/93-7/95      **Staff Attorney** – House Natural Resources Committee
- Drafted bills relevant to legislators
  - Provided legal analyses to legislators on natural resource issues
  - Areas of expertise: Clean Water Act, Clean Air Act
  - Lead drafter on Everglades Forever Act
- 9/91-1/93      **Assistant VP for Gov. Relations** – Ass'n of Voluntary Hospitals
- Lobbied legislators and agencies on behalf of non-profit hospitals
  - Authored portions of weekly health-related newsletter



## YVONNE GSTEIGER

11/89-8/91

**Staff Attorney** – House Health Care Committee

- Drafted bills relevant to committee or legislators
- Provided legal input to legislators on health care issues if requested

8/87-11/89

**Director of Regulatory Affairs** – FL Electric Cooperatives Ass'n

- Represented 17 co-ops at the Public Service Commission
- Represented the co-ops during rule-making proceedings
- Represented the co-ops at national meetings

**PERSONAL:**

Birth: July 20, 1957 in Neuchatel, Switzerland

**PUBLICATIONS:**

- Co-author for sales/use tax article published in Florida Bar Journal (2007)
- Chapter on SWIM program published in The Florida Environmental and Land Use Treatise (2003)
- Chapter on Florida Water Law published in Florida Environmental and Land Use Treatise (2003)
- For Sale: Florida's Water Supply in Florida Water (1997)
- Co-author of bibliography of FL Archeology articles

**ACTIVITIES:**

Graduate of Leadership Tallahassee – Class 25  
Celtic Band –play Hammer dulcimer and Irish flute  
Spin instructor  
Certified as Teacher of English to non-English speakers





AS A RESIDENT AND HOMEOWNER IN TALLAHASSEE/LEON COUNTY, I AM INTERESTED IN GETTING MORE INVOLVED IN MY LOCAL COMMUNITY. WHEN I SAW THAT THERE WAS AN OPENING ON THE JOINT CITY/COUNTY BICYCLING WORKGROUP, I THOUGH THIS WAS A PERFECT OPPORTUNITY TO TAKE ACTION AND BECOME MORE CIVICALLY ENGAGED. MY DAILY COMMUTE TO WORK IS VIA BICYCLE, SO I FEEL THAT I HAVE A DEPTH OF PERSONAL EXPERIENCE WHICH IS DIRECTLY RELEVANT TO THIS WORKGROUP. I AM KEENLY INTERESTED IN FINDING WAYS TO IMPROVE THE CYCLING EXPERIENCE IN TALLAHASSEE/LEON COUNTY BY INCREASING SAFETY AND COMMUNITY CONNECTIVITY. OVER THE PAST FEW YEARS, I HAVE EXPERIENCED FIRSTHAND THE HOW THE COMMUNITY'S INVESTMENTS IN BIKE LANES AND SIMILAR INFRASTRUCTURE HAVE IMPROVED THE BIKING EXPERIENCE, AND I WOULD LIKE TO BE A PART OF CONTINUING THIS TREND.

IN ADDITION TO MY PERSONAL BIKING EXPERIENCE, I FEEL THAT I CAN CONTRIBUTE TO THE WORKGROUP THROUGH MY PROFESSIONAL BACKGROUND AS A STATE EMPLOYEE. AS PART OF MY JOB DUTIES, I AM REGULARLY INVOLVED IN PUBLIC MEETINGS AND IN THE HANDLING OF PUBLIC RECORDS. I FEEL THAT MY EXPERIENCE WITH THESE MATTERS WILL HELP TO ENSURE THAT THE WORKGROUP COMPLIES WITH FLORIDA'S SUNSHINE LAWS. THANK YOU FOR YOUR CONSIDERATION.

RESPECTFULLY,  
ALEXANDER MOSCA

References (you must provide at least one personal reference who is not a family member):

Name: MATHIEU CAVELL Telephone: 5179746255  
Address: 1453 PINE STREET, TALLAHAS

Name: Telephone:  
Address:

**IMPORTANT LEGAL REQUIREMENTS FOR ADVISORY COMMITTEE MEMBERSHIP**

**AS A MEMBER OF AN ADVISORY COMMITTEE, YOU WILL BE OBLIGATED TO FOLLOW ANY APPLICABLE LAWS REGARDING GOVERNMENT-IN-THE-SUNSHINE, CODE OF ETHICS FOR PUBLIC OFFICERS, AND PUBLIC RECORDS DISCLOSURE. THE CONSEQUENCES OF VIOLATING THESE APPLICABLE LAWS INCLUDE CRIMINAL PENALTIES, CIVIL FINES, AND THE VOIDING OF ANY COMMITTEE ACTION AND OF ANY SUBSEQUENT ACTION BY THE BOARD OF COUNTY COMMISSIONERS. IN ORDER TO BE FAMILIAR WITH THESE LAWS AND TO ASSIST YOU IN ANSWERING THE FOLLOWING QUESTIONS, YOU MUST COMPLETE THE ORIENTATION PUBLICATION**

1) Have you completed the Applicant Orientation for membership on Citizen Committees, Board & Authorities?  
Yes

2.) Are you willing to complete a financial disclosure form Yes

3.) Do you know of any circumstances that would result in you having to abstain from voting on a Committee/Board/Authority due to voting conflicts? (Not applicable to Focus Groups) No  
If yes, please explain.

4.) Are you or your employer, or your spouse or child or their employers, currently doing business with Leon County? No  
If yes, please explain.

5.) Do you foresee participating in any competitive bid process for Leon County business during your time serving on this committee/board/authority? No

6.) Do you currently have any employment or contractual relationship with Leon County that would create a continuing or frequently recurring conflict with regard to your participation on a Committee/Board/Authority? No  
If yes, please explain.

All statements and information provided in this application are true to the best of my knowledge.

Signature: Alexander Mosca

Attachment #4  
Page 3 of 4

This application was electronically sent: 11/10/2017 6:00:37PM



November 21, 2017

Honorable John Dailey, Chairman  
Leon County Commission  
301 S. Monroe Street  
Tallahassee, FL 32301

Dear Chairman Dailey,

Please accept this letter as my resignation from the Tallahassee-Leon County Planning Commission effective immediately. It has been an honor and privilege to serve as a County Commission designee on the Planning Commission since my original appointment in 2012. Unfortunately, I am no longer in a position to contribute on a consistent basis.

I have thoroughly enjoyed my time on the Planning Commission and I thank you for the opportunity to serve.


Sincerely,



Stewart Proctor

Cc: County Commissioners Desloge, Dozier, Jackson, Lindley, Maddox, and  
Proctor  
Vince Long  
Wayne Tedder  
Russell Snyder  
Artie White  
Planning Commission  
Silvia Alderman

# ADVISORY COMMITTEE APPLICATION FOR BOARD APPOINTMENT PLANNING COMMISSION

<p><b>It is the applicant's responsibility to keep this information current. To advise the County of any changes please contact Mary Smach by telephone at 606-5300 or by e-mail at SmachM@leoncountyfl.gov Applications will be discarded if no appointment is made after two years.</b></p>		
Name: Pierre Buie		Date: 5/24/2017 3:45:41PM
Home Phone: (850) 562-5569	Work Phone: (850)792-2793X	Email: pbuie@prominentinfluence.com
Occupation: EXECUTIVE PASTOR	Employer: JOURNEY TO LIFE INTERNATIONAL INC.	
Preferred mailing location: Work Address		
Work Address: 2790-1 WEST TENNESSEE STREET		
City/State/Zip: TALLAHASSEE, FL 32304		
Home Address 8247 BALMORAL DRIVE		
City/State/Zip: TALLAHASSEE, FL 32311		
Do you live in Leon County?	Yes	If yes, do you live within the City limits? No
Do you own property in Leon County?	Yes	If yes, is it located within the City limits? No
For how many years have you lived in and/or owned property in Leon County?		21 years
Are you currently serving on a County Advisory Committee?		No
If yes, on what Committee(s) are you a member?		
Have you served on any previous Leon County committees?		No
If yes, on what Committee(s) are you a member?		
<p><b>(OPTIONAL)</b> Leon County strives to meet its goals, and those contained in various federal and state laws, of maintaining a membership in its Advisory Committees that reflects the diversity of the community. Although strictly optional for Applicant, the following information is needed to meet reporting requirements and attain those goals.</p> <p>Race: African American      Sex: Male      Age: 48.00                  Disabled? No      District: District 5</p>		
<p><b>In the space below briefly describe or list the following: any previous experience on other Committees; your educational background; your skills and experience you could contribute to a Committee; any of your professional licenses and/or designations and indicate how long you have held them and whether they are effective in Leon County; any charitable or community activities in which you participate; and reasons for your choice of the Committee indicated on this Application.</b></p>		



References (you must provide at least one personal reference who is not a family member):

Name: MARY ANN MORGAN-BURKE Telephone: 1-877-302-9900  
Address: 280 W. CANTON AVE, SUITE 210 WINTER PARK, FLORIDA 32789

Name: ROSALIND J. FRAZIER Telephone: 8503451982  
Address: 1210 STONE ROAD, TALLAHASSEE, FL 32303

**IMPORTANT LEGAL REQUIREMENTS FOR ADVISORY COMMITTEE MEMBERSHIP**

**AS A MEMBER OF AN ADVISORY COMMITTEE, YOU WILL BE OBLIGATED TO FOLLOW ANY APPLICABLE LAWS REGARDING GOVERNMENT-IN-THE-SUNSHINE, CODE OF ETHICS FOR PUBLIC OFFICERS, AND PUBLIC RECORDS DISCLOSURE. THE CONSEQUENCES OF VIOLATING THESE APPLICABLE LAWS INCLUDE CRIMINAL PENALTIES, CIVIL FINES, AND THE VOIDING OF ANY COMMITTEE ACTION AND OF ANY SUBSEQUENT ACTION BY THE BOARD OF COUNTY COMMISSIONERS. IN ORDER TO BE FAMILIAR WITH THESE LAWS AND TO ASSIST YOU IN ANSWERING THE FOLLOWING QUESTIONS, YOU MUST COMPLETE THE ORIENTATION PUBLICATION**

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Yes

2.) Are you willing to complete a financial disclosure form Yes

3.) Do you know of any circumstances that would result in you having to abstain from voting on a Committee/Board/Authority due to voting conflicts? (Not applicable to Focus Groups) No  
If yes, please explain.

4.) Are you you or your employer, or your spouse or child or their employers, currently doing business with Leon County? No  
If yes, please explain.

5.) Do you foresee participating in any competitive bid process for Leon County business during your time serving on this committee/board/authority? No

6.) Do you currently have any employment or contractual relationship with Leon County that would create a continuing or frequently recurring conflict with regard to your participation on a Committee/Board/Authority?  
No  
If yes, please explain.

All statements and information provided in this application are true to the best of my knowledge.

Signature: Pierre L. Buie, MPA, CFI.

This application was electronically sent: 5/24/2017 3:45:41PM

## SUMMARY

## EXPERIENCE

***Journey to Life International Inc.***  
**Consultant**

***Tallahassee, Fl.***  
1998 to Current

- Marketing and Advertising, through the use of Broadcast, Billboards, and Social Media tools.
- Leadership Training and Development.
- Payroll, Financial, Banking Affairs, and Maintaining Internal Revenue Service Compliance for 501c3 Not For-Profit Organizations.
- Identifying Public Safety Issues, and Establishing Emergency Plans Under FEMA Guidelines for Churches and Ministries.
- Financial Campaigns, Accounting, and Growth Management.
- Facilitation of Seminars on topics not limited to the following: Credit and Finance, Child Safety, First Time Home Buyer, Marriage, Family, and Anger Management.
- Religious Studies.
- International Outreach.
- Community Affairs, Crime Awareness, and Issues of Major Public Concerns for Safety and Security.
- Human Resources, Interviewing, and Volunteer Coordinating.

***Department of Children and Family***  
**Crime Intelligence Technician**

***Tallahassee, Florida***  
2011 to 2012

- Conduct criminal history checks of all subjects involved in abuse and neglect cases involving adults and children; the checks are conducted via NCIC and FCIC databases (National Crime Information Center & Florida Criminal Information Center).  
Checks include but are not limited to the following:
- The Florida Department of Corrections, and the Florida Department of Law Enforcement (FDLE) Sexual Predator.
- The Criminal Intelligence Technician is required to review the backgrounds of alleged abusers within minutes of receiving a report, so as to identify potentially hazardous situations sooner.
- Identify individuals with past serious criminal charges, such as weapons possession or assault.

- Direct incoming "Florida Abuse Hotline" calls to the available abuse counselor as needed.
- Guarantee that the Child and Adult Protective Investigators on staff" will know what kind of people they -- and the alleged victims will be dealing with prior to initiating an investigation, at which time they will be able to respond properly based on that knowledge."

***The Reop Group LLC.***

***Tallahassee, Florida***

**Investigative Consultant (Part-Time)**

2006 to 2015

- Conducted private investigations for various clients.
- Observed and documented activities of individuals in order to detect unlawful acts and to obtain evidence for cases, using binoculars and video cameras.
- Wrote reports and summaries to document investigations.
- Searched computer databases, credit reports, public records, tax and legal filings, and other resources in order to locate persons and compile information for the client or case file.
- Obtained and analyzed information on suspects, crimes and disturbances in order to solve cases, to identify criminal activity, and to gather information for cases.
- Conducted background investigations of individual's character, financial status and personal history for commercial and domestic clients.

***Shoe Carnival***

***Tallahassee, Florida***

**Loss Prevention Specialist**

2004 to 2006

- Protected property of business establishment by detecting vandalism, thievery, shoplifting and dishonesty among employees and patrons.
- Conducted investigations on own initiative and on request of management.
- Observed company grounds to apprehend suspects in illegal acts.
- Interrogated suspects and apprehended culprits.
- Trained and managed employees on proper way to protect the premises and merchandise and achieved significant improvements in their productivity.
- The apprehension of suspects which led arrest and convictions.
- Installed Mirrors for better coverage in blind spots.
- Wrote case reports.
- Programmed and operated DVR/CCTV Surveillance Security System with PTZ.
- Alerted other retail establishments when person of known criminal character was observed in store.
- Fraud Investigation

***Leon County Sheriff's Office***

***Tallahassee, Florida***

2002 to 2004

**Volunteer**

Installation of computer software  
Verifying warrants via law enforcement database  
Filing documents

**Pierre L. Buie**

---

8247 Balmoral Drive ,Tallahassee, Florida 32311-9403  
850-562-5569 850-459-6668  
pbuie7@gmail.com

ACCOMPLISHMENTS:

*Alpha Sigma Lambda National Honor Society*  
*Golden Key International Honour Society*  
*Deans List 2010 & 2011*

EDUCATION

*Ashford University-Forbes School of Business*  
Master of Public Administration

*San Diego, CA*  
2014

*Ashford University*  
Bachelor of Arts-Social and Criminal Justice, with Distinction

*Clinton, IA*  
2011

*Tallahassee Community College*  
Associate of Arts-Public Affairs

*Tallahassee, FL*  
2003

*Tunxis Community College*  
Associate of Science-Criminal Justice

*Farmington, CT.*  
1998

ADDITIONAL TRAINING

Public Speaking (25 Years of Experience)

Peace Officer Safety Training Courses:

Community Policing 8 Hour Course 2008

Crash Investigations 8 Hour Course 2008

Report Writing 8 Hour Course 2009

Bargaining, Negotiation and Conflict Management 2014

Certified Forensic Interviewing 16 Hour Prep Course 2014

Certified Forensic Interviewer (CFI) Wicklander-Zulawski 2014

**LICENSES**

Private Investigator


Certified Anger Management Professional-Level 2

FCIC Certified

NCIC Certified

JIS (JUDICIAL INQUIRY SYSTEMS)

# ADVISORY COMMITTEE APPLICATION FOR BOARD APPOINTMENT PLANNING COMMISSION

<p><b>It is the applicant's responsibility to keep this information current. To advise the County of any changes please contact Mary Smach by telephone at 606-5300 or by e-mail at SmachM@leoncountyfl.gov Applications will be discarded if no appointment is made after two years.</b></p>		
Name: timothy edmond		Date: 3/23/2017 2:45:40PM
Home Phone: (850) 668-7831	Work Phone: (850)528-5676X	Email: edmondgroup.tde@gmail.com
Occupation: REAL ESTATE DEVELOPER	Employer: SELF	
Preferred mailing location: Work Address		
Work Address: 1234 TIMBERLANE RD		
City/State/Zip: TALLAHASSEE, FL 32312		
Home Address 813 LAKE RIDGE DRIVE		
City/State/Zip: TALLAHASSEE, FL 32312		
Do you live in Leon County? Yes	If yes, do you live within the City limits? No	
Do you own property in Leon County? Yes	If yes, is it located within the City limits? No	
For how many years have you lived in and/or owned property in Leon County?		22 years
Are you currently serving on a County Advisory Committee? Yes		
If yes, on what Committee(s) are you a member? TALLAHASSEE/LEON COUNTY PLANNING COMMISS		
Have you served on any previous Leon County committees? Yes		
If yes, on what Committee(s) are you a member? TALLAHASSEE/LEON COUNTY PLANNING COMMISSION, CUR		
<b><u>If you are appointed to a Committee, you are expected to attend regular meetings.</u></b>		
How many days permonth would you be willing to commit for Committee work?		4 or more
And for how many months would you be willing to commit that amount of time?		6 or more
What time of day would be best for you to attend Committee meetings?		Day, Night
<p><b>(OPTIONAL)</b> Leon County strives to meet its goals, and those contained in various federal and state laws, of maintaining a membership in its Advisory Committees that reflects the diversity of the community. Although strictly optional for Applicant, the following information is needed to meet reporting requirements and attain those goals.</p>		
Race: Caucasian	Sex: Male	Age:
Disabled? No	District:	
<p><b>In the space below briefly describe or list the following: any previous experience on other Committees; your educational background; your skills and experience you could contribute to a Committee; any of your professional licenses and/or designations and indicate how long you have held them and whether they are effective in Leon County; any charitable or community activities in which you participate; and reasons for your choice of the Committee indicated on this Application.</b></p> <p>RESUME ATTACHED. CURRENTLY SERVE AS CHAIRMAN, TLH/LEON CO. PLANNING COMMISSION AND REQUEST REAPPOINTMENT.</p>		

References (you must provide at least one personal reference who is not a family member):

Name: DAVE RAMSAY Telephone: 850.893.6434  
Address: SHOAL CK. DR, TALLAHASSEE

Name: Telephone:  
Address:

**IMPORTANT LEGAL REQUIREMENTS FOR ADVISORY COMMITTEE MEMBERSHIP**

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Have you completed the Orientation? Yes

Are you willing to complete a financial disclosure form and/or a background check, if applicable? Yes

Will you be receiving any compensation that is expected to influence your vote, action, or participation on a Committee? No

If yes, from whom?

Do you anticipate that you would be a stakeholder with regard to your participation on a Committee? No

Do you know of any circumstances that would result in you having to abstain from voting on a Committee due to voting conflicts? No YES

If yes, please explain. A conflict may arise as I have been developing and selling real estate in Leon County for 22-years and the circumstance may arise.

Do you or your employer, or your spouse or child or their employers, do business with Leon County? No

If yes, please explain.

Do you have any employment or contractual relationship with Leon County that would create a continuing or frequently recurring conflict with regard to your participation on a Committee? No

If yes, please explain.

All statements and information provided in this application are true to the best of my knowledge.

Signature: timothy d. edmond

This application was electronically sent: 3/23/2017 2:45:40PM

**TIMOTHY D. EDMOND**  
**CEO, THE EDMOND GROUP LLC**  
**1234 Timberlane Rd., Tallahassee, FL 32312**  
**Edmondgroup.tde@gmail.com**

An accomplished real estate executive with 42-years of development, entitlement, land planning, design and finance experience. Earned a national reputation for work in large-scale master planned communities, resorts and home building. Highly skilled in complex transactions, land acquisition/disposition, operations, sales and distressed asset management.

The Edmond Group, LLC (TEG), a licensed real estate broker (FL), is a full service real estate development, brokerage and consulting firm for mixed-use master planned communities, resort, retail/office and urban infill projects, headquartered in Tallahassee, FL. TEG, its management team and through a broad range of relationships, has created and completed numerous award winning residential and resort communities throughout the nation for a diverse spectrum of private and public companies.

Through a thoughtful and focused development and consulting approach, our intent is on adding value to underlying real estate assets with laser focus on shareholder returns. As bottom line thinkers and strategists, we have earned a reputation for excellence as creators of thriving communities, each with its own uniqueness, character, quality and charm.

Our view, simply stated, is that opportunity exists everywhere. The key is to know what shape it will take and how to seize upon it.

Under the guidance and auspices of Timothy Edmond, TEG offers a wide array of development, consulting and real estate brokerage services including:

- Real estate development, asset management and finance
- Managing complex entitlement and development strategies
- Creating community consensus for projects of all types
- Due diligence for acquisitions and dispositions
- Distressed asset workouts for bond holders, principals and municipalities
- Political and approval strategies
- Expert witness in real estate related issues

Over four decades of real estate experience brings with it a host of relationships to bear upon any development or consulting assignment. Top-of-class expertise is easily added to any development opportunity or consultancy that includes: Market research; Land use and environmental law; Marketing, PR and Communications; Architecture; Land planning; Bond finance; Debt procurement; and, Equity sourcing.

## **BACKGROUND**

### **Chief Executive Officer, The Edmond Group, LLC Tallahassee, FL and Fischer (Austin), TX, 2011-Present**

Per above, The Edmond Group is a real estate development, consultant and real estate brokerage firm. Consulting services include land development, redevelopment, disposition and/or recapitalization efforts for large land owners, banks, land planning, landscape architecture and architecture firms. Also, serve as expert witness in real estate matters.

### **President, CNL Real Estate & Development Corp. Orlando and Tallahassee, FL, 2005-2011**

CNL is a leading private investment management firm providing global real estate exposure and expertise. Since its inception, CNL and/or affiliates have formed or acquired companies with more than \$30B in assets. As President of its private real estate development concern, oversaw a portfolio of investments whose value exceeded \$1 billion. Procured, planned and entitled the 525-acre master planned community of Canopy, Tallahassee, FL and developed SweetGrass, a 300-acre mountain resort, Blowing Rock, NC; Moss Park, 1500-acre MPC, Orlando, FL; and, oversaw the team to construct two office towers for CNL, 480,000 sf, Orlando. Co-led governmental affairs, legislative and lobbying efforts.

### **President, St. Joe Towns & Resorts (f.k.a., Arvida/St. Joe) Tallahassee, FL, 1997-2005**

Arvida was the residential, resort, development and services arm of the St. Joe Company (NYSE: JOE), the then largest private land owner in Florida. As the first employee hired after the merger, began the visioning, entitlement/political strategy, staffing and master planning for a 1.2 million acre portfolio of property throughout Florida. Created a management and operational structure to monetize dormant timber assets into a fully functional and profitable public real estate development company. Managed a staff of over 250, began a home building company and developed numerous mixed-use primary, second home and resort communities, spanning a corridor of 165 miles in north Florida. Served as a key liaison to Wall Street analysts.

Notable projects included: SouthWood, 3,200-acre, mixed-use TND oriented community; SummerCamp, 800-acre, Gulf of Mexico waterfront, second home community; St. James Island, 49,000-acres, 50-year development program; and, Timber Island, a 300-acre island in Carrabelle, FL. Other projects initiated under my guidance included: WaterColor, WindMark Beach, SummerWood, Newport, Bay County, FL home building activities, and St. Vincent Sound, a 30,000-acre master plan and environmental programming.



**President, Florida Division, Town & Country Homes  
Celebration, FL, 1994-1997**

Complete P&L responsibilities for the start up of this *Builder 50* developer and home building company. Operations located within the Walt Disney Company's Celebration development, an award winning and first of its kind traditional neighborhood development. First developer/builder selected from a nationwide search. Annual sales volume \$100MM.

**Senior Vice President, The Prime Group  
Chicago, IL, 1990-1994**

Managed the Residential and Land Development Division of this privately held, multinational real estate developer. Developed the community of Huntley, 10,000-acres; created a \$113MM tax increment financing district; secured development rights for 6,500 homes; developed a 600,000 sf retail outlet mall and light industrial park.

**Vice President, The William Lyon Company  
Ft. Lauderdale, FL, 1985-1990**

Acquired the land assets of Senior Corporation, Chicago, and planned, developed or sold a significant portfolio located throughout Florida. \$350MM asset base including over 5,000-acres of undeveloped property. Developed 5 master planned communities in FL.

**Other Florida based history  
1974-1990**

Fairfield Communities, General Manager; Reynolds Smith and Hills, Director of Business Development/Marketing. Began career with Deltona Corporation, Project Director and Research Ecologist, Marco Island, FL.


**Education**

Master of Business Administration, Nova Southeastern University, 1982.  
Bachelor of Science, Louisiana State University, 1974.  
Licensed real estate broker, Florida.

**Affiliations**

Commissioner and Chairman, Tallahassee/Leon County Planning Commission. Board member, Tallahassee/Leon County Chamber of Commerce. Formerly Governor, Leon County Research & Development Authority; and, recent Board Memberships include: Florida State University College of Business; and, Community Foundation of North Florida. Alumnus of Leadership Florida (II) and Leadership Broward (I). Annual guest lecturer, Harvard Graduate School of Design, 1998-2010.

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Name: william howell		Date: 2/5/2016 12:06:15PM
Home Phone: (850) 562-8429	Work Phone: (-)-X	Email: williamhowell32303@yahoo.com
Occupation: ELECTED OFFICIAL SWCD	Employer: SELF	
Preferred mailing location: Home Address		
Work Address: 4143 MIRAFLORES LANE		
City/State/Zip: TALLAHASSEE, FL 32303		
Home Address 4143 MIRAFLORES LANE		
City/State/Zip: TALLAHASSEE, FL 32303		
Do you live in Leon County? Yes	If yes, do you live within the City limits? No	
Do you own property in Leon County? Yes	If yes, is it located within the City limits? No	
For how many years have you lived in and/or owned property in Leon County?		32 years
Are you currently serving on a County Advisory Committee?		No
If yes, on what Committee(s) are you a member?		
Have you served on any previous Leon County committees?		Yes
If yes, on what Committee(s) are you a member?		BPAC
<b><i>If you are appointed to a Committee, you are expected to attend regular meetings.</i></b>		
How many days permonth would you be willing to commit for Committee work?		4 or more
And for how many months would you be willing to commit that amount of time?		6 or more
What time of day would be best for you to attend Committee meetings?		Day
<p><b>(OPTIONAL)</b> Leon County strives to meet its goals, and those contained in various federal and state laws, of maintaining a membership in its Advisory Committees that reflects the diversity of the community. Although strictly optional for Applicant, the following information is needed to meet reporting requirements and attain those goals.</p>		
Race:	Sex:	Age:
Disabled?	District:	
<p><b>In the space below briefly describe or list the following: any previous experience on other Committees; your educational background; your skills and experience you could contribute to a Committee; any of your professional licenses and/or designations and indicate how long you have held them and whether they are effective in Leon County; any charitable or community activities in which you participate; and reasons for your choice of the Committee indicated on this Application.</b></p>		

References (you must provide at least one personal reference who is not a family member):

Name: DON AXELRAD  
Address: BALM ROAD

Telephone: 8508784960

Name: ED CONKLIN  
Address: LUCY CT

Telephone: 8508775486

**IMPORTANT LEGAL REQUIREMENTS FOR ADVISORY COMMITTEE MEMBERSHIP**

**AS A MEMBER OF AN ADVISORY COMMITTEE, YOU WILL BE OBLIGATED TO FOLLOW ANY APPLICABLE LAWS REGARDING GOVERNMENT-IN-THE-SUNSHINE, CODE OF ETHICS FOR PUBLIC OFFICERS, AND PUBLIC RECORDS DISCLOSURE. THE CONSEQUENCES OF VIOLATING THESE APPLICABLE LAWS INCLUDE CRIMINAL PENALTIES, CIVIL FINES, AND THE VOIDING OF ANY COMMITTEE ACTION AND OF ANY SUBSEQUENT ACTION BY THE BOARD OF COUNTY COMMISSIONERS. IN ORDER TO BE FAMILIAR WITH THESE LAWS AND TO ASSIST YOU IN ANSWERING THE FOLLOWING QUESTIONS, YOU MUST COMPLETE THE ORIENTATION PUBLICATION [www.leoncountyfl.gov/bcc/committees/training.asp](http://www.leoncountyfl.gov/bcc/committees/training.asp) BEFORE YOUR APPLICATION IS DEEMED COMPLETE.**

Have you completed the Orientation? Yes

Are you willing to complete a financial disclosure form and/or a background check, if applicable? Yes

Will you be receiving any compensation that is expected to influence your vote, action, or participation on a Committee? No

If yes, from whom?

Do you anticipate that you would be a stakeholder with regard to your participation on a Committee? No

Do you know of any circumstances that would result in you having to abstain from voting on a Committee due to voting conflicts? No

If yes, please explain.

Do you or your employer, or your spouse or child or their employers, do business with Leon County? No

If yes, please explain.

Do you have any employment or contractual relationship with Leon County that would create a continuing or frequently recurring conflict with regard to your participation on a Committee? No

If yes, please explain.

All statements and information provided in this application are true to the best of my knowledge.

Signature: william howell


This application was electronically sent: 2/5/2016 12:06:15PM

## William (Bill) Howell

### My Background:

I received a BS in Economics from the University of Illinois and a MS in Geography from Florida State. I worked for the Lee County Planning Department for several years (1980-81) on their first Comprehensive Plan. I then moved to Tallahassee to attend the Urban and Regional Planning Department at FSU to seek a Masters degree. I worked at the Department of Community Affairs as an intern and finally for the DNR/DEP from 1985-2011. I worked primarily in land management and land acquisition positions. I reviewed hundreds of land management plans, DRI's and private development proposals for the DNR/DEP. I coordinated comments with the Regional Planning Councils statewide for 5 years. I retired in 2011 and have an organic garden, a woodworking shop and an investment LLC. I am currently a Supervisor with the Leon Soil & Water Conservation District.

# ADVISORY COMMITTEE APPLICATION FOR BOARD APPOINTMENT PLANNING COMMISSION

<p><b>It is the applicant's responsibility to keep this information current. To advise the County of any changes please contact Mary Smach by telephone at 606-5300 or by e-mail at SmachM@leoncountyfl.gov Applications will be discarded if no appointment is made after two years.</b></p>		
Name: JAMES Jolley		Date: 7/25/2017 7:03:45PM
Home Phone: (850) 576-4999	Work Phone: (850)297-2000X110	Email: jolleyj@jolleygood.comcastbiz.net
Occupation: CRIMINAL JUSTICE TRAINING COORDINATOR	Employer: FLORIDA COUNCIL AGAINST SEXUAL VIOLENCE	
Preferred mailing location: Home Address		
Work Address: 1820 E PARK AVE SUITE 100		
City/State/Zip: TALLAHASSEE, FL 32304		
Home Address 3605 HOUSTON ROAD		
City/State/Zip: TALLAHASSEE, FL 32304		
Do you live in Leon County? Yes      If yes, do you live within the City limits? No		
Do you own property in Leon County? Yes      If yes, is it located within the City limits? No		
For how many years have you lived in and/or owned property in Leon County? 30 years		
Are you currently serving on a County Advisory Committee? No		
If yes, on what Committee(s) are you a member?		
Have you served on any previous Leon County committees? No		
If yes, on what Committee(s) are you a member?		
<p><b>(OPTIONAL)</b> Leon County strives to meet its goals, and those contained in various federal and state laws, of maintaining a membership in its Advisory Committees that reflects the diversity of the community. Although strictly optional for Applicant, the following information is needed to meet reporting requirements and attain those goals.</p> <p>Race: Caucasian                      Sex: Male                      Age: 65.00</p> <p>Disabled? Yes                      District: District 2</p>		
<p><b>In the space below briefly describe or list the following: any previous experience on other Committees; your educational background; your skills and experience you could contribute to a Committee; any of your professional licenses and/or designations and indicate how long you have held them and whether they are effective in Leon County; any charitable or community activities in which you participate; and reasons for your choice of the Committee indicated on this Application.</b></p>		

References (you must provide at least one personal reference who is not a family member):

Name: GRACE FRANCES Telephone: 297-2000  
Address: 1820 E PARK AVE SUITE 100 TALLAHASSEE, FL 32301

Name: JENNIFER DRITT Telephone: 297-2000  
Address: 1820 E PARK AVE SUITE 100 TALLAHASSEE, FL 32301

**IMPORTANT LEGAL REQUIREMENTS FOR ADVISORY COMMITTEE MEMBERSHIP**

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1) Have you completed the Applicant Orientation for membership on Citizen Committees, Board & Authorities?  
Yes

2.) Are you willing to complete a financial disclosure form Yes

3.) Do you know of any circumstances that would result in you having to abstain from voting on a Committee/Board/Authority due to voting conflicts? (Not applicable to Focus Groups) No  
If yes, please explain.

4.) Are you you or your employer, or your spouse or child or their employers, currently doing business with Leon County? No  
If yes, please explain.

5.) Do you foresee participating in any competitive bid process for Leon County business during your time serving on this committee/board/authority? No

6.) Do you currently have any employment or contractual relationship with Leon County that would create a continuing or frequently recurring conflict with regard to your participation on a Committee/Board/Authority?  
No  
If yes, please explain.

All statements and information provided in this application are true to the best of my knowledge.

Signature: james robert jolley

This application was electronically sent: 7/25/2017 7:03:45PM



References (you must provide at least one personal reference who is not a family member):

Name: LESLIE POWELL Telephone: 8507239600  
Address: 8058 GREENMONT AVE

Name: Telephone:  
Address:

**IMPORTANT LEGAL REQUIREMENTS FOR ADVISORY COMMITTEE MEMBERSHIP**

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1) Have you completed the Applicant Orientation for membership on Citizen Committees, Board & Authorities?  
Yes

2.) Are you willing to complete a financial disclosure form Yes

3.) Do you know of any circumstances that would result in you having to abstain from voting on a Committee/Board/Authority due to voting conflicts? (Not applicable to Focus Groups) No  
If yes, please explain.

4.) Are you you or your employer, or your spouse or child or their employers, currently doing business with Leon County? No  
If yes, please explain.

5.) Do you foresee participating in any competitive bid process for Leon County business during your time serving on this committee/board/authority? No

6.) Do you currently have any employment or contractual relationship with Leon County that would create a continuing or frequently recurring conflict with regard to your participation on a Committee/Board/Authority?  
No  
If yes, please explain.

All statements and information provided in this application are true to the best of my knowledge.

Signature: Donna Gail Spencer

This application was electronically sent: 7/13/2017 11:23:55AM



Donna Gail Spencer  
Pensacola, Florida  
(850) 384.4472

[dgspencer7@gmail.com](mailto:dgspencer7@gmail.com)

<https://www.linkedin.com/in/donna-gail-spencer-ab552b23>

## Professional Overview

I have provided solutions and products for clients around the country. I designed and implemented various systems to help them achieve their goals. My primary focus is educating and empowering women, and business owners with a concentration on those generations that may have been left out of the “serious business discussions.”

I have over 18 years of creating & maintaining client relationships in the Construction & Design industry and the Financial Services industry, by assisting in identifying gaps and efficiency opportunities. I have engaged large professional firms, governmental entities, design associations, bankers, realtors, individuals, manufacturing facilities, contractors, and lumberyards by implementing new policies, processes, and procedures. I have superior problem solving skills with organizational expertise, and am detail oriented with good organizational skills. My strong work ethic and ability to multitask is proven.

## Employment

9/2016 – Current **Poppell Financial**

Tallahassee, FL

*Director of New Business*

- Responsible for New Enrollment compliance
- Mediate completion of legal documentation
- Assist with contract negotiation

2/2016 – 8/2016 **Bennett Shuman Architects, AIA**

Pensacola, FL

*CAD drafter, Code Research*

- Draft both commercial and residential projects
- Assist with Code Compliance direction & research
- Assist with on-site inspection, including catastrophe rebuilding

2013 – 2016 **Michael R. Spencer Architects**

Ft. Walton Beach, FL

*CAD drafter, Code Compliance*

- Draft both commercial and residential projects
- Assist with Code Compliance direction & research
- Assist with on-site inspection, including catastrophe rebuilding

2010 – 2015 **Wells Fargo Advisors, LLC**

Pensacola, FL

*Financial Advisor & Complex Operations Liaison*

- Attain & retain clients by assisting with design & implementation of both short and long-term investment needs
- Have a FINRA Series 7, and 66 licenses, licensed to practice in 9 states
- Appointed with 23 different Life Insurance companies

2009 – 2010 **Edward Jones**

*Financial Advisor*

- Helped clients determine financial and investment needs
- Have a current FINRA Series 7, a Series 66, and am licensed to practice in 6 states
- Was appointed with 7 different Life Insurance companies to see complete lines of their products

2006 – 2008 **Doug Whitfield Residential Designs, Inc.**

Pensacola, FL

*Cad Drafter & Administrative Assistant*

- Drafted upscale single-family residential homes on the various waterways, we have here in the Florida panhandle
- Produced architectural “working” drawings while attending to inventory, communication, scheduling, code compliance, and other regular daily duties

### Clubs/ Organizations

2012-2016 **United Way of Escambia County** - *Community Investment* – Health Panel, Volunteer

2015 recipient *Volunteer of the Year* award, Florida Panhandle - **Wells Fargo**

2013 nominated for The **Greater Pensacola Area's PACE Award – Emerging Leader**

**Leadership Pensacola, Alumni**

2012-2014 **United Way of Escambia County** - Loaned Executive Leadership

Inaugural member of *The North Florida Diversity Council* for **Wells Fargo**

The **Pensacola Women's Alliance** - currently

**Institute for Women in Politics** - currently

I am interested in exploring career opportunities with your organization. The enclosed resume' details my relevant background and experience; my drive, enthusiasm, and personal initiative can only be revealed during a face-to-face meeting.

I can provide letters of recommendation from previous employers and clients as well as sales documentation and references.

I look forward to hearing from you soon.

Sincerely,

Donna Gail Spencer

**Leon County  
Board of County Commissioners**

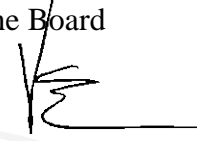
**Notes for Agenda Item #18**

# Leon County Board of County Commissioners

## Agenda Item #18

December 12, 2017

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

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

**Title:** Full Board Appointments of Commissioners to Authorities, Boards, Committees and/or Councils

<b>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>	Mary Smach, Agenda Coordinator

### Statement of Issue:

This agenda item seeks the Board's approval to appoint Commissioners to the Big Bend Continuum of Care, the Capital Region Transportation Planning Agency, the Educational Facilities Authority, the Juvenile Justice Circuit 2 Advisory Board and the Workforce Development Consortium-Region 5.

### Fiscal Impact:

This item has no fiscal impact to the County.

### Staff Recommendation:

- Option #1: Full Board to consider the appointments of Commissioners to each of the following:
- a. **one** Commissioner to the Big Bend Continuum of Care for a two-year term ending December 31, 2019.
  - b. **three** Commissioners to the Capital Region Transportation Planning Agency for two-year terms ending December 31, 2019.
  - c. **one** Commissioner to the Educational Facilities Authority for a two-year term ending December 31, 2019.
  - d. **one** Commissioner to the Juvenile Justice Circuit Advisory Board for a two-year term ending December 31, 2019.
  - e. **one** Commissioner to the Workforce Development Consortium-Region 5 for a two-year term ending December 31, 2019.

## Report and Discussion

### **Background:**

Policy No. 11-2, “Membership on Boards, Committees, Councils, and Authorities”, was written to delineate the authority to appoint members of the Board of County Commissioners to various boards, committees, councils, and authorities (collectively, Committees), and the terms of those appointments (Attachment #1). The Policy represents those Committees that require County Commission membership be appointed by the full Board.

### **Analysis:**

For calendar year 2018, the policy provides that the full Board make Commissioner appointments to the following Boards/Authorities:

<b>Board/Authority</b>	<b>Current Member</b>	<b>Term Expires</b>	<b>Recommended Action</b>
Big Bend Continuum of Care Board	Kristin Dozier	12/31/2017	Appoint one Commissioner to a two-year term ending Dec. 31, 2019
Capital Region Transportation Planning Agency	John Dailey Kristin Dozier Nick Maddox	12/31/2017 12/31/2017 12/31/2017	Appoint three Commissioners to two-year terms ending Dec. 31, 2019
Educational Facilities Authority	Bryan Desloge	12/31/2017	Appoint one Commissioner to a two-year term ending Dec. 31, 2019
Juvenile Justice Circuit 2 Advisory Board	Bill Proctor	12/31/2017	Appoint one Commissioner to a two-year term ending Dec. 31, 2019
Workforce Development Consortium-Region 5	Nick Maddox	12/31/2017	Appoint one Commissioner to a two-year term ending Dec. 31, 2019

**Big Bend Continuum of Care (CoC Board)** - The CoC Board serves as the planning and oversight body for a homeless response system in the eight-county region of the Big Bend of Florida. The CoC Board’s goal is to develop and implement strategies to end homelessness in the Big Bend through planning, needs analysis, coordination, standard setting, and education. The CoC Board includes a representative of the Leon County Board of County Commissioners serving a two-year term.

Currently Commissioner Dozier serves on the CoC Board, but has indicated that she would no longer be able to serve on the CoC board.

- **Full Board to appoint one Commissioner to a two-year term ending December 31, 2019**

**Capital Region Transportation Planning Agency** - Leon County currently appoints three County Commissioners to the CRTPA. The composition and membership of the CRTPA Board are governed by an interlocal agreement among the Florida Department of Transportation and the member governments of the CRTPA as well as the CRTPA By-Laws. The CRTPA Board is comprised of voting representatives from Leon County, Gadsden County, Jefferson County, and Wakulla County; the City of Tallahassee, the City of Midway, the City of Quincy, the City of Chattahoochee, the City of Greensboro, the City of Gretna, and the Town of Havana; the Leon County School Board; and one non-voting representative from the Department of Transportation. As outlined in the by-laws, the Leon County Board of County Commissioners may appoint, at its discretion, between one (1) and seven (7) Commissioners to serve as members of the CRTPA Board. As provided in Section 4.01(a)(1) of the Interlocal Agreement, the apportionment of the voting membership is based on population distribution among the member local governments. The total voting weight of the Leon County Commission is 37 points out of a total of 100 points.

Should the Board wish to change the number of Commissioners it appoints to serve on the CRTPA Board, a higher voting weight would be allocated to each appointed member according to the following schedule:

<b>Number of Commissioners Appointed:</b>	<b>Commissioners' Individual Weighted Vote:</b>
1	37.00 points
2	18.50 points
3	12.33 points
4	9.25 points
5	7.40 points
6	6.17 points
7	5.29 points

The CRTPA By-Laws provide for the adjustment of the number of members serving on the CRTPA Board. Pursuant to Section IV, Paragraph (A)(2), the Leon County Board of County Commissioners may change the number of its members to serve as members of the CRTPA Board no more than once annually. The last time the Board adjusted the membership was on April 26, 2016 when the number of members was changed from seven to three. In order to make membership adjustments, the governing body must notify the Executive Director of CRTPA in writing of such change.

Currently there are three Commissioners serving on the CRTPA Board: John Dailey, Kristin Dozier and Nick Maddox.

- **Full Board to appoint three members to the CRTPA for two-year terms ending December 31, 2019.**
- **Should the Board choose to adjust the number of members, the County Administrator shall notify the CRTPA Executive director of the change.**

**Educational Facilities Authority (EFA)** - The purpose of the EFA is to assist institutions for higher education in the construction, financing, and refinancing of projects as set forth in Florida Statutes 243.22. The EFA consists of seven members appointed by the full Board and one County Commissioner, appointed by the full Board, who serves a two-year term as a liaison to the EFA.

Currently, Commissioner Desloge serves as the liaison on the EFA.

- **Full Board to appoint one Commissioner, as a liaison, to a two-year term ending December 31, 2019.**

**Juvenile Justice Circuit 2 Advisory Board** - The Circuit Advisory Board provides advice and direction to the Florida Department of Juvenile Justice (DJJ) in the development and implementation of juvenile justice programs and works collaboratively with the DJJ in seeking program improvements and policy changes to address the emerging and changing needs of Florida's youth. The membership of the Circuit 2 Advisory Board is comprised of 41 members: one state attorney, one public defender, one chief judge, six county sheriffs, eight police chiefs, six county commissioners (one from each county), six school superintendents (one from each county/district), one county workforce organization representative, one business community representative, one faith community representative, one representative from Department of Children and Families, one health services representative, one parent of a juvenile justice youth, one juvenile justice-involved youth (not >21 years), and five at-large for the Circuit (community leaders or members of youth-serving coalitions). Each prospective advisory board member completes a Membership Nomination Form (Attachment #2).

Currently, Commissioner Proctor serves as the liaison on the Juvenile Justice Circuit 2 Advisory Board.

- **Full Board to appoint one Commissioner to a two-year term ending December 31, 2019.**

**Workforce Development Consortium-Region 5 (Consortium)** – The Gadsden, Leon, and Wakulla Workforce Development Consortium was created in the Interlocal Agreement with the Big Bend Jobs & Education Council Inc. d/b/a as CareerSource Capital Region. Each respective Board of County Commissioners designates one individual to serve as their designee and voting member on the Consortium. The Consortium exercises approval authority over the budget adopted by CareerSource Capital Region for final submittal and approval to CareerSource Florida. The Consortium also exercises approval authority and review of the annual audit as conducted over CareerSource Capital Region for final submittal to the proper funding authorities by CareerSource Capital Region.

Currently, Commissioner Maddox serves on the Consortium.

- **Full Board to appoint one Commissioner to a two-year term ending December 31, 2019.**

**Options:**

1. Full Board to consider the appointments of Commissioners to each of the following:
  - a. **one** Commissioner to the Big Bend Continuum of Care for a two-year term ending December 31, 2019.
  - b. **three** Commissioners to the Capital Region Transportation Planning Agency for two-year terms ending December 31, 2019.
  - c. **one** Commissioner to the Educational Facilities Authority for a two-year term ending December 31, 2019.
  - d. **one** Commissioner to the Juvenile Justice Circuit 2 Advisory Board for a two-year term ending December 31, 2019.
  - e. **one** Commissioner to the Workforce Development Consortium-Region 5 for a two-year term ending December 31, 2019.
3. Board direction

**Recommendation:**

Option #1 a-e.

**Attachments:**

1. Policy No. 11-2, "Membership on Boards, Committees, Councils, and Authorities"
2. Juvenile Justice Circuit 2 Advisory Board Nomination Form



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

### **Policy No. 11-2**

Title: Commissioner Membership on Boards, Committees, Councils, and Authorities

Date Adopted: December 13, 2016

Effective Date: December 13, 2016

Reference: See footnotes for references

Policy Superseded: Policy No. 93-13, Membership by the Board of County Commissioners on Boards, Committees, Councils and Authorities, adopted January 12, 1993; Policy No. 98-6, Membership by the Board of County Commissioners on Boards, Committees, Councils, Authorities, and Liaison, adopted October 13, 1998; revised February 26, 2008; revised July 13, 2010; revised November 16, 2010; revised December 14, 2010; Policy No. 11-2, Membership on Boards, Committees, Councils, and Authorities, adopted April 12, 2011; revised August 23, 2011; revised April 23, 2013; revised February 11, 2014; revised April 8, 2014; revised January 26, 2016

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It shall be the policy of the Board of County Commissioners of Leon County, Florida, that Policy No. 11-2, revised by the Board of County Commissioners on January 26, 2016, is hereby amended, and a revised policy is hereby adopted in its place, to wit:

1. The following table represents the Boards, Committees, Councils, and Authorities, which require County Commission membership and appointments of some, but not all, Commissioners who shall serve on the basis of their position. In addition, the table establishes the appointing authority, the eligibility for appointment, and term of appointment for such membership.
2. Full Board (Appointing Authority) appointments shall be made at the first regularly scheduled meeting of the Board of County Commissioners during the month of December or as soon thereafter as possible.
3. Chairman appointments shall be made by written memorandum or letter from the Chairman to the Committee, Council, Board or Authority and a copy to the appointee.
4. The administration and maintenance of the list of Chairman and Full Board appointments is assigned to the Agenda Coordinator.
5. Each Commissioner appointee shall endeavor to keep the Board of County Commissioners advised of those significant actions taken within their area of appointment.

Policy No. 11-2  
Commissioner Membership on Boards, Committees, Councils, and Authorities

Name	Type	Eligibility	Term	Appointing Authority
<b>Apalachee Regional Planning Council</b> <sup>1</sup>	Member	One Commissioner	Two Years	Full Board
	Member	One City Commissioner	Two Years	Full Board
<b>Big Bend Continuum of Care Board</b> <sup>2</sup>	Member	One Commissioner	Two Years	Full Board
<b>Canopy Roads Citizen Advisory Committee</b> <sup>3</sup>	Liaison <i>(not a member)</i>	One Commissioner	Two Years	Full Board
<b>Canvassing Board</b> <sup>4</sup>	Member	Chairman	Concurrent w/ term as Chair	Chairman
	Member <i>(Substitute)</i>	One Commissioner	Two Years	Full Board
	Member <i>(Alternate Substitute)</i>	One Commissioner	Two Years	Full Board
<b>Capital Region Transportation Planning Agency</b> <sup>5</sup>	Members	Three Commissioners	Two Years	Full Board
<b>Challenger Learning Center Board</b> <sup>6</sup>	Member	One Commissioner	Two Years	Chairman
<b>Community Redevelopment Agency (CRA)</b> <sup>7</sup>	Members	Four Commissioners	Two Years	Full Board
<b>Council on Culture &amp; Arts</b> <sup>8</sup>	Member <i>(Ex Officio voting)</i>	One Commissioner	Four Years	Full Board
<b>Criminal Justice Coordinating Council</b> <sup>9</sup>	Member	One Commissioner	Two Years	Chairman
<b>Downtown Improvement Authority (DIA)</b> <sup>10</sup> and <b>Downtown Tallahassee Business Association (DTBA)</b> <sup>11</sup>	Member <i>(Ex Officio voting)</i>	One Commissioner Serves on both the DIA and DTBA	Two Years	Chairman
<b>Educational Facilities Authority</b> <sup>12</sup>	Liaison <i>(not a member)</i>	One Commissioner	Two Years	Full Board
<b>Geographic Information Systems Executive Committee</b> <sup>13</sup>	Member	One Commissioner	Two Years	Chairman

**Policy No. 11-2  
Commissioner Membership on Boards, Committees, Councils, and Authorities**

<b>Name</b>	<b>Type</b>	<b>Eligibility</b>	<b>Term</b>	<b>Appointing Authority</b>
<b>Joint City/County/School Board Coordinating Committee<sup>14</sup></b>	Member	One Commissioner	Four Years	Full Board
<b>Juvenile Justice Circuit Advisory Board<sup>15</sup></b>	Member	One Commissioner	Two Years	Full Board
<b>Public Safety Coordinating Council<sup>16</sup></b>	Member	One Commissioner	Two Years	Chairman
<b>Research and Development Authority<sup>17</sup></b>	Member	One Commissioner	Four Years	Full Board <i>(By Resolution)</i>
<b>Tallahassee Sports Council<sup>18</sup></b>	Member	One Commissioner	Three Years	Chairman
<b>Tourist Development Council<sup>19</sup></b>	Member <i>(Serves as TDC Vice Chair)</i>	One Commissioner <i>(Chairman or Chairman's designee)</i>	Two Years	Chairman
<b>Transportation Disadvantaged Coordinating Board<sup>20</sup></b>	Member <i>(Serves as TDCB Chair)</i>	One Commissioner	Two Years	Chairman
<b>Value Adjustment Board<sup>21</sup></b>	Members <i>(one selected as VAB Chair)</i>	Two Commissioners	Two Years	Full Board
<b>Workforce Development Consortium, Region 5<sup>22</sup></b>	Member	One Commissioner	Two Years	Full Board

**Policy No. 11-2****Commissioner Membership on Boards, Committees, Councils, and Authorities**

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**Foot Notes:**

1. *Apalachee Regional Council: Section 186.504 F.S.; FL Admin Code 29L-1 (a) Of the three (3) representatives accorded to each member county, the county elected official shall be appointed by the Board of County Commissioners of the member county and shall serve at the pleasure of the Board of County Commissioners. Each Board of County Commissioners will then also appoint either the elected representative of the cities or the non-elected representative of the private sector.(b) The third representative from each county shall be appointed by the Governor subject to confirmation by the State Senate, pursuant to the provisions of Section 160.01(3), F.S.*
2. *Big Bend Continuum of Care Board: Required as part of a \$1 million grant that the Big Bend Homeless Coalition received through the federal HEARTH Act; CoC Governance Charter*
3. *Canopy Road Committee Bylaws*
4. *Section 102.141 F.S.; Canvassing Board members must not be a candidate with opposition in the election being canvassed, or an active participant in the campaign or candidacy of any candidate who has opposition in the election being canvassed (Disqualified to Serve) Substitute Member serves if Chairman is unable or Disqualified to Serve; and Alternate Substitute Member serves if the Chairman and Substitute Member are unable or Disqualified to Serve.*
5. *Capital Region Transportation Planning Agency Interlocal Agreement, Amended May 13, 2014 and Leon County Resolution No. 09-42*
6. *Challenger Learning Center Board Bylaws*
7. *Community Redevelopment Agency: City Code of Law, Chapter 6, Art. II, Div 2; Terms shall be consistent with City of Tallahassee Ordinance No. 07-O-35AA, which currently stipulates terms are concurrent with term of office; however, the County has requested a revision to provide for bi-annual appointments*
8. *Sec. 265.32, F.S.; Res. R85-46, 10/29/1985; Interlocal Agreement, 10/18/1985; COCA Bylaws; During Board's meeting of October 14, 2003, the Board voted to fill seven positions on the COCA Board through the Mayor, and that COCA adopt revisions to its Bylaws consistent with the Board's vote. COCA members selected from list of three candidates submitted by COCA for each Citizen Appointment vacancy, consistent with Sec. 265.32, F.S.*
9. *Criminal Justice Coordinating Council: Admin Order 2002-10*
10. *Downtown Improvement Authority: Laws of FL Chapter 2003-356 Sec. 5(1)*
11. *Downtown Tallahassee Business Association Bylaws*
12. *Sec. 243.21(4) F.S.; Resolutions R90-42, Resolution R07-65; Term for Educational Facilities Authority (members is five years); (Sec. 243.21, F.S., and Resolution Resolutions R90-42; members required to file financial disclosures (R07-65)*
13. *Geographic Information Systems: Interlocal Agreement, May 1990*
14. *Joint City/County/School Board Coordinating Committee: Interlocal Agreement, September 2006*
15. *Juvenile Justice Circuit Advisory Board - HB 617 (2013); F.S., term limits set April 8, 2014 at BOCC meeting*
16. *Public Safety Coordinating Council: Sec. 951.25 F.S.; PSCC membership shall be consistent with Sec. 951.26, F.S. and include "...representatives from county and state jobs programs and other community groups who work with offenders and victims, appointed by the chairperson of the board of county commissioners to 4-year terms."*
17. *Research and Development Authority: Sec. 159.703 F.S.; Leon County Code of Laws Chapter 2, Art. III, Div. 2; Resolution No. R16-19; members required to file financial disclosures (R07-65)*
18. *Tallahassee Sports Council; Enabling Resolution No. R12-05– February 28, 2012*

**Policy No. 11-2****Commissioner Membership on Boards, Committees, Councils, and Authorities**

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19. *125.0104(4)(e) F.S.; Ordinance No. 2011-10; Leon County Code of Laws Chapter 11, Art. III, Sec. 11-48; Appointments to Tourist Development Council (TDC) shall be consistent with Ordinance No. 2011-10, Leon County Code, Chapter 11, III; and Sec. 125.0104(4)(e), F.S. Selection Criteria for TDC members: One member of the Council shall be the current Chairman of the Board of County Commissioners of Leon County, or any other member of the Board as designated by the Chairman, who shall serve as Vice Chairman of the Tourist Development Council. The four-year term of the members, as required by Florida Statute and Leon County Code, cannot be applicable to the member position held by the Chairman (or other designated Commissioner) because the Chairman is elected annually for only a one-year term. As such, upon approval by the Board of County Commissioners, the Chairman (or other designated Commissioner) may be appointed to the Tourist Development Council for a term of less than four years.*
20. *Transportation Disadvantaged Coordinating Board: Section 427.0157 F.S.; 41-2.012(1) FL Administrative. Code*
21. *Sec. 194.015 F.S.; FAC Code 12D-9.004; Selection Criteria for Value Adjustment Board.*
22. *Sec. 445.007, F. S.; 2015 Interlocal Agreement between Big Bend Jobs & Education Council, Inc. d/b/a CareerSource Capital Region, Leon County, Gadsden County, and Wakulla County*

*Revised 12/13/2016*



**Leon County  
Board of County Commissioners**

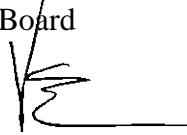
**Notes for Agenda Item #19**

# Leon County Board of County Commissioners

## Agenda Item #19

December 12, 2017

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

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

**Title:** First and Only Public Hearing on a Proposed Ordinance Amending the Official Zoning Map to Change the Zoning Classification from the Lake Protection (LP) Zoning District to the Lake Protection Node (LPN) Zoning District

<b>Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Benjamin H. Pingree, Director, Planning, Land Management & Community Enhancement Cherie Bryant, Director, Tallahassee-Leon County Planning
<b>Lead Staff/ Project Team:</b>	Russell Snyder, Administrator, Land Use Planning Sean Reiss, Planner I, Land Use Division

### **Statement of Issue:**

This is a public hearing on a proposed ordinance to amend the Official Zoning Map to change the zoning classification from the Lake Protection (LP) zoning district to the Lake Protection Node (LPN) zoning district. The property is located on the north side of Bannerman Road, approximately 750 feet east of its intersection with Bull Headley Road. This rezoning is consistent with the Lake Jackson Sustainable Development Project and the proposed ordinance, including a location map, is included as Attachment #1.

### **Fiscal Impact:**

This item has no fiscal impact to the County.

### **Staff Recommendation:**

Option #1: Conduct the first and only public hearing and adopt the proposed ordinance amending the Official Zoning Map to change the zoning classification from the Lake Protection (LP) zoning district to the Lake Protection Node (LPN) zoning district for the approximately 9.46± acres portion (as depicted in Attachment #1, p.3) of the parcel identified as being eligible for the Bannerman and Bull Headley Road Node of the LP Future Land Use Map (FLUM) category and in Sec. 10-6.660, Exhibit D of the *Leon County Development Code* (Attachment #3, p. 14), based upon the findings of fact and conclusions of law of the Planning Department



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and any evidence submitted at the hearing hereon.

### **Report and Discussion**

#### **Background:**

This application requests a change to the Official Zoning Map from the LP zoning district to the LPN zoning district on approximately 11.74± acres. The subject property is located on the north side of Bannerman Road, approximately 750 feet east of its intersection with Bull Headley Road. Staff is recommending a portion of the property (approximately 9.46± acres) for the requested zoning change consistent with the Lake Protection Node (LPN) area of the Bannerman and Bull Headley Road intersection. The rezoning ordinance and map is included as Attachment #1. A current zoning map of the site is included as Attachment #2. A map of the Bannerman and Bull Headley Road Node can be found in Attachment #3 (Exhibit D).

This hearing is a quasi-judicial proceeding. Ex parte communications are prohibited during review of quasi-judicial proceedings. Ex parte communications are oral or written off-the-record communication made to decision-making personnel, without required notice to the parties that is directed to influence or attempt to influence the merits or outcome of a decision. This term does not include procedural, scheduling and status inquiries or other inquiries or requests for information that have no bearing on the merits or outcome of the proceeding.

**Historic Zoning:** The 1990 Historic Zoning Atlas indicates that the historic zoning on the property was Agriculture (A-2).

**1992:** The Official Zoning Map for Leon County was adopted by Ordinance No. 92-11 to implement the 1990 Tallahassee-Leon County Comprehensive Plan. The subject parcel was zoned Lake Protection (LP), with a portion of the southeast corner zoned Residential Preservation (RP). The LP and RP zoning districts allowed for single-family residential and community service uses.

**January 29, 2013:** The Leon County Board of County Commissioners (Board) ratified actions taken at the December 10, 2012 Annual Retreat (Attachment #4). These actions included establishing a new strategic initiative within the Board's Strategic Plan to "develop solutions to promote sustainable growth inside the Lake Protection Zone."

**November 19, 2013:** With the guidance of the Board's Strategic Priorities, staff from Planning, Development Support and Environmental Management (DSEM), and Public Works developed a set of recommendations intended to implement the above referenced strategic initiative, which included the creation of Lake Protection Nodes. At a workshop held on November 19, 2013, the Board discussed these recommendations and directed staff to move forward with these recommendations as part of the Lake Jackson Sustainable Development project (Attachment #5).

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**May 26, 2015:** At the Joint City-County Adoption Public Hearing, the *Tallahassee-Leon County Comprehensive Plan* was amended to change the Lake Protection (LP) FLUM category to create the Lake Protection Node (LPN) zoning district (Attachment #6). The amendment designated four nodes at intersections within the LP FLUM category, one of which is located at the Bannerman Road and Bull Headley Road intersection.

**July 7, 2015:** In order to implement the above comprehensive plan amendment, the Board approved an amendment to the *Leon County Land Development Code* to create the LPN zoning district, which included maps designating the subject areas where the LPN shall be permitted (Attachment #7). Most of the subject property is included in the Bannerman and Bull Headley Road Node Subject Area (Attachment #3, Exhibit D).

Planning Commission Discussion

**November 7, 2017:** The Planning Commission held a public hearing on this item. There were two speakers in opposition who cited increased traffic and noise, density/intensity that is too high for the area, the potential for incompatible commercial uses, and adverse stormwater/environmental impacts as reasons for the application to be denied. After discussion, a motion was made and seconded to accept the staff recommendation to find the application consistent with the Comprehensive Plan and to recommend approval to the Board. That motion failed by a vote of 3-2. At the direction of the Planning Commission attorney, a second vote was taken to determine only whether the application is consistent with the Comprehensive Plan. The commission determined it is consistent by a vote of 5-0.

The Planning Commission discussed that, although the property is eligible via the Comprehensive Plan for a rezoning to LPN, the subject area is not ripe for the proposed rezoning at this time. If rezoned now, the commission contended there would be:

- inappropriate and incompatible land uses, densities, and intensities;
- adverse impacts to traffic circulation;
- increased noise; and
- a reduction in the water quality of Lake Jackson.

The Planning Commission also contemplated whether a Lake Protection Node should develop from the inside to the outside and, since this application is for land on the periphery of the node, found that it would be premature to rezone at this time.

Analysis:

In accordance with Section 10-6.205(b) 11 (Procedures for Ordinance and Official Zoning Map Amendments) of the *Leon County Code of Ordinances*, the County shall consider the following in determining whether to recommend approval or denial of an application:

**1. *Comprehensive Plan.*** Is the proposal consistent with all applicable policies of the adopted Comprehensive Plan?

Yes. The subject property is located in the Lake Protection (LP) Future Land Use Map (FLUM) category. According to Land Use Policy 2.2.18 (Attachment #8), the intent of the LP FLUM category “is to ensure that development within the Lake Jackson basin occurs in a sustainable and environmentally sound manner with minimal impact to water quality.” The LP FLUM category allows two zoning districts:

- Lake Protection (LP)
- Lake Protection Node (LPN)

The Lake Protection Node (LPN) zoning district in the *Tallahassee-Leon County Comprehensive Plan* designates four nodes at intersections within the LP FLUM category, one of which is located at the Bannerman Road and Bull Headley Road intersection. The LPN zoning district was added to the Comprehensive Plan in 2015 in support of the Board’s Strategic Initiative to “develop solutions to promote sustainable growth inside the Lake Protection Zone.”

As a result, the new LP FLUM zoning category allows for sustainable development patterns within the Lake Protection area. These nodes were located at specific, primary intersections to allow for the creation of compact, mixed-use, and multi-modal neighborhood centers. These nodes are intended to serve the surrounding areas with office, retail, and employment opportunities in a manner that encourages walking and generally improves quality of life for residents. The relatively compact nature of these nodes in combination with heightened stormwater standards will ensure the continued protection of Lake Jackson.

Allowable uses within the FLUM category include residential and community and recreational facilities. The LP Future Land Use category allows single-family residential with an allowed residential density of one (1) dwelling unit per two (2) gross acres. To encourage compact and efficient development, two density bonus options are available for properties within the category:

- A residential density of up to two (2) dwelling units per gross acre may be permitted within developments designed as a Clustered Subdivision.
- A residential density of up to eight (8) dwelling units per gross acre may be permitted within the LPN zoning district.

Areas within the LPN zoning, as being sought by the applicant, would allow mixed use and non-residential uses (including, but not limited to, office and commercial uses). Within the requested LPN category, single use, non-residential development is allowed at a maximum intensity of 10,000 square feet (S.F.) per gross acre. Projects containing a vertical mixture of uses, including any combination of office, commercial and residential uses, may receive a

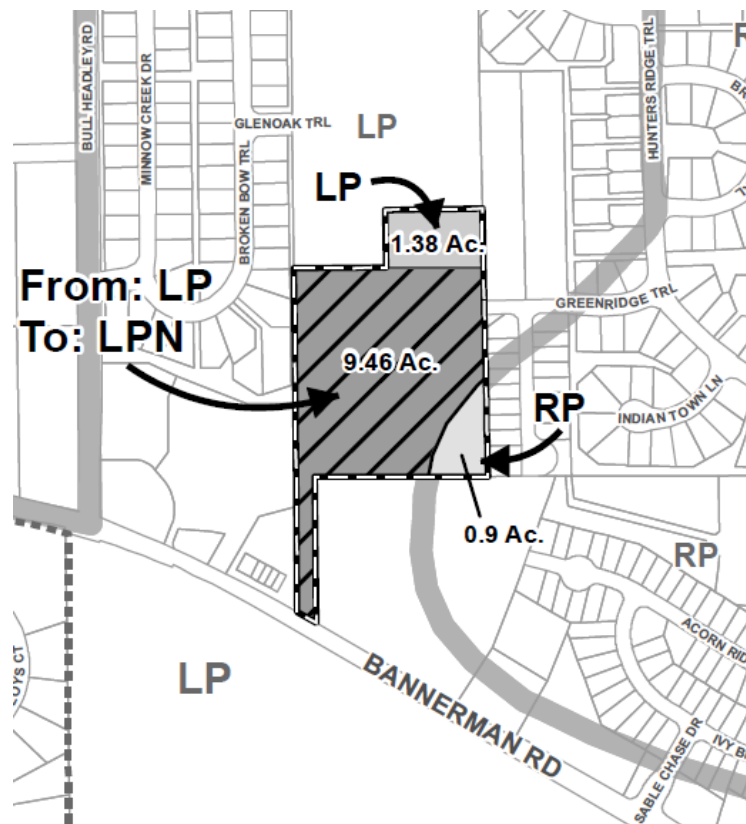
Title: First and Only Public Hearing on a Proposed Ordinance Amending the Official Zoning Map to Change the Zoning Classification from the Lake Protection (LP) Zoning District to the Lake Protection Node (LPN) Zoning District

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bonus of 2,500 S.F. per gross acre, for a total of 12,500 S.F. per gross acre. Community and recreational facilities are allowed at a maximum intensity of 10,000 S.F. per gross acre.

The LP FLUM category permits the LPN zoning district generally within a quarter (1/4) mile of the center of four intersections within Leon County; the Bannerman Road and Bull Headley node is one of the four identified intersections within the Comprehensive Plan. The application proposed to rezone the entire 11.74 ± acre parcel, but only a 9.46 acre portion of the parcel is eligible for the rezoning pursuant to the Bannerman and Bull Headley Road Node provisions in the Comprehensive Plan and land development code. Therefore, staff recommends that only the eligible 9.46 acre portion be rezoned.



As indicated to the Planning Commission, the applicant wishes to proceed with the rezoning of the 9.46 acres. The Planning Commission’s deliberations and actions were based on the 9.46-acre portion of the parcel as recommended by staff. The proposed LPN zoning district allows a wide range of residential and non-residential uses at a maximum density of eight (8) dwelling units per acre and is consistent with the LP FLUM category.

**2. *Conformance with the Land Development Regulations.* Is the proposal in conformance with any applicable substantive requirements of the land development regulations, including minimum or maximum district size?**

Yes. The portion of the property recommended for rezoning conforms to the land development requirements of the LPN zoning district. In accordance with Section 10-6.660 of the *Leon County Land Development Code* (Attachment #3), the LPN zoning district is intended to be located in areas within ¼ mile of the four designated intersections within the LP FLUM category. Exhibit D of Section 10-6.660 illustrates the portion of the subject parcel where LPN is permitted (approximately 9.46± acres). The proposed rezoning would implement the LPN zoning district created in the 2015 update of the *Tallahassee-Leon County Comprehensive Plan* and *Leon County Land Development Code*.

As noted above, the submitted application proposed to rezone the entire subject parcel to LPN, which would not be consistent with the *Tallahassee-Leon County Comprehensive Plan* and *Leon County Land Development Code*, since portions of the parcel are designated Residential Preservation on the FLUM and within the RP zoning district (Attachment #2). Additionally, the northern portion of the parcel was not identified as being with the Bannerman and Bull Headley Road Node subject area in the *Leon County Land Development Code*. To ensure consistency with the *Tallahassee-Leon County Comprehensive Plan* and the *Leon County Land Development Code*, staff recommends that only the portion of the parcel (approximately 9.46± acres) identified as being within the Bannerman and Bull Headley Road Node in the *Leon County Development Code* that is within the LP FLUM category should be rezoned to LPN (Attachment #2).

A residential density of up to eight (8) dwelling units per gross acre may be permitted within the LPN zoning district. Non-residential development allowed within this district is limited to office, retail services, and community facilities with an allowable intensity of 10,000 S.F. per gross acre (vertical mixture of uses may receive a bonus of 2,500 S.F. per gross acre for a total of 12,500 S.F. per gross acre).

A comparison of existing and proposed permitted uses from the LP and LPN zoning districts is provided in Table 1 and a comparison of the allowable density and intensity is contained in Table 2.

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<b>Table 1: Comparison of Existing and Proposed Permitted Uses</b>		
<b>Permitted Uses</b>	<b>Zoning Districts</b>	
	<b>LP (existing)</b>	<b>LPN (proposed)</b>
Active and Passive Recreation Facilities		X
Passive Recreation Facilities and Boat Ramps	X	
Automotive Retail, Service, and Repair, including Car Wash		X
Community services in accordance with section 10-6.806 of these regulations	X	
Community facilities related to the permitted principal uses, including libraries, religious facilities, police/fire stations, and elementary, middle, high, and vocational schools.		X
Day care center		X
Government Offices and Services		X
Light Infrastructure	X	*
Live-Work Units		X
Lodging		X
Medical and Dental Offices, Services, Laboratories, and Clinics		X
Nursing Homes and Other Residential Care Facilities		X
Office		X
Residential – Any Unit Type		X
Restaurants, without Drive-in Facilities		X
Retail		X
Single-Family Detached	X	X
Retail		X
Studios for Photography, Music, Art, Drama, and Voice		X
Retail Commercial		X

See Attachment #4: §10-6.646 C-1 Neighborhood Commercial; §10-6.637, R-3 Single- and Two-Family Residential district charts.

\*Light Infrastructure is listed as an Accessory Use in LPN

Title: First and Only Public Hearing on a Proposed Ordinance Amending the Official Zoning Map to Change the Zoning Classification from the Lake Protection (LP) Zoning District to the Lake Protection Node (LPN) Zoning District

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<b>Table 2: Development Intensity Allowed by District</b>				
<b>Zoning District</b>	<b>Maximum Residential Density</b>	<b>Maximum Non-Residential Building Size</b>	<b>Allowable Density for Subject Site (9.46 acres)</b>	<b>Allowable Non-Residential Intensity for Subject Site (9.46 acres)</b>
<b>LP (Existing)</b>	1 du / 2 gross acres	0 square feet per acre	4 dwelling units	0 sf of Commercial
<b>LPN (Proposed)</b>	8 du/acre	10,000 square feet per acre; 12,500 square feet per acre bonus with vertical mixture of uses. Max. 4 stories.	75 dwelling units	94,600 sf of Commercial; 118,250 sf of Commercial with vertical mix use bonus
<b>Net Change in Use</b>			<b>+ 71 Units</b>	<b>+94,600/118,250 sf of Commercial</b>

**3. Changed Conditions.** *Have the land use and development conditions changed since the effective date of the existing zoning district regulations involved, which are relevant to the properties?*

No. The subject site’s future land use category and zoning districts have been the same since they were updated by the adoption of the *Tallahassee-Leon County Comprehensive Plan* in 1992. As mentioned above, the proposed rezoning is the implementation of the LPN zoning district, which was created during the 2015 update of the *Tallahassee-Leon County Comprehensive Plan* and *Leon County Land Development Code*.

**4. Land Use Compatibility.** *Will the proposal result in any incompatible land uses, considering the type and location of uses involved?*

No. As indicated in Table 3, there are single-family neighborhoods to the east and west of the subject property. Located on the north side of the parcels is a large parcel with a single-family home and to the south is a large undeveloped parcel. Several residents have raised concerns about the potential incompatibility of allowed commercial uses with adjacent residential neighborhoods.

The intent of the LPN zoning district is to concentrate non-residential uses around major intersections within the LP FLUM category; non-residential uses, except for community and recreational facilities, are not allowed anywhere else within the LP FLUM category. Concentrating non-residential uses into nodes around major intersections creates compact development patterns that maximize infrastructure and minimize environmental impacts, provides retail services and recreation opportunities to nearby residents, creates a development pattern that facilitates walking, biking, and the use of transit, and minimizes stormwater runoff within the LP FLUM category by limiting the surface area devoted to parking and requiring strict volume control stormwater facilities. Additionally, to facilitate compatibility with nearby neighborhoods, the LPN zoning district has stringent design standards intended to minimize potential adverse impacts via buffering, screening, and

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lighting requirements. The LPN district intent states that buffers, transitioning building mass and scale, and careful site design should be used to facilitate compatibility with nearby neighborhoods.

Table 3: Surrounding Zoning and Future Land Use				
Area	Zoning	Future Land Use	Physical Use	Comments
Subject Parcel	LP/RP	Lake Protection/Residential Preservation	Vacant	Undeveloped parcel
North	LP	Lake Protection	Single family home	
South	LP/RP	Lake Protection/Residential Preservation	Vacant	
West	LP	Lake Protection	Single family neighborhood and office park	
East	LP/RP	Lake Protection/Residential Preservation	Single family neighborhood	

**5. School Considerations.** *Is there capacity in area schools? What effects on enrollment could the proposed rezoning have on area schools?*

School district staff analyzed the zoning change and did not identify any issues. The current school impact analysis can be viewed in Attachment #9.

**6. Other Matters.** *Are there any other matters, which the Commission may deem relevant and appropriate?*

No.

Public Notification & Response:

This request has been noticed and advertised in accordance with the provisions of the *Leon County Code of Ordinances* (Attachment #10). The Planning Department mailed 226 notices to property owners within 1,000 feet of the subject property. To date, the Planning Department has received several responses to the proposed rezoning expressing concern for the potential for commercial uses within the nodes, as well as the potential for increased traffic and noise as a result of the more intense development pattern (Attachment #11).

In accordance with the 2015 changes to the Comprehensive Plan, as previously stated in this item, these nodes were located at specific, primary intersections to allow for the creation of compact, mixed-use, and multi-modal neighborhood centers within the Lake Protection category. Commercial, retail, and other similar neighborhood services are allowed in the nodes but not anywhere else in the Lake Protection area. These nodes are intended to serve the surrounding



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areas with office, retail, and employment opportunities in a manner that encourages walking, reduces the predominantly automobile-dependent land use pattern in areas designated LP, and encourage more compact development within the Urban Service Area. Staff recommends approval of the proposed ordinance amending the zoning map to change the zoning classification from Lake Protection to the Lake Protection Node Zoning District.

**Options:**

1. Conduct the first and only public hearing and adopt the proposed ordinance amending the Official Zoning Map to change the zoning classification from the Lake Protection (LP) zoning district to the Lake Protection Node (LPN) zoning district for the approximately 9.46± acres portion (as depicted in Attachment #1, p.3) of the parcel identified as being eligible for the Bannerman and Bull Headley Road Node of the LP Future Land Use Map (FLUM) category and in Sec. 10-6.660, Exhibit D of the *Leon County Development Code* (Attachment #3, p. 14), based upon the findings of fact and conclusions of law of the Planning Department and any evidence submitted at the hearing hereon.
2. Conduct the first and only public hearing and do not adopt the proposed ordinance amending the Official Zoning Map to change the zoning classification from the Lake Protection (LP) zoning district to the Lake Protection Node (LPN) zoning district, based upon the findings of fact and conclusions of law of the Planning Commission and any evidence submitted at the hearing hereon.
3. Board direction.

**Recommendation:**

Option #1.

**Attachments:**

1. Ordinance/Location Map
2. Zoning Map of Subject Property and Surrounding Area
3. Land Development Regulations
4. Leon County BOCC Agenda Item, January 29, 2013 – Strategic Initiative
5. Leon County BOCC Workshop Item, November 19, 2013
6. Joint City-County Adoption Public Hearing Item, May 26, 2015 – Lake Protection Amendment
7. Leon County BOCC Agenda Item, July 7, 2015 – Land Development Code Amendment, Lake Protection Node
8. Comprehensive Plan Policies
9. School Impact Analysis Form
10. Legal Ad
11. Citizen comments

LEON COUNTY ORDINANCE NO. \_\_\_\_

AN ORDINANCE AMENDING LEON COUNTY ORDINANCE NO. 92-11 TO PROVIDE FOR A CHANGE IN ZONE CLASSIFICATION FROM THE LP LAKE PROTECTION ZONING DISTRICT TO THE LPN LAKE PROTECTION NODE ZONING DISTRICT IN LEON COUNTY, FLORIDA; 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.** The Official Zoning Map as adopted in Leon County Ordinance No. 92-11 is hereby amended as it pertains to the following described real property:

LRZ170002: From Lake Protection (LP) to Lake Protection Node (LPN)

PART OF LOT 3 OF A LIMITED PARTITION RECORDED IN OR BK 3804, PAGE 2144 MORE PARTICULARLY DESCRIBED AS FOLLOWS: COMMENCE AT THE SOUTHEAST CORNER OF THE NORTHEAST QUARTER OF SECTION 8, TOWNSHIP 2 NORTH RANGE 1 EAST, LEON COUNTY, FLORIDA: THENCE RUN NORTH 89 DEGREES 58 MINUTES 09 SECONDS WEST ALONG THE SOUTH LINE OF SAID NORTHEAST QUARTER 1,023.60 FEET; THENCE SOUTH 89 DEGREES 56 MINUTES 43 SECONDS WEST 273.09 FEET; THENCE SOUTH 89 DEGREES 56 MINUTES 43 SECONDS WEST 194.52 FEET TO THE POINT OF BEGINNING. FROM SAID POINT OF BEGINNING THENCE CONTINUE SOUTH 89 DEGREES 56 MINUTES 43 SECONDS WEST 371.46 FEET; THENCE SOUTH 00 DEGREES 35 MINUTES 25 SECONDS EAST 478.35 FEET TO THE NORTHEASTERLY RIGHT OF WAY BOUNDARY OF BANNERMAN ROAD (RIGHT OF WAY VARIES); THENCE NORTH 59 DEGREES 51 MINUTES 00 SECONDS WEST ALONG SAID NORTHEASTERLY RIGHT OF WAY BOUNDARY 64.84 FEET; THENCE LEAVING SAID NORTHEASTERLY RIGHT OF WAY BOUNDARY RUN NORTH 00 DEGREES 35 MINUTES 50 SECONDS WEST 1121.62 FEET; THENCE RUN NORTH 89 DEGREES 24 MINUTES 15 SECONDS EAST 618 FEET MORE OR LESS TO THE WEST BOUNDARY OF LOT 1 BLOCK C OF CHASTAIN MANOR AS RECORDED IN PLAT BOOK 21 PAGE 96 OF THE PUBLIC RECORDS OF LEON COUNTY, FLORIDA. THENCE RUN SOUTH 01 DEGREE 15 MINUTES 31 SECONDS EAST 362.63 FEET TO A POINT ON THE WEST BOUNDARY OF LOT 7 BLOCK A OF SAID CHASTAIN MANOR; THENCE SOUTH 47 DEGREES 07 MINUTES 00 SECONDS WEST 37.69 FEET; THENCE SOUTH 39 DEGREES 22 MINUTES 09 SECONDS WEST 159.04 FEET; THENCE SOUTH 22 DEGREES 59 MINUTES 19 SECONDS WEST 113.01 FEET; THENCE SOUTH 12 DEGREES 05 MINUTES 42 SECONDS WEST 70.78 FEET TO THE POINT OF BEGINNING.

(See Exhibit A)

**SECTION 2.** All Ordinance or parts of Ordinance in conflict with the provisions of this ordinance are hereby repealed to the extent of such conflict, except to the extent of any conflicts with the Tallahassee-Leon County 2010 Comprehensive Plan as amended which provisions shall prevail over any parts of this ordinance which are inconsistent, either in whole or in part, with said Comprehensive Plan.

**SECTION 3.** If any word, phrase, clause, section or portion of this Ordinance shall be held invalid or unconstitutional by a court of competent jurisdiction, such portion or words shall be deemed a separate and independent provision and such holding shall not affect the validity of the remaining portions of this Ordinance.

**SECTION 4.** This Ordinance shall become effective as provided by law.

DULY PASSED AND ADOPTED by the Board of County Commissioners of Leon County, Florida, on this \_\_\_ day of \_\_\_\_\_, 2017.

LEON COUNTY, FLORIDA

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

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

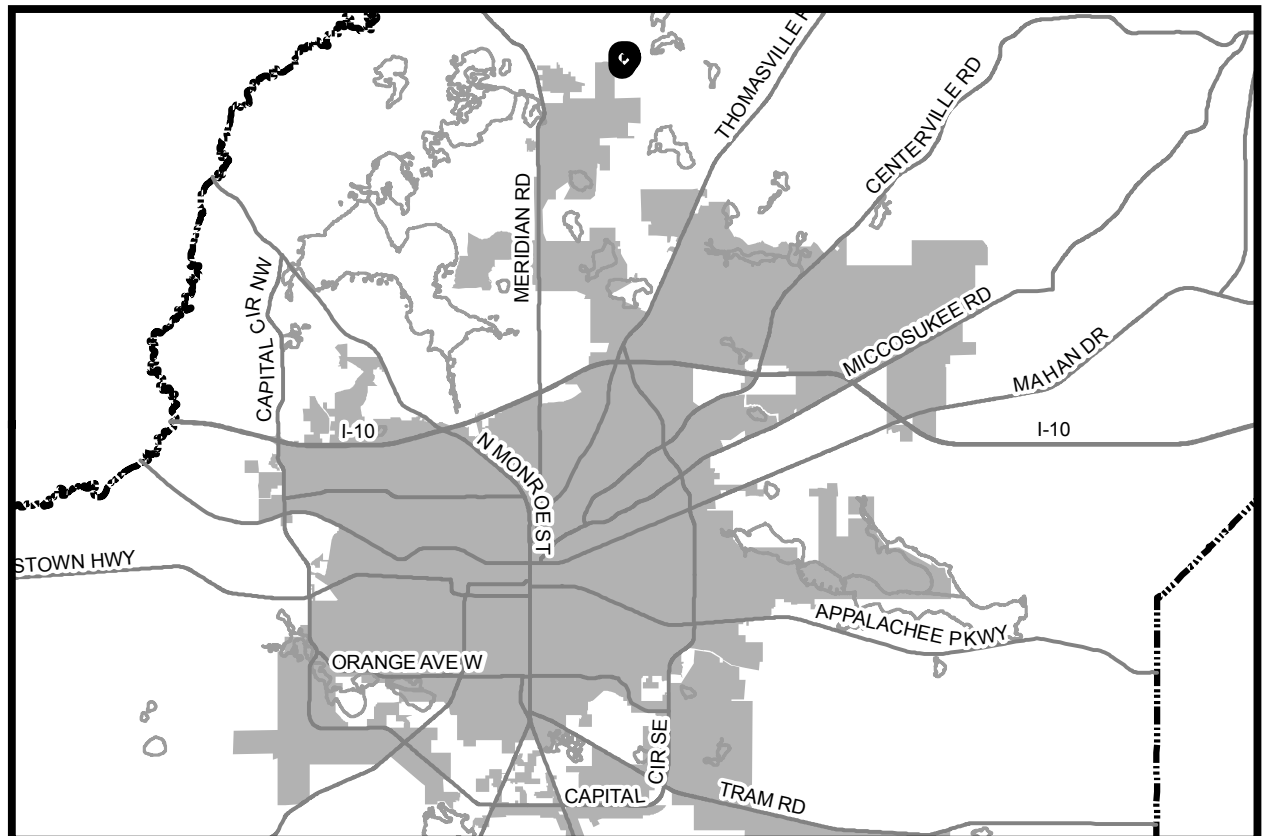
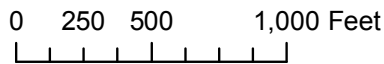
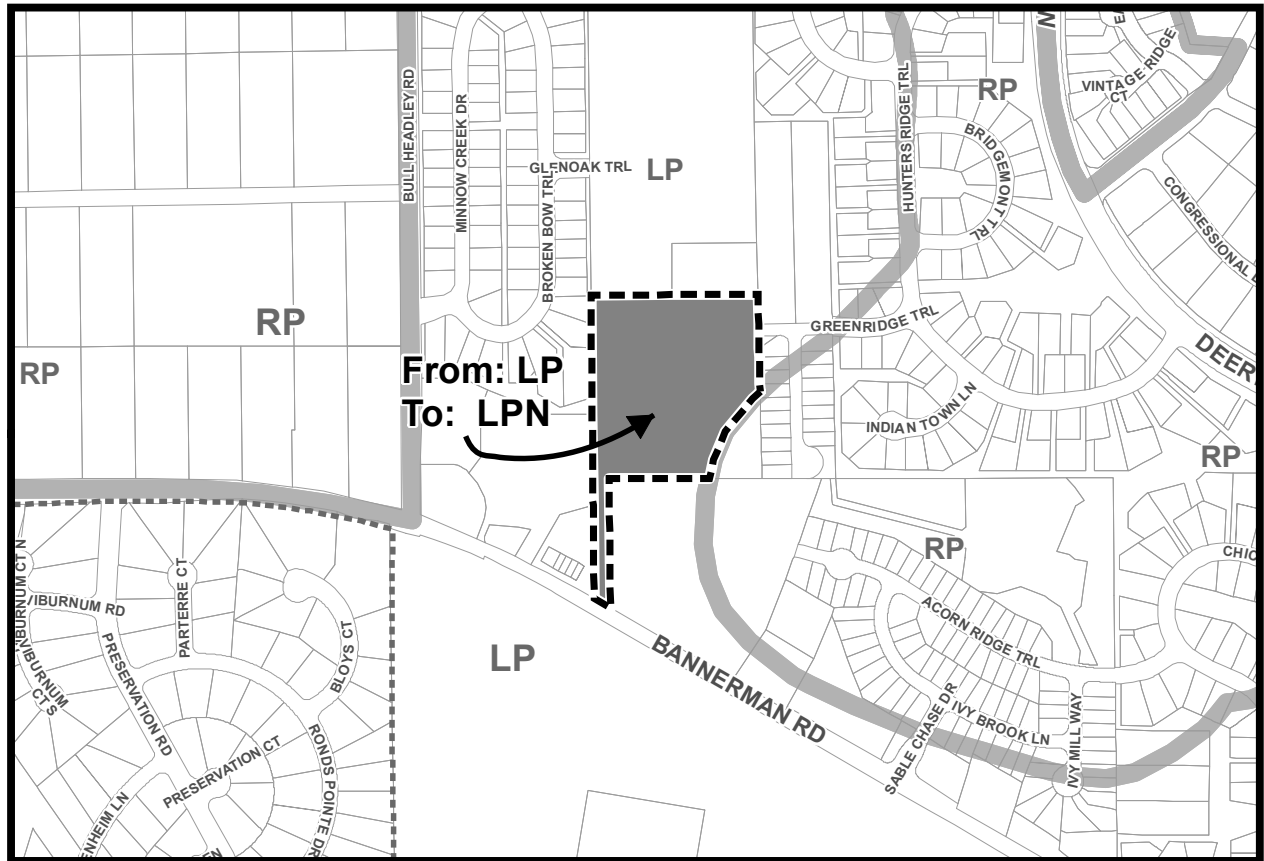
By: \_\_\_\_\_

APPROVED AS TO FORM:  
Leon County Attorney's Office

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

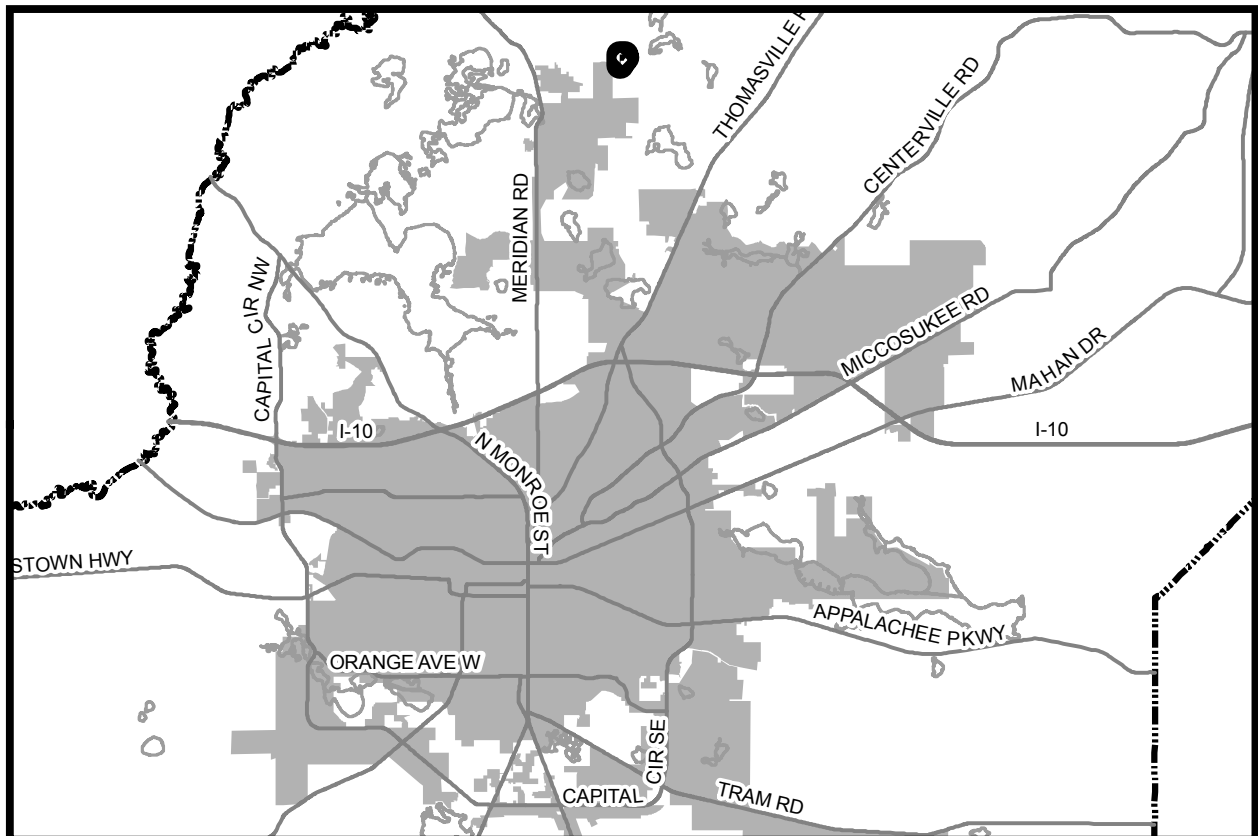
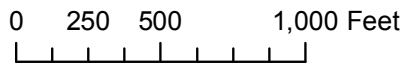
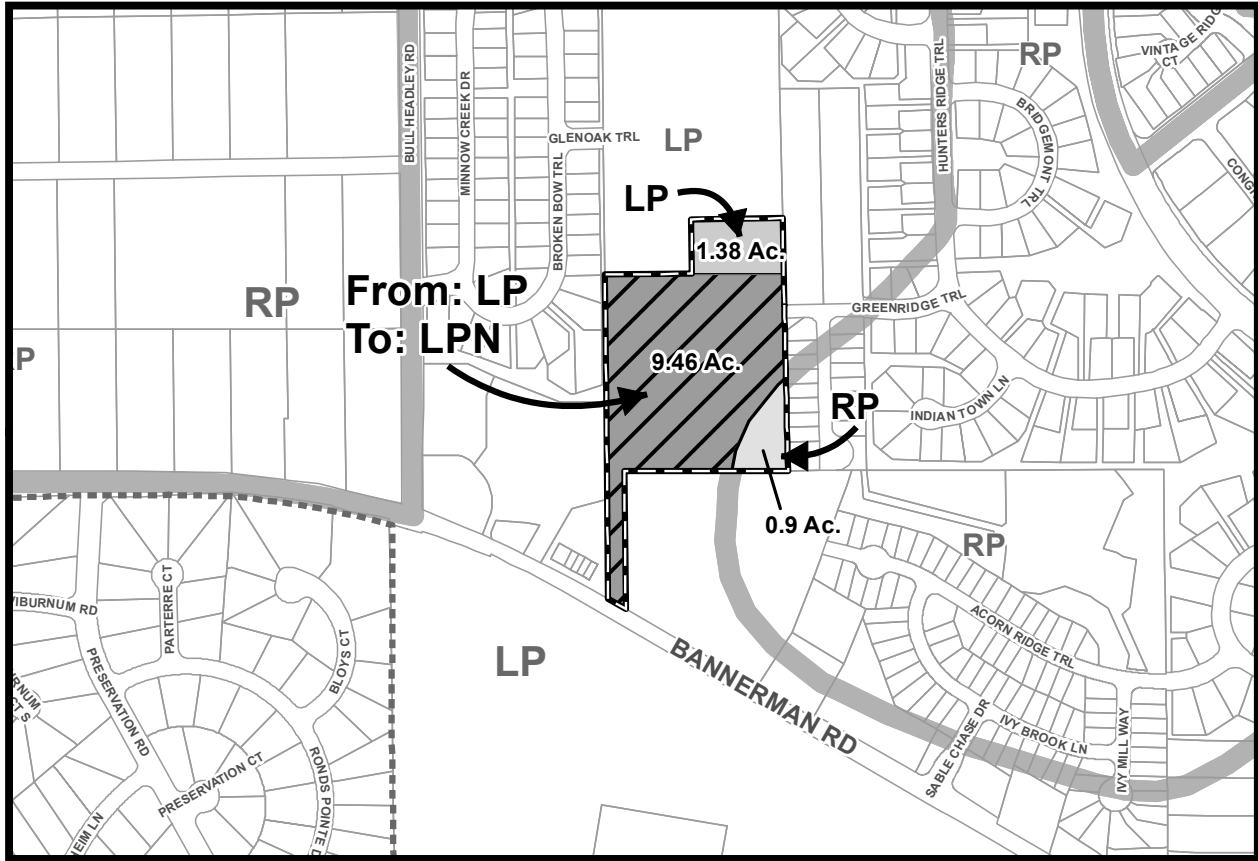
# Bannerman Road Lake Protection Rezoning

LRZ #170002



# Bannerman Road Lake Protection Rezoning

LRZ #170002



**Sec. 10-6.616 Lake Protection**

1. District Intent		2. Allowable District Location
<p>The purpose and intent of the Lake Protection (LP) zoning district is to allow for the regulation and, where appropriate, limitation of development and redevelopment of land within the Lake Jackson Basin in a manner that improves water quality within the Lake. The bounds of the category include the Lake Jackson Basin and contributing watersheds and limited to the Urban Service Area. Intensely developed properties and areas south of Interstate 10 (I-10) have been excluded from the boundary.</p> <p>The LP zoning district shall permit single-family residential development at one (1) dwelling unit per two (2) gross acres. A Clustered Subdivision option is available that allows two (2) dwelling units per gross acre, consistent with environmental and infrastructure constraints. The Clustered Subdivision option allows an increased number of residential units if developed on 40 percent of the property, provided central water and sewer are available and leaving the remaining 60 percent of the property as contiguous, undisturbed open space in perpetuity. The Cluster Subdivision option is intended to leave large areas of natural open space within the watershed and minimize pollution.</p> <p>Community services, light infrastructure and passive recreational facilities, including boat ramps, consistent with the applicable provisions of section 10-6.806, may be approved by the Board of County Commissioners through review by the existing Type “C” process. Approval by the Board of County Commissioners shall be based upon findings that the proposed use is consistent with the purpose and intent stated herein and the proposed development will comply with the provisions of Section 10-4.323(b), as well as all current stormwater regulations.</p> <p>Other nonresidential uses are not permitted within the LP zoning district. However, lawfully established, nonresidential uses within this district that meet all current water quality and stormwater management standards set forth in the Comprehensive Plan and the environmental regulations of the County will be considered permitted uses. These sites shall be regulated by the allowable uses provided in Section 10-6.660, Lake Protection Node, subject to additional limitations noted herein.</p> <p>Urban services are intended for this district. The density of permitted development may depend upon the availability of such services.</p>		<p>The district may only be located within areas designated Lake Protection on the Future Land Use Map.</p>
<b>PERMITTED, PROHIBITED AND RESTRICTED USES</b>		
3. Principal Uses	4. Prohibited Uses	5. Restricted Uses
<ul style="list-style-type: none"> <li>(1) Single-family detached dwellings.</li> <li>(2) Community services in accordance with section 10-6.806 of these regulations.</li> <li>(3) Passive recreational facilities and boat ramps.</li> <li>(4) Light Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>(1) Commercial, retail, office, and industrial activities</li> <li>(2) Active Recreation, except for boat ramps</li> <li>(3) Golf Courses</li> <li>(4) Manufactured and/or Mobile Home Parks</li> <li>(5) High schools and post-secondary schools are prohibited</li> <li>(6) Heavy infrastructure</li> <li>(7) Campgrounds and recreational vehicle parks</li> <li>(8) Other uses which, in the opinion of the County Administrator or designee, are of a similar nature to those prohibited uses in this district.</li> </ul>	<ul style="list-style-type: none"> <li>(1) Single-family attached dwellings shall be allowed in a Clustered Subdivision.</li> <li>(2) Mobile Homes and Standard Design Manufactured Homes may be replaced or may be located within subdivisions platted explicitly for manufactured housing.</li> </ul>

DEVELOPMENT STANDARDS									
6. Minimum Lot or Site Size				7. Minimum Building Setbacks				8. Maximum Building Restrictions	
Use Category	a. Lot or Site Area	b. Lot Width	c. Lot Depth	a. Front	b. Side-Interior Lot	c. Side-Corner Lot	d. Rear	a. Building Size (excluding gross building floor area used for parking)	b. Building Height (excluding stories used for parking)
<b>Conventional Residential</b>									
Single-Family Detached Dwellings	2 acres	80 feet	100 feet	35 feet	15 feet on each side; or any combination of setbacks that equals at least 30 feet, provided that no such setback shall be less than 10 feet	25 feet	25 feet	Not applicable	3 stories
<b>Clustered Subdivision</b>									
Single-Family Detached Dwellings	5,000 square feet	40 feet	100 feet	15 feet; 10 feet w/ alley-loaded garage	7.5 feet on each side; or any combination of setbacks that equals at least 15 feet, provided that no such setback shall be less than 5 feet	15 feet	15 feet; 10 feet w/ alley-loaded garage	Not applicable	3 stories
Single-Family Attached Dwellings	3,750 square feet end unit; 2,400 square feet interior lot	37.5 feet end unit; 25 feet interior lot	80 feet	15 feet; 10 feet w/ alley-loaded garage	Not applicable	15 feet	15 feet; 10 feet w/ alley-loaded garage	maximum length: 8 units	3 stories
<b>Existing Non-residential, Non-conforming Uses</b>									
Lawfully Established Non-Residential Use; refer to additional standards noted in subsection 10	N/A	60 feet	100 feet	25 feet	7.5 feet on each side; or any combination of setbacks that equals at least 15 feet, provided that no such setback shall be less than 5 feet	15 feet	25 feet	10,000 square feet of gross building floor area per acre	3 stories

**9. Clustered Subdivision.**

1. Density and Layout.

The maximum gross density allowed for new residential development in the LP district is one (1) dwelling unit per two (2) gross acres. As an alternative to large-lot developments, a Clustered Subdivision shall be permitted within the Lake Protection zoning district. Clustered Subdivisions shall:

- (a) contain a minimum of 60% open space as a reserve area, comprised of such things as Special Development Zones, preservation and conservation features, undeveloped uplands, passive recreation areas, and stormwater facilities designed as a community 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.

**9. Clustered Subdivision (continued)**

- (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 Clustered Subdivision, each Clustered Subdivision shall be designed so that reserve areas of each are adjacent.
- (c) Reserve area land shall be reserved permanently by easement for natural open space, passive recreation uses (e.g., greenbelts, trails, picnic areas or open fields), stormwater facilities, or other environmental conservation purposes.
- (d) Stormwater management facilities which are otherwise permissible are allowed in the reserve area provided that the facilities are located outside of preservation areas, canopy road protection zones, naturally forested areas, Special Development Zones, and meet either of the applicable following two standards:
  - 1. Wet retention ponds shall have side slopes of 6:1 or flatter with appropriate wetland tree and aquatic plants species that visually integrates the stormwater facility into the overall reserve area.
  - 2. All other retention ponds shall have side slopes of flatter than 4:1 or with appropriate tree and plant species that visually integrates the stormwater facility into the overall reserve area. All such facilities shall be designed as community amenities, with trails, observation decks, or platforms where appropriate,
- (e) All applicants for a Clustered Subdivision shall submit a management plan describing how the reserve area land will be maintained in perpetuity, including provision of a dedicated source of funds approved by the local government, to finance the timely and consistent execution of the plan.

**3. Development area.**

The development area shall be the area not set aside as reserve area and shall comprise no more than 40% of the total parcel. The development area shall be located on the least environmentally sensitive or otherwise significant portions of the total Clustered Subdivision parcel; be contiguous to the greatest extent practicable; and allow maximum open space to be easily maintained in the reserve area. Design of the development area shall follow the procedural steps set forth below.

- (a) Delineate areas of the site to be reserved due to their significant features and value to the area's continued natural character in accordance with subsection 2 above;
- (b) Determine the number of allowable lots desired;
- (c) Locate potential development sites on the area of the tract not delineated as reserve area, with due consideration for topography, soil suitability for construction, and efficient service by public or central water and sewerage systems;
- (d) Align streets to serve residential sites, with due consideration for topography and connections to existing, planned or potential streets in adjacent areas, and align pedestrian trails if planned; and
- (e) Delineate boundaries of individual residential lots where lot sizes and shapes, block sizes and shapes, and street networks and alignments shall be designed in accordance with accepted planning practices to produce a rational and economical system without undue clearing or grading. The lot arrangement, design and orientation shall be such that all lots will provide satisfactory building sites that are properly related to topography and the character of surrounding development, encourage a range of housing types and sizes, and provide safe and convenient vehicular access to public streets.
- (f) Specific development and locational standards shall be subject to the minimum standards of the underlying land use category and base zoning district and shall be established at the time of development plan submittal.

**10. Existing Nonconforming Non-residential Uses.**

Existing non-residential uses within the Lake Protection land use category that meet all water quality and stormwater standards for their respective use, as specified within the land development regulations, will be considered permitted uses.

**11. Sidewalks.**

Sidewalks shall be provided in the LP district consistent with the provisions of Sec. 10-7.529. For Clustered Subdivisions, all required sidewalks shall connect to existing and proposed sidewalks to the maximum extent possible. Multi-use trails designed for non-motorized vehicles and pedestrians are also encouraged in the LP district to promote connectivity and to reduce automobile dependency.

**12. Stormwater Management.**

Refer to Sec. 10-4.301 for water quality treatment and volume control standards associated with development. Whenever possible, Low Impact Development (LID) techniques, as outlined in Section 10-4.308, such as rain gardens and bio-retention swales are encouraged to allow stormwater infiltration to occur as close to the source as possible. A decentralized stormwater management design which disperses stormwater facilities across the site rather than to a centralized treatment facility is encouraged.



**GENERAL NOTES:**

1. If central sanitary sewer is not available, residential lots shall contain a minimum of 0.50 acres of contiguous buildable area. Nonresidential development and community facilities are limited to a maximum of 900 gallons of wastewater flow per day. Refer to sanitary Sewer Policy 2.1.12 of the Comprehensive Plan for additional requirements.
2. Residential lots in Clustered Subdivisions less than 60 feet in width shall be alley-loaded.
3. Refer to the Environmental Management Act (EMA) for information pertaining to the regulation of environmental features (preservation/conservation features), stormwater management requirements, etc.
4. Refer to the Concurrency Management Ordinance for information pertaining to the availability of capacity for certain public facilities (roads, schools, parks, etc.).

**Sec. 10-6.660 Lake Protection Node**

1. District Intent	2. Allowable District Location
<p>The Lake Protection Node (LPN) zoning district is intended to:</p> <ol style="list-style-type: none"> <li>Accommodate compact mixed-use development at designated major intersections to provide retail, service and recreation opportunities to nearby residents;</li> <li>Provide a development pattern that is transit supportive, based on a high degree of interconnected streets, and a compact layout of uses that addresses streets and sidewalks;</li> <li>Create a development pattern that maximizes infrastructure and minimizes environmental impact by concentrating non-residential uses around major intersections;</li> <li>Protect community health and safety by minimizing automobile dependency and reducing vehicle miles traveled through design supporting a variety of travel modes;</li> <li>Create a community where travel by foot and bicycle is safe, convenient, and comfortable;</li> <li>Minimize stormwater runoff by limiting surface area devoted to parking and requiring strict volume control stormwater facilities; and,</li> <li>Facilitate compatibility with nearby neighborhoods through buffers, transitioning building mass and scale, and through careful site design.</li> </ol> <p>The LPN District shall permit residential, non-residential, and mixed-use development (including, but not limited to, office and commercial uses) utilizing urban services. Non-residential development allowed within this district is limited to office, retail, services, and community facilities. The LPN district also allows certain community and recreational facilities related to residential uses. Urban services are intended for this district inside the urban service area. The density or intensity of permitted development may depend upon the availability of such services. Existing nonresidential uses within this district that meet all water quality and stormwater treatment standards set forth in the Comprehensive Plan and the environmental regulations of the County will be considered permitted, lawfully established conforming uses.</p>	<ol style="list-style-type: none"> <li>The district may only be located within areas designated Lake Protection on the Future Land Use Map; and,</li> <li>The Lake Protection Node zoning district shall be permitted generally within ¼ mile of the center of the following intersections and as specifically illustrated in Exhibits A, B, C and D of this section:               <ol style="list-style-type: none"> <li>Highway 27 North and Sessions Road</li> <li>Highway 27 North and Fred George Road</li> <li>Highway 27 North and Capital Circle NW/Old Bainbridge Road</li> <li>Bannerman Road and Bull Headley Road, and</li> </ol> </li> <li>Within the areas described in (b), the location of the district may be further limited to facilitate compatibility with existing residential areas in the Lake Protection Future Land Use category or to minimize potential adverse environmental impacts on Lake Jackson and its tributaries and other environmental features; and,</li> <li>Shall be located in areas served by central sewer and central water.</li> </ol>

**PERMITTED, PROHIBITED, AND RESTRICTED USES**

3. Principal Uses	4. Prohibited Uses	5. Restricted Uses	6. Accessory Uses
<ol style="list-style-type: none"> <li>Active and Passive Recreation Facilities</li> <li>Automotive Retail, Service, and Repair, including Car Wash</li> <li>Banks and Other Financial Institutions</li> <li>Community facilities related to the permitted principal uses, including libraries, religious facilities, police/fire stations, and elementary, middle, high, and vocational schools.</li> <li>Daycare Centers</li> <li>Government Offices and Services</li> <li>Live-Work Units</li> <li>Lodging</li> <li>Medical and Dental Offices, Services, Laboratories, and Clinics</li> <li>Nursing Homes and Other Residential Care Facilities</li> <li>Office</li> <li>Residential – Any Unit Type</li> <li>Restaurants, without Drive-in Facilities</li> <li>Retail</li> <li>Studios for Photography, Music, Art, Dance, and Voice</li> <li>Retail Commercial</li> </ol>	<ol style="list-style-type: none"> <li>Campgrounds and recreational vehicle parks, except where legally established and in existence prior to 01-01-2010</li> <li>Dry Cleaners</li> <li>Gas stations, fuel/oil dealers and liquefied petroleum products</li> <li>Golf Courses</li> <li>Heavy Equipment Rental</li> <li>Manufactured Home Parks</li> <li>Motor vehicle tracks</li> <li>Outdoor gun range</li> <li>Outdoor storage</li> <li>Residential – Mobile Homes and Standard Design Manufactured Homes</li> <li>Scrap Material storage or processing</li> <li>Towing, wrecking, and recovery</li> <li>Warehouses and Self-Storage</li> <li>Welding and machine shops</li> <li>Wholesale Trade</li> <li>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.</li> </ol>	<ol style="list-style-type: none"> <li>Small appliance repair.               <ol style="list-style-type: none"> <li>All repair activity shall occur within an enclosed structure;</li> </ol> </li> <li>Pet Day Care.               <ol style="list-style-type: none"> <li>Shall be an accessory use to a veterinary clinic or pet store.</li> <li>Outside boarding and unsupervised outside activity are prohibited.</li> </ol> </li> <li>Shared stormwater management facilities.               <ol style="list-style-type: none"> <li>Shall be designed as an amenity</li> <li>Safety fences shall be planted with vegetation equal to the fence height at plant maturity.</li> <li>Shall meet the requirements of Section 10-4.301 of the LDC.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>Any use or structure on the same lot with, and of a nature customarily incidental and subordinate to, the principal use or structure, as determined by the County Administrator or designee.</li> <li>Light infrastructure and/or utility services and facilities necessary to serve permitted uses, as determined by the County Administrator or designee.</li> </ol>

DEVELOPMENT STANDARDS										
	7. Density, Intensity and Building Restrictions			8. Lot or Site Area Restrictions			9. Building Setbacks			
<i>Use Category</i>	<i>a. Allowable Densities (dwelling units/acre)</i>	<i>b. Allowable Intensities (square feet/acre)</i>	<i>c. Maximum Building Height</i>	<i>a. Minimum Lot Area</i>	<i>b. Lot Width</i>	<i>c. Minimum Lot Depth</i>	<i>a. Front</i>	<i>b. Side Interior</i>	<i>c. Side Corner</i>	<i>d. Rear</i>
SINGLE USE DEVELOPMENT										
Single-Family Detached and Attached Residential	Min: 4 Max:8	None	35 feet	None	None	None	Min: 10 feet Max: 15 feet	Min: 0 feet Max: 10 feet  Adjoins existing single family subdivisions : 25 feet min.	Min: 10 feet Max: 15 feet	Min: 20 feet  Adjoins existing single family subdivisions 40 feet min.
Multi-Family Residential	Min: 4 Max:8	None	35 feet	None	None	None	Min: 5 feet Max: 15 feet	Min: 10 feet Max: 15 feet  Adjoins RP Future Land Use Category: 40 feet min.	Min: 10 feet Max: 15 feet	Min: 20 feet  Adjoins existing single family subdivisions: 40 feet min.
Non-Residential and Community and Recreational Facilities	N/A	10,000 sf/ac Vertical mixture of uses may receive a bonus of 2,500 sf/ac for a total of 12,500 sf/ac	4 stories	N/A	N/A	N/A	Min: 5 feet Max: 15 feet	Min: Zero [abutting buildings] or 10 feet Max: 15 feet  Adjoins existing single family subdivisions : 40 feet min.	Min: Zero Max: 15 feet	Min: 20 feet  Adjoins existing single family subdivisions : 40 feet min.

MIXED-USE DEVELOPMENT										
Mixed-Use Development	Min: 4 Max:8	10,000 sf/ac Vertical mixture of uses may receive a bonus of 2,500 sf/ac for a total of 12,500 sf/ac	4 stories	N/A	N/A	N/A	Min: 5 feet Max: 15 feet	Min: Zero [abutting buildings] or 10 feet Max: 15 feet  Adjoins existing single family subdivisions : 40 feet min.	Min: 10 feet  Max: 15 feet	Min: 20 feet  Adjoins existing single family subdivisions : 40 feet min.

**10. Building Size Standards**

<i>Use Category</i>	<i>a. Maximum Building Size</i>	<i>b. Maximum building floor area per structure</i>
Single-Family Detached and Attached Residential	N/A	N/A
Multi-Family Residential	15,000 sq. ft.	N/A
Non-Residential and Community and Recreational Facilities	Standard: 10,000 sq. ft.	Standard: 14,000 sq. ft.
Mixed-Use Development	Standard: 10,000 sq. ft.	Standard: 30,000 sq. ft.

**11. Mixed Use Incentive qualifications.**

Developments incorporating a vertical mixture of residential and non-residential uses within a single development application or those which retrofit an existing development to include a vertical mixture of residential and non-residential uses, qualify for additional density and intensity provided for mixed-use development, pursuant to the following criteria:

- a. At the completion of all development phases, no less than 20% of the gross floor area within the development is devoted to either residential use or non-residential use;
- b. The development consists of a mixture of uses within a single building or within multiple adjacent buildings, wherein the different uses are located no further than 200 feet apart; and,
- c. The development application must provide a common plan for the development of all included parcels, including shared infrastructure.

**12. Access Management:**

- a. Direct access to an arterial roadway or major collector shall be limited and provided via public right-of-way.
- b. There shall be no more than one public right-of-way connection to an arterial roadway and to each adjacent collector street per each nodal quadrant; until such time as a street system is created to provide access to all parcels adjoining the adjacent arterial roadway or the adjacent collector street, individual properties may obtain access, if needed, on a temporary basis.
- c. Applicants for development shall enter an agreement to cooperate in any future project to consolidate access points or to share access with abutting properties as opportunities arise.

<p><b>13. Blocks, Frontage, &amp; Sidewalks.</b> Street design and layout shall support an interconnected street network and pattern of a scale conducive to pedestrian and bicycle use.</p> <ul style="list-style-type: none"> <li>a. <b>Block Length:</b> Long side: 600 feet maximum, except where divided by a mid-block pedestrian crossing or alley, in which case, maximum block length may be 850 feet. Short side: Distance may vary between 200 and 400 feet to accommodate environmental and physiographic limitations.</li> <li>b. <b>Mid-block Pedestrian Crossings:</b> A publicly accessible pedestrian crossing shall be provided for blocks with a length greater than 600 feet on one or more sides.</li> <li>c. <b>Sidewalk width and placement:</b> Frontage sidewalks shall be a minimum of eight feet in width. All other sidewalks shall be no less than five feet in width.</li> <li>d. <b>Pedestrian weather protection:</b> Where practical, non-residential and mixed-use buildings shall provide weather protection – arcade, awning, etc. – along the frontage sidewalk extending at least three feet.</li> <li>e. <b>Alternative Surface Material:</b> Use of distinctive paving texture, type, and color for transitions between neighborhoods and within pedestrian areas is encouraged. Interconnections between neighborhoods should also be distinguished through the use of vertical architectural elements, such as archways, gateways, or bollards.</li> </ul>
<p><b>14. Street Trees.</b> All development or redevelopment shall incorporate street trees within the right-of-way, preferably between the back of curb and sidewalk.</p> <ul style="list-style-type: none"> <li>a. Street trees shall be planted between 20-30 feet on center, except when a greater distance may be required to avoid conflict with visibility, street lamps, utilities, or safety issues would be compromised with the required location.</li> <li>b. A minimum planting strip of six (6) feet shall be provided between the back of curb and sidewalk, except where on-street parking is provided and tree wells or planters are more appropriate.</li> <li>c. Tree selection and location shall be approved by the local utility provider and shall be no higher than 20 feet at maturity when located beneath power lines.</li> </ul>
<p><b>15. Parking.</b></p> <ul style="list-style-type: none"> <li>a. <b>Location:</b> Parking shall not be located between the building façade and the right-of-way, and shall be located on-street, internal to the block, or to the rear of structures. Where site constraints necessitate, up to 25% of required parking may be permitted to the side of buildings.</li> <li>b. <b>On-street parking:</b> All streets created or expanded in association with development in this district shall be designed to accommodate on-street parking.</li> <li>c. <b>Quantity:</b> On-site parking shall be limited to a range of 40% to 70% of the general parking standard set forth in Section 10-7.545, Schedule 6-2. On-street parking, provided on adjacent rights-of-way within the LPN zoning district without crossing an arterial or collector street may be counted towards meeting the parking requirement. Shared parking may also count toward the requirement.</li> <li>d. <b>Size:</b> Individual off-street surface parking lots shall not exceed 0.75 acre.</li> </ul>
<p><b>16. Building Position.</b></p> <ul style="list-style-type: none"> <li>a. <b>Orientation:</b> The principal building entryway shall be oriented to the street, other than an arterial roadway, and be designed to provide direct pedestrian access from that street. Where buildings are equidistant to two or more streets, the principal entryway may be located on either street. Buildings may be oriented toward the arterial roadway so long as there is a parallel street located between the arterial roadway and the building.</li> <li>b. <b>Encroachments:</b> Porches, balconies, patios, pedestrian weather protection features and other like architectural features may encroach into 50% of the front setbacks. Seating within the required yard setbacks shall be allowed. Encroachments – permanent and temporary – shall not result in a constrained pedestrian passageway of less than five feet in width.</li> </ul>
<p>a. <b>Building Façade Length.</b> Non-residential and mixed-use building façades along any public street frontage shall not exceed 100 feet, unless vertical structural elements and functional entrance doors divide that façade no less than every 50 feet.</p>
<p>b. <b>Transparency.</b> Adjacent to streets, sidewalks, and publicly accessible parking areas, non-residential and mixed-use buildings shall provide a minimum façade transparency of 50% at pedestrian level – between 2 and 8 feet above finished grade – and residential buildings shall provide a minimum façade transparency of 25% at pedestrian level.</p>
<p>c. <b>Building materials.</b></p> <ul style="list-style-type: none"> <li>i. The following materials are prohibited: corrugated metal, standing seam, or v-crimp metal sheeting exterior walls or wall coverings.</li> <li>ii. The use of vinyl siding may not comprise more than 20% of any exterior wall plane.</li> </ul>
<p>d. <b>Roof types:</b></p> <ul style="list-style-type: none"> <li>i. All roof types are allowed. The use of gable roofs, cross gable roofs, and dormers are encouraged for buildings of two stories or less.</li> <li>ii. Flat roofs shall provide horizontal articulation with a building cap at the top of the building base and/or incorporate the use of parapets.</li> </ul>

**22. Buffering, fencing, and screening.**

- a. **Buffer Zone Standards:** Buffering is not required between uses in the LPN zoning district. Where development abuts existing single-family subdivisions, the landscape buffer standards of Section 10-7.522 shall apply.
- b. **Fencing:** Chain link fencing visible from public right-of-way or property is prohibited, unless screened by vegetation that covers completely at plant maturity.
- c. **Screening of service connections and facilities:** Outdoor service areas – loading docks, trash collection, outdoor storage, mechanical equipment – shall be mitigated by the use of screening material consistent with the materials and design treatments of the primary facade of the primary building and/or evergreen landscape plant material.
  - i. Landscape plans shall provide sight lines for natural surveillance between 3 and 8 feet above grade.
  - ii. The service areas shall not be within 50 feet of any adjoining residential property.
  - iii. The service areas shall be screened with vegetation and fences/ masonry walls that are of sufficient height (min. 6') and opacity (min. 50%) to screen from nearby streets and residential areas. Fences or masonry walls shall be constructed with materials that are incorporated in the design of the principal building.
  - iv. Above-ground utility boxes visible from the street shall be screened with landscaping on at least two sides, thereby preserving access for the utility provider.
- d. **Off-street parking–Landscaping:** A minimum 10-foot wide landscaping strip shall line the perimeter of surface parking lots, and shall be landscaped with one canopy tree per 20 linear feet of frontage and a continuous row of shrubbery not to exceed three feet at maturity.
- e. **Required Landscaping–Alternative Compliance Methods.** Development is encouraged to utilize the site design alternatives set out in Section 10-4.346 and 10-4.350.

**23. Lighting:**

- a. **Intensity limits.** Lighting levels at the property line as measured at 6 feet above ground level shall not exceed 0.5 foot-candles. The foot-candle average in on-site parking lots should not exceed 2.0 foot-candles. The recommended maximum uniformity ratio (average: minimum light level) is 4:1.
- b. **Light fixture types and location:**
  - i. “Shoebox” and “Cobrahead” lights are prohibited.
  - ii. All light fixtures shall be full cut-off type fixtures and direct light internal to the site.
  - iii. Individual light poles and wall mounted light fixtures shall be no taller than 20 feet above grade. Wall mounted light fixtures shall be placed no closer than every 25 feet along the façade. Lighted bollards are encouraged along pedestrian routes.

**24. Signage.**

All signs shall comply with the County sign code and requirements set out in this section; where conflicts occur, the most restrictive standard applies.

- a. **Prohibited Signs:** Roof signs, billboard signs, pole signs, signs that rotate or are in motion, including animated signs, are not allowed in this district.
- b. One free-standing monument ground sign of no greater than 80 square feet display area per side, with no more than two sides, may be provided for each tenant. Properties shall be entitled to one ground sign per 500 feet of frontage.
- c. **Maximum height** of monument signs shall not exceed six feet above grade for single tenant structures and shall not exceed 15 feet above grade for multiple tenant structures.
- d. Monument ground signs shall incorporate the same exterior materials as the principal structure, and should utilize exterior finish of metal, wood, or masonry materials.
- e. Two on-site directional signs, not to exceed 4 square feet each, shall be allowed per tenant. Such signs are intended for navigational purposes and shall be free of logos, advertisements, badges, or slogans.
- f. **Sign Illumination:**
  - i. Prohibited lighting: Flashing, rotating, pulsing, search, laser, or lights moving in any manner.
  - ii. Ground sign lighting: Ground signs are encouraged to be illuminated with an opaque field and letters of a lighter tone to control glare.
  - iii. Wall sign lighting: Wall mounted signs shall be internally illuminated or externally illuminated with full cut off-type light fixtures directed downward.

**25. Stormwater Management Facilities.**

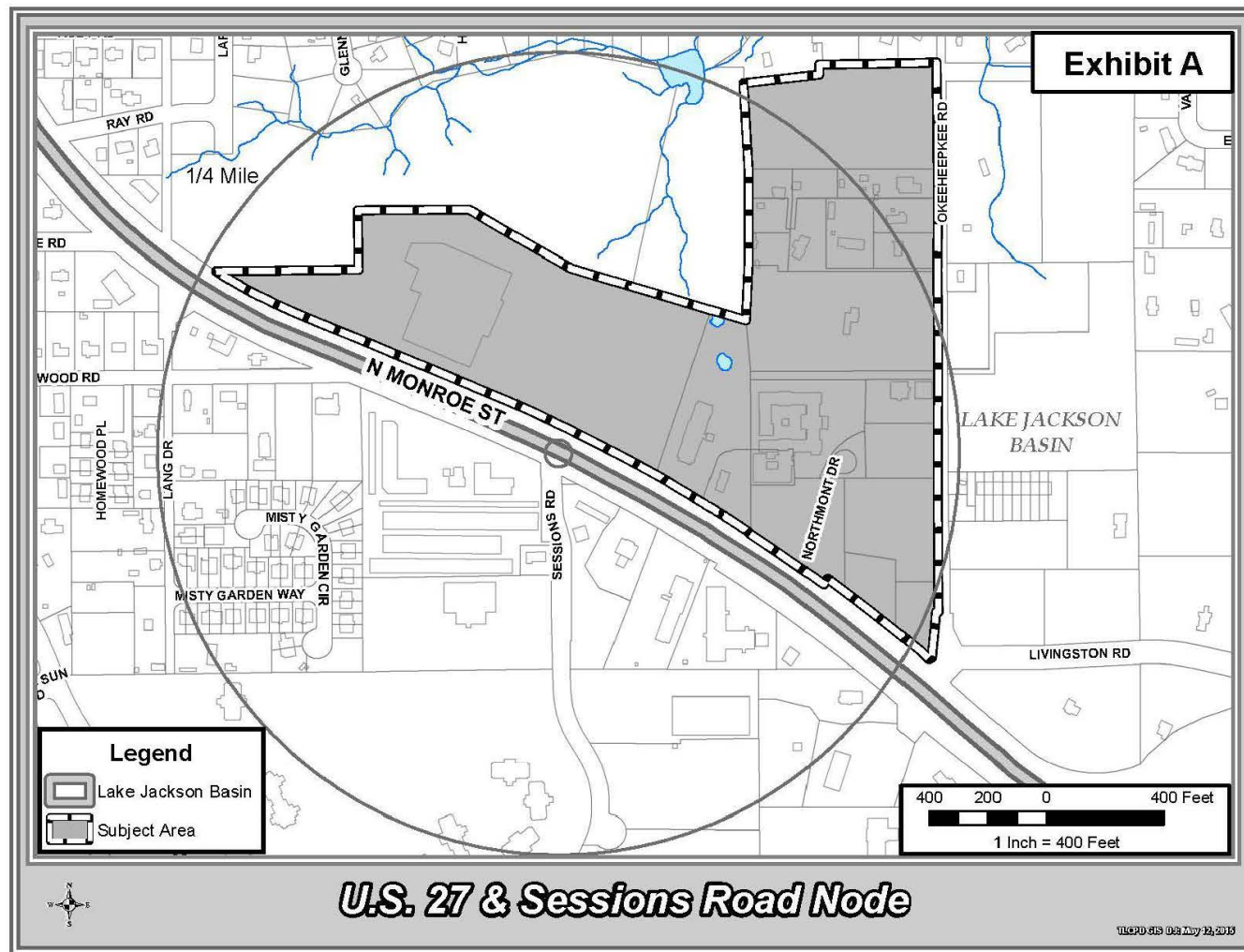
- a. Refer to Sec. 10-4.301 for water quality treatment and volume control standards associated with development.
- b. Whenever possible, Low Impact Development (LID) techniques such as rain gardens and bio-retention swales are encouraged to allow stormwater infiltration to occur as close to the source as possible. A decentralized stormwater management design which disperses stormwater facilities across the site rather than to a centralized treatment facility is encouraged.
- c. Landscape vegetation shall be incorporated around the perimeter of the stormwater facility, which at maturity will visually conceal required fencing.
- d. Landscape plants should be native. A minimum of four different species of trees and shrubs shall be utilized. Stormwater management facilities shall incorporate appropriate tree and plant species that take into account the soil, hydrologic, and other site and facility conditions. Existing vegetation should be incorporated into the facility design where possible.
- e. Existing non-residential uses within the Lake Protection land use category that meet all water quality and stormwater management standards for their respective use, as specified within the land development regulations, will be considered permitted uses.

**26. Sidewalks.**

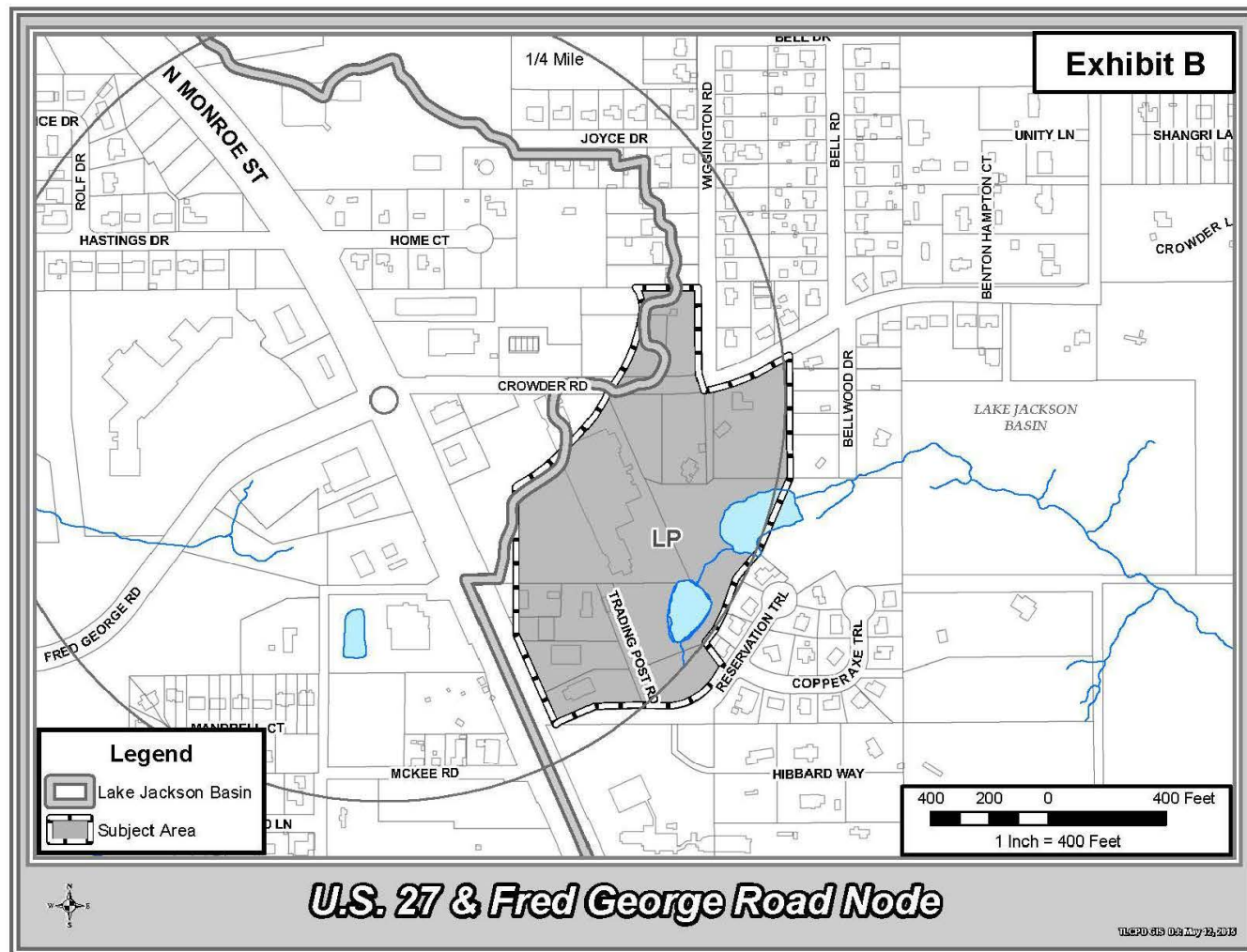
Sidewalks shall be provided in the LPN district consistent with the provisions of Sec. 10-7.529. For clustered subdivision, all required sidewalks shall connect to existing and proposed sidewalks to the maximum extent possible. Multi-use trails designed for non-motorized vehicles and pedestrians are also encouraged in the LPN district to promote connectivity and to reduce automobile dependency.

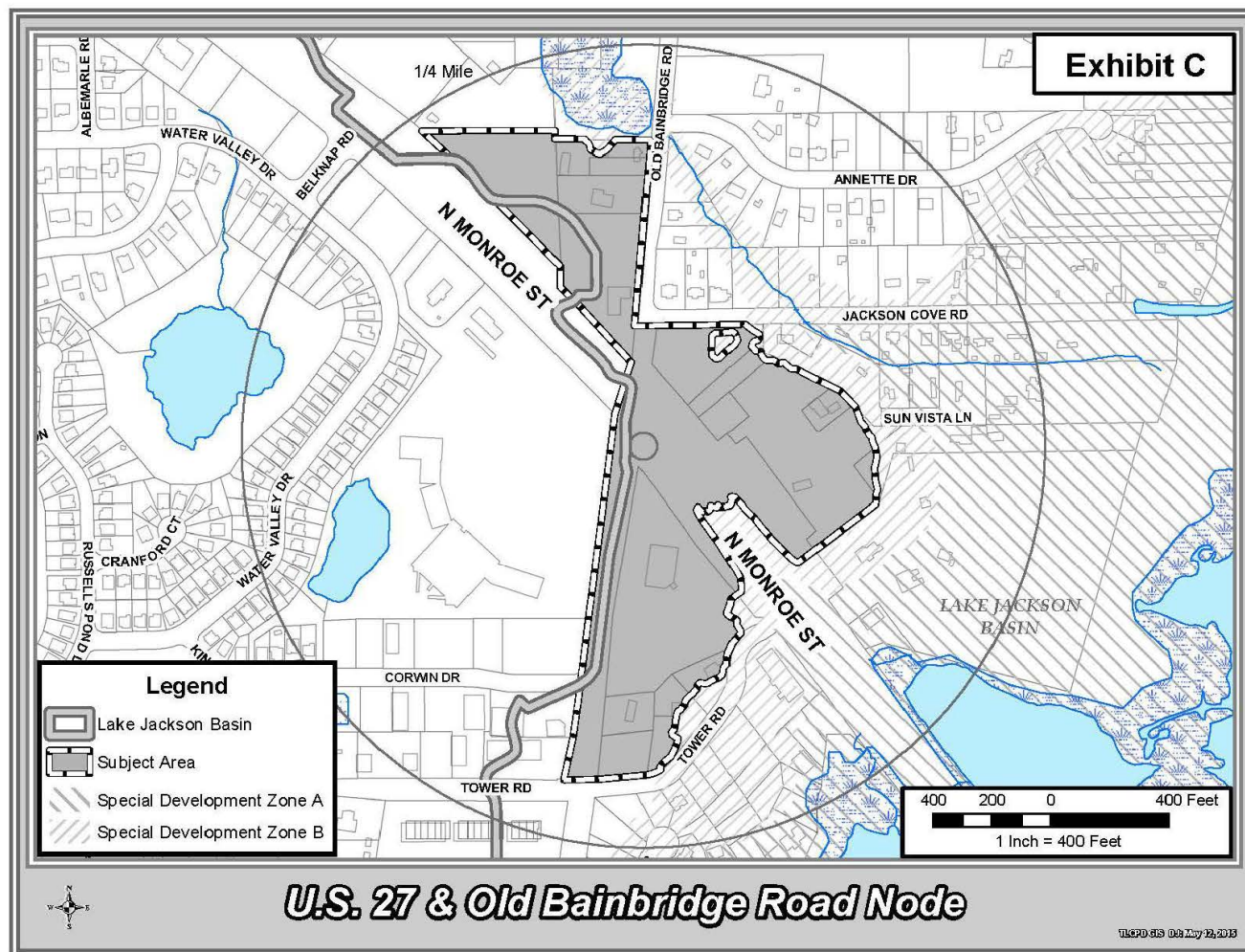
**GENERAL NOTES:**

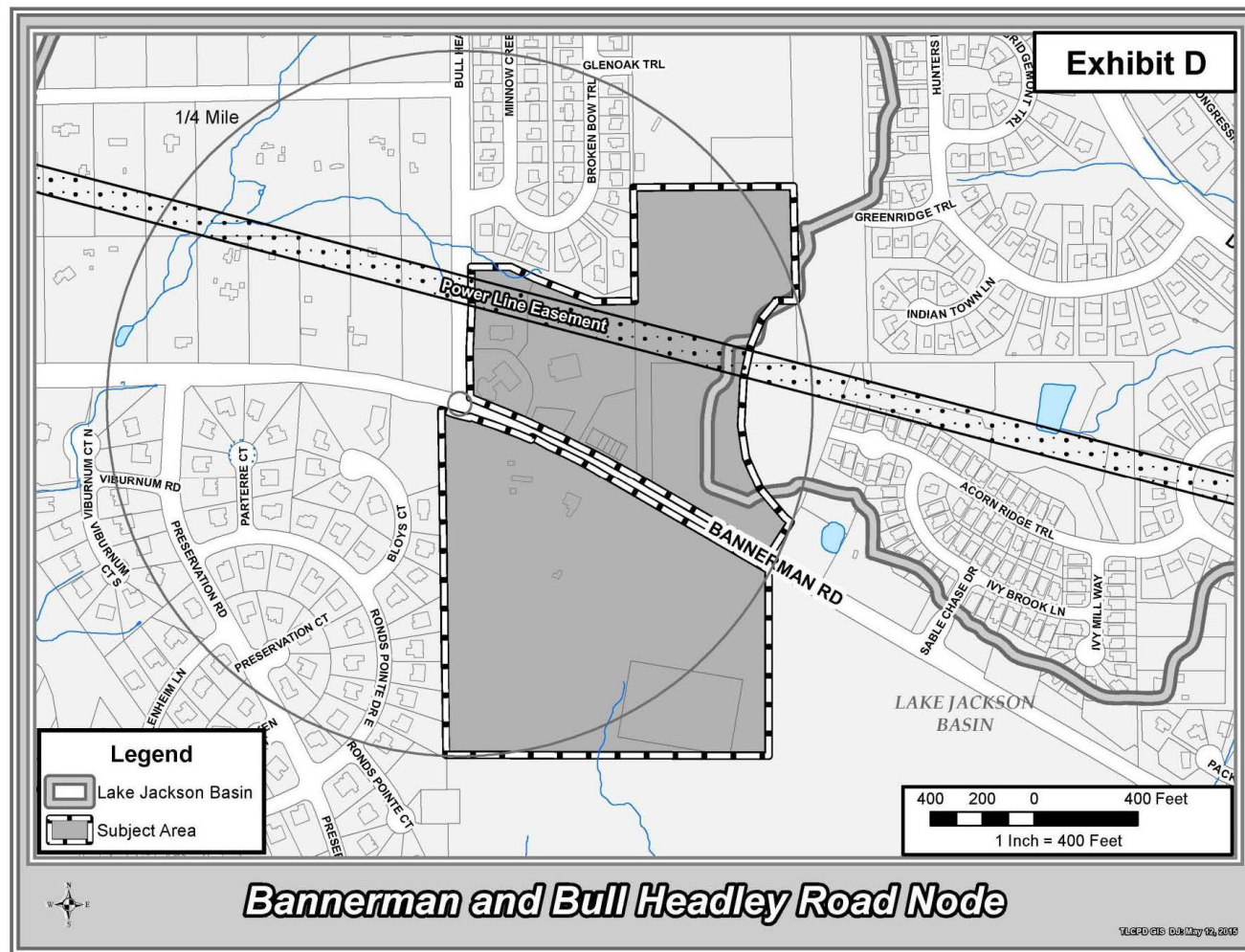
- 1. Central sanitary sewer and water are required within LPN.
- 2. Refer to the Environmental Management Act (EMA) for information pertaining to the regulation of environmental features (preservation/conservation features), stormwater management requirements, etc.
- 3. Refer to the Concurrency Management Ordinance for information pertaining to the availability of capacity for certain public facilities (roads, schools, parks, etc.).
- 4. Development standards. All proposed development shall meet the buffer zone standards (section 10-7.522), and the parking and loading requirements (Subdivision 3 of Division 5 of Article VII).











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**Leon County  
Board of County Commissioners  
Cover Sheet for Agenda #27**

**January 29, 2013**

<b>To:</b>	Honorable Chairman and Members of the Board
<b>From:</b>	Vincent S. Long, County Administrator
<b>Title:</b>	Ratification of Board Actions Taken at the December 10, 2012 Annual Retreat and Approval of Revised Strategic Plan, FY 2012 and FY 2013

<b>County Administrator Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/Division Review and Approval:</b>	N/A
<b>Lead Staff/ Project Team:</b>	Alan Rosenzweig, Deputy County Administrator Kim Dressel, Senior Assistant to the County Administrator

**Fiscal Impact:**

While this item has no fiscal impact, certain proposed Strategic Initiatives may have future financial impacts. The pursuit of such Strategic Initiatives' costs would be considered by the Board in the future. Inclusion of a Strategic Initiative within the Board's Strategic Plan does not commit the Board to future funding.

**Staff Recommendation:**

Option #1: Ratify actions taken by the Board at the December 10, 2012 Annual Retreat and approve the revised Strategic Plan for FY 2012 and FY2013.

**Report and Discussion****Background:**

During the FY2011 annual retreat, the Board initiated a two year strategic planning process, which included the Board's identification of the following:

- Vision Statement for the Leon County Community; and
- Four Strategic Priorities, which focused upon the Economy, Environment, Quality of Life and Governance.

The Board formally approved its four Strategic Priorities during its December 13, 2011 Board meeting and those priorities determined the entire direction of Leon County government this last year.

Then, on February 28, 2012, the Board approved 84 Strategic Initiatives, which put those Strategic Priorities into action. In large part, work on those Strategic Priorities will be completed during the two-year planning window.

These actions culminated in the Board's February 28, 2012 approval of its FY 2012 and FY 2013 Strategic Plan.

On October 9, 2012, the Board established the agenda for its December 10, 2012 Board Retreat. The first part of the retreat built upon actions taken by the Board during its December 2011 retreat. As the Board was in the second year of its two-year Strategic Plan, the 2012 retreat provided the Board with an opportunity to review the status of its Strategic Priorities and to update its Strategic Plan.

**Analysis:**

The 2012 Board retreat was themed "Steering the Course for Leon County's Future" which built upon the prior year efforts which initially charted the course for the County. Throughout the day, the Board engaged in a highly collaborative process to provide policy guidance for the County. Through the Board's efforts, clear direction has been provided to staff through the modified Strategic Priorities and new/modified Strategic Initiatives. This allows staff to proceed with aligning the Board's priorities/initiatives with the optimized resources of the organization. As reflected on a number of other agenda items on the January 29 agenda, staff has already begun to implement some of the new initiatives, as well as, continue to implement previously adopted ones. The background section of these agenda items will reflect both the strategic initiative(s) and strategic priority(s) being addressed. Additionally, staff will provided two updates on the status of the strategic plan, once during the budget process and at the annual retreat.

During the course of the retreat, the Board also engaged in a meaningful discussion facilitated by John Streitmatter, Principal with Leadership Research Institute. The strategic plan has provided the framework for the County to align the Board's vision and priorities with the optimized resources of the organization. However, even this framework cannot, nor should it, address all the possible issues confronting our community. Issues that do not, and will not,

appear in framework – or perhaps in any – written Strategic Plan may arise that could either hinder or assist Leon County's advancement towards that Vision. The facilitated discussion engaged the Board and identified opportunities to enhance the leadership capacity of the Commission in how the Board works together; how the Board works with community partners; how the Board engages with citizens; and how the Board works and engages with staff. Through this effort, the Board is now better positioned to deal with issues that cannot be planned for.

At the retreat, the Commissioners reviewed each of the three components of the FY 2012 and FY 2013 Leon County Strategic Plan, and Commissioners proposed amendments to each component. The following reflects staff's attempt to capture the intent of Commissioners' suggested revisions. Additionally, the proposed revised Strategic Plan is provided, with changes identified in strike through underline format (Attachment #1), and in final format (Attachment #2).

**Vision Statement:** The most over-arching component of the Strategic Plan is the Board's long-term vision of the Leon County community, which identifies what the future of Leon County should be, in an ideal state. During the retreat, the Commissioners discussed minor revisions to the Vision Statement; however, no formal vote was taken. The proposed, revised Vision Statement follows, in strike through, underline format.

As home to Florida's capitol, Leon County is a welcoming, diverse, healthy, and vibrant community, recognized as a great place to live, work and raise a family. Residents and visitors alike enjoy the stunning beauty of the unspoiled natural environment and a rich array of educational, recreational, cultural and social offerings for people of all ages. Leon County government is a responsible steward of the community's precious resources, ~~a~~the catalyst for engaging citizens, community and regional partners, and a provider of efficient services, which balance economic, environmental, and quality of life goals.

**Strategic Priorities:**

Strategic Priorities are actionable, high-level areas of focus, which the Board contemplates will move the County forward, in the long-term, to realize the Board's Vision for the Leon County community. Each of the four Strategic Priorities, Economy, Environment, Quality of Life, and Governance is identified with:

- A **Title** (which is a general area of focus),
- A **General Statement** (which is a general strategy statement, and speaks to the overall mission of the organization with respect to this general area of focus), and
- **Directional Statements** (to provide focus and additional specificity for each area).

During the retreat, the Commissioners considered whether or not to amend the Board's Strategic Priorities, and identified minor revision. Again, no formal vote was taken during the retreat. The following reflects the revisions Commissioners discussed, in strike through, underline format.

**Strategic Priority - Economy –**

Added/New:

(EC7) - Promote the local economy by protecting jobs and identifying local purchasing, contracting and hiring opportunities.

**Strategic Priority - Environment -**

Revised:

(EN1) - Protect our water supply, conserve environmentally sensitive lands, ~~and safeguard the health of our natural ecosystems, and protect our water quality, including the Floridan Aquifer, from local and upstream pollution, including : adoption of minimum Countywide environmental standards.~~

**Strategic Priority - Quality of Life –**

Revised:

(Q1) - Maintain and enhance our ~~educational and recreational offerings associated with our library,~~ parks and greenway system for our families, visitors and residents.

(Q3) - Maintain and further develop programs and partnerships necessary to support a ~~and promote a healthy~~ healthier community, including: access to health care and community-based human services.

(Q4) - Enhance and support amenities that provide social offerings for residents and visitors of all ages, ~~including: completing the enhancements to and the programming of the Cascades Park amphitheater.~~

Added/New:

(Q8) - Maintain and enhance our educational and recreational offerings associated with our library system, inspiring a love of reading and lives of learning.

(Q9) - Support the development of stormwater retention ponds that are aesthetically pleasing to the public and located in a manner that protects strong neighborhoods.

**Strategic Priority - Governance –**

Revised:

(G1) - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.

**Strategic Initiatives:**

Strategic Initiatives put the Board's Strategic Priorities in action. There was limited discussion among Commissioners regard revisions to the Strategic Initiatives that individual Commissioners identified, and no formal vote was taken during the retreat. Staff attempted to capture Commissioners' intent, as represented in the following revisions in strike through, underline format. Staff seeks the Boards review, as well as further modifications, additions or deletions. One Commissioner proposed removing those Strategic Initiatives that have been completed; however, as this is a two-year plan, staff recommends leaving all approved Strategic Initiatives in the Strategic Plan. At the end of the two-year period, those that have been completed would not be carried over into the new Strategic Plan.

**Strategic Initiatives – Economy**Revised:

(E2) - Identify revisions to future land uses, which will eliminate hindrances or expand opportunities to promote and support economic activity

(EC5) - Hold "Operation Thank You!" celebration annually for veterans and service members

Added/New:

(EC1, G3, G5) - Develop a proposed economic development component for the Sales Tax extension being considered

(EC7) - Extend the term of Leon County's Local Preference Ordinance (2013)

**Strategic Initiatives - Environment**

Revised:

(EN4) - Further develop clean - green fleet initiatives, including compressed natural gas

(EN4) - Explore ~~bio-gas generation and other~~ renewable energy opportunities at Solid Waste Management Facility

Added/New:

(EN1, EN2, G2) - Develop examples of acceptable standard solutions to expedite environmental permitting for new construction (2013)

(EN1, EN2, G2) - Develop solutions to promote sustainable growth inside the Lake Protection Zone (2013)

(EN1) - Extend central sewer or other effective wastewater treatment solutions to the Primary Springs Protection Zone area within Leon County (2013)

(EN3, Q5, EC6) - Expand the community gardens program (2013)

(EN4) - Seek competitive solicitations for single stream curbside recycling and comprehensively reassess solid waste fees with goals of reducing costs and increasing recycling (2013)

Delete:

~~Evaluate and construct glass aggregate concrete sidewalk~~

**Strategic Initiatives - Quality of Life**

Revised:

(Q1, EC1) - Develop Apalachee Facility master plan to accommodate year-round events

Added/New:

(Q1, EC1) - In partnership with the City of Tallahassee and community partners, conduct a community-wide conversation on upper league competition with the goal of a higher degree of competition and more efficient utilization of limited

(Q2) - Successfully open the Public Safety Complex

(Q3) - Implement procedures for residents to take full advantage of the NACO Dental Card program



(Q3) - Consider establishing a Domestic Partnership Registry(Q6, Q7) - Conduct a workshop that includes a comprehensive review of sidewalk development and appropriate funding

(Q1, Q5, EC1, EC4) - Expand, connect and promote "Trailhassee" and the regional trail system

(Q7,EC1) - Promote communication and coordination among local public sector agencies involved in multi-modal transportation, connectivity, walkability, and related matters

(Q4) Seek community involvement with the VIVA FLORIDA 500 Time Capsule

### **Strategic Initiatives – Governance**

#### **Added/New:**

(G5) Convene periodic Chairman's meetings with Constitutional Officers regarding their budgets and opportunities to gain efficiencies (2013)

(G5) - Consider options to gain continuity of Commissioners' representation on committees, such as multi-year appointments (2013)

(G5) - Periodically convene community leadership meetings to discuss opportunities for improvement (2013)

(G3) - Identify the next version of "Citizens Engagement" to include consideration of an "Our Town" Village Square concept (2013)

(G1, G3) - Expand opportunities for increased media and citizen outreach to promote Leon County (2013)

(G5) - Identify opportunities whereby vacant, unutilized County-owned property, such as flooded-property acquisitions, can be made more productive through efforts that include community gardens (2013)

(G5) - Develop financial strategies to eliminate general revenue subsidies for business operations (i.e., Stormwater, Solid Waste and Transportation programs) (2013)

(G1) - Pursue expansion for whistleblower notification (2013)

(G5) - Consider approval of the local option to increase the Senior Homestead Exemption for qualified seniors (2013)

(G2) - Pursue Sister County relationships with Prince George's County, Maryland and Montgomery County, Maryland (2013)

#### **Options:**

1. Ratify actions taken by the Board at the December 10, 2012 Annual Retreat and approve the revised Strategic Plan for FY 2012 and FY2013.
2. Do not ratify actions taken by the Board at the December 10, 2012 Annual Retreat and do not approve the revised Strategic Plan for FY 2012 and FY2013.
3. Board direction.

**Recommendation:**

Option #1.

Attachments:

1. [Proposed revised Strategic Plan, with changes identified in strike through underline format](#)
2. [Proposed revised Strategic Plan in final format](#)

# **WORKSHOP**

## **Workshop on Proposed Solutions to Promote Sustainable Growth Inside the Lake Protection Zone**

**Tuesday, November 19, 2013  
1:00 – 2:30 p.m.**

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

**This document distributed November 12, 2013**

# **Leon County Board of County Commissioners**

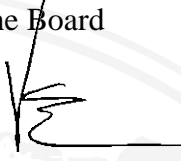
## **Notes for Workshop**

# Leon County Board of County Commissioners

## Workshop Cover Sheet

November 19, 2013

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

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

**Title:** Workshop on Proposed Solutions to Promote Sustainable Growth Inside the Lake Protection Zone

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<b>County Administrator Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Tony Park, P.E., Public Works and Community Development Wayne Tedder, Planning, Land Management and Community Enhancement (PLACE)
<b>Lead Staff/ Project Team:</b>	Cherie Bryant, Interim Planning Manager Brian Wiebler, Principal Planner Stephen Hodges, Senior Planner

**Fiscal Impact:**

This item has no fiscal impact to the County.

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**Staff Recommendation:**

- Option #1: Accept the following staff recommendations and recommended implementation phases.
- A. Direct staff to develop and bring back a new Lake Protection Node zoning district for the Lake Protection land use category that allows non-residential uses and higher density housing while requiring the Lake Protection stormwater standards.
  - B. Direct staff to develop and bring back land development regulation changes requiring site design standards for the new Lake Protection Node zoning district.
  - C. Direct staff to identify non-conforming land uses in Lake Protection that cannot be addressed by the new Lake Protection Node zoning district and bring back a plan to address them.
  - D. Direct staff to coordinate with the City and bring back a potential common cluster development option for both the incorporated and unincorporated areas within Lake Protection that also incentivizes use of the cluster option.
  - E. Direct staff to initiate a comprehensive plan text amendment and Land Development Regulation changes to remove the half-acre restriction in the unincorporated area when sewer is available.
  - F. Direct staff to review the existing exemption for sidewalks in Lake Protection and bring back draft land development regulation changes with increased requirements for developments that have the potential for walkability.
  - G. Continue implementation of the sense of place planning projects at the Lake Jackson Town Center and the Market District.
  - H. Direct staff to initiate a comprehensive plan map amendment to reflect the Overstreet addition to Maclay Gardens as Recreation/Open Space.
  - I. Maintain the existing Urban Service Area boundary line to promote infill and nodal development.
  - J. Continue to seek funding for the Tallahassee – Leon County Greenways Master Plan.
  - K. Direct County staff to continue to implement the current two-track permitting system to expedite review and provide reductions in the level of review for projects that implement Smart Growth principles.
  - L. Direct staff to include community and stakeholder collaboration in the development of policy changes related to recommendations in this report.

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## **Report and Discussion**

### **Background:**

This item is essential to the following FY 2012 & FY 2013 Strategic Initiative that the Board approved at the January 29, 2013 meeting:

- Implement strategies that protect the environment and promote orderly growth, including: Develop solutions to promote sustainable growth inside the Lake Protection Zone. (2013)

This particular Strategic Initiative aligns with the Board's Strategic Priorities – Environment and Governance:

- Protect our water supply, conserve environmentally sensitive lands, safeguard the health of our natural ecosystems, and protect our water quality, including the Floridan Aquifer, from local and upstream pollution (EN1).
- Promote orderly growth which protects our environment, preserves our charm, maximizes public investment, and stimulates better and more sustainable economic returns (EN2).
- Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value (G2).

Staff from the Planning Department, Development Support and Environmental Management, and Public Works developed several concepts intended to implement this Initiative. These concepts are explored further in the Analysis section.

### **Analysis:**

This analysis is divided into the following six sections:

1. What is Sustainable Growth?
2. What is the Lake Protection Zone?
3. Current Residential Density and Uses in Lake Protection
4. Impervious Area as a Predictor of Stream Health
5. Lake Jackson Special Development Zones
6. Staff Recommendations and Implementation Phases

A review of sustainable growth concepts is provided, together with recommendations for incremental policy changes to help align Lake Protection policies. Attachment #1 provides information on the history of the Lake Jackson Basin and institutional responses to the environmental impacts to this significant natural resource.

An important point to consider throughout this analysis is that the current Lake Protection standards restrict development to large lot, residential uses only. However, these standards are not consistent with the Comprehensive Plan directives for the Urban Services Area. Staff will explain this issue further in Section 4 of this Analysis.

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### ***1. What is Sustainable Growth?***

The 1987 World Commission on Environment and Development established the most often used definition of sustainable development: "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." While this definition is widely utilized, it is challenging to directly apply to policy decisions. As such, the definition has been the subject of many efforts to develop implementing principles.

Staff selected "Smart Growth" as the body of work and implementing principles to provide a framework for this analysis. The Smart Growth principles were established by the Smart Growth Network in 1996 and were the subject of four publications developed cooperatively with the International City/County Management Association. The Smart Growth Network has a broad partnership base including the National Association of Counties, ICLEI-Local Governments for Sustainability, Institute of Transportation Engineers, American Planning Association, Florida Department of Health, and the National Association of Realtors. Both Leon County and the City of Tallahassee are members of ICLEI.

The Smart Growth principles were selected for this analysis based on the quality of the information available, specific focus on local government, broad support, and consistency with existing Comprehensive Plan and Board direction. Attachment #2 provides information on why communities select Smart Growth (adapted from "This is Smart Growth," published by ICMA and EPA in 2006).

The ten Smart Growth principles identified by the Smart Growth Network include:

1. Mix land uses
2. Take advantage of compact building design
3. Create a range of housing opportunities and choices
4. Create walkable neighborhoods
5. Foster distinctive, attractive communities with a strong sense of place
6. Preserve open space, farmland, natural beauty, and critical environmental areas
7. Strengthen and direct development towards existing communities
8. Provide a variety of transportation choices
9. Make development decisions predictable, fair, and cost effective
10. Encourage community and stakeholder collaboration in development decisions

These principles, staff analysis, and the policy examples provided in "Getting to Smart Growth: 100 Policies for Implementation" and "Getting to Smart Growth II: 100 More Policies for Implementation" have been used to provide a response to Board direction to promote sustainable development in Lake Protection.



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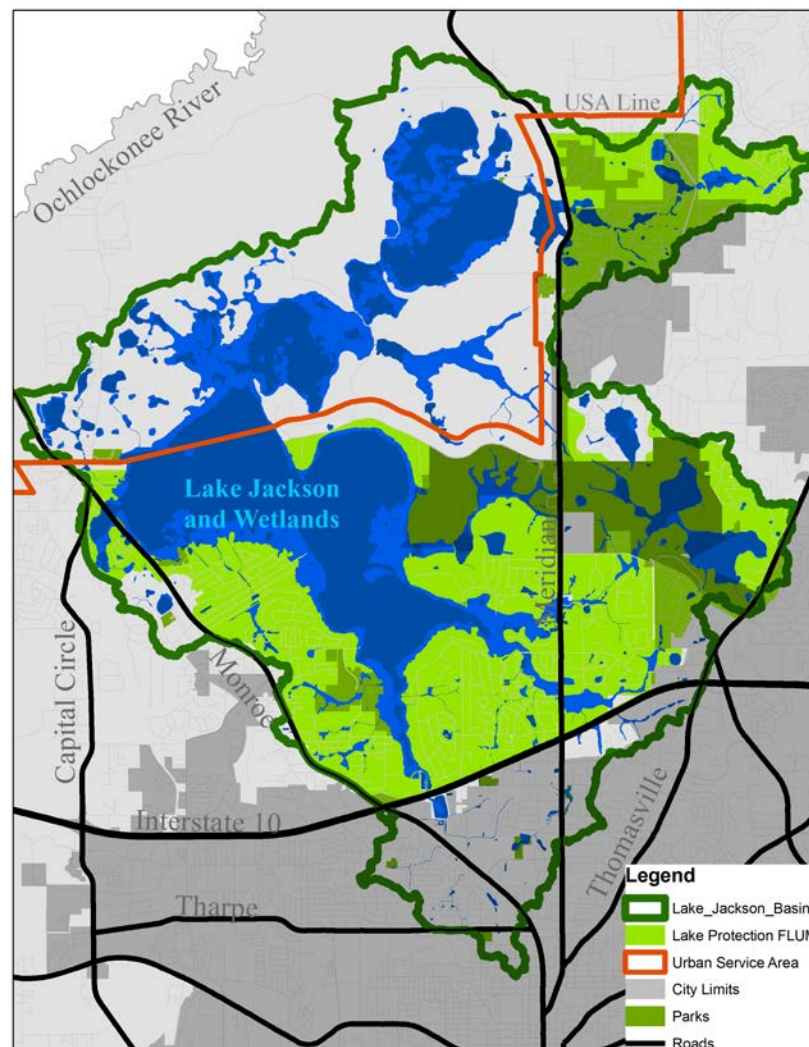
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## 2. What is the Lake Protection Zone?

In this report, two different areas are used to discuss Lake Jackson. First is the Lake Protection Future Land Use Map category, as mapped and defined in the Tallahassee-Leon County Comprehensive Plan. The Lake Protection category is approximately 10,000 acres in size and was established as “a protection category that is specific to the well documented scientific concerns regarding the degradation and continuing pollution of Lake Jackson” (Policy 2.2.18 [L]). The second area utilized to discuss Lake Jackson is the approximately 27,000 acre full drainage basin for Lake Jackson. The full drainage basin is used to discuss items such as total impervious area draining to Lake Jackson and the Lake Protection Future Land Use Map category is used to discuss policy recommendations.

The following map provides a visual display of how the smaller Lake Protection category fits inside the larger Lake Jackson drainage basin. The Lake Protection category excludes the more intensely developed areas south of Interstate-10, predominantly inside the City Limits. The category also excludes a large section of the northwest portion of the drainage basin that is outside the Urban Service Area and not currently intended to be scheduled for urban activity.

*Map of Lake Protection Category and Lake Jackson Drainage Basin*



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### ***3. Current Residential Density and Uses in Lake Protection***

The allowable residential density within Lake Protection is intended to limit development within the drainage basin to large-lot residential zoning. At the time, this was considered the best way to protect water bodies from the impacts of development, especially in more rural areas. However, such low-density residential areas are typically automobile-dependent, which requires impervious surface areas such as roads, driveways, and parking areas that generate higher per-capita environmental impacts. Additional impervious areas can be created by the construction of large houses and large fertilized lawns, which can create additional stormwater runoff.

The existing land use pattern within the area designated Lake Protection in the Comprehensive Plan is dominated (in order of acreage) by residential, open space, and vacant lands (Table 1). Only 1.5 percent of Lake Protection is developed with office, retail, and multi-family.

#### *Lake Protection Existing Land Use Data*

<b>2012 Existing Land Use</b>	<b>Count</b>	<b>Acreage</b>	<b>Percent</b>
Single Family Detached/Mobile Home	5400	4442.1	42.6%
Open Space Recreation/Parks*	32	2076.0	19.9%
Vacant	665	1716.9	16.5%
Large lot w/ residence**	28	933.6	8.9%
Open Space Common Areas	60	505.7	4.8%
Open Space Resource Protection	75	197.2	1.9%
School*	2	118.4	1.1%
Transportation/Communications/Utilities	24	100.3	1.0%
Religious/Non-profit	23	78.9	0.8%
Office	82	56.0	0.5%
Retail	28	55.5	0.5%
Multi-Family	17	53.2	0.5%
Single Family Attached	281	35.8	0.3%
Two-Family Dwelling	52	21.6	0.2%
Government Operation*	3	13.4	0.1%
Warehouse	12	11.7	0.1%
Open Space Undesignated	8	9.5	0.1%
Motel/Hospital/Clinic	4	6.5	0.1%
<b>TOTAL</b>	<b>6796</b>	<b>10432</b>	<b>100.0%</b>
Water surface in LP area†	44	3197.5	NA

\* Also includes acreage in GO, EF, OS categories inside basin area.

\*\* Separate from Vacant.

† Includes portion of Lake Jackson inside LP; also Lake Hall, Lake Overstreet, Little Lake Jackson, Pints Pond, Spring Pond.

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Based on the existing land use data, it is clear that Policy 2.2.18[L] has met its intention of creating a low-density, large-lot suburban residential pattern for most the developed areas in the Lake Protection category. However, approximately 25 percent of the Lake Protection area is currently either vacant or has potential for redevelopment at a higher density.

The Lake Protection policy allows for one residential unit per two acres. The existing net residential density (residential units / residential acres) is slightly more than one residential unit per one acre. This higher density (twice the allowed amount) is the result of smaller lot development that occurred prior to adoption of the Lake Protection policy.

In contrast, the Comprehensive Plan calls for an Urban Service Area average of no less than two residential units per one acre, which is four times the allowed density in Lake Protection. However, the current Lake Protection policy does not support the larger goal of more compact development in the Urban Service Area. While it may not be feasible to increase the density throughout the Lake Protection category without impacting Lake Jackson, targeted areas based on the Smart Growth principles would help in supporting the larger goals for a compact community that preserves green space and rural lands further from the urban core.

Given that all of the Lake Protection designated lands are within the Urban Services Area, it is logical to consider targeted areas for higher density residential and the inclusion of office and commercial uses. Nevertheless, in order to prevent further degradation of Lake Jackson, increases in impervious surface within the intensely developed sub-basins must be limited or mitigated, while the less intensely developed sub-basins could be monitored to ensure net impervious is essential for establishing a healthy system. Mitigation measures may include offsetting water quality improvements from existing impervious areas, new or strict enforcement of existing development requirements that may require additional buffers, additional or alternative treatment of stormwater and wastewater to reduce nutrients, or other measures; such as, retrofitting of existing areas and redevelopment incentives that focus on stormwater quality treatment.

In sum, the existing homogenous, large-lot development patterns within Lake Protection tend to be automobile- dependent, consume significant quantities of land, and require significant impervious areas on a per-capita basis. Additionally, the constraint upon non-residential uses in Lake Protection, that market forces would tend to foster at nodes consisting of major intersections, forces this development to areas farther away and reachable only by automobile.

Given these issues, it is rational to consider new methods to allow for a more sustainable development pattern in this area that also protects the water quality of Lake Jackson. Targeting areas, based on Smart Growth principles, are intended to help support larger goals for a compact community that preserves green space and rural lands further from the urban core.

#### ***4. Impervious Area as a Predictor of Stream Health***

Impervious areas are structures such as pavements and buildings that do not allow rainwater to pass through into the ground. Impervious areas increase the speed and amount of stormwater runoff resulting in impacts to streams. There is a body of research that has established a relationship between the amount of impervious area in a watershed and the receiving stream quality.

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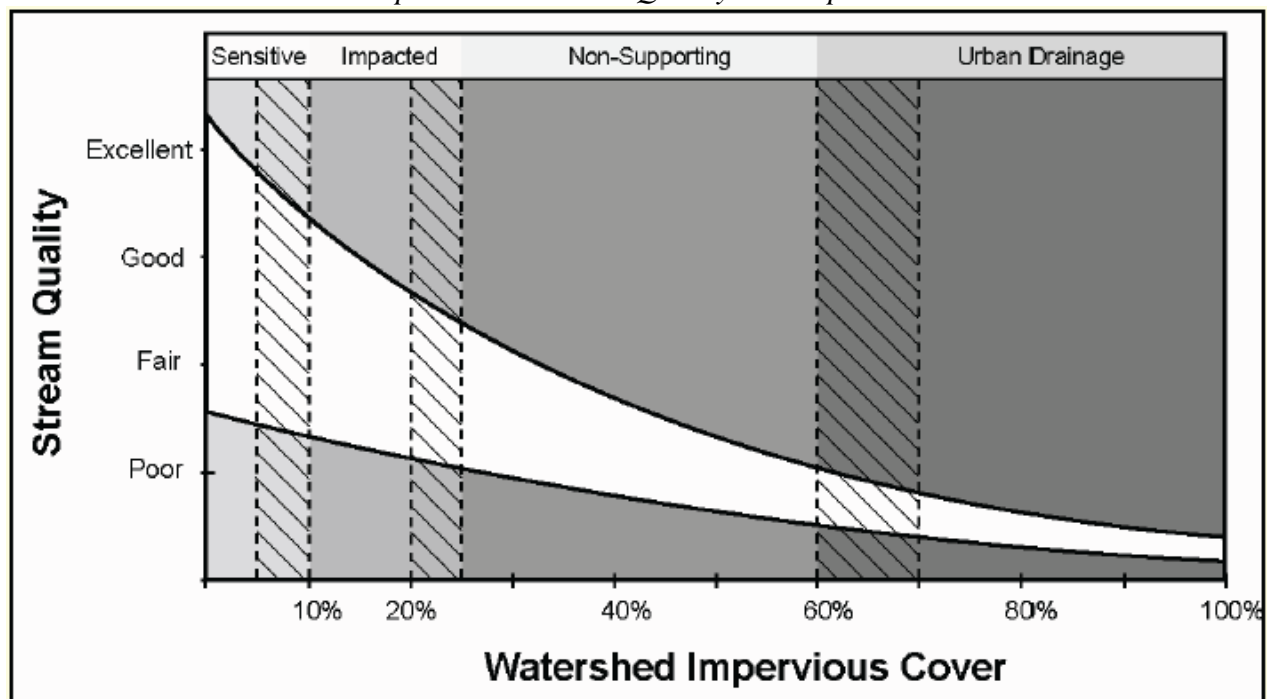
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While stream quality may vary based on other factors, such as forest cover, agriculture and road density, there is general agreement that watersheds with impervious areas from 10% to 20% will show clear signs of declining stream health. Staff will continue to utilize this information to help guide recommendations on the scale of any development regulation changes based on Smart Growth principles.

The following chart from the June 2013 U.S. Environmental Protection Agency report “Our Built and Natural Environments: A Technical Review of the Interactions Among Land Use, Transportation, and Environmental Quality” depicts the relationship between stream quality and watershed impervious area.

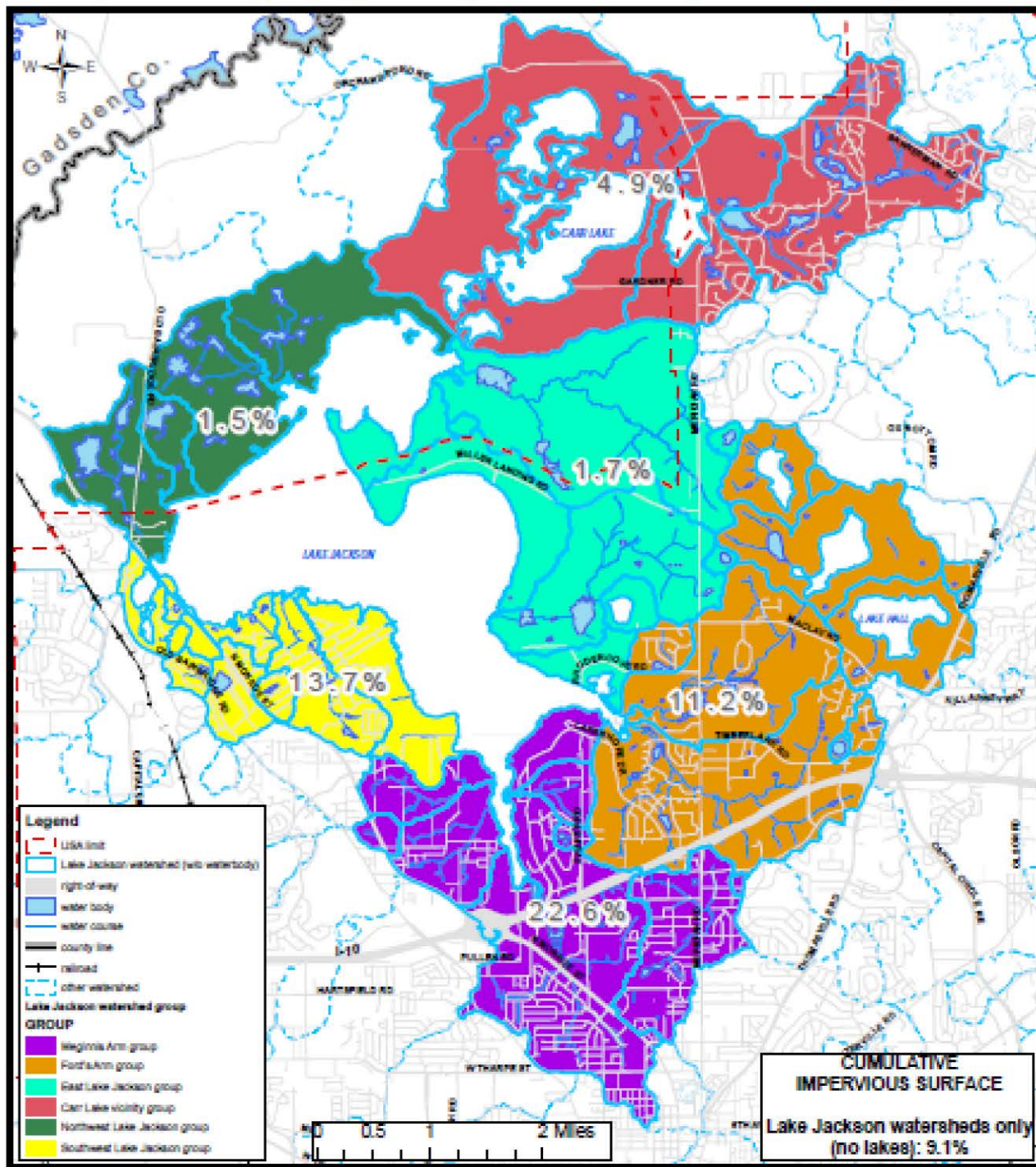
*Relationship Between Stream Quality and Impervious Area*



The white cone represents the variability in the response of streams to different levels of impervious area (higher variability in watersheds with a small percentage of impervious area). As the percentage of impervious cover in a watershed increases, stream quality declines. The hatched areas indicate that the transition point between stream quality classes is not a precise percentage or break point (originally published in 2009 by Schueler, Fraley-McNeal, and Cappiella, American Society of Civil Engineers).

The following map provides the percent impervious area in six sub-regions on the Lake Jackson drainage basin. The impervious area in these sub-regions ranges from 1.5% to 22.6%, with the full Lake Jackson basin containing 9.1% impervious area. The higher percentages of impervious area occur south of Interstate-10 in the areas excluded from the Lake Protection category. The lowest impervious areas occur in the northern portions of the basin that are outside of the Urban Service Area.

### Impervious surface in Lake Jackson drainage basin by watershed groups, percentage covered with impervious surface, 2012



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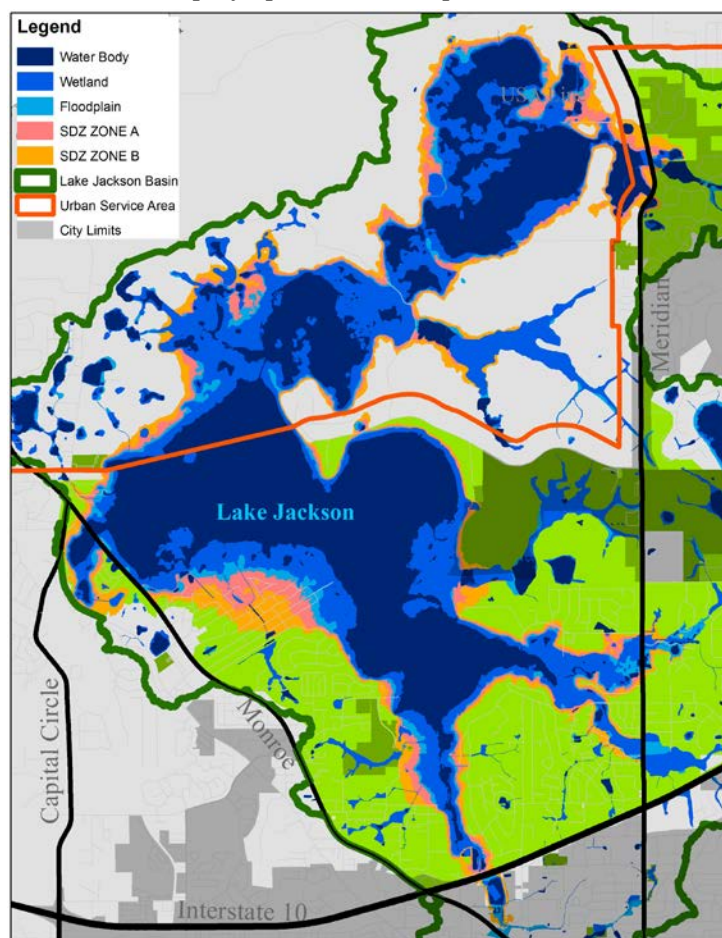
### 5. Lake Jackson Special Development Zones

Special Development Zones are buffer areas beyond the wetlands and floodplains that surround Lake Jackson. The Zones are established by Policy 2.2.12 [C] of the Comprehensive Plan to help protect water quality by controlling the amount of land that may be disturbed. The following map demonstrates the relationship between the lake, wetlands, floodplain, and Special Development Zones. Zone A includes all lands below 100 feet in elevation (National Geodetic Vertical Datum) and allows for disturbance of up to 5% or 4,000 square feet of a property. Zone B includes all lands between 100 and 110 feet in elevation and requires that 50% of a site must be left natural.

In 2009, the Board approved a Comprehensive Plan amendment to protect legal development that occurred in these areas prior to establishment of the Special Development Zones. The new policy allows for repair, maintenance, remodeling, or reconstruction of structures within their existing footprint and a 20% expansion of government owned public facilities. The 20% expansion provision allowed for a needed expansion at Canopy Oaks School. During the amendment process, staff also recommended inclusion of an 800-square-foot expansion provision for private development that met specified eligibility criteria and followed expansion standards to protect the environment. The State Land Planning Agency (then the Department of Community Affairs, now the Department of Economic Opportunity) objected to the 800 square-foot expansion portion of the amendment. On October 13, 2009, the Board unanimously passed a motion to strike the 800 square-foot expansion provision, but to move forward with the original intent of the amendment dealing specifically with Canopy Oaks School.

As the Board previously provided direction to strike the 800 square-foot expansion provision, staff is not making a recommendation to re-initiate this project. However, the information has been provided for background information on previous policy direction and the project could be re-initiated if the Board wishes to provide such direction.

Map of Special Development Zones



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## ***6. Staff Recommendations and Implementation Phases***

The following twelve recommendations (A through L) have been developed by staff to express, and be consistent with, one or more Smart Growth principles. In the description of each concept, staff has provided information on their potential implementation, and listed the Smart Growth principles furthered by the recommendation. Information on potential phasing of the recommendations is included at the end of the section.

### **Recommendation A: Direct staff to develop and bring back a new Lake Protection Node zoning district for the Lake Protection land use category that allows non-residential uses and higher density housing while requiring the Lake Protection stormwater standards.**

This recommendation is based on the Smart Growth principle of allowing mixed land uses to create more vibrant, diverse, and walkable communities. The provision of active living opportunities, where residents and visitors can easily and regularly walk or bicycle to everyday destinations, supports healthy movement and could lower health care costs. Local areas, like Midtown and Market Square, have a mix of commercial, office, and residential uses, and are arguably some of the most attractive areas to shop, live, and invest in locally.

Development concentrated into geographic nodes is a planning tool that is gaining popularity both locally and elsewhere. The concept involves allowing higher development rights around major intersections rather than along commercial strips that stretch miles down either side of roads. Such nodes, through concentrating commercial, office, and higher density residential uses tied together with sidewalks and bicycle lanes and paths can help reduce automobile trips, decrease the need for widened roadways to accommodate these trips, and provide convenient and attractive walking and bicycling connections to adjacent or nearby residential areas.

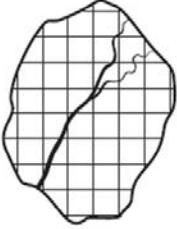
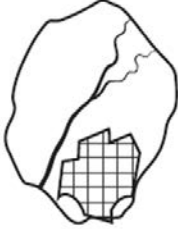

The 2006 U.S. Environmental Protection Agency report “Protecting Water Resources with Higher-Density Development” focuses on the idea that more compact development can help save more land to protect water resources. The following graphic from the report demonstrates how the same number of homes can be accommodated in less land area when the land per home is reduced. The graphic is simplified to help illustrate the concept. Staff recognizes that the Lake Jackson basin is complex and that significant development already exists in the basin. However, this concept can still be utilized in new policies to guide future development toward designated nodes.

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*Protecting Water Resources with Higher-Density Development*

Scenario A	Scenario B	Scenario C
		
<p>10,000 houses on 10,000 acres at a density of 1 house per acre consume 1 entire watershed.</p>	<p>10,000 houses on 2,500 acres at a density of 4 houses per acre consume ¼ of 1 watershed.</p>	<p>10,000 houses on 1,250 acres at a density of 8 houses per acre consume ⅛ of 1 watershed.</p>

An emerging urban node (the Lake Jackson Town Center) has been identified by the County at the intersection of U.S. Hwy 27 North and Fred George Road. As part of this recognition, the County in turn constructed the new Lake Jackson Branch Library, and supports the Sense of Place planning initiative for this area. This support includes \$100,000 approved by the Board at its regular June 18, 2013 meeting to implement the plan for the Lake Jackson Town Center Sense of Place Initiative. The funding for this project is currently available in the Fiscal Year 2014 budget.

Other local examples include the Mahan Gateway Nodes as identified on the Comprehensive Plan's Future Land Use Map. These nodes were created based on community concerns that the recently widened Mahan Drive would eventually become lined with a strip of commercial uses similar to West Tennessee Street or Apalachee Parkway.

Land uses are significantly limited in Lake Protection. The incorporated area of Lake Protection (within the City Limits) does not presently allow non-residential uses. The unincorporated area allows some non-residential uses (minor office and minor commercial), but only within a Planned Unit Development process that requires Board approval.

The establishment of nodal areas by the application of a new zoning district could be allowed at identified intersections of major roadways similar to that established along Mahan Drive between Capital Circle and Interstate – 10. Potential locations are identified on the following map with ¼-mile radius circles and may include U.S. Hwy 27 and Capital Circle Northwest, U.S. Hwy 27 and Fred George Road, U.S. Hwy 27 and Sessions Road, the Market Square area, and the intersection of Bannerman and Bull Headley roads.

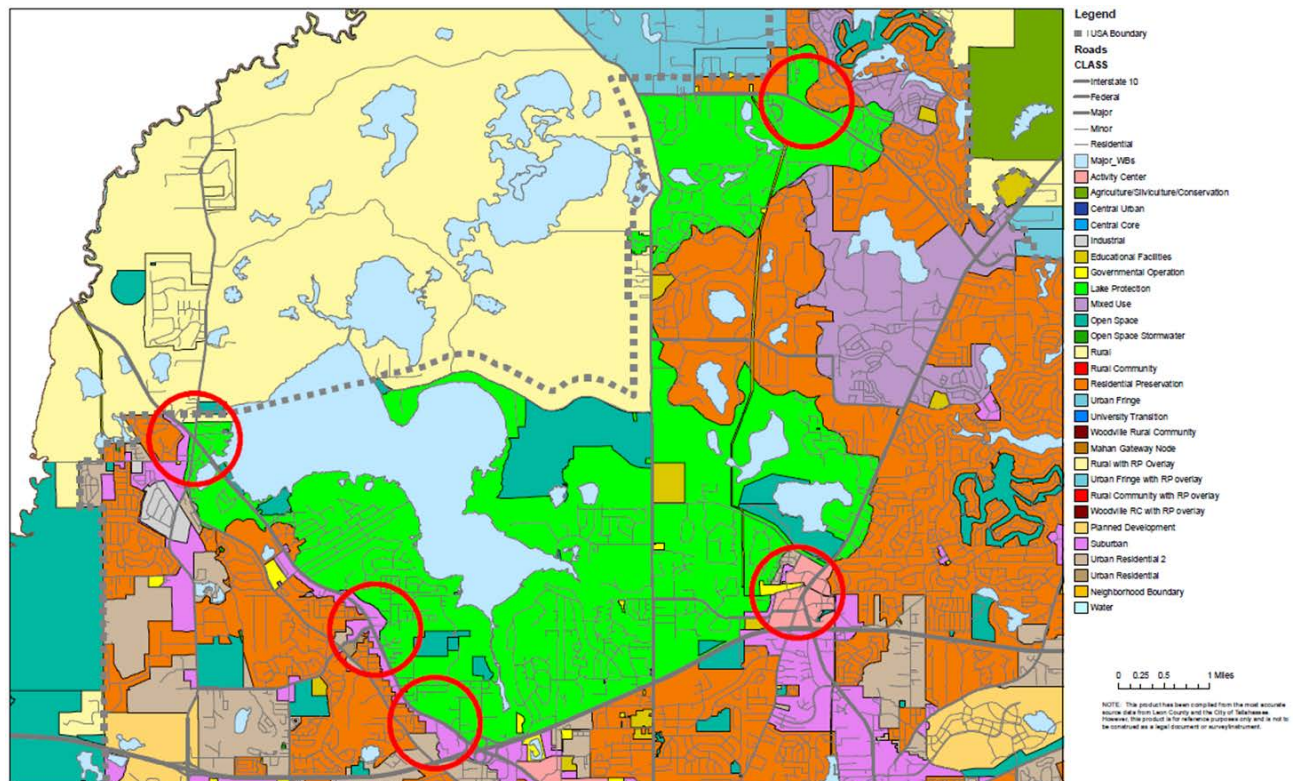


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### Potential Lake Protection Node Areas



This new zoning district would specify permitted uses, and urban design and other development standards, including current Lake Protection stormwater standards and requirements and perhaps a cap on total acres in the Lake Jackson Basin that can be placed in the new district. Properties that could be considered for rezoning to new Lake Protection Node would include non-conforming uses, vacant properties whose highest and best use may be commercial or office to serve the surrounding residential areas, and other properties suitable for higher density housing. The extent of these nodal areas would ideally be within a radius of  $\frac{1}{4}$  mile of a main intersection, which is a five-minute walk for most people.

This recommendation is also consistent with the following Smart Growth principles:

- Compact building design
- Range of housing opportunities and choices
- Walkable neighborhoods
- Sense of place
- Direct development towards existing communities
- Variety of transportation choices
- Make development decisions predictable, fair, and cost effective

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**Recommendation B: Direct staff to develop and bring back land development regulation changes requiring site design standards for the new Lake Protection Node zoning district.**

This recommendation is primarily based on the Smart Growth principle of fostering distinctive, attractive communities with a strong sense of place.

The Planning Department, with strong community input, has developed several “placemaking” initiatives, located at existing and emerging urban nodes, including the Market District area near Thomasville Road and Timberlane Road, the Lake Jackson Town Center near the intersection of U.S. Highway 27 North and Fred George Road, South Monroe Street, Midtown, and Downtown. While these efforts have not been regulatory in nature, they have identified several proposed and ongoing infrastructure improvements and other public and private investments. Several recent Future Land Use map and associated zoning changes have been conducted in one or more of these areas in order to allow additional development and redevelopment. Over a period of time the ongoing “Sense of Place” planning process could be applied to one or more nodal areas within Lake Protection.

Locational and site design standards could guide the development and redevelopment of potential nodal areas into distinctive, attractive, walkable areas with a strong sense of place. By focusing the growth pressure into relatively smaller areas with stringent stormwater treatment standards, those standards could also protect the water quality and habitat values of Lake Jackson. The new standards would be incorporated into the new Lake Protection Node zoning district with concepts similar to the existing Mahan Corridor Node Zoning District and the Mobility District.

This recommendation is consistent with the following Smart Growth principles:

- Compact building design
- Walkable neighborhoods
- Direct development towards existing communities
- Variety of transportation choices
- Make development decisions predictable, fair, and cost effective

**Recommendation C: Direct staff to identify non-conforming land uses in Lake Protection that cannot be addressed by the new Lake Protection Node zoning district and bring back a plan to address them.**

This recommendation is based on the Smart Growth principles of strengthening and directing development towards existing communities, mixing land uses, and making development decisions predictable, fair, and cost effective. Incentivizing building and rebuilding within existing developed areas reduces pressures for development of greenfields located away from already established areas, and can reduce the cost of infrastructure.

There are a number of non-conforming land uses throughout the Lake Protection district. Office and retail uses are the most common non-conforming use. A recent land use change from Lake Protection to Suburban for 10 acres in the Market District area addressed an existing non-conformity for 34 parcels. In implementing Recommendation A to develop a Lake Protection Node category, staff would seek to address many of the non-conforming uses by proposing their rezoning to Lake Protection Node.

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Non-conforming uses, located outside of logical node areas, would need to be evaluated for other possible treatments to protect owner investments or transition the use to conform to Lake Protection. Some options may include certificates to document legally established uses, requiring Planned Unit Developments, policy changes to allow specific uses within conditions, or required phase-out of the non-conforming use.

**Recommendation D: Direct staff to coordinate with the City and bring back a potential common cluster development option for both the incorporated and unincorporated areas within Lake Protection that also incentivizes use of the cluster option.**

This recommendation is based on the Smart Growth principles of compact building design, walkable neighborhoods, preserving open space, farmland, natural beauty, and critical environmental areas, and making development decisions predictable, fair, and cost effective.

Compact building design not only means allowing smaller buildings on a given parcel or lot, but reducing lot sizes, and allowing taller buildings. Compact building design can result in more walkable, diverse communities that also preserve open space, farmland, natural beauty, and critical environmental areas.

The Lake Protection land use category in the Comprehensive Plan (Policy 2.2.18 in the Land Use Element) currently specifies a base density of one residential unit per two acres (~2-acre lot size). This large lot size was used partly based on the idea that lower-density housing equals less impervious surface. However, in practice, large lot sizes often result in large quantities of land being cleared, affecting runoff and natural habitat, and require extensive support infrastructure due to the distance between homes.

To address this issue, and to give landowners and developers some additional alternatives, two cluster options are presently provided for in Policy 2.2.18 [L]. A cluster option is available within the incorporated area that allows a residential density of one unit per gross acre if the resultant development clusters the units on 25% of the property, and maintains the remaining 75% in natural open space.

The cluster option in the unincorporated area of the Lake Protection category allows the development of 40% of the site at a net density of two units per acre on the developed portion of the property. The remaining 60% of the property must remain in natural open space. The minimum lot size under this cluster option is 1/2 acre. Presently, there are only two such cluster subdivisions that have been built in the unincorporated area of Lake Protection.

Staff was unable to identify a currently applicable rationale for two different cluster options given that sewer is available in a significant portion of the vacant, developable land area within Lake Protection, and these areas are all located within the Urban Service Area.

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**Recommendation E: Direct staff to initiate a comprehensive plan text amendment and Land Development Regulation changes to remove the half-acre restriction in the unincorporated area when sewer is available.**

This recommendation is based on the Smart Growth principles of compact building design, walkable neighborhoods, and making development decisions predictable, fair, and cost effective.

The environmental issues associated with smaller lot sizes on septic tanks were a factor in the creation of the ½-acre minimum lot size in Lake Protection (and the one-acre minimum lot size within the Lake Jackson SDZ). Several older residential areas were previously allowed to be developed on septic tanks, and many of these areas have lots smaller than 1/2 acres. However, Policy 2.2.18[L] does not address sewer availability, nor are there any incentives or options within this policy for reducing lot size below ½-acre when sewer is available.

**Recommendation F: Direct staff to review the existing exemption for sidewalks in Lake Protection and bring back draft land development regulation changes with increased requirements for developments that have the potential for walkability.**

This recommendation is based on the Smart Growth principles of walkable neighborhoods, compact building design, sense of place, and providing a variety of transportation choices. The benefits of walkability include the ability to age in place, lowered transportation costs, improved personal health and fitness, and expanded choices on how to get around.

Walkability is more than just sidewalks, but they are fundamental to being able to walk to a destination within urban areas. At present, Section 10-7.529(3)f of the County's Land Development Code exempts sidewalks in new residential developments within the Lake Protection zoning district. With some limited exceptions, much of the older development patterns within the Lake Protection district are not very walkable. Both the City and the County are retrofitting certain areas of the urban area with sidewalks where feasible and affordable. These include proposed sidewalks within the Lake Protection district along Maclay and Timberlane roads. The recently updated City/County Greenways Master Plan also proposes several multiuse trails that have the strong potential to improve pedestrian and bicycle connectivity in areas of the Lake Protection district. However, true walkability also requires more mixed-use developments with good pedestrian design.

Two land use map and zoning changes were recently made based on the urban node concept, including a change of land use from Residential Preservation to Urban Residential for 15 acres at the intersection of Fred George Road and Old Bainbridge Road, and a change of land use from Lake Protection to Suburban for a previously developed 10-acre area on the north side of Timberlane Road immediately east of Timberland School Road. Such changes are important steps in providing a sufficient number of residents and services in those emerging activity nodes to foster walkability.

The recommended nodal development concept can help create walkable areas by concentrating development in and around nodes and other developed areas, while protecting more environmentally sensitive areas from development. The Lake Jackson Town Center and the Market Square areas are urban nodes that are becoming more walkable by the installation of new sidewalks and other pedestrian infrastructure, as well as additional public investments and new development.

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Staff will seek to address design-related concepts of walkability in Recommendation B. In this recommendation to review the existing sidewalk exemption in Lake Protection, staff will evaluate the potential use of locational standards, such as proximity to a designated node, potential connection to existing or proposed sidewalks or greenways, and sewer availability to determine when sidewalks would be required. Options may include retaining the exemption for isolated residential areas with little or no walkability potential.

**Recommendation G: Continue implementation of the sense of place planning projects at the Lake Jackson Town Center and the Market District.**

This recommendation is based on the Smart Growth principles of walkable neighborhoods, creating a sense of place, directing development towards existing communities, and providing a variety of transportation choices.

These sense of place planning initiatives are located in two areas recommended for consideration as Lake Protection nodes. These initiatives are intended to identify proposed and ongoing infrastructure improvements and other public and private investments, and to help “brand” these areas as destinations. The continuation of these projects not only will benefit property owners, residents, and visitors to these areas, but may also provide a model that can be applied to other nodal areas within Lake Protection.

**Recommendation H: Direct staff to initiate a comprehensive plan map amendment to reflect the Overstreet addition to Maclay Gardens as Recreation/Open Space.**

This recommendation is based on the Smart Growth principle of preserving open space, farmland, natural beauty, and critical environmental areas.

Preservation of open space, farmland, and critical environmental areas has been a community value in Leon County for decades. The Greenways Program has acquired approximately 7,500 acres of land countywide since the early 1990s. Several environmental land acquisition projects have been completed within the Lake Protection district during this time, including Okeeheepkee Prairie, Jackson View, the Elinor Klapp-Phipps Greenway, the Overstreet greenway addition to Maclay Gardens State Park, and the Timberlane Ravine Greenway.

Within the Lake Protection district, approximately 27 percent of the existing land use is open space protected as parks, greenways, or other common areas. Additionally, Meridian Road is a canopy road with 100 feet on each side protected by local land development code.

Accurately reflecting the protected status of parklands as Open Space on the Future Land Use Map is another practice that aids in planning and provides for a public process prior to any future change of the use. Currently the Overstreet land acquisition to Maclay Gardens State Park is not accurately represented on the Future Land Use Map as Open Space.

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**Recommendation I: Maintain the existing Urban Service Area boundary line to promote infill and nodal development.**

This recommendation is based on the following Smart Growth principles:

- Mix land uses
- Compact building design
- Range of housing opportunities and choices
- Walkable neighborhoods
- Sense of place
- Preserve open space, farmland, natural beauty, and critical environmental areas
- Direct development towards existing communities
- Variety of transportation choices
- Make development decisions predictable, fair, and cost effective.

Guiding development through the provision of urban services is an established planning principle that has been locally utilized for more than two decades. The intent of the urban service area is to support development and redevelopment in areas where urban services already exist, and in turn, minimize the costs of extending services far from existing developed areas.

The existing Urban Service Area is a critical tool for strengthening and directing development towards the existing community of Leon County and Tallahassee. The Urban Service Area boundary delineates within the Lake Jackson drainage basin a large area of rural land that helps protect water quality flowing into Lake Jackson and several connected waterbodies. This area is also home to a growing number of organic farms and community gardens.

Urban growth boundaries also help areas of concentrated, mixed development succeed by limiting the ability of cheaper undeveloped land nearby to be developed into single use developments.

**Recommendation J: Continue to seek funding for the Tallahassee – Leon County Greenways Master Plan.**

This recommendation is based on the following Smart Growth principles:

- Walkable neighborhoods
- Sense of place
- Preserve open space, farmland, natural beauty, and critical environmental areas
- Variety of transportation choices

Providing a variety of transportation choices is a vital component of sustainable development. These should include mass transit, bicycling, and walking. Automobiles will continue to be a major transportation mode for longer trips. Nevertheless, mix of uses and improved connectivity makes walking and bicycling more realistic transportation options because destinations can be placed at closer distances, and more direct routes can allow pedestrians to reach a given destination.

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The Tallahassee – Leon County Greenways Master Plan includes trail recommendations intended to connect existing residential and other areas to greenways, parks, and other destinations. Funding the proposed trail projects in this Plan will provide additional mobility options, particularly to and from proposed nodal areas.

**Recommendation K: Direct County staff to continue to implement the current two-track permitting system to expedite review and provide reductions in the level of review for projects that implement Smart Growth principles.**

This recommendation is based on the Smart Growth principle of making development decisions predictable, fair, and cost effective.

Leon County's Department of Development Services and Environmental Management has made significant progress on reducing proposed project review and permitting timelines. Continuing such efforts, specifically for projects that adhere to Smart Growth principles, is a cost effective way to help shape growth.

**Recommendation L: Direct staff to include community and stakeholder collaboration in the development of policy changes related to recommendations in this report.**

This recommendation is based on the Smart Growth principle of encouraging community and stakeholder collaboration in development.

Allowing more and/or different kinds of growth within Lake Protection, even confined to nodal areas, will likely be controversial among some residents, landowners, and developers, as well as environmental advocates for the Lake. However, this kind of development is increasingly attractive to growing numbers of homebuyers and renters who prefer to live in walkable mixed-use communities.

In order for the principles of smart growth to be acceptable, it is critical that residents, landowners, developers, and other stakeholders, have the opportunity to develop a common understanding of the concepts presented within this agenda item. Therefore, stakeholder collaboration will be an important part of evaluating and shaping any policy changes that are developed.

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### Proposed Phasing of Recommended Actions

Given the size and complexity of the recommended project concepts, staff recommends the following workplan and schedule for implementation:

#### Phase I (Ongoing Efforts)

- Recommendation G: Continue implementation of the sense of place planning projects at the Lake Jackson Town Center and the Market District.
- Recommendation I: Maintain the existing Urban Service Area boundary line to promote infill and nodal development.
- Recommendation J: Continue to seek funding for the Tallahassee – Leon County Greenways Master Plan
- Recommendation K: Continue to implement the current two-track permitting system to expedite review and provide reductions in the level of review for projects that implement Smart Growth principles.

#### Phase II (2014-1 Comprehensive Plan Amendment Cycle)

- Recommendation E: Direct staff to initiate a comprehensive plan text amendment and Land Development Regulation changes to remove the half-acre restriction in the unincorporated area when sewer is available.
- Recommendation H: Direct staff to initiate a comprehensive plan map amendment to reflect the Overstreet addition to Maclay Gardens as Recreation/Open Space.

#### Phase III (Code and Policy Work in 2014)

- Recommendation F: Direct staff to review the existing exemption for sidewalks in Lake Protection and bring back draft land development regulation changes with increased requirements for developments that have the potential for walkability.
- Recommendation B: Direct staff to develop and bring back land development regulation changes requiring site design standards for the new Lake Protection Node zoning district.
- Recommendation C: Direct staff to identify non-conforming land uses in Lake Protection that cannot be addressed by the new Lake Protection Node zoning district and bring back a plan to address them.

#### Phase IV (2015-1 Comprehensive Plan Amendment Cycle)

- Recommendation A: Direct staff to develop and bring back a new Lake Protection Node zoning district for the Lake Protection land use category that allows non-residential uses and higher density housing while requiring the Lake Protection stormwater standards.
- Recommendation D: Direct staff to coordinate with the City and bring back a potential common cluster development option for both the incorporated and unincorporated areas within Lake Protection that also incentivizes use of the cluster option.



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**Options:**

1. Accept the following staff recommendations and recommended implementation phases.
  - A. Direct staff to develop and bring back a new Lake Protection Node zoning district for the Lake Protection land use category that allows non-residential uses and higher density housing while requiring the Lake Protection stormwater standards.
  - B. Direct staff to develop and bring back land development regulation changes requiring site design standards for the new Lake Protection Node zoning district.
  - C. Direct staff to identify non-conforming land uses in Lake Protection that cannot be addressed by the new Lake Protection Node zoning district and bring back a plan to address them.
  - D. Direct staff to coordinate with the City and bring back a potential common cluster development option for both the incorporated and unincorporated areas within Lake Protection that also incentivizes use of the cluster option.
  - E. Direct staff to initiate a comprehensive plan text amendment and Land Development Regulation changes to remove the half-acre restriction in the unincorporated area when sewer is available.
  - F. Direct staff to review the existing exemption for sidewalks in Lake Protection and bring back draft land development regulation changes with increased requirements for developments that have the potential for walkability.
  - G. Continue implementation of the sense of place planning projects at the Lake Jackson Town Center and the Market District.
  - H. Direct staff to initiate a comprehensive plan map amendment to reflect the Overstreet addition to Maclay Gardens as Recreation/Open Space.
  - I. Maintain the existing Urban Service Area boundary line to promote infill and nodal development.
  - J. Continue to seek funding for the Tallahassee – Leon County Greenways Master Plan.
  - K. Direct County staff to continue to implement the current two-track permitting system to expedite review and provide reductions in the level of review for projects that implement Smart Growth principles.
  - L. Direct staff to include community and stakeholder collaboration in the development of policy changes related to recommendations in this report.
2. Direct staff to re-initiate an amendment to allow for limited expansion of existing legally established private development in the Special Development Zones.
3. Accept staff recommendations and recommended implementation phases, with modifications.
4. Board direction.

**Recommendation:**

Option # 1, A-L.

**Attachments:**

1. Lake Jackson History and Institutional Responses to Environmental Impacts
2. Why Communities Select Smart Growth

## ***Lake Jackson History***

The Lake Jackson, Carr Lake, and Mallard Pond ecosystem is a valuable biological, aesthetic and recreational resource of Leon County and the State of Florida. The expansive freshwater marshes and native submerged vegetation provide exceptional fish, waterfowl and wading bird habitat. Lake Jackson has been internationally known for sport fishing and its trophy largemouth bass. In addition, the lake historically has generated several million dollars annually for the Tallahassee and Leon County area.

Lake Jackson is a disappearing lake that drains periodically into the Florida Aquifer through one or more sinkholes, including Porter Sink, which are usually open to the aquifer below and slowly but continuously drain the lake. As long as the balance of water entering the lake from streams, seeps, and sheet flow runoff exceeds the amount draining into the sink and into the aquifer, the water level of the lake is relatively stable. During drought conditions, however, the lake level may drop, and even completely drain.

Over the past three decades, the water quality and ecological condition of Lake Jackson has been impacted by nonpoint source pollution. Prior to 1990, several large subdivisions with small or medium sized lots were created adjacent to the lake north of Interstate-10. These subdivisions were served by septic tanks, and did not include stormwater facilities to treat runoff. The area south of Lake Jackson had also been developed much more intensely, with a mix of commercial, office, residential, and other land uses. This urban and suburban growth within the watershed allowed sediment, fertilizer, wastes, pesticides, herbicides, heavy metals, oil, gasoline and other pollutants to be carried into Lake Jackson by stormwater runoff. In turn, the growth of nuisance plants such as Hydrilla, blue-green algae, and water hyacinth, increased. As these plants proliferated, died and decomposed, a thick layer of organic muck built up in the bottom of the southern portion of the lake, covering the lake's sandy bottom and destroying fish breeding areas. In some locations, the muck was as deep as three feet. Nutrient cycling between the sediment, the vegetation, and the water column resulted in dramatic ecological changes in the southern portion of the lake and a few other areas.

Another significant impact to the lake's water quality came from the construction of Interstate-10. In the early 1970s, Interstate-10 was constructed across northern Florida, traversing the Lake Jackson watershed and contributing large amounts of fine sediments into the lake.

## ***Institutional Responses to Lake Jackson Impacts***

### **State of Florida Responses**

In response to the environmental impacts to this significant natural resource, in 1974 the State of Florida designated the Lake Jackson ecosystem as an Aquatic Preserve for the primary purpose of preserving and maintaining the biological resources in their essentially natural condition. It is the only freshwater lake that is an aquatic preserve in Florida. Chapters 258 and 253, Florida Statutes (F.S) provide the management authority for the Lake Jackson Aquatic Preserve. Chapter

73-534, Laws of Florida, establishes the Lake Jackson Aquatic Preserve and defines the basic management principles. Chapters 18-20 and 18-21, F.A.C. are the two administrative rules directly applicable to the uses of aquatic preserves specifically, and submerged lands in general. The Lake Jackson Aquatic Preserve Management Plan was adopted July 23, 1991, and is currently being updated by the Florida Department of Environmental Protection (DEP). Tallahassee – Leon County Planning Department and Development Support and Environmental Management staff are participating in this planning process through a stakeholder committee.

In addition to being an aquatic preserve, Lake Jackson was designated by the Florida Legislature as a Surface Water Improvement and Management (SWIM) water body, and by DEP as an Outstanding Florida Water (OFW). Section 403.061(27), Florida Statutes, grants DEP the power to establish rules that provide for a special category of waterbodies within the state, to be referred to as “Outstanding Florida Waters,” which shall be worthy of special protection because of their natural attributes. Special protections afforded aquatic preserves include restrictions on dredge and fill, construction of seawalls and other structures and facilities, and the transfer of lands and easements. Management plans are required of aquatic preserves which guide the public use of these waterbodies and their lands, and provide resource protections.

### Regional and Local Government Responses

As the ecological health of the lake declined throughout the 1970s, 1980s, and 1990s, the Northwest Florida Water Management District (NFWFMD), other state agencies, Leon County and the City of Tallahassee, through the state’s SWIM program, created and implemented a series of solutions. In 1983, NFWFMD, with federal and state funding, constructed an experimental stormwater treatment facility near Interstate-10 to treat runoff from the southern portion of the watershed, which is characterized by a mix of residential, office, commercial, and other intense land uses. Another facility was constructed on the opposite side of Interstate-10 to treat even more of this runoff as it entered McGinniss Arm. Leon County and the City of Tallahassee, in cooperation with other governmental entities, have constructed at least five regional stormwater treatment facilities, and will construct one or more planned facilities such as the Lexington Road pond adjacent to Meridian Road.

Perhaps the most significant SWIM project conducted to date was the removal of accumulated nutrient-rich sediment and muck from the bottom of Lake Jackson. In 1999, after the lake drained completely, nearly 400,000 cubic yards of muck were removed from Meginniss and Fords arms during Phase I. From January 2000 to March 2001, approximately 1.6 million cubic yards of sediment were removed during Phase II from areas farther out into the southern portion of the lake as well as from some additional areas near the northern and western shores. This restoration project, along with new stormwater facilities and other activities, has significantly improved the water quality and ecological functions of the lake.

Other responses to the degradation of Lake Jackson include the continuing retrofitting of the Lake’s drainage system from urban areas by the construction of regional stormwater facilities such as the Lexington Road pond. This project is currently being designed by the County’s Public Works Department.

In addition to specific stormwater facilities and lake restoration projects, local government has also responded by developing policies addressing Lake Jackson in the Comprehensive Plan and local land development codes.

The primary goal of land use and stormwater mitigation planning at the local government level within the Lake Jackson watershed is the protection of the lake from stormwater runoff pollution. To that end, Policy 2.2.18 established the Lake Protection (LP) land use category in the Land Use Element of the Comprehensive Plan.. This category was developed in the early 1990s in response to the well documented scientific concerns regarding the degradation and continuing pollution of Lake Jackson. It includes the lake basin boundary adjusted to include contributing watersheds but excluding existing, more intensely developed areas south of Interstate 10.

Furthermore, Policy 2.2.12 in the Conservation Element establishes the Lake Jackson Special Development Zone (SDZ). Section 10-4.323 of the Leon County Land Development Regulations establishes in detail the boundary, designation, restrictions, and limitations within the Lake Jackson SDZ.

Finally, Objective 2.3 and Policies 2.3.1 through 2.3.5 in the Conservation Element address Lake Jackson by limiting on-site sewage disposal systems, lot sizes for residential developments on septic tanks, creating natural vegetation zones around the lake, and retrofitting developed areas in the Lake Jackson basin that do not meet the stormwater standards required by the Comprehensive Plan and implementing land development codes.

## WHY SMART GROWTH?

Health, schools, taxes, traffic, the environment, economic growth, fairness, opportunity—many of the things we care about—are all affected by development decisions. From the length of our daily commute to the price of a new home to the safety of our neighborhoods—what, where, and how we build have major impacts on our personal lives, our communities, and our nation.

Growth presents a tremendous opportunity for progress. Communities around the country are looking for ways to get the most out of new development and to maximize their investments. Frustrated by development that requires residents to drive long distances between jobs and homes, many communities are challenging rules that make it impossible to put workplaces, homes, and services closer together. Many communities are questioning the fiscal wisdom of neglecting existing infrastructure while expanding new sewers, roads, and services into the fringe. And in many communities where development has improved daily life, the economy, and the environment, smart growth principles have been key to that success.

Growth is "smart" when it gives us great communities, with more choices and personal freedom, good return on public investment, greater opportunity across the community, a thriving natural environment, and a legacy we can be proud to leave our children and grandchildren.

When communities choose smart growth strategies, they can create new neighborhoods and maintain existing ones that are attractive, convenient, safe, and healthy. They can foster design that encourages social, civic, and physical activity. They can protect the environment while stimulating economic growth. Most of all, we can create more choices for residents, workers, visitors, children, families, single people, and older adults—choices in where to live, how to get around, and how to interact with the people around them. When communities do this kind of planning, they preserve the best of their past while creating a bright future for generations to come.

Adapted from the PDF "[This is Smart Growth](#)," published by ICMA and EPA in 2006.

<http://www.smartgrowth.org/why.php>

## **Attached is Item #13 Agenda Packet**

- 1. Item 13 - Joint City-County Commissions  
2015-1 Adoption Public Hearing**
- 2. Additional Coordination Item - Approval of  
Revisions to Future Comprehensive Plan  
Amendment Cycle Meeting Schedules  
(Attachment #11)**
- 3. Additional Coordination Item - Acceptance of  
the Status Report on the Tallahassee-Leon  
County Comprehensive Plan Future Land  
Use Element Revision Scope and Schedule  
(Attachment #12)**

**Meeting of Tuesday, May 26, 2015**

**This document distributed May 19, 2015.**

# Joint City-County 2015-1 Comprehensive Plan Amendment Cycle Adoption Public Hearing

## 2015-1 Comprehensive Plan Amendment Cycle

### Cover Sheet for Agenda #13

May 26, 2015

**To:** Honorable Chairman and Members of the Board  
Mayor and City Commissioners

**From:** Vincent S. Long, County Administrator  
Anita Favors Thompson, City Manager

**Title:** Joint City/County Adoption Hearing on Cycle 2015-1 Comprehensive Plan  
Amendments

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<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Wayne Tedder, Director, PLACE Cherie Bryant, Planning Manager
<b>Lead Staff/ Project Team:</b>	Barry Wilcox, Division Manager Megan Doherty, Principal Planner

#### **Statement of Issue:**

This item provides information on the four proposed amendments to the Tallahassee-Leon County Comprehensive Plan in the 2015-1 cycle. The purpose of the Joint Adoption Public Hearing is to allow the elected officials for both the City and County to receive public comments at this second and final public hearing and vote on adoption of the proposed amendments.

Additionally, this item provides an update on the strategic initiative to protect the rural character of our Rural Land use category, which was adopted at the 2014/2015 Leon County Board of County Commissioners Strategic Planning Retreat.

#### **Recommendation:**

Option #1: Conduct the public hearing on Cycle 2015-1 Comprehensive Plan Amendments and adopt proposed map amendment and three text amendments to the Tallahassee-Leon County Comprehensive Plan and submit to the Florida Department of Economic Opportunity.

Title: Joint City/County Adoption Hearing on Cycle 2015-1 Comprehensive Plan Amendments

May 26, 2015

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## Discussion

This is the second and final adoption public hearing for the 2015-1 amendments. The full schedule for the 2015-1 cycle is as follows. This packet includes the agenda, updated staff reports and attachments, and public comments received for all 2015-1 amendments through May 14, 2015.

### Full 2015-1 Amendment Schedule:

Application Deadline	September 26, 2014
First Public Open House	November 20, 2014
Local Planning Agency Workshop	January 15, 2015
Second Public Open House	January 15, 2015
Local Planning Agency Public Hearing	February 3, 2015
• PCT150103 DRI Thresholds for the Urban CBD	
• PCT150104 Sustainable Development in Lake Protection	
County Commission Workshop	February 10, 2015
City Commission Workshop CANCELLED	February 11, 2015
Third Open House	
• PCM150101 TALCOR Midtown	February 19, 2015
Local Planning Agency Workshop	February 24, 2015
• PCM150101 TALCOR Midtown	
Local Planning Agency Public Hearing	March 3, 2015
• PCM150101 TALCOR Midtown	
Joint City-County Commission Workshop	March 10, 2015
Local Planning Agency Workshop	March 30, 2015
• PCT150105 Commercial Uses in Rural Future Land Use Category	
Local Planning Agency Public Hearing	April 6, 2015
• PCT150105 Commercial Uses in Rural Future Land Use Category	
Joint City-County Transmittal Public Hearing	April 14, 2015
Joint City County Adoption Public Hearing	May 26, 2015

### Board of County Commission Strategic Initiative Update

At its December 8, 2014 Annual Retreat, the Board focused on Leon County's FY2012 – FY2016 Strategic Plan by reviewing progress made with respect to its current Strategic Initiatives and identifying new initiatives for the upcoming year, all of which support and advance its Strategic Priorities.

This item is essential to the following revised FY2012 – FY2016 Strategic Initiatives that the Board approved at its January 27, 2017 meeting:

- Implement strategies that preserve neighborhoods and create connectedness and livability, including:
  - Protect the rural character of our Rural Land Use category. (2015)

This particular Strategic Initiative aligns with the Board's Strategic Priority, Quality of Life:

- Support the preservation of strong neighborhoods through appropriate community planning, land use regulations, and high quality provision of services (Q6 - 2012).
- Further create connectedness and livability through supporting human scale infrastructure and development, including: enhancing our multimodal districts (Q7 - 2012)



Title: Joint City/County Adoption Hearing on Cycle 2015-1 Comprehensive Plan Amendments

May 26, 2015

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**Analysis:**

Since initiation of Amendment PCT150105: Commercial Uses in Rural at the December 9, 2014 Board meeting, Planning staff has worked together with the Keep it Rural Coalition (KIRC) and Leon County Development Services and Environmental Management (DSEM) to draft policy language for the Rural future land use category within the Land Use Element establishing a clear intent for the Rural areas and refining the appropriate uses within these areas. Approval of Amendment PCT150105: "Commercial Uses in Rural" provides Planning staff direction to move forward with completing the FY 2012 – FY 2016 Strategic Initiative to protect the rural character of these areas through adoption of the proposed text amendment to the Rural land use category.

**Options:**

1. Conduct the public hearing on Cycle 2015-1 Comprehensive Plan Amendments and adopt proposed map amendment and three text amendments to the Tallahassee-Leon County Comprehensive Plan and submit to the Florida Department of Economic Opportunity.
2. Conduct the public hearing on Cycle 2015-1 Comprehensive Plan Amendments and do not adopt proposed map amendment and three text amendments to the Tallahassee-Leon County Comprehensive Plan.

**Recommendation:**

Option #1.

**Attachments:**

1. Agenda-Joint City-County Commissions Cycle 2015-1 Adoption Hearing
2. 2015-1 Summary Recommendations Matrix
3. PCM150101 TALCOR Midtown – Staff Report
4. PCT150103 DRI Thresholds for the Urban CBD – Staff Report
5. PCT150104 Sustainable Development in Lake Protection – Staff Report
6. PCT150105 Commercial Uses in Rural Future Land Use Category – Staff Report
7. Public Comments received through May 15, 2015
8. Board of County Commissioners Cycle 2015-1 Plan Amendment Ordinance
9. Tallahassee City Commission Cycle 2015-1 Cycle 2015-1 Plan Amendment Ordinance
10. City of Tallahassee Rezoning Item: First of Two Public Hearing on Ordinance No. 15-Z-19 amending the Official Zoning Map from the Residential Preservation-2 (RP-2) Zoning District to the R-4 Urban Residential (R-4) Zoning District.

**JOINT CITY-COUNTY COMMISSIONS  
2015-1 ADOPTION PUBLIC HEARING AGENDA  
MAY 26, 2015 6:00 PM**

**Fifth Floor, Leon County Courthouse, 301 South Monroe Street**

**1. 2015-1 Comprehensive Plan Amendment Cycle Public Hearing**

**A. Introductory Comments by Staff**

**B. Public Comments on Consent Agenda**

**C. Consent Agenda:** Consistent with recommendations from the Board of County Commissioners and the Tallahassee City Commission at the April 14, 2015 Transmittal Public Hearing:

1. PCM150101: TALCOR Midtown (Attachment #3)
2. PCT150103: DRI Thresholds for the Urban Central Business District (Attachment #4)
3. PCT150104: Sustainable Development in Lake Protection (Attachment #5)
4. PCT150105: Commercial Uses in Rural (Attachment #6)

**Staff Recommendation:** Adoption of the amendments as approved for Transmittal to the State Planning Agency on April 14, 2015.

**D. County Adoption of Cycle 2015-1 Plan Amendment Ordinance (Attachment #8)**

**E. City Adoption of Cycle 2015-1 Plan Amendment Ordinance (Attachment #9)**

**F. Public Comments on Rezoning Items**

**G. City Rezoning Public Hearing (Attachment #10)**

1. First of Two Public Hearing on Ordinance No. 15-Z-19: Proposed Amendment to the Official Zoning Map to Change the Zoning Classification from the Residential Preservation- 2 (RP-2) Zoning District to the R-4 Urban Residential (R-4) Zoning District

**H. Closure of Second and Final Public Hearing for the 2015-1 Comprehensive Plan Amendment Cycle**

**2. Additional Discussion Item:** Approval of Revisions to Future Comprehensive Plan Amendment Cycle Meeting Schedules to Remove Individual Commission Workshops (Attachment #11)

**3. Additional Discussion Item:** Acceptance of the Status Report on the Tallahassee-Leon County Comprehensive Plan Future Land Use Element Revision Scope and Schedule (Attachment #12)

#### **4. Adjournment**

If you have a disability requiring accommodations, please contact the Tallahassee-Leon County Planning Department. The Planning Department telephone number is (850) 891-6400. The telephone number of the Florida Relay TDD Service is # 1-800-955-8771.

"Please be advised that if a person decided to appeal any decision made by the Planning Commission/Local Planning Agency 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 a verbatim record of the proceedings is made, which record indicates the testimony and evidence upon which the appeal is to be based. The Planning Commission/Local Planning Agency does not provide or prepare such a record (Section 286.0105 F.S.)."

**TEXT AMENDMENT #: PCT150104**

**APPLICANT: Tallahassee – Leon County Planning Department**

**TEXT / POLICY I.D.: Policy 2.2.18 of the Land Use Element**

**DATE: February 27, 2015**

**Preliminary Staff Recommendation: Approve Amendment PCT150104**

**A. SUMMARY:**

This proposed policy amendment (see Attachment #1) was submitted by the Planning Department as authorized by the Leon County Board of County Commissioners at a workshop on November 19, 2013. It is part of the Lake Jackson Sustainable Development project. This project was developed by the Planning Department to implement the Board's strategic initiative to "develop solutions to promote sustainable growth inside the Lake Protection Zone."

The proposed amendment accomplishes several goals:

1. It generally updates and revises Land Use Element policy 2.2.18 [L] "Lake Protection" to improve readability, remove areas of ambiguity, and defer standards more appropriate for the Land Development Code to that document. Specific revisions include the creation of headings and subheadings, the identification of implementation (zoning) districts correlated to the Lake Protection category, the creation of a "Special Conditions" section containing development standards specific to the category, and general grammatical changes.
2. It enables the creation of a Lake Protection Node (LPN) zoning district. Per the board's direction, this new zoning category will allow for sustainable development patterns within the Lake Protection area. These nodes will be located at specific, primary intersections and will allow for the creation of compact, mixed-use, and multi-modal neighborhoods centers. These nodes are intended to serve the surrounding areas with office, retail, and employment opportunities in a manner that encourages walking and generally improves quality of life for residents. The relatively compact nature of these nodes in combination with heightened stormwater standards will ensure the continued protection of Lake Jackson.
3. It outlines an improved clustering option intended to encourage more sustainable residential development within the Lake Protection area. The proposed revisions create consistency between the County and City clustering standards and encourage compact, fiscally efficient, and environmentally protective development patterns.

**B. REASONS FOR RECOMMENDATION FOR APPROVAL:**

1. The proposed Lake Protection Node Zoning District (LPN) will allow limited residential, non-residential, and mixed-use development within targeted nodal areas where central sewer is available. This will also provide more walkability, reduce automotive trips, and increase stormwater treatment standards for all development and redevelopment in areas designated as LPN.
2. By providing a common residential cluster development option, the proposed amendment provides additional incentives for the development of cluster subdivisions. In comparison to conventional, large-lot developments, these subdivisions will provide for larger areas of permanently preserved open space, reduced reliance on private septic systems, and a broader range of housing options.
3. The proposed amendment is consistent with direction provided to the Planning Department by the Leon County Board of County Commissioners at a workshop held on November 19, 2013 and the overall intent of the Lake Protection future land use category.

**C. PROPOSED POLICY CHANGE:**

See Attachment #1.

**D. APPLICANT'S REASON FOR THE AMENDMENT:**

This amendment is intended to implement a strategic initiative within the Board's Strategic Plan to "develop solutions to promote sustainable growth inside the Lake Protection Zone."

**E. STAFF ANALYSIS**Project History

At its regular meeting on January 29, 2013, the Leon County Board of County Commissioners (Board) ratified actions taken at the December 10, 2012 Annual Retreat. These actions included establishing a new strategic initiative within the Board's Strategic Plan to "develop solutions to promote sustainable growth inside the Lake Protection Zone." This new initiative implements the following Strategic Priorities:

*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.

- Protect our water supply, conserve environmentally sensitive lands, safeguard the health of our natural ecosystems, and protect our water quality, including the Floridan Aquifer, from local and upstream pollution (EN1).

- Promote orderly growth which protects our environment, preserves our charm, maximizes public investment, and stimulates better and more sustainable economic returns (EN2).

*Strategic Priority - Governance* - To be a model local government which our citizens trust and to which other local governments aspire.

- Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value (G2).

With the guidance of these Strategic Priorities, staff from Planning, Development Support and Environmental Management (DSEM), and Public Works developed a set of recommendations intended to implement this strategic initiative. At a workshop held on November 19, 2013, the Board discussed these recommendations and directed staff to move forward with these recommendations as part of the Lake Jackson Sustainable Development project. The proposed amendment is part of these recommendations.

In addition to the proposed amendment, other amendments recently adopted by the Board have been related to the Lake Jackson Sustainable Development project. These include a comprehensive plan text amendment and land development regulation change to remove the half-acre lot size restriction in the unincorporated area when sewer is available, and a comprehensive plan map amendment to change the land use designation of the Overstreet addition to Maclay Gardens from Lake Protection to Recreation/Open Space.

### Lake Protection History

The Lake Protection future land use category has been in the Comprehensive Plan since the Plan's inception in 1992. It was created in response to concerns regarding water quality in Lake Jackson. It is important to note that Lake Jackson has been designation both an Outstanding Florida Waterway and Aquatic Preserve by the Florida Department of Environmental Protection (FDEP).

At the time the Plan was being written, the Lake had been recently impacted by development within its watershed, including the construction of Interstate 10 and the large scale commercial developments along North Monroe Street (U.S. Highway 27). This development degraded the water quality of Lake Jackson by allowing large quantities of untreated stormwater, containing organic sediment and undesirable nutrients, to flow freely into the lake.

In response to these impacts, the Lake Protection land use category was created to better regulate development within the Lake Jackson drainage basin. The Lake Protection land use category consists of all property within the Lake Jackson basin, except for some areas developed prior to the adoption of the Plan. It currently has two correlated zoning districts: Lake Protection (LP) and Planned Unit Development (PUD). The LP zoning district for the development of residential uses at a maximum density of one (1) unit per two (2) acres with clustering options that vary by jurisdiction (City/County). Minor office and commercial uses within the Lake Protection category are permitted only in the unincorporated areas of the category through the Planned Unit Development (PUD). Other commercial and office uses, as well as industrial uses, are prohibited.

### Proposed Amendment

As previously stated, the proposed amendment generally updates and revises the Lake Protection Land Use category. It enables the creation of a Lake Protection Node (LPN) zoning district intended to allow for compact, mixed-use, and multi-modal neighborhood centers and outlines an improved clustering option intended to encourage more sustainable residential development within the Lake Protection area. A summary of the proposed LPN district and revised cluster option is provided below.

#### *Lake Protection Node Zoning (LPN) District*

The Lake Protection Node (LPN) zoning district is intended to allow residential, non-residential and mixed-use development, including, but not limited to, office uses, commercial uses, and a broad range of housing types. Community services, including (but not limited to) schools, parks, police and fire stations, and religious facilities, shall also be permitted within areas designated LPN.

The Lake Protection Node zoning district option shall be allowed within ¼ mile of the center of the following intersections:

- Highway 27 North and Sessions Road;
- Highway 27 North and Fred George Road;
- Highway 27 North and Capital Circle NW/Old Bainbridge Road; and
- Bannerman Road and Bull Headley Road.

These nodes were chosen due to their location at major intersections and the degree of historical, non-residential development previously in existence. Their identification and treatment as nodes will allow them to develop in a more sustainable and efficient manner and expand their ability to serve surrounding neighborhoods.

The concentration of development around specific nodes is a planning tool gaining popularity both locally and throughout the country. The concept is predicated upon traditional, walkable development patterns and provides significant environmental and quality of life improvements over auto-oriented or “strip” development. By concentrating commercial, office, and higher density residential uses in compact, walkable centers, nodes can reduce automobile trips, decrease the need for costly and environmentally impactful roadway improvements, and provide convenient and attractive shopping and employment options to adjacent or nearby residential areas.

Specific details on the locations, range of uses, urban design, infrastructure, and other requirements will be provided within the LPN zoning district in the land development code.

#### *Cluster Option*

Two residential cluster development options are presently provided for in Policy 2.2.18 [L]. Within the incorporated area of the Lake Protection category, clustered residential development is permitted at a maximum density of one (1) unit per gross. Up to 25% of the subject site may be developed and the remaining 75% must be set aside as permanently preserved open space.

Within the unincorporated area, clustered residential development is permitted on 40% of the subject site with the remaining 60% being set aside as permanently preserved open space. This development may occur at a maximum density of two (2) units per acre, but it is important to note that density calculations are limited to the 40% of the site considered for development and not the gross acreage of the site. This unique method of density calculation (no other category in the plan uses such) is confusing to many, reduces the overall number of units permitted, and may actually result in fewer property owners and developers selecting the cluster option.

Historically, neither of the aforementioned cluster options has been used often. Only three clustered subdivisions have been built within the Lake Protection area since the inception of the Comprehensive Plan, one in incorporated area and two in the unincorporated area.

The new, common cluster option will allow a density of two (2) dwelling units per gross acre and requires connection to central water and sewer systems. Consistent with the County's previous standard, development is permitted on 40% of the subject site with the remaining 60% being set aside as permanently preserved open space. Preserved open space areas are to be comprised of conservation features, Special Development Zones (where they exist), and undeveloped uplands. These areas may be used for active and passive recreation, and stormwater facilities, provided they are unfenced and designed as a community amenity.

As with the Node concept, clustered subdivisions are a popular planning tool gaining acceptance throughout the country. They have many benefits over conventional, large-lot development, including an ability to preserve large, contiguous swaths of open space, reduce impervious surface, and reduce infrastructure requirements and costs.

In summary, the proposed common residential cluster development option is intended to:

1. make clustered subdivisions a more attractive development option;
2. increase pervious, natural open space and reduce reliance upon private septic systems in the Lake Protection area; and,
3. provide consistency between city and county policies and regulations.

### Public Review

Planning Department staff has met numerous times with County staff and several groups during the development of this proposed amendment. These groups include:

1. Friends of Lake Jackson
2. Sustainable Tallahassee
3. The Greater Tallahassee Chamber of Commerce
4. Network of Entrepreneurs & Business Advocates

For those groups who responded to Planning Department outreach activities, their comments were considered and incorporated into the proposed policy language where appropriate.



**F. STAFF REPORT UPDATE:**

Below is a summary of actions that have taken place subsequent to the publication of the original staff report.

Local Planning Agency Review

Since the publication of the original staff report on January 8, 2015, an additional community workshop and a Local Planning Agency (LPA) Workshop have been held. In addition, correspondence was received from local property owners and representatives from the Friends of Lake Jackson.

Below is a generalized list of questions and concerns presented by citizens and LPA commissioners. Each of the items is followed by a staff response to the respective issue(s).

**Please provide a map depicting the general location of the four Lake Protection Nodes.**

*Staff Response: Attachments 2 – 6 depict the location of the nodes at both a basin wide and local scale. Included in the local exhibits are the proposed ¼ mile radius nodes, roadways, future land uses, the Lake Jackson basin boundary, Special Development Zones (SDZ), building footprints, and non-conforming uses.*

*In addition, an exhibit depicting the location of known non-conforming uses basin wide has been included as attachment 7. This exhibit was created to illustrate the relationship between non-conforming uses and the proposed nodes.*

**Does the proposed amendment allow for increased development inside the Lake Jackson Special Development Zones?**

*Staff Response: No. The proposed amendment in no way changes the policies and regulations governing Special Development Zones (SDZ). Additional language has been placed in the proposed revision to further clarify the relationship between the SDZs and the Lake Protection Nodes. Language regarding residential clusters, as they relate to SDZs, was removed during the policy re-write as it was redundant and identical to language contained in policy 2.1.10(L).*

**Does the proposed amendment allow for more development inside the Lake Protection category?**

*Staff Response: There is not a simple “yes” or “no” answer to this question. Staff was directed, via the Board’s Strategic Initiative, to identify methods for sustainably accommodating growth in the Lake Protection category. The proposed amendment seeks to create compact, mixed-use, and multimodal nodes at four primary intersections within the category and encourage clustering of residential development. While it is difficult (if not impossible) to quantify the amount of total development permitted under the current*

*policy and proposed amendment, once can compare the resulting development patterns from a qualitative standpoint.*

*The existing policy allows for residential development at a density of one (1) dwelling unit per two (2) acres. A clustering option with a density bonus does exist, but is so undesirable that it has only been used three (3) times in 25 years. Non-residential development can occur anywhere within the category provided it meets locational criteria for access and is processed as a Planned Unit Development (PUD). Popular literature and relevant research regarding smart growth and sustainable development would categorize these regulations as “suburban sprawl”. They result in a development pattern that consumes significant quantities of land, is almost completely auto-dependent, and is highly inefficient in its utilization of public infrastructure.*

*Consistent with literature published by the Smart Growth Network (see Attachment #8, Section 1), the proposed amendment incentivizes more sustainable development patterns by directing non-residential development into compact, mixed-use, and multimodal nodes. These nodes were specifically chosen due to their location at major intersections, proximity to infrastructure, and existing development patterns.*

*Each of the nodes contains existing properties suitable for redevelopment and “greenfield” parcels which can be developed in a more sustainable manner. Higher density residential (8 du/ac) is also proposed for these nodes. This residential development is an essential to creating a mixture of uses and supporting existing and future transit service.*

*Outside of the Lake Protection Nodes, the residential cluster option has been revised to further incentivize its use. Clustering of residential has considerable benefits over traditional, large lot development. Clustered subdivisions preserve significantly more open space, require less infrastructure, and can result in a greater diversity of housing options.*

**Does the proposed amendment eliminate the requirement that stormwater for non-single family and non-vested uses shall be retained on site?**

*Staff Response: Yes, and replaces it with a requirement that ALL development within the Lake Protection category meet higher stormwater treatment standards. Non-single family development currently comprises less than 4% of the Lake Protection category. Of the 171 parcels containing non-single family uses, only 17 have stormwater facilities meeting the current Lake Jackson treatment standard.*

*Planning staff has worked closely with DSEM and Public Works to develop a volume-control standard that far exceeds the State of Florida’s Outstanding Florida Waters (OFW) treatment standard. As previously mentioned this new stormwater treatment standard shall apply to all development within the Lake Protection Category and includes incentives for redevelopment of properties that may have little if any*

*treatment currently. This standard, like all others, shall be included the water quality treatment standard section of the County and City's land development codes. A draft of the new Lake Jackson Proposed Stormwater Standard is included as Attachment #9.*

#### Local Planning Agency Recommendations

A Local Planning Agency (LPA) hearing on this matter was held on February 3, 2015. The LPA unanimously approved the proposed amendment with the following conditions:

- Revise first paragraph of Intent section to recognize impaired status of Lake Jackson
- Revise second paragraph of Intent section to state that areas outside the USA may not be designated LP
- Exclude existing, residential subdivisions from the nodes
- Include the proposed stormwater standard in the Comprehensive Plan

#### Water Resources Committee Recommendations

The Leon County Citizens Advisory Water Resources Committee (WRC) reviewed the proposed amendment at its regular meeting on March 2, 2015. The Committee voted unanimously to support the proposed amendment, contingent upon the inclusion of the LPA revisions. They also recommended the inclusion of additional language addressing nutrient loading in the revised stormwater standard. This recommendation has three parts:

1. Leon County should require new stormwater facilities within the Lake Protection area to incorporate practices and designs to minimize nutrient loading to surface and ground water,
2. Leon County should monitor nutrient levels from these stormwater facilities within the Lake Protection area to ensure that these facilities are treating nutrients as designed, and
3. The Board should consider additional changes to Policy 2.2.18 [L] to address nutrient levels affecting Lake Jackson from development within the Lake Protection policy if the proposed stormwater treatment standard within PCT150104 is found to be inadequate in addressing nutrient loading to Lake Jackson.

The committee issued a letter outlining their actions and containing their recommendations and revisions. This letter has been included as Attachment #10.

#### Science Advisory Committee Recommendations

The Leon County Science Advisory Committee (SAC) reviewed the proposed amendment at its regular meeting on March 6, 2015. The SAC unanimously voted to support the following recommendations:

1. The SAC accepted the proposed volume control regulation presented by staff for land development regulation (LDR) and recommended that the following language also be included in the comprehensive plan: "Runoff volumes within the Lake Jackson Basin in

excess of the pre-development runoff volume shall be retained for all storm events up to a 100-year, 24-hour duration storm, except that if multiple development sites are located within the basin, the excess volume may be discharged from individual sites to an approved regional retention facility located within the basin.

2. Change the intent section of the proposed policy to recognize that although the state of Lake Jackson has improved over the past few years the nutrient levels are still high and the Lake is still impaired.
3. Propose continuous monitoring of stormwater ponds built under the new standard to ensure they meet the original design standards.

The first and second recommendations are similar to those made by the LPA and the WRC. The third recommendation is similar to one of the additional recommendations made by the WRC. The committee issued a letter outlining their actions and containing their recommendations and revisions. This letter has been included as Attachment #11.

#### Deletion of Policy 2.1.10 (L)

During review of the proposed amendments, it was determined that Land Use Element Policy 2.1.10 was inconsistent with both the overall intent of the Lake Protection clustering provision as well as other policies and regulations governing Special Development Zones (SDZ). Given these inconsistencies, Policy 2.1.10 (L) is proposed for deletion (see Attachment #12).

The policy, which specifically addresses the clustering of residential development in the Lake Jackson Special Development Zone, reads as follows:

*Cluster of residential development in areas designated for Lake Protection Land Use shall be permitted only on those portions of parcel not located within the Lake Jackson Special Development Zone and lying below one hundred ten (110) feet NGVD nor determined to be severely limited by environmental constraints. Such constraints may be determined by on-site environmental analysis, building or soil limitation ratings in the Leon County Soil Survey, or other natural resource inventory determined appropriate by the local government.*

Policy 2.2.12 of the comprehensive plan's Conservation Element outlines criteria for the establishment and implementation of SDZs. More specifically, the policy states:

*Special development zones with accompanying criteria shall be established and implemented through the LDRs for the following lakes:*

**Lake Jackson** – Zone A = below elevation 100 feet NGVD (criteria) 5% or 4,000 sq. ft. may be disturbed

Zone B = between 100 feet NGVD and 110 feet NGVD (criteria)  
50% of the site must be left natural.

*Preserve shoreline vegetation in its natural state for minimum of 50 linear feet landward of the ordinary high water line. Allow essential access. Government initiated stormwater facilities for retrofit purposes may utilize a greater portion of the SDZ if applicable criteria (Policy 2.1.9[C]) are met.*

While Policy 2.2.12 (C) allows for impacts of 5% and 50% to Zones A and B, respectively, Policy 2.2.10 (L) precludes any impacts if the property is developed as a clustered residential subdivision. This inconsistency effectively disincentivizes clustering of residential development within the Lake Protection category and is therefore inconsistent with the intent of the categories' clustering provisions which explicitly seeks to incentivize such development.

## **G. CONCLUSION:**

Based on the above analysis, Planning Department staff recommends approval of the amendment request for the following reasons:

1. The proposed Lake Protection Node Zoning District (LPN) will allow limited residential, non-residential, and mixed-use development within targeted nodal areas where central sewer is available. This will also provide more walkability, reduce automotive trips, and increase stormwater treatment standards for all development and redevelopment in areas designated as LPN.
2. By providing a common residential cluster development option, the proposed amendment provides additional incentives for the development of cluster subdivisions. In comparison to conventional, large-lot developments, these subdivisions will provide for larger areas of permanently preserved open space, reduced reliance on private septic systems, and a broader range of housing options.
3. The proposed amendment is consistent with direction provided to the Planning Department by the Leon County Board of County Commissioners at a workshop held on November 19, 2013 and the overall intent of the Lake Protection future land use category.

## **H. ATTACHMENTS:**

Attachment #1: Proposed Changes to Lake Protection Future Land Use Category (UPDATED)

Attachment #2: Proposed Nodal Areas

Attachment #3: U.S. 27 & Fred George Road Node

Attachment #4: U.S. 27 & Sessions Road Node

Attachment #5: U.S. 27 & Old Bainbridge Road Node

Attachment #6: Bannerman Road & Bull Headly Road Node

Attachment #7: Nonconforming Parcels in Lake Protection

Attachment #8: Workshop on Proposed Solution to Promote Sustainable Growth inside the  
Lake Protection Zone – November 19, 2013

Attachment #9: Proposed Lake Jackson Stormwater Standard

Attachment #10: WRC Letter

Attachment #11: SAC Letter

Attachment #12: Proposed Deletion of Policy 2.1.10 (L)

**Policy 2.2.18: [L]****LAKE PROTECTION** (Rev. Effective 12/22/95; Revision Effective 7/26/06; Renumbered 3/14/07)**Intent**

Lake Jackson, designated both an Outstanding Florida Water (OFW) and Aquatic Preserve, is one of the most unique waterways in Florida. Historically, the lake has suffered from water quality issues associated with rapid urbanization and large-scale roadway projects. Lake Jackson's water quality has improved since adoption of the Comprehensive Plan, due in large part to the adoption of stringent stormwater treatment standards and the implementation of capital projects; however, nutrient levels in the Lake remain elevated and the Lake continues to be designated "Impaired" by the Florida Department of Environmental Protection.

The intent of the Lake Protection category is to ensure that development within the Lake Jackson basin occurs in a sustainable and environmentally sound manner with minimal impact to water quality. The Lake Protection category is the basis for regulation and, where appropriate, limitation of development and redevelopment of land within the Lake Jackson Basin. The bounds of this category are to be the Lake Jackson basin boundary adjusted to include contributing watersheds but excluding existing, more intensely developed areas south of Interstate 10 and areas outside the Urban Service Area.

**Allowable Uses, Densities, and Intensities****Residential**

The Lake Protection category shall allow for residential uses at a base density of one (1) dwelling unit per two (2) gross acres.<sup>1</sup> To encourage compact and efficient development, two density bonus options are available for properties within the category:

1. A residential density of up to two (2) dwelling units per gross acre may be permitted within developments designed as a Clustered Subdivision.

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<sup>1</sup> (Leon County) Any development affecting real property located in whole or in part within the Lake Protection Future Land Use Map category west of US 27 North for which an initial Planned Unit Development Concept or Final Development Plan was approved before January 1, 2005 shall be vested for all uses, intensities and densities set forth in the PUD Concept Plan Ordinance. Said PUD shall be entitled to rely on the closed basin exemption previously set forth in this section if the Commission determined prior to January 1, 2005 that the PUD met the requirements for such closed basin exceptions and that such determination has not been overturned by a court of competent jurisdiction at the time vested rights are sought under this provision. If a court of competent jurisdiction invalidates such a PUD due to reasons unrelated to whether the property met the requirements for the closed basin exemption, any new or modified PUD application relating to the same real property shall be vested for the uses, intensities and densities of the previously approved PUD. All development within said certified closed basins approved pursuant to this provision shall be approved through the PUD amendment process, except that in unincorporated Leon County a one-into-two residential lot split exemption shall be processed according to the established County procedures instead of the PUD process.

2. A residential density of up to eight (8) dwelling units per gross acre may be permitted within the Lake Protection Node (LPN) zoning district.

#### Mixed-use & Non-residential

Non-residential and mixed-use development (including, but not limited to, office and commercial uses) within the Lake Protection category may only be permitted within areas designated with the Lake Protection Node (LPN) zoning district. Within this district, single use, non-residential development shall be allowed at a maximum intensity of 10,000 square feet (s.f.) per gross acre. Projects containing a vertical mixture of uses, including any combination of office, commercial and residential uses, may receive a bonus of 2,500 s.f. per gross acre, for a total of 12,500 s.f. per gross acre.

#### Community and Recreational Facilities

Community services, light infrastructure, and recreational uses shall be permitted within the Lake Protection (LP) and Lake Protection Node (LPN) zoning districts. Facilities associated with these uses shall be allowed at a maximum intensity of 10,000 square feet (s.f.) per gross acre.

### Special Conditions

The following special conditions shall apply to the Lake Protection Future Land Use category:

1. The Lake Protection Node zoning district shall only be permitted at the following intersections:
  - Highway 27 North and Sessions Road
  - Highway 27 North and Capital Circle NW/Old Bainbridge Road
  - Highway 27 North and Fred George Road
  - Bannerman Road and Bull Headley Road

The exact extent of these Nodes shall be specified in the City of Tallahassee and Leon County land development regulations, but generally shall not extend beyond ¼ mile from the respective intersection and shall not include areas within a Special Development Zone (SDZ) or existing single-family subdivisions.

2. As an alternative to large-lot developments, Clustered Subdivisions shall be permitted within the Lake Protection zoning district. Clustered Subdivisions shall:
  - Contain a minimum of 60% contiguous open space preserved in perpetuity and comprised of such things as preservation and conservation features, Special Development Zones, undeveloped uplands, passive recreation areas, and storm water facilities designed as a community amenity;
  - Be developed at a maximum density of two (2) dwelling units per gross acre;  
and,
  - Be served by central water and sewer systems.

3. A volume control based stormwater treatment standard shall be required for all development and redevelopment within the Lake Protection land use category. This standard shall ensure that runoff volumes in excess of the pre-development runoff volume shall be retained for all storm events up to a 100-year, 24-hour duration storm. To encourage redevelopment in the Lake Protection category, a partial credit may be applied toward existing impervious surface on previously developed sites.
4. Additional development standards deemed necessary to protect Lake Jackson from further degradation and/or improve existing water quality may be included in the land development code.
- 4.5. Existing, lawfully established, non-residential uses within the Lake Protection land use category that are compatible with surrounding uses and meet all water quality standards for the Lake Jackson Basin shall be considered permitted uses.

~~This is a protection category that is specific to the well documented scientific concerns regarding the degradation and continuing pollution of Lake Jackson. The category is based on the lake basin boundary adjusted to include contributing watersheds but to exclude existing, more intensely developed areas south of Interstate 10. Consistent with the purpose of this category, Lake Protection densities and intensities shall be applied to undeveloped areas within the Lake Jackson drainage basin when such properties are developed.~~

~~The Lake Protection category allows residential uses of one unit per two acres<sup>1</sup>. An option to develop at a density of one unit per gross acre is available within the City as long as the resultant development clusters the units on 25% of the property and maintains the remaining 75% in natural open space. In the unincorporated portions of the Lake Protection category clustering is allowed on 40% of the site at a net density of two (2) units per acre on the developed portion of the property. The remaining 60% of the property must remain in natural open space. The cluster options are intended to preserve green space within this land use category and be designed to minimize non-point pollution from the site. Cluster of residential development in areas designated for Lake Protection land use shall be permitted only on those portions of parcels not located within the Lake Jackson Special Development Zone and lying below one hundred ten (110) feet NGVD, and for higher elevations not determined to be severely limited by environmental constraints. Such constraints may be determined by on site environmental analysis, building or soil limitation ratings in the Leon County Soil Survey, or other natural resource inventory determined appropriate by the local government. Industrial, office and commercial uses are prohibited in the Lake Protection category within the city limits. In the unincorporated areas of the Lake Protection category, minor office and minor commercial uses may be approved through the PUD process only if development retains its resultant stormwater on site. All industrial, commercial and office uses other than minor are prohibited in the unincorporated areas of the Lake Protection category as well. Urban services are intended for this category inside the Urban Service Area.~~

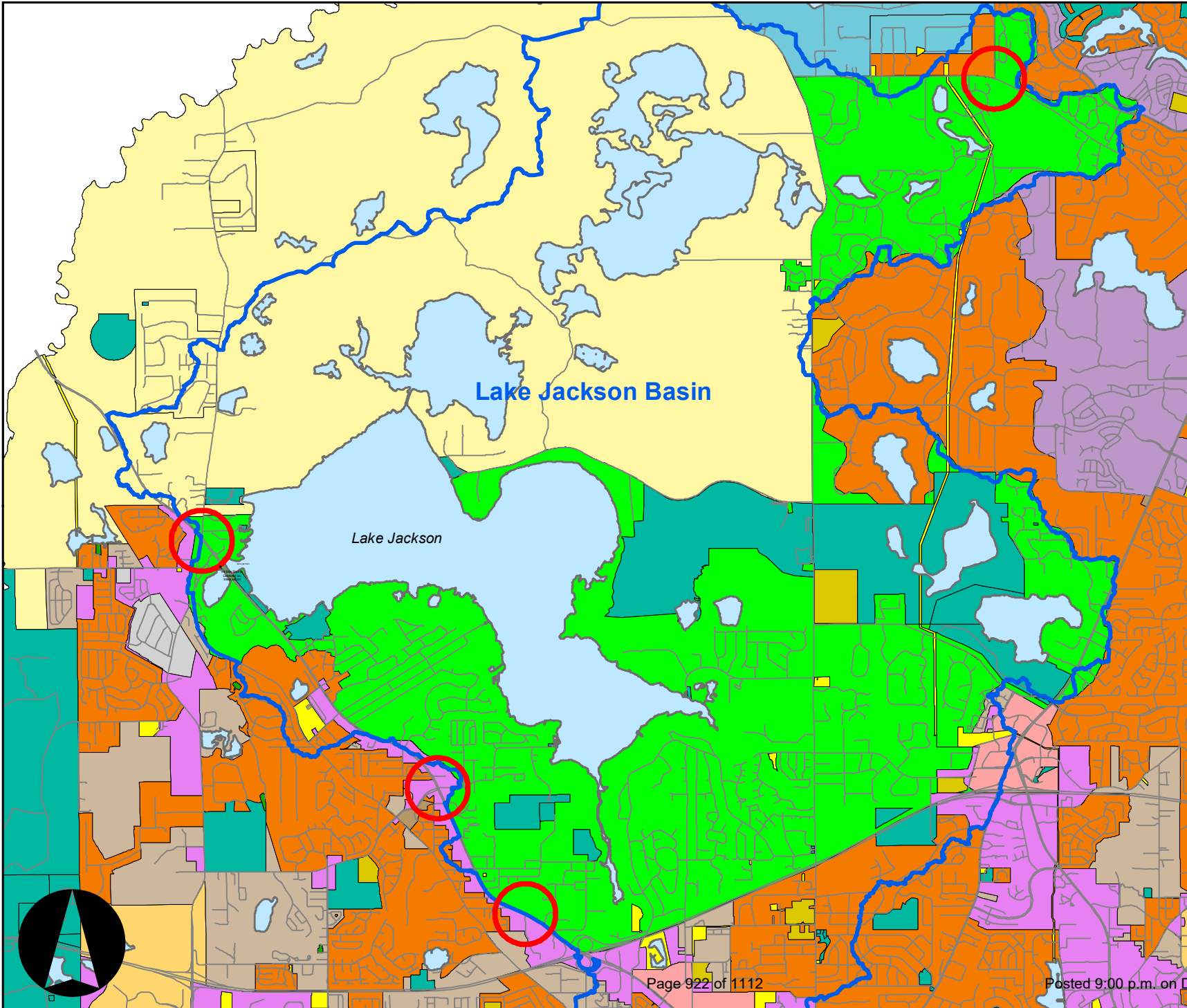
5/12/2015



~~Additional requirements based on scientific studies and deemed necessary to protect the lake from further degradation, as well as improve existing water quality, will be included in the land development code. Existing non-residential uses within the Lake Protection land use category that meet all water quality standards required in the comprehensive plan by the time frames required in the plan, will be considered permitted uses.~~

~~Within the Lake Protection Category, stormwater for non-single family and non-vested uses shall be retained on-site.~~

# Attachment #2: Proposed Nodal Areas

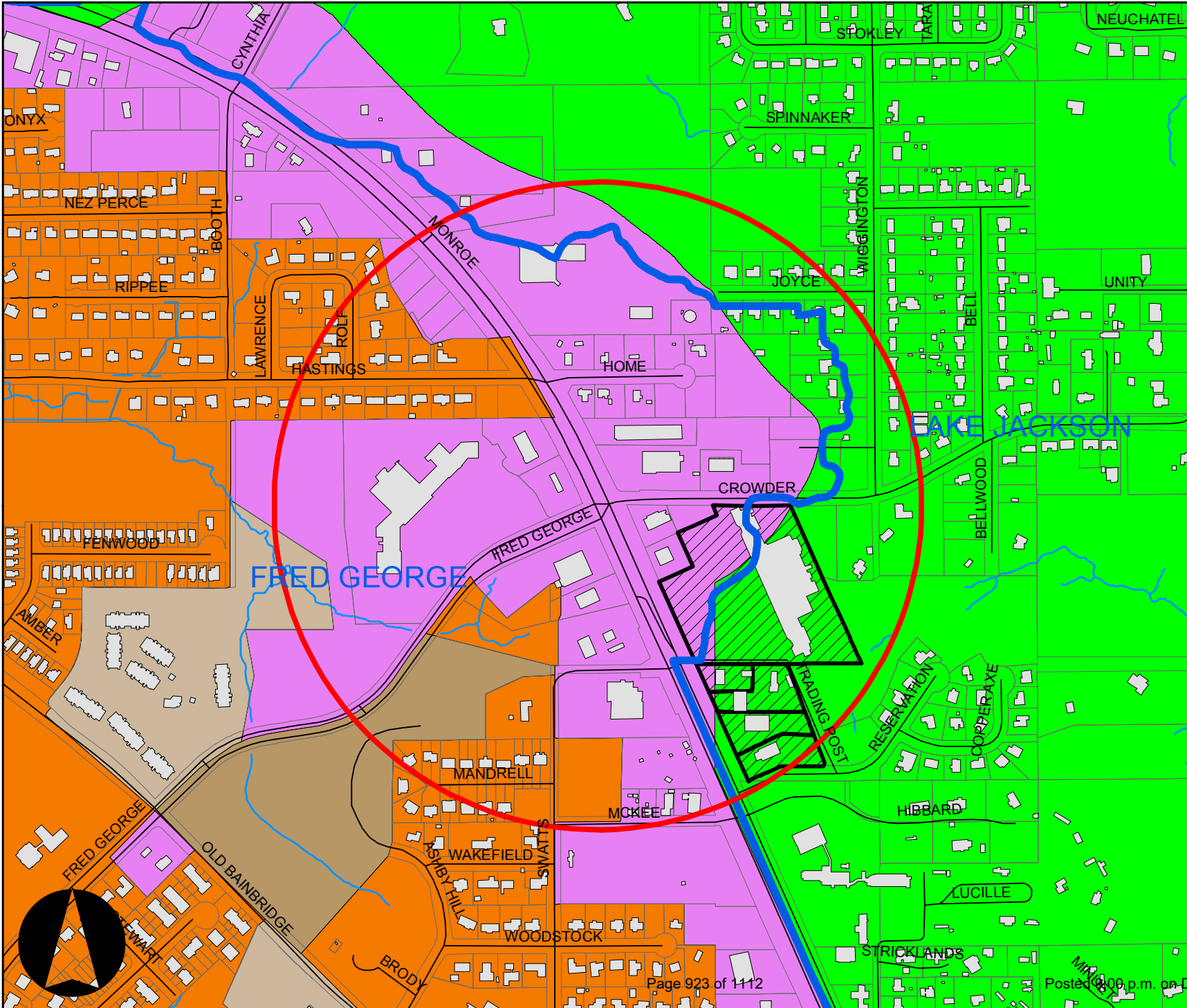


- Legend**
- Node
  - Lake Jackson Basin
  - Roads
  - Major Waterbody
  - Activity Center
  - Agriculture/Silviculture/Conservation
  - Industrial
  - Educational Facilities
  - Governmental Operation
  - Lake Protection
  - Mixed Use
  - Open Space
  - Open Space Stormwater
  - Rural
  - Residential Preservation
  - Urban Fringe
  - Rural with RP Overlay
  - Urban Fringe with RP overlay
  - Planned Development
  - Suburban
  - Urban Residential 2
  - Urban Residential

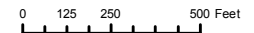
0 0.2 0.4 0.8 Miles



# Attachment #3: U.S. 27 & Fred George Road Node



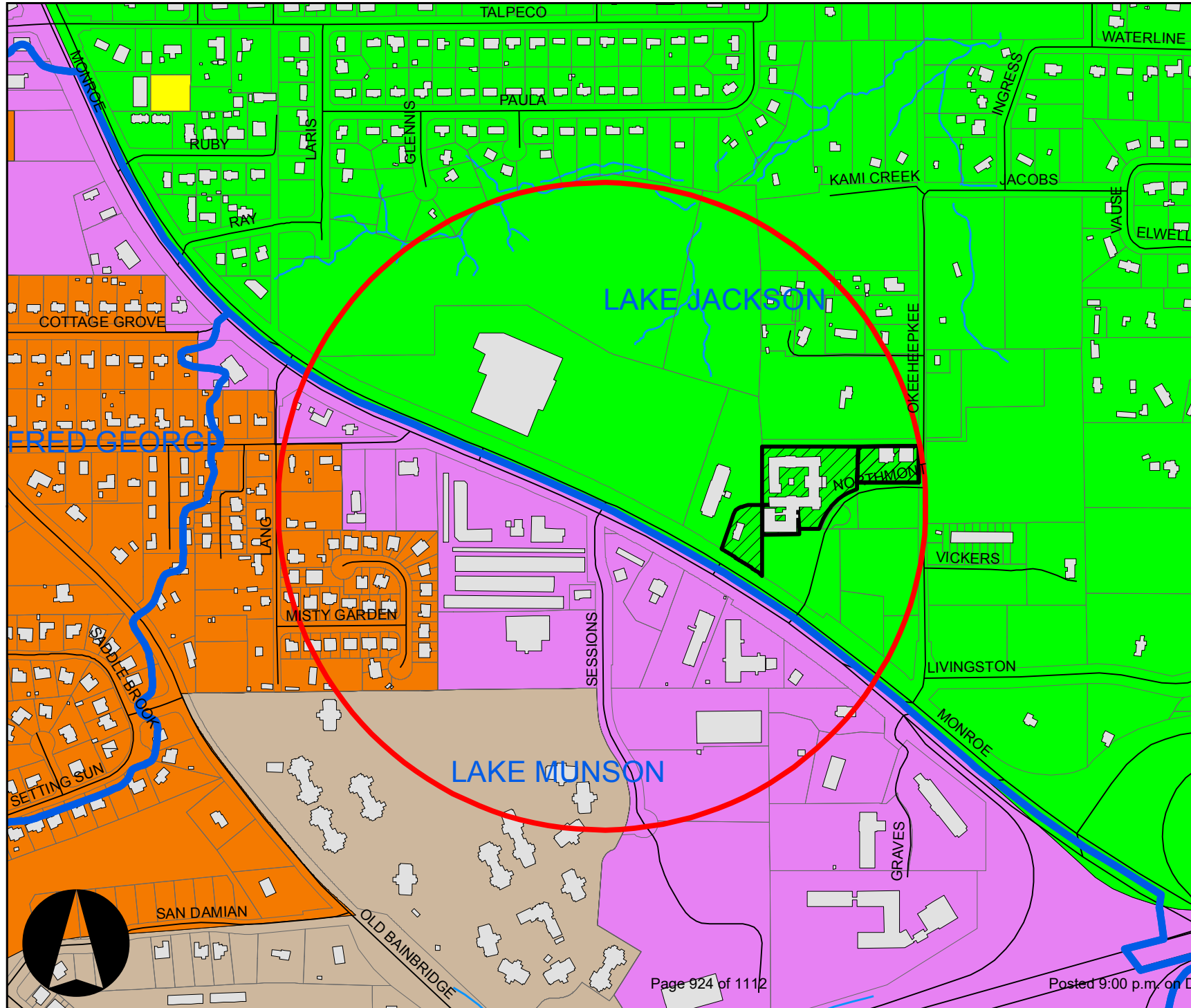
- Legend**
- Node
  - Drainage Basin
  - Building
  - Nonconforming Parcels in Nodes
  - Roads
  - Property Boundary
  - Major Waterbody
  - Watercourse
  - LAKE JACKSON ZONE A
  - LAKE JACKSON ZONE B
  - Lake Protection
  - Residential Preservation
  - Suburban
  - Urban Residential 2
  - Urban Residential



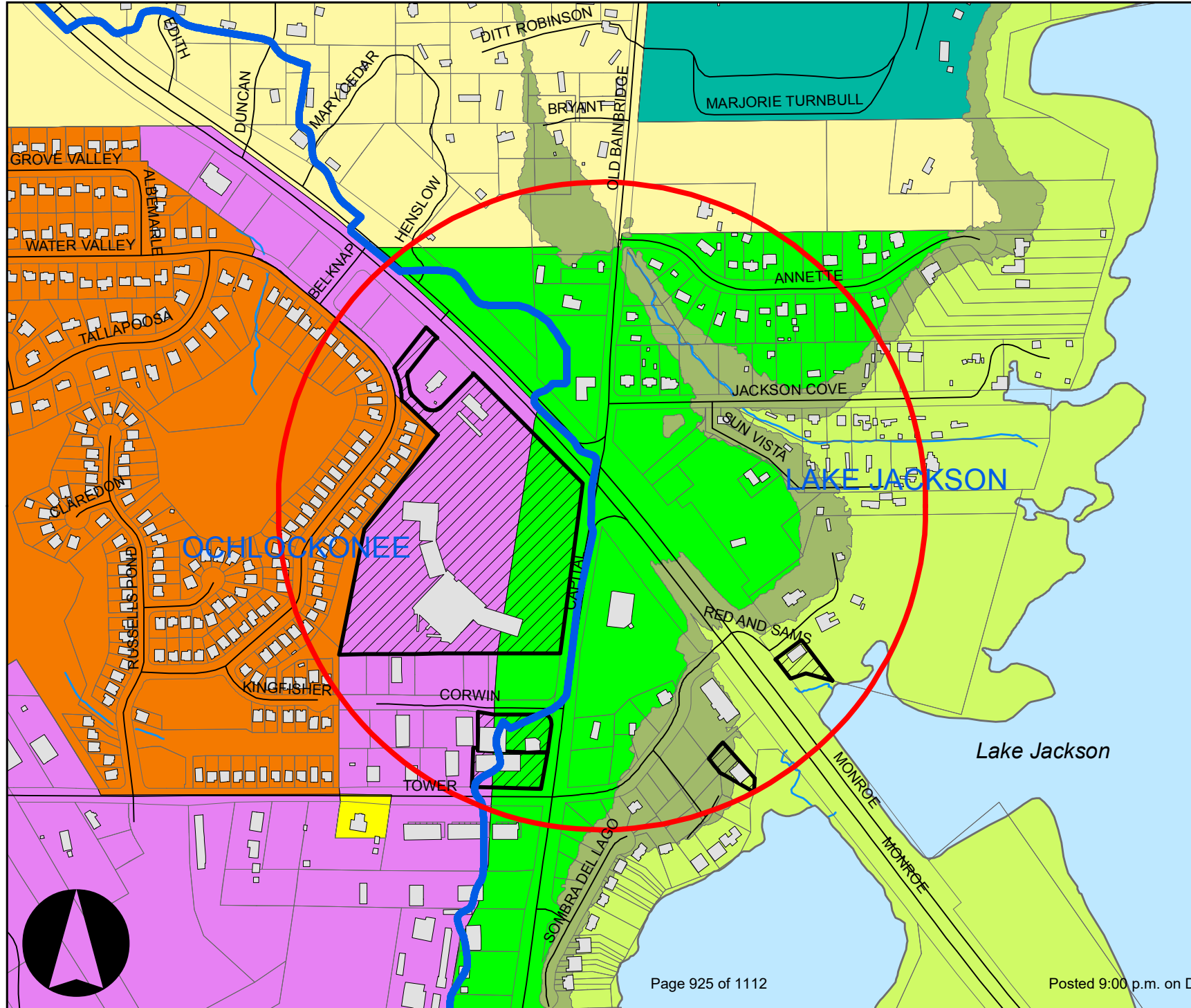
# Attachment #4: U.S. 27 & Sessions Road Node

### Legend

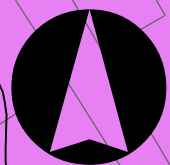
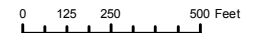
- Node
- Drainage Basin
- Building
- Nonconforming Parcels in Nodes
- Roads
- Property Boundary
- Major Waterbody
- Watercourse
- LAKE JACKSON ZONE A
- LAKE JACKSON ZONE B
- Governmental Operation
- Lake Protection
- Residential Preservation
- Suburban
- Urban Residential 2



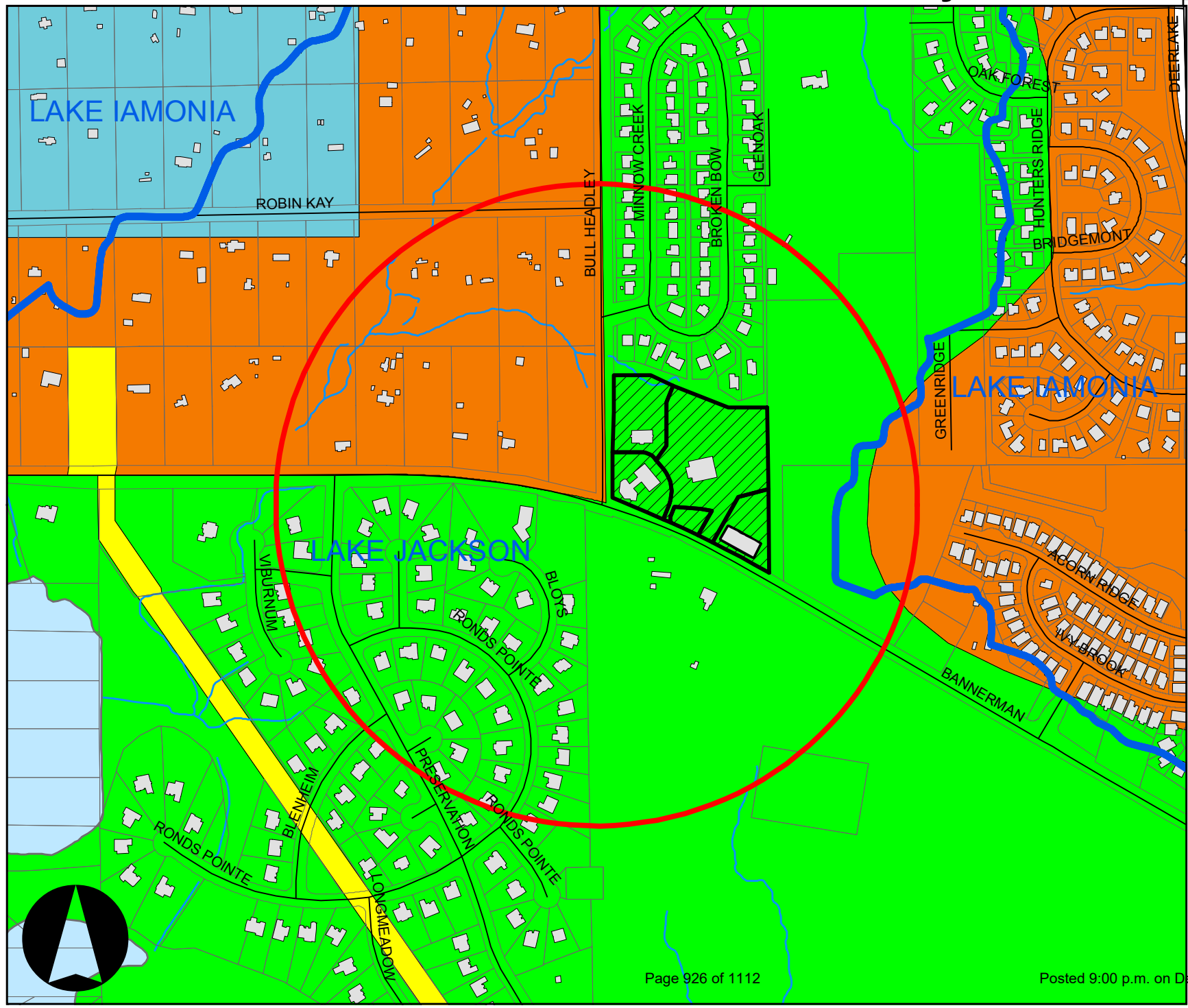
# Attachment #5: U.S. 27 & Old Bainbridge Road Node



- Legend**
- Node
  - Drainage Basin
  - Building
  - Nonconforming Parcels in Nodes
  - Roads
  - Property Boundary
  - Major Waterbody
  - Watercourse
  - LAKE JACKSON ZONE A
  - LAKE JACKSON ZONE B
  - Governmental Operation
  - Lake Protection
  - Open Space
  - Rural
  - Residential Preservation
  - Suburban









# Attachment #6: Bannerman Road & Bull Headley Road Node

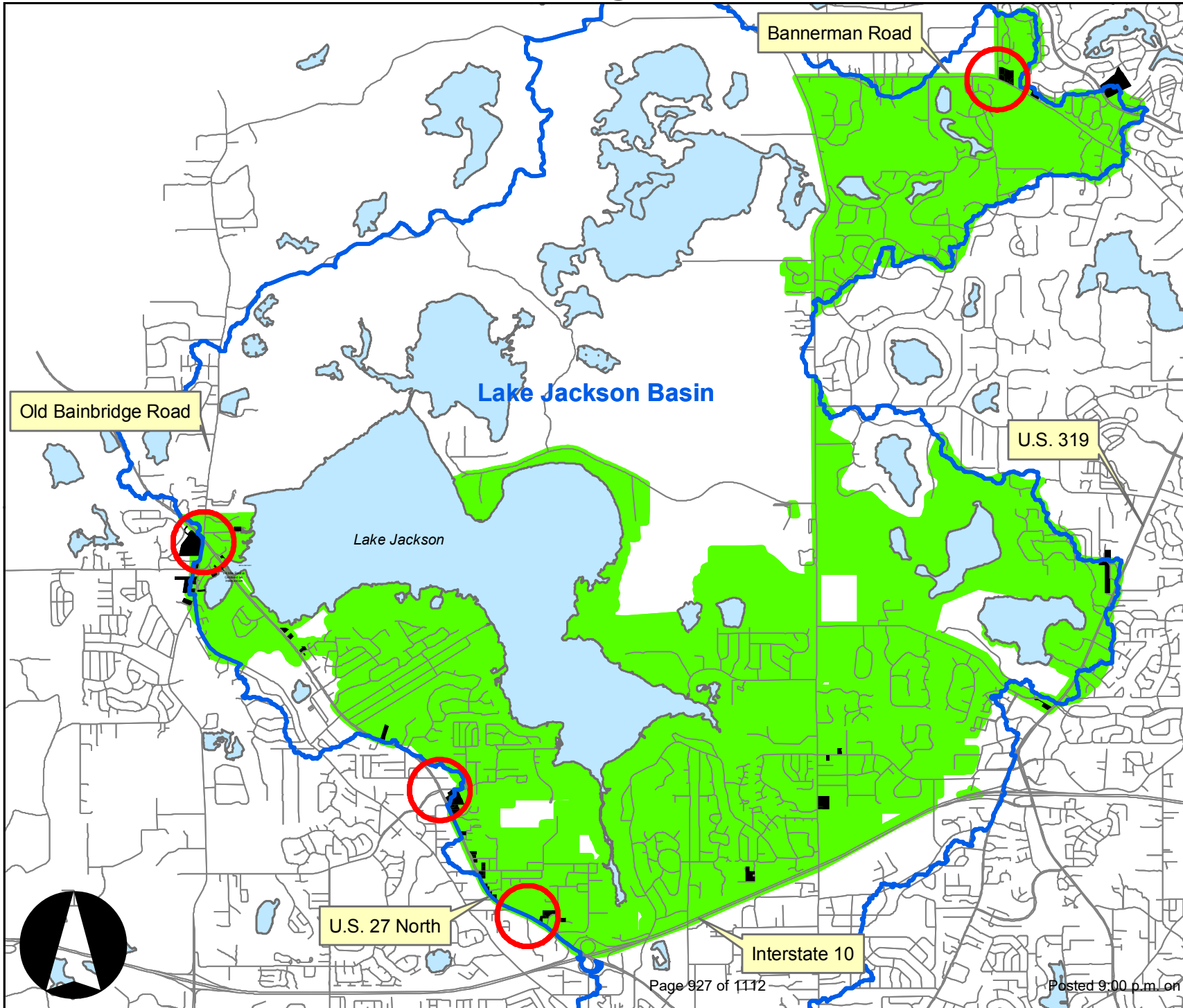


- Node
- Drainage Basin
- Building
- Nonconforming Parcels in Nodes
- Roads
- Property Boundary
- Major Waterbody
- Watercourse
- LAKE JACKSON ZONE A
- LAKE JACKSON ZONE B
- Governmental Operation
- Lake Protection
- Residential Preservation
- Urban Fringe with RP overlay

# Attachment #8: Nonconforming Parcels in Lake Protection

### Legend

-  Node
-  Lake Jackson Basin
-  Roads
-  Nonconforming Parcels in Basin
-  Major Waterbodies
-  Lake Protection



0 0.2 0.4 0.8 Miles



## Lake Jackson Water Quality Treatment Standard

### Existing LDR Text:

10-4.301(4) *Additional stormwater retention standards for the Lake Jackson Drainage Basin.*

Non-single-family residential uses which are approved for development (as specified in the comprehensive plan) subsequent to March 15, 1992, shall retain post-development stormwater on-site for all storm events up to and including the 50-year 24-hour duration storm. The retained volume shall be recovered in accordance with subsection (3)(b) above.

### Proposed Comp Plan and LDR Text:

*Additional stormwater retention standards for the Lake Jackson Drainage Basin.*

(i) Runoff volumes within the Lake Jackson Basin in excess of the pre-development runoff volume shall be retained for all storm events up to a 100-year, 24-hour duration storm, except that if multiple development sites are located within the basin, the excess volume may be discharged from individual sites to an approved regional retention facility located within the basin. Recovery of the retention volume shall comply with one of the following:

Option (1): One-half the required pond volume shall be recovered within seven days, and the full volume shall be recovered within 30 days.

Option (2): On the basis of a subsurface geotechnical analysis demonstrate the functionality of the retention facility through a continuous hydrologic simulation. The analysis shall clearly demonstrate that the increase in runoff volume above the predevelopment condition is retained within the stormwater facility. The continuous hydrologic simulation can be accomplished by developing a stage/storage/infiltration relationship based on the proposed retention facility configuration and reported design infiltration rate. This relationship can be used to model the retention facility over an extended period of rainfall.

(ii) Stormwater treatment for all proposed Redevelopment within the Lake Jackson Basin shall be achieved via volume control in accordance with subsection (4)(i) above, with a **50%** credit applied towards existing impervious surface (pre-development condition to include **50%** of the existing impervious surface during the pre-post excess runoff calculations).



## **STATEMENT OF THE LEON COUNTY COUNTY-WIDE WATER RESOURCES CITIZENS ADVISORY COMMITTEE**

The Leon County Board of County Commissioners specifically charged the County-Wide Water Resources Citizens Advisory Committee with the responsibility to recommend policies that would strengthen the linkage between water resources and land use. Based on this charge, the Committee reviewed Cycle 2015-1 Proposed Comprehensive Plan Amendment PCT150104 (Sustainable Development in Lake Protection) at its meeting on March 2, 2015, and has the following recommendations:

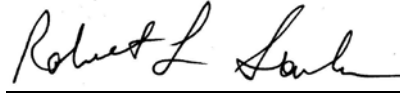
**The Committee voted unanimously on March 2, 2015 to recommend that the Leon County Board of County Commissioners adopt the staff recommendation to approve Amendment PCM150104 with the following stipulations:**

- 1. Revise the intent section of the proposed policy change to recognize the continuing State-designated impaired status of Lake Jackson,**
- 2. Revise the proposed policy change to clearly state that the boundary of the Lake Protection area excludes any areas outside the Urban Services Area,**
- 3. Incorporate the proposed specific volume control stormwater standard into the proposed amendment, and**
- 4. Protect existing, residential subdivisions by excluding them from the proposed nodes.**

An additional concern of the Committee is the threat to the water quality and ecosystem of Lake Jackson from excess nutrients associated with increased development. The Committee has the following recommendations:

- 1. Leon County should require new stormwater facilities within the Lake Protection area to incorporate practices and designs to minimize nutrient loading to surface and ground water,**
- 2. Leon County should monitor nutrient levels from these stormwater facilities within the Lake Protection area to ensure that these facilities are treating nutrients as designed, and**
- 3. The Board should consider additional changes to Policy 2.2.18 [L] to address nutrient levels affecting Lake Jackson from development within the Lake Protection policy if the proposed stormwater treatment standard within PCT150104 is found to be inadequate in addressing nutrient loading to Lake Jackson.**

I HEREBY CERTIFY that the above statements were duly approved by the Leon County Countywide Water Resources Citizens Advisory Committee at its meetings on March 2, 2015.



Mr. Robert Scanlon, Chair

Dr. Jim Cavanagh  
Dr. Jennifer Cherrier  
Mr. John Folks  
Mr. Eric Friall  
Mr. Lee Killinger  
Mr. John Labie  
Mr. Robert Scanlon

cc: Leon County Board of County Commissioners  
Vincent S. Long, County Administrator

March 9, 2015

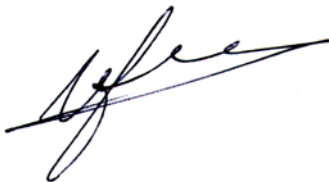
SCIENCE ADVISORY COMMENTS ON THE COMPREHENSIVE PLAN TEXT  
AMENDMENT #PCT150104

The Science Advisory Committee (SAC) has reviewed the above text amendment for Land Use Element policy 2.2.18 {L} "Lake Protection". The following recommendations are offered for the Board of County Commissioner's consideration:

1. The SAC accepted the proposed volume control regulation presented by staff for land development regulation (LDR) and recommended that the following language also be included in the comprehensive plan: "Runoff volumes within the Lake Jackson Basin in excess of the pre-development runoff volume shall be retained for all storm events up to a 100-year, 24-hour duration storm, except that if multiple development sites are located within the basin, the excess volume may be discharged from individual sites to an approved regional retention facility located within the basin."
2. Change to the intent section of the proposed policy to recognize that although the state of Lake Jackson has improved over the past few years the nutrient levels are still high and the Lake is still impaired.
3. Propose continuous monitoring of stormwater ponds built under the new standard to ensure they meet the original design standards.

The SAC is unanimous in these recommendations.

Respectfully submitted on behalf of the SAC,



Vincent Salters, SAC Vice-Chairman

**Policy 2.2.10: [L] ~~(Effective 12/10/91) (Deletion Effective 5/26/2015)~~**

Reserved

~~Cluster of residential development in areas designated for Lake Protection Land Use shall be permitted only on those portions of parcel not located within the Lake Jackson Special Development Zone and lying below one hundred ten (110) feet NGVD nor determined to be severely limited by environmental constraints. Such constraints may be determined by on-site environmental analysis, building or soil limitation ratings in the Leon County Soil Survey, or other natural resource inventory determined appropriate by the local government.~~

DRAFT

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## Leon County Board of County Commissioners Cover Sheet for Agenda #27

**July 7, 2015**

<b>To:</b>	Honorable Chairman and Members of the Board
<b>From:</b>	Vincent S. Long, County Administrator
<b>Title:</b>	Second and Final Public Hearing to Adopt a Proposed Ordinance Revising the Leon County Land Development Code to Amend the Lake Protection Zoning District

---

<b>County Administrator Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/Division Review and Approval:</b>	Alan Rosenzweig, Deputy 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 has no fiscal impact to the County.

**Staff Recommendation:**

- Option #1: Conduct the second and final Public Hearing and adopt a proposed Ordinance revising the Leon County Land Development Code to amend the Lake Protection Zoning District (Attachment #1), including the revised Exhibit "D" (Attachment #2).
- Option #2: Direct staff to proceed with the review of additional development standards for community services and recreational facilities, as well as design standards for signage and lighting for the Lake Protection district.

## Report and Discussion

### **Background:**

The proposed Ordinance to amend the Lake Protection zoning district (Sec. 10-6.616, Land Development Code) is in response to direction by the Board, as well as response to proposed amendments to the Lake Protection Future Land Use (FLU) Category (Attachment #1). Revisions to the Lake Protection (LP) zoning district were initially considered by the Board during a workshop on November 19, 2013. During this workshop, the Board requested staff to consider recommendations intended to encourage sustainable development in the LP FLU category. In addition, the Board directed staff to review the existing exemption for sidewalks in LP and to bring back a draft Ordinance to address the requirements for developments that have the potential for "walkability." Additional amendments to the General Layout and Design Standards of Chapter 10 are necessary in order to fully implement the changes to the Lake Protection zoning district.

This proposed Ordinance is essential to the following revised FY2012-2016 Strategic Initiative that the Board approved at their January 27, 2015 meeting:

- Develop solutions to promote sustainable growth inside the Lake Protection Zone (2013)

This particular Strategic Initiative aligns with the Board's Strategic Priorities - Environment and Governance:

- Protect our water supply, conserve environmentally sensitive lands, safeguard the health of our natural ecosystems, and protect our water quality, including the Floridan Aquifer, from local and upstream pollution. (EN1, rev. 2013)
- Promote orderly growth which protects our environment, preserves our charm, maximizes public investment, and stimulates better and more sustainable economic returns. (EN2, 2012)
- Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value. (G2, 2012)

**Analysis:****Lake Protection (Sec. 10-6.616)**

The proposed amendments to the LP zoning district correspond to the proposed amendments to the LP FLU category. The proposed Comprehensive Plan amendment to the LP FLU (PCT150104) was reviewed by the Local Planning Agency at a workshop on February 3, 2015, and at a Public Hearing on April 6, 2015. The proposed Comprehensive Plan amendment received approval for transmittal at a Joint City-County Transmittal Public Hearing on April 14, 2015, and was adopted at a Joint City-County Adoption Public Hearing on May 26, 2015; therefore, a corresponding amendment to the LP zoning district of the LDC is required.

The LP category has been in existence since the inception of the Comprehensive Plan in 1990. The category was created in response to concerns regarding water quality in Lake Jackson. At the time, the lake had been negatively impacted by development within its watershed, including the construction of I-10 and large-scale developments along North Monroe Street (Hwy 27). These developments contributed to the degradation of the water quality in Lake Jackson by allowing untreated stormwater to flow freely into the lake.

The LP district was designed to more effectively regulate development within the Lake Jackson basin. The LP district allows traditional residential development of one dwelling unit per two acres, while allowing a Clustered Subdivision option wherein residential development is clustered on 40 percent of the site, leaving the remaining 60 percent in a natural state. Non-residential uses (minor office and commercial) are permitted; however, those uses require a Planned Unit Development rezoning. Other more intense office and commercial uses, along with industrial uses, are prohibited.

The proposed amendment modifies Sec. 10-6.616 to be consistent with the proposed amendments to the LP FLU category. The changes proposed to the district are as follows:

- Update the formatting of the district standards;
- Clarify the density for cluster development (1 dwelling unit per 2 gross acres);
- Prohibit non-residential development (excluding existing, lawfully established uses);
- Allow stormwater facilities to be included in the 60% set-aside required under the Clustered Subdivision option (provided the facility is designed as an amenity); and
- Provide specific development standards for existing non-conforming, non-residential uses.

The format of the current zoning district regulations is relatively old and outdated. In addition, a number of uses were inherited from previous zoning codes, which may or may not be applicable in today's market. These uses are also categorized using the Standard Industrial Code (SIC), which is an outdated classification code. The proposed revisions to Sec. 10-6.616 include updating the format to be consistent with previously updated zoning districts of the LDC, specifically the Mahan Corridor zoning districts. The updated format also improves readability, as well as identifies specifically prohibited uses. Additionally, the use of the SIC classification has been removed in place of a more updated and generalized list of uses.

The current LP regulations note residential density for cluster developments at a net density of two units per acre on the developed portion of the property. This form of density calculation is inconsistent with other forms of clustering or conservation subdivisions in the LDC. The more common form of calculating density utilizes the entire property, or gross acreage. By utilizing the gross acreage, more dense residential development (on central water and sewer) would potentially be allowed in cluster subdivisions, furthering the intent to provide cluster subdivisions as a more attractive option. The cluster option is intended to reduce impervious surface area, provide more natural open space, and reduce the reliance on private septic systems.

Currently, non-residential development is allowed at certain intersections within the LP zoning district, with the intent to prevent strip commercialization and provide locational certainty in non-residential development. The amendments to the LP FLU category will allow for the creation of a new zoning district, specifically intended for higher intensity and density development. This new district, Lake Protection Node (LPN), will be located at four major intersections within the LP FLU category (Attachment #2). As a result, new non-residential development will not be allowed in the amended LP zoning district and these uses will be directed to the LPN.

Under the current LP district standards, all infrastructure, including stormwater management facilities (SWMF), are limited to the 40% development area within cluster subdivisions. This further reduces the area available for residential development and is contrary to the district intent. The proposed revisions to the LP district would allow SWMFs to be included in the 60% natural area, provided the facilities are designed as a community amenity. In addition, these natural areas could be utilized for active and passive recreation.

Areas along North Monroe Street have been previously developed with non-residential uses, a number of which pre-date the adoption of the LP zoning district. Existing, lawfully established non-residential development that meets all water quality standards will be afforded a legal non-conforming status and will have specific development/redevelopment standards. However, it should be noted that a number of these sites are severely limited in redevelopment options as a result of the current stormwater standards. As a result, staff is working on a separate amendment to the stormwater standards for properties located in the LP district that may enable more flexibility for these existing sites. These new stormwater standards are discussed in more detail in a separate agenda item.

#### Lake Protection Node District (Sec. 10-6.660)

This new zoning district also is in response to the Board's Strategic Initiative to promote sustainable growth in the Lake Protection Zone, and is provided for in Comprehensive Plan amendment PCT150104. This nodal concept will establish a development pattern at primary intersections, allowing for intense and compact mixed-use developments that provide the surrounding area with opportunities for office, retail, and employment opportunities, as well as encourage pedestrian mobility. There are four major intersection locations that have been identified as being eligible for LPN zoning:

1. Highway 27 North/Capital Circle Northwest
2. Fred George Road/Highway 27 North



3. Sessions Road/Highway 27 North
4. Bull Headley Road/Bannerman Road

The extent of the nodes are more specifically illustrated in Exhibits “A”, “B”, “C” and “D” of Section 10-6.660 of the Ordinance. These nodes were selected as a result of the existence of non-conforming, non-residential development on site and being located at major intersections with proximity to infrastructure. These nodes would potentially allow many existing non-residential developments to attain conforming status and allow flexibility in redevelopment. By providing a more compact development, these nodes will encourage more pedestrian friendly developments, while potentially reducing vehicular trips.

The LPN district will generally allow up to eight dwelling units per acre and potentially a density bonus of up to 16 dwelling units per acre, if developed as a master plan. For developments including a vertical mixture of uses, non-residential intensity may be increased by 2,500 square feet per acre. Consistent with the LP zoning district, all development within the LPN district will be required to comply with the stormwater standards of Article IV of the LDC. Additionally, the district will identify a list of specifically prohibited uses. These prohibited uses, such as, but not limited to, golf courses, salvage yards, and warehouses, are incompatible with the node concept and do not further the intent of the district to promote traditional, walkable development patterns.

#### Sidewalks (Sec. 10-7.529)

The role of sidewalks in sustainable development is critical. Walkable neighborhoods reduce vehicle trips, which cut greenhouse gases and other emissions, and benefits residents by increasing opportunities for exercise, reducing their need to use fuel, and allowing them to spend more time near their home. Another advantage of walkable communities is that they facilitate interactions with neighbors, which in turn creates social capital and safer communities.

Several objectives and policies in the Comprehensive Plan promote pedestrian access and mobility for new development in order to reduce vehicular trips on the external street system and provide pedestrian interconnectivity between developments. These policies are located in the Land Use, Transportation and Education Elements of the Comprehensive Plan. However, the implementation of these requirements has created various issues since 2004, particularly within the LP zoning district. This is due mainly to the difficulty in implementing the provision of sidewalks in the LP areas because of the relatively low density of one dwelling unit per two acres, the presence of established neighborhoods in LP where sidewalks were never built, and the relative lack of walkable destinations near many residential areas.

In response to these issues, the County’s LDC has been modified several times over the last decade to address sidewalks in LP and other zoning districts. Modifications have included adopting more precise sidewalk requirements for new developments, and establishing criteria and procedures for payment of fee in-lieu of constructing sidewalks; clarification of the sidewalk requirements for two-lot subdivisions of non-vacant residential property; and a one-time exemption for any proposed non-residential development consisting of 1,000 square feet or less.

At their regular meeting on January 29, 2008, the Board adopted the following exemption for new residential development in the LP zoning district: "Sidewalks shall not be required in association with new residential development within the Lake Protection zoning district." This exemption was based on the two-acre minimum residential lot size applicable in LP, as well as the Comprehensive Plan's goal of limiting total impervious area in the LP district as a primary method of protecting Lake Jackson. However, staff also stated in a status report on sidewalks provided to the Board on November 10, 2009, that the impervious surface area associated with sidewalks is negligible, or at most *de minimus*, in terms of stormwater runoff impacts. Currently, the LDC does not require the installation of sidewalks for new residential development proposed within the LP zoning district. However, the LDC does require the installation of sidewalks for new residential development in all other zoning districts within the Urban Service Area. Furthermore, additional sidewalk requirements may apply to multi-family residential, non-residential, or institutional development for sidewalks connecting the street system to the interior of the development and between adjacent buildings and uses.

In order to foster more sustainable development within the LP land use category, staff recommends that the current exemption on sidewalks in LP be modified to require sidewalks in association with new residential development within the LP zoning district. More specifically, a development would be subject to the provision of sidewalks if one or more of the following criteria apply:

- 1) the development utilizes the residential cluster option; or
- 2) the development is required to connect to a central sewer service; or
- 3) there are existing or planned sidewalk facilities adjacent to the development site; or
- 4) the development is adjacent to a zoning district that requires sidewalks.

The proposed Ordinance will enhance the sidewalk requirements for developments that have the potential for walkability, including clustered development and areas designated as LPN, while also allowing an exemption for proposed developments that do not have this potential.

#### DSEM Citizen's User Group Recommendations

Staff provided the proposed amendments to the DSEM Citizen's User Group, hereinafter referred to as "User Group," for review and recommendations at their April 23, 2015 meeting. They requested more detail regarding the location and mapping of the LPN district; however, staff has not completed the methodology for mapping the district at this time. Based upon this clarification from staff, the User Group recommended approval of the proposed Ordinance, but did have concerns regarding the implementation of the LPN district; specifically, how the district would be mapped and how density would be determined on parcels bifurcated with the LPN district.

Staff has since revised the Ordinance to include exhibits illustrating the extent of the Lake Protection Node at each of the four intersections. In addition, density of bifurcated parcels will be determined based on the acreage of the portion of a parcel within the LPN, as illustrated in the referenced exhibits.

The Planning Department has reviewed the proposed Ordinance and has provided a memorandum finding that the proposed Ordinance is consistent with the Comprehensive Plan (Attachment #3).

#### Planning Commission Recommendation

The Planning Commission conducted a Public Hearing on June 2, 2015 to consider the proposed Ordinance. On May 31 and June 2, 2015, prior to the Planning Commission's Public Hearing, staff received comments from the Friends of Lake Jackson that included recommended revisions and clarifications to the proposed Ordinance. The recommended revisions noted were primarily minor errors in the document. Ultimately, the Planning Commission found the proposed Ordinance consistent with the Comprehensive Plan and recommended the Board approve the proposed Ordinance, provided the following eight recommended revisions were addressed in the Ordinance:

1. Remove of the word "conforming" from the fourth paragraph of the District Intent of Lake Protection;
2. Move Campgrounds and Recreational Vehicle Parks from the list of Restricted Uses to Prohibited Uses in Lake Protection;
3. Revise the title of the LPN district, currently identified as "Lake Protection Node Zoning District," and remove the words "Zoning District;"
4. Revise subsection 2.b. of the LPN district to remove the word "only" and replace with "generally;"
5. Revise the list of Prohibited Uses in the LPN district to include motor vehicle tracks and outdoor gun ranges;
6. Revise the use category title in subsection 7 of the LPN district from "non-residential and community facilities" to "non-residential and community and recreational facilities";
7. Revise General Note #4 of the LPN district to remove "commercial site location standards (section 10-6.619)" from the sentence;
8. Revise Exhibit "D" of the LPN district located at Bull Headley and Bannerman Roads to extend the northern boundary of the properties eligible for LPN rezoning to include the majority of the property identified by Parcel Identification #14-08-20-407-003-0 and illustrated Attachment #2.

Staff supports the Planning Commission's recommendations numbered 1-7 as outlined. These revisions have been incorporated into the proposed Ordinance. Recommendation 8 will be incorporated into the proposed Ordinance upon Board's approval of the revised Exhibit "D."

Additionally, the Planning Commission considered and discussed a proposed revision from Pam Hall who requested that development standards be included for community services and recreational facilities within the Lake Protection district. She also requested that design standards be included for lighting and signage for the Lake Protection district. The Planning Commission recommended that these more substantial revisions be brought back at a later date as an amendment to the Lake Protection zoning district.

As a result, staff is requesting Board approval to proceed with the review of including additional standards for community services and recreational facilities, as well as design standards for lighting and signage within the Lake Protection district. Should the Board direct staff to move forward with drafting these revisions, staff would continue to work with Mrs. Hall and the Friends of Lake Jackson to draft the appropriate language. The request to include these additional standards would require consideration by the DSEM Citizen's User Group as well as

a consistency review by the Planning Commission at a Public Hearing and ultimate consideration by the Board at two Public Hearings.

**Public Notification**

The Public Hearing has been publicly noticed, consistent with the requirements of Florida Statutes (Attachment #4).

**Options:**

1. Conduct the second and final Public Hearing and adopt a proposed Ordinance revising the Leon County Land Development Code to amend the Lake Protection Zoning District (Attachment #1), including the revised Exhibit "D" (Attachment #2).
2. Direct staff to proceed with the review of additional development standards for community services and recreational facilities, as well as design standards for signage and lighting for the Lake Protection district.
3. Conduct the second and final Public Hearing and do not adopt a proposed Ordinance revising the Leon County Land Development Code to amend the Lake Protection Zoning District.
4. Board direction.

**Recommendation:**

Options #1 and #2.

**Attachments:**

1. [Proposed Ordinance](#)
2. [Recommended Revision to Exhibit "D"](#)
3. [Consistency Memorandum from the Planning Department dated May 15, 2015](#)
4. [Public Notice](#)

Back

Print

FIND

## I. Land Use

Museums  
Postal Facilities

Water Treatment Plants  
Water Wells

\*Includes services and uses provided by private entities that are commonly located at commercial service airports.

**Policy 2.2.17: [L]**

UNIVERSITY TRANSITION (REV. EFF. 12/14/04; REV. EFF. 7/26/06; RENUMBERED 3/14/07; REV. EFF. 1/7/10)

The University Transition land use category may only be applied through amendment to the Future Land Use Map to lands located generally within the rectangle created by the Florida State University main campus and Florida A & M University, Tallahassee Community College/Lively Technical Institute campuses and Innovation Park. Specifically, lands lying west of South Adams Street, South of West Tennessee Street, north of Orange Avenue and adjoining Innovation Park and Tallahassee Community College to the east. It is intended to be a compact land use category that provides higher density residential opportunities near the campuses, serving both to provide opportunities for student housing near the universities and to protect existing residential neighborhoods located away from the campuses from student housing encroachment. However, it is not intended that this category be applied in a manner that would encourage or facilitate the premature conversion of existing viable single-family residential neighborhoods. The category is intended to transition from present industrial and lower density residential uses to those more compatible with vibrant urban areas and shall remain within a compact area located in close proximity land owned by the universities and existing areas designated as University Transition.

Higher density residential redevelopment of up to 50 DU/AC is allowed to provide housing for students and close in housing opportunities to the downtown for professionals. Retail commercial limited to a smaller scale classification to provide essential services to immediate residents and ancillary needs of universities such as book stores and photo copying establishments may be permitted. State and private offices properly designed and scaled to surrounding uses may be permitted as well as central parking facilities, artistic studios and workshops. Restaurants, movie theaters, lounges and other entertainment commercial uses shall be permitted as commercial. Development regulations which allow flexibility in their design and operation to permit such uses as outdoor cafe and gardens shall be incorporated into zoning code. Pedestrian pathways and access systems shall be designed to connect universities, downtown, civic/arts center, and residential and commercial areas to cut down on dependence of automobile travel. Design controls shall be employed to provide land use compatibility by offsetting potential negative impacts.

The areas within the Gaines Street Revitalization Plan Study Area will have up to 100 DU/AC.

**Policy 2.2.18: [L]**

LAKE PROTECTION (REV. EFF. 12/22/95; REV. EFF. 7/26/06; RENUMBERED 3/14/07; REV. EFF. 7/14/14; REV. EFF. 7/6/15)

## INTENT

Lake Jackson, designated both an Outstanding Florida Water (OFW) and Aquatic Preserve, is one of the most unique waterways in Florida. Historically, the lake has suffered from water quality issues associated with rapid urbanization and

## I. Land Use

large-scale roadway projects. Lake Jackson's water quality has improved since adoption of the Comprehensive Plan, due in large part to the adoption of stringent stormwater treatment standards and the implementation of capital projects; however, nutrient levels in the Lake remain elevated and the Lake continues to be designated "Impaired" by the Florida Department of Environmental Protection.

The intent of the Lake Protection category is to ensure that development within the Lake Jackson basin occurs in a sustainable and environmentally sound manner with minimal impact to water quality. The Lake Protection category is the basis for regulation and, where appropriate, limitation of development and redevelopment of land within the Lake Jackson Basin. The bounds of this category are to be the Lake Jackson basin boundary adjusted to include contributing watersheds but excluding existing, more intensely developed areas south of Interstate 10 and areas outside the Urban Service Area.

## ALLOWABLE USES, DENSITIES, AND INTENSITIES

## 1. Residential

The Lake Protection category shall allow for residential uses at a base density of one (1) dwelling unit per two (2) gross acres.<sup>1</sup> To encourage compact and efficient development, two

<sup>1</sup> (Leon County) Any development affecting real property located in whole or in part within the Lake Protection Future Land Use Map category west of US 27 North for which an initial Planned Unit Development Concept or Final Development Plan was approved before January 1, 2005 shall be vested for all uses, intensities and densities set forth in the PUD Concept Plan Ordinance. Said PUD shall be entitled to rely on the closed basin exemption previously set forth in this section if the Commission determined prior to January 1, 2005 that the PUD met the requirements for such closed basin exceptions and that such determination has not been overturned by a court of competent jurisdiction at the time vested rights are sought under this provision. If a court of competent jurisdiction invalidates such a PUD due to reasons

density bonus options are available for properties within the category:

- i) A residential density of up to two (2) dwelling units per gross acre may be permitted within developments designed as a Clustered Subdivision.
- ii) A residential density of up to eight (8) dwelling units per gross acre may be permitted within the Lake Protection Node (LPN) zoning district.

## 2. Mixed-use &amp; Non-residential

Non-residential and mixed-use development (including, but not limited to, office and commercial uses) within the Lake Protection category may only be permitted within areas designated with the Lake Protection Node (LPN) zoning district. Within this district, single use, non-residential development shall be allowed at a maximum intensity of 10,000 square feet (S.F.) per gross acre. Projects containing a vertical mixture of uses, including any combination of office, commercial and residential uses, may receive a bonus of 2,500 S.F. per gross acre, for a total of 12,500 S.F. per gross acre.

## 3. Community and Recreational Facilities

Community services, light infrastructure, and recreational uses shall be permitted within the Lake Protection (LP) and Lake Protection Node (LPN) zoning districts. Facilities

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unrelated to whether the property met the requirements for the closed basin exception, any new or modified PUD application relating to the same real property shall be vested for the uses, intensities and densities of the previously approved PUD. All development within said certified closed basins approved pursuant to this provision shall be approved through the PUD amendment process, except that in unincorporated Leon County a one-into-two residential lot split exemption shall be processed according to the established County procedures instead of the PUD process.

## I. Land Use

associated with these uses shall be allowed at a maximum intensity of 10,000 square feet (S.F.) per gross acre.

## SPECIAL CONDITIONS

The following special conditions shall apply to the Lake Protection Future Land Use category:

1. The Lake Protection Node zoning district shall only be permitted at the following intersections:
  - Highway 27 North and Sessions Road
  - Highway 27 North and Capital Circle NW/Old Bainbridge Road
  - Highway 27 North and Fred George Road
  - Bannerman Road and Bull Headley Road

The exact extent of these Nodes shall be specified in the City of Tallahassee and Leon County land development regulations, but generally shall not extend beyond 1/4 mile from the respective intersection and shall not include areas within a Special Development Zone (SDZ) or existing single-family subdivisions.

2. As an alternative to large-lot developments, Clustered Subdivisions shall be permitted within the Lake Protection zoning district. Clustered Subdivisions shall:
  - Contain a minimum of 60% contiguous open space preserved in perpetuity and comprised of such things as preservation and conservation features, Special Development Zones, undeveloped uplands, passive recreation areas, and storm water facilities designed as a community amenity;
  - Be developed at a maximum density of two (2) dwelling units per gross acre; and,
  - Be served by central water and sewer systems.

3. A volume control based stormwater treatment standard shall be required for all development and redevelopment within the Lake Protection land use category. This standard shall ensure that runoff volumes in excess of the pre-development runoff volume shall be retained for all storm events up to a 100-year, 24-hour duration storm. To encourage redevelopment in the Lake Protection category, a partial credit may be applied toward existing impervious surface on previously developed sites.
4. Additional development standards deemed necessary to protect Lake Jackson from further degradation and/or improve existing water quality may be included in the land development code.
5. Existing, lawfully established, non-residential uses within the Lake Protection land use category that are compatible with surrounding uses and meet all water quality standards for the Lake Jackson Basin shall be considered permitted uses.

**Policy 2.2.19: [L]**

LAKE TALQUIN-RECREATION/URBAN FRINGE\* (REV. EFF. 8/17/92; REV. EFF. 7/26/06; RENUMBERED 3/14/07)

This is a category that is specific to the eastern shore area of Lake Talquin north of State Highway 20. This area has unique characteristics in that it has developed to a large extent with weekend or vacation homes along the lake. This category is intended to allow one unit per three acres or one unit per acre if the development is clustered on 25% of the site. This is intended to protect environmentally sensitive areas until the critical areas study is completed.

# SCHOOL IMPACT ANALYSIS FORM

<b>Agent Name: Greenman-Pedersen, Inc.</b> <b>Applicant Name: Donnie Rhea Chastain</b>  <b>Address: 8364 Elan Drive</b> Tallahassee, FL 32312	<b>Date: 09-29-17</b>  <b>Telephone: 668-5211</b> <b>Fax:</b> <b>Email:</b>
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**① Location of the proposed Comprehensive Plan Amendment or Rezoning:**

*Tax ID #: 14-08-20-407-0030 (11.74 +/- ac)*  
*Property address: **Between Greenridge Trail and Bannerman Road***  
*Related Application(s):*

**② Type of requested change (check one):**

Comprehensive plan land use amendment that permits residential development.  
 Rezoning that permits residential development.  
 Nonresidential land use amendment adjacent to existing residential development.  
 Nonresidential rezoning adjacent to existing residential development.\*

**③ Proposed change in Future Land Use or Zoning classification:**

*Comprehensive plan land use* From: \_\_\_\_\_ To: \_\_\_\_\_  
 *Zoning* From: Lake Protection (LP) To: Lake Protection Node (LPN)

**Planning Department staff use only:**

**④ Maximum potential number of dwelling units permitted by the request:**

*Number of dwelling units: 8 du per acre max 94 Units*  
*Type(s) of dwelling units: single-family detached, single family attached, multi-family residential and mixed-use development.*

**Leon County Schools staff use only: School Board approved at the October 24, 2017 Meeting**

**⑤ School concurrency service areas (attendance zones) in which property is located.**

	<b>Elementary:</b> Killlearn Lakes	<b>Middle:</b> Deerlake	<b>High:</b> Chiles
Present capacity	___199___	___363___	___104___
Post Development capacity	___181___	___355___	___95___

Calculations based on maximum possible students-single family <1000 base square feet

This form is required by §8.3 of the Public School Concurrency and Facility Planning Interlocal Agreement as adopted on September 1, 2006 by the City of Tallahassee, Leon County, and Leon County School Board. Pursuant to §6.4 of the Agreement, the City or County will transmit the School Impact Analysis Form to a designated employee of the School Board for review at the same time the application is submitted to all departments for review.





# Notice of Public Notice

Notice is hereby given that the City of Tallahassee will consider at the public hearings set forth below enactment of the proposed ordinances as follows:

### CANOPY PUD AMENDMENT ORDINANCE NO. 17-Z-37

**AN ORDINANCE OF THE CITY OF TALLAHASSEE, FLORIDA AMENDING THE CANOPY PLANNED UNIT DEVELOPMENT CONCEPT PLAN ON THE OFFICIAL ZONING MAP OF THE CITY OF TALLAHASSEE ADOPTED AND ESTABLISHED BY THE CITY COMMISSION; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.**

### TALLAHASSEE ORTHOPEDIC CLINIC ORDINANCE NO. 17-Z-40

**AN ORDINANCE OF THE CITY OF TALLAHASSEE, FLORIDA DESIGNATING AND INCLUDING ADDITIONAL TERRITORY AS AND IN OFFICE-RESIDENTIAL 2 (OR-2) ON THE OFFICIAL ZONING MAP OF THE CITY OF TALLAHASSEE ADOPTED AND ESTABLISHED BY THE CITY COMMISSION; PROVIDING FOR CONFLICTS AND SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.**

### U-HAUL SMART MOBILITY CENTER PUD ORDINANCE NO. 17-Z-41

**AN ORDINANCE OF THE CITY OF TALLAHASSEE, FLORIDA DESIGNATING AND INCLUDING ADDITIONAL TERRITORY AS AND IN PUD PLANNED UNIT DEVELOPMENT ON THE OFFICIAL ZONING MAP OF THE CITY OF TALLAHASSEE ADOPTED AND ESTABLISHED BY THE CITY COMMISSION; AND PROVIDING AN EFFECTIVE DATE.**

The proposed ordinances will be considered at the following public meetings:

1. Tallahassee-Leon County Planning Commission Meeting on November 7, 2017 at 6:00 PM, 2nd Floor Conference Room, 435 North Macomb Street

The Planning Commission will review this application at the public hearing listed above. Persons with standing may file a petition for quasi-judicial proceedings within 15 days (or 30 days for a decision on a Type C application) from the date the decisions were rendered (City); or within fifteen (15) calendar days of the date of publication of notice of the Planning Commission Public Hearing on the application in the Tallahassee Democrat (County); in accordance with the Bylaws of the Planning Commission and the City of Tallahassee and Leon County Land Development Codes. Copies of the Bylaws and or further information are available from the Planning Department at the Planning Department, 435 North Macomb Street, Tallahassee, FL, (850) 891-6400.

2. City Commission Meeting on December 6, 2017 at 6:00 PM, City Commission Chambers, 2nd Floor, City Hall, 300 South Adams Street

The proposed ordinances may be inspected by the public between the hours of 8:00 a.m. and 5:00 p.m., Monday through Friday of each week at the Planning Department. For further information, you may call 891-6400.

NOTICE: You are hereby notified in accordance with Chapter 286.0105, Florida Statutes, should you decide to appeal any decision made by the Commissions or take exception to any findings of fact with respect to any matter considered at the hearings referenced to above, you may need to ensure that verbatim record of the proceedings is made. Such a record shall include the testimony and evidence upon which the appeal is based.

Notice is hereby given that Leon County will consider at the public hearing set forth below enactment of the proposed ordinance as follows:

### BANNERMAN ROAD LAKE PROTECTION REZONING ORDINANCE NO. 17- \_\_\_\_\_

**AN ORDINANCE AMENDING LEON COUNTY ORDINANCE NO. 92-11 TO PROVIDE FOR A CHANGE IN ZONE CLASSIFICATION FROM THE LP LAKE PROTECTION ZONING DISTRICT TO THE LPN LAKE PROTECTION NODE ZONING DISTRICT IN LEON COUNTY, FLORIDA; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.**

Proposed Ordinance 17-\_\_\_ will be considered at the following public meeting:

1. Tallahassee-Leon County Planning Commission Meeting on November 7, 2017 at 6:00 PM, 2nd Floor Conference Room, 435 North Macomb Street

The Planning Commission will review this application at the public hearing listed above. Persons with standing may file a petition for quasi-judicial proceedings within 15 days (or 30 days for a decision on a Type C application) from the date the decisions were rendered (City); or within fifteen (15) calendar days of the date of publication of notice of the Planning Commission Public Hearing on the application in the Tallahassee Democrat (County); in accordance with the Bylaws of the Planning Commission and the City of Tallahassee and Leon County Land Development Codes. Copies of the Bylaws and or further information are available from the Planning Department at the Planning Department, 435 North Macomb Street, Tallahassee, FL, (850) 891-6400.

The proposed ordinances may be inspected by the public between the hours of 8:00 a.m. and 5:00 p.m., Monday through Friday of each week at the Planning Department. For further information, you may call 891-6400.

### LOCAL PLANNING AGENCY BRIEFING

November 7, 2017 at 6:00 PM, 2nd Floor Conference Room, 435 North Macomb Street

The Local Planning Agency (LPA) will receive a briefing from staff regarding the Comprehensive Plan Amendments.

For more information on these projects please go to [www.talgov.com/planning](http://www.talgov.com/planning) (see public notices tab).

hearing. The phone number for the Planning Department is (850) 891-6400. The phone number for the Florida Relay TDD Service is 1-800-955-8771.

If you have specific concerns that you may wish to have considered addressing factors that are unique to this area of the County, you may wish to submit written comments in response to this notice. These written comments will be presented to the Planning Commission and Board of County Commissioners.

The form below is for your convenience and may be returned to **Sean Reiss**, Tallahassee-Leon County Planning Department, 3<sup>rd</sup> floor, Frenchtown Renaissance Center, 435 N. Macomb Street, Tallahassee, Florida 32301. The fax number for the Planning Department is (850) 891-6404. The Planning Department phone number is (850) 891-6400.

**PLANNING DEPARTMENT**

(LRZ170002) 140350 A Q 0100

I/We as owner(s) of Lot \_\_\_\_\_, Block \_\_\_\_\_ of the Killearn Lakes (Subdivision)

or street address: 1721 Broken Bow Tr. wish the following information to be considered by the Planning Commission/Board of County Commissioners:

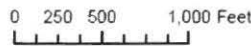
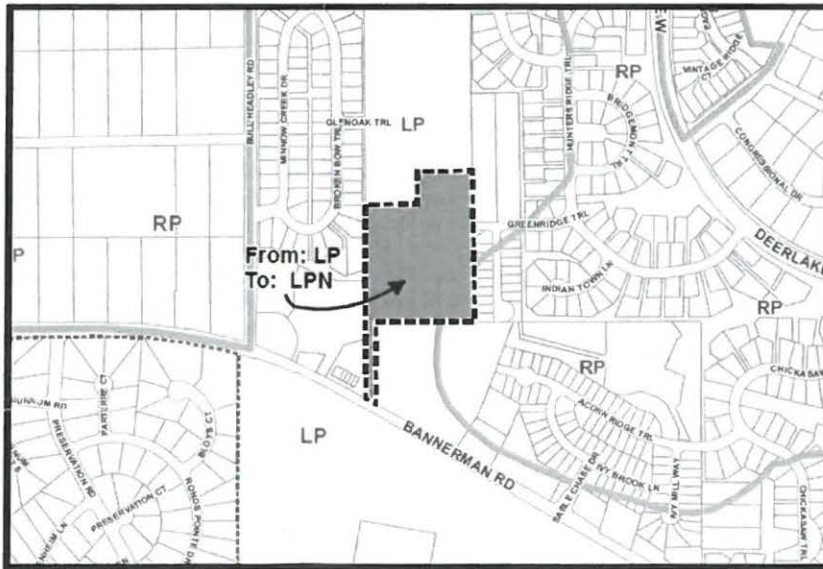
*Please consider any potential traffic impact to either Glenridge Trail or Glenn Oak Trail. please also make sure all Killearn Lakes easements are protected and current trees are preserved. We arent concerned about single family housing but do want to protect against multi-unit or unreasonable commercial use*

SIGNED: [Signature]

**General Location Map**

**Bannerman Road Lake Protection Rezoning**

LRZ #170002



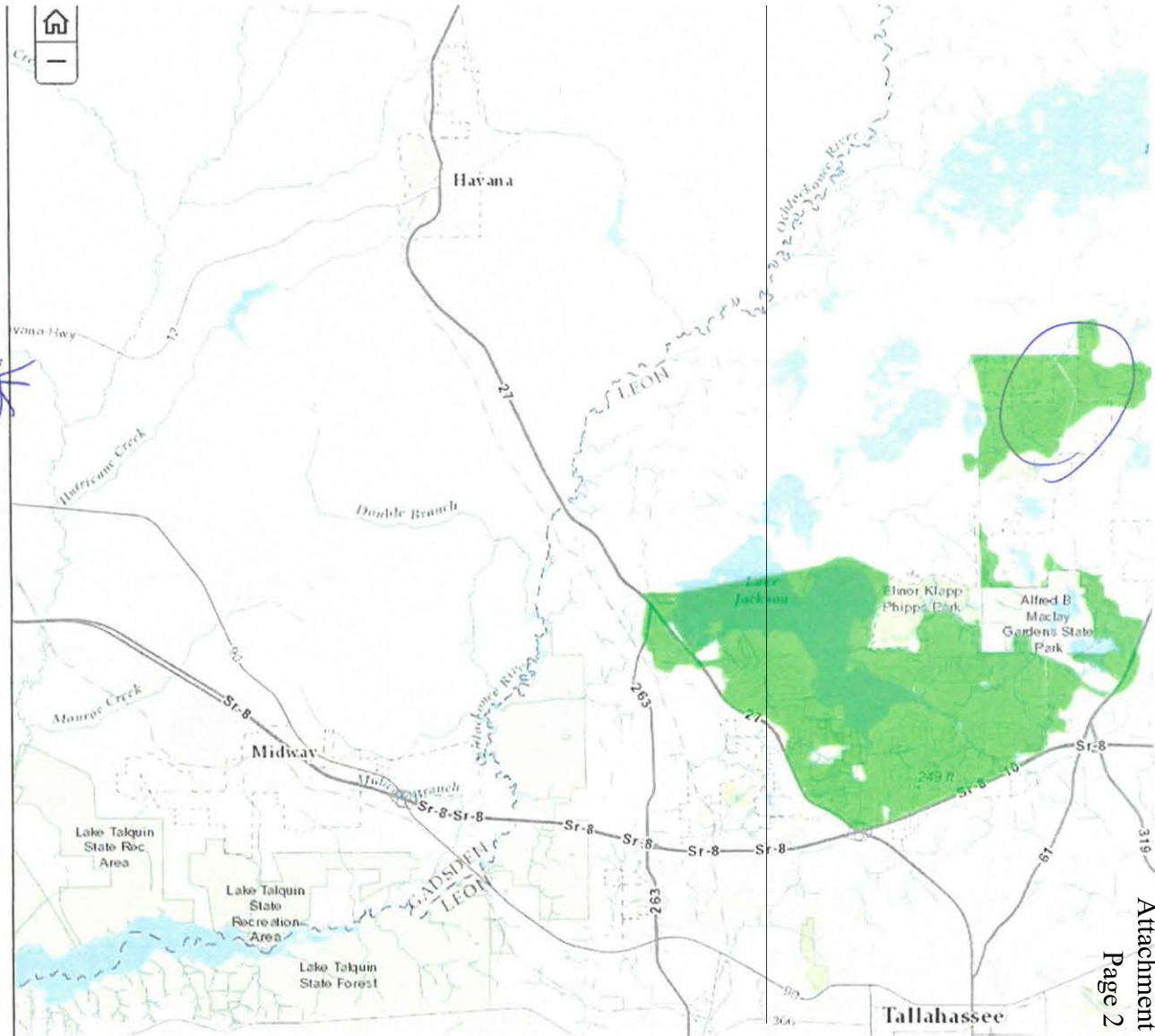
*\* Most concerning is a change from LP to LPN means up to EIGHT units per acre would be allowed. That's an increase in traffic and noise.*

# Future Land Use Story Map - Tallahassee | Leon County

The intent of the Lake Protection category is to ensure that development within the Lake Jackson basin occurs in a sustainable and environmentally sound manner with minimal impact to water quality. The Lake Protection category shall allow for residential uses at a base density of one (1) dwelling unit per two (2) gross acres. Density bonus options are available for properties within the category. A residential density of up to two (2) dwelling units per gross acre may be permitted within developments designed as a Clustered Subdivision and up to eight (8) dwelling units per gross acre may be permitted within the Lake Protection Node (LPN) zoning district.

Non-residential and mixed-use development (including, but not limited to, office and commercial uses) within the Lake Protection category may only be permitted within areas designated with the Lake Protection Node (LPN) zoning district. Within this district, single use, non-residential development shall be allowed at a maximum intensity of 10,000 square feet (S.F.) per gross acre. Community services, light infrastructure, and recreational uses shall be permitted within the Lake Protection (LP) and Lake Protection Node (LPN) zoning districts. Facilities associated with these uses shall be allowed at a maximum intensity of 10,000 square feet (S.F.) per gross acre.

(For a complete description, see [Comprehensive Plan Land Use Policy 2.2.8](#))



**Perrine, Beth**

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**From:** Bryant, Cherie (Planning)  
**Sent:** Wednesday, November 08, 2017 1:04 PM  
**To:** Perrine, Beth; Snyder, Russell  
**Subject:** FW: Oppose Mr. Chastain Development

For the record and Board agenda item.

---

**From:** Bryan Desloge [mailto:DeslogeB@leoncountyfl.gov]  
**Sent:** Wednesday, November 08, 2017 12:56 PM  
**To:** d.m2424@comcast.net  
**Cc:** Long, Vince; Morris, Ken; Rosenzweig, Alan; Bryant, Cherie (Planning); Tedder, Wayne; Ben Pingree  
**Subject:** Re: Oppose Mr. Chastain Development

Diane, thanks for sharing your recommendation regarding this proposed project. I'll take your comment into consideration in my deliberations when this is brought to the County Commission. I'll also forward your email to the Planning Department with the request that it be included as a part of the public record. Thanks for thinking of me and hope you'll let me know if I may be of help with other concerns. Hope all's well with you.

Bryan Desloge  
Leon County Commission  
District IV Commissioner  
301 S. Monroe St.  
Tallahassee, Fl. 32301  
850-606-5364  
[deslogeb@leoncountyfl.gov](mailto:deslogeb@leoncountyfl.gov)

>>> Diane Malonzo <[d.m2424@comcast.net](mailto:d.m2424@comcast.net)> 11/8/2017 12:49 PM >>>  
I oppose Mr. Chastains request for reZoning his property 1/4 of a mile in Bannerman and Bull Headley.

Diane Malonzo  
[D.M2424@COMCAST.NET](mailto:D.M2424@COMCAST.NET)  
850-566-9499

**Leon County  
Board of County Commissioners**

**Notes for Agenda Item #20**

# Leon County Board of County Commissioners

## Agenda Item #20

December 12, 2017

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

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

**Title:** First and Only Public Hearing to Consider an Ordinance Amending Chapter 16 to Implement a Regulatory Framework for Communications Facilities, including Wireless Facilities, and Utility Poles in the County's Rights-of-Way

<b>Review and Approval:</b>	Vincent S. Long, County Administrator Herbert W.A. Thiele, County Attorney
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator
<b>Lead Staff/ Project Team:</b>	Tony Park, Director of Public Works Charles Wu, County Engineer Jessica Icerman, Assistant County Attorney Nicki Paden, Management Analyst

### **Statement of Issue:**

This agenda item requests the Board conduct the first and only Public Hearing and to adopt the proposed Ordinance amending Chapter 16 of the County's Code, "Streets, Roads, and Public Ways," to implement a regulatory framework for communications facilities, including wireless facilities, and utility poles within the County's rights-of-way.

### **Fiscal Impact:**

This item has a fiscal impact to the County. The County is pre-empted under State law from charging a fee for the significant staff time to review these new permits. In addition, State law prescribes specific timeframes for the permits to be reviewed. State law allows communications providers to utilize County-owned poles for the placement of devices and allows the County to charge a maximum rate of \$150 per year for each pole utilized.

### **Staff Recommendation:**

Option #1: Conduct the first and only Public Hearing and adopt the proposed Ordinance amending Chapter 16 of the Code of Laws of Leon County, to implement a regulatory framework for communications Facilities, including wireless facilities, and utility poles, in the County's rights-of-way (Attachment #1).

## **Report and Discussion**

### **Background:**

On October 10, 2017, the Board held a public hearing on an ordinance amending Chapter 16 to implement a regulatory framework for communications facilities and utility poles within the rights-of-way ("ROW"). Following comments received from various members of the communications industry, the Board voted to not adopt the proposed ordinance and directed staff to continue to work with the industry on the ordinance. At that time, the Board also voted to extend the moratorium establishing a temporary cessation for the placement, construction or installation of wireless facilities in the ROW an additional 120 days (Attachment #2). The moratorium is set to expire on February 8, 2018.

Staff met with the industry on October 27, 2017, to discuss the issues raised during the Board's October 10th Public Hearing. After the meeting, staff made revisions to the proposed Ordinance and provided the industry with an opportunity to comment on the proposed revisions. As a result, the proposed Ordinance has been amended since the Board's October 10th Public Hearing. A discussion of the changes made can be found below.

The proposed Ordinance is one of the first in the State to implement the Advanced Wireless Infrastructure Deployment Act ("AWIDA") and is expected to be a model for other local governments.

### **Analysis:**

The AWIDA, approved by the 2017 Florida Legislature, grants wireless communications service providers and wireless infrastructure providers access to public ROW and utility poles owned by the County (Attachment #3). The AWIDA pre-empts the County from imposing certain regulations. Staff believes the proposed Ordinance complies with the AWIDA while also imposing reasonable location context, color, stealth, and concealment requirements.

Prior to and during the drafting of the proposed Ordinance, County staff created an interdepartmental/intergovernmental workgroup identified as the Cell Tower Workgroup. The Cell Tower Workgroup convened regularly from January to August 2017, and included staff from the County Attorney's Office, County Administration, Public Works, Development Support and Environmental Management, Talquin Electric Cooperative, City of Tallahassee ("COT") City Attorney's Office, COT Real Estate, COT Traffic Engineering and COT Electric. In addition, the Workgroup invited at-grade, below-grade, wireline, and wireless communication industry representatives to several meetings to provide comments, suggestions, and revisions regarding the proposed Ordinance. Industry participants included AnSCO & Associates, AT&T, CenturyLink, Comcast, Crown Castle, Electronet, Mobilitie, Uniti Fiber, and Verizon. As a result of the cooperation between the County, City, and industry, the proposed Ordinance is a balance of the needs of the industry as well as the needs of the community, to the extent permitted by law.

Title: First and Only Public Hearing to Consider an Ordinance Amending Chapter 16 to Implement a Regulatory Framework for Communications Facilities, including Wireless Facilities, and Utility Poles in the County's Rights-of-Way

December 12, 2017

Page 3

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The City also has a proposed Ordinance regulating communications facilities that is anticipated to go before the City Commissioners for consideration at a public hearing in January or February 2018. The City's proposed Ordinance is structured and organized differently than the County's proposed Ordinance and outlines a different appeal process. However, overall, the City's proposed Ordinance does not significantly vary from the County's Ordinance.

The County's proposed Ordinance amends Chapter 16 of the County's Code, "Streets, Roads, and Public Ways" to create a regulatory framework for the deployment of communications facilities and utility poles within the County's ROW. The proposed Ordinance was reviewed by an outside legal counsel to ensure legality and compliance with the AWIDA.

The proposed Ordinance was amended after the Board's October 10th public hearing to accommodate some concerns raised by the industry. Specifically, revisions include:

- Adding an intent and purpose section to Article IV, Section 16-80;
- Adding an applicability section to Section 16-100, Article V;
- Defining "Provider" to mean a Communications Services Provider, Wireless Infrastructure Provider, or Pass-through Provider, and changing terms within the Ordinance to use the term "Provider" throughout;
- Eliminating a one year registration restriction for a registrant that had their registration involuntarily terminated;
- Adding a requirement that new utility poles provide GPS coordinates at the time of the permit application;
- Eliminating a section on fines and instead direct all code violations to the Code Enforcement Board;
- Revising the performance bond to match wireless facility requirements with wireline facility requirements and allow for an optional blanket performance bond of no less than \$50,000;
- Providing a notification and appeal process prior to the County withdrawing funds from the security fund; and
- Revising the slim design (stealth design option) to allow for top-mounted antennas to exceed the supporting pole diameter by 6 inches.

The following sections provide an overview of each division of the revised and final proposed Ordinance.

#### **Article IV: Utility Placement within the Public Rights-of-way**

Article IV is an existing section in Chapter 16 of the Leon County Code of Laws. A new section was added to clarify that Article IV is applicable to all utilities other than communications facilities. The law remains unchanged for ROW use of utilities, such as water, sewer, gas, and electric.



### **Article V: Communications Facilities and Utility Poles within the Public Rights-of-way**

Article V is an entirely new article and applies to all communications facilities located within the County's ROW. The ROW is a physically limited resource and is critical to the travel and transport of persons and property. Additionally, it is crucial that the ROW is maintained such that travel is permitted in a safe and efficient manner. Article V seeks to regulate the ROW for use by communications facilities to ensure public safety, minimal inconvenience to the public, coordination of users, maximization of available space, reduction of maintenance costs and to facilitate entry of an optimal number of users.

#### *Division 1: In General*

##### Registration and Permit Conditions

Prior to becoming eligible to apply for a permit to place or maintain a communication structure in the County's ROW, all communications services providers, wireless infrastructure providers and pass-through providers (collectively referred to as "Providers") must register with the County. Registration requirements include the contact information, proof of insurance, and a copy of a certificate of authorization or public convenience and necessity provided by a state or federal authority. Upon registering and receiving a permit, the proposed Ordinance requires compliance with general conditions such as: ensuring the restoration of the ROW following the completion of construction; maintenance of equipment in accordance with industry standards; a right of inspection; and the immediate correction of harmful conditions. Upon failure to comply with the provisions provided in proposed Ordinance, the applicant risks the loss of the performance bond and/or security fund, and the suspension or termination of their registration or permit.

##### Performance Bond and Security Fund

The proposed Ordinance requires a performance bond in the face amount of the estimated costs of the ROW restoration from each applicant upon applying for a permit. The performance bond is non-cancelable for 90 days and is required to ensure the timeliness and quality of construction, and restoration of the ROW. A performance bond is not required if the estimated cost of restoration is less than \$2,500 and the applicant has a fully replenished security fund with the County.

Additionally, the proposed Ordinance requires applicants to file a security fund to be used as recovery for any fines that may be imposed by the Code Enforcement Board for violations of the proposed Ordinance and for damages or loss beyond the timeframe of construction, such as the cost to remove abandoned facilities. Applicants will be required to file a \$10,000 security fund in the form of cash deposit or an irrevocable letter of credit. To maintain compliance with the AWIDA and to prevent claims of discrimination, the proposed Ordinance requires a security fund to be filed by all communication providers, including those that already provide services in the County. The Workgroup deliberated with industry participants to identify an amount that would provide reasonable protection to the County without being cost prohibitive to Providers.

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Appeal process

In the event that an applicant is not satisfied with a decision made by the County Engineer, applicants may file a Petition within 30 days of receiving the final written decision. The Petition is referred to a special master or administrative law judge to hold a hearing and enter a recommended order approving, approving with conditions, or denying the decision that is subject to appeal. The recommended order is then presented to the Board at a public hearing to hear arguments by the parties, receive public comment, and to consider the recommended order.

The proposed Ordinance permits the County to contract with a special master or the Florida Division of Administrative Hearings (DOAH) for the assignment of an administrative law judge to conduct proceedings. The County currently maintains a contract with DOAH for appeals of development orders which will be expanded to include appeals in this section should the Board adopt the proposed Ordinance. The Board is bound to the findings of fact in the recommended order unless the Board determines that the facts are not supported by competent substantial evidence. The Board may modify the conclusions of law in the recommended order if it finds the application of law was erroneous. The Board enters a final order, with the final order being appealable to the circuit court by writ of certiorari.

*Division 2: At-grade, Below-grade, and Wireline Communication Facilities and Utility Pole Standards*

Permit Application Requirements and Review

The proposed Ordinance regulations all types of communications facilities within the ROW, including at-grade, below-grade and wireline communications facilities. Additionally, the AWIDA requires regulations for new utility poles supporting the collocation of small wireless facilities to be the same as regulations for all other types of utility poles. Therefore, the proposed Ordinance also regulates the placement of all types of utility poles within the ROW, including the placement of electric distribution poles placed by the City, Talquin Electric Cooperative, or Duke Electric. To ensure compliance with the proposed Ordinance, the County requires the following to be included in permit applications (if applicable):

- Engineering plan which includes:
  - Type of proposed facility, location, dimensions, height, footprint, stealth design and concealment features of the proposed facility;
  - Distances between the proposed facility or utility pole and nearby pavement, sidewalks, driveways, ramps, trees, underground utilities, and other above-grade and below-grade structures located within the County's ROW;
  - Sufficient specificity demonstrating compliance with the Florida Building Code the Florida Department of Transportation's Manual of Minimum Standards and, the Utility Accommodation Guide, and the National Electric Safety Code, as amended and as applicable;
  - The GPS coordinates of the proposed utility pole;

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- An attestation that the proposed facility or utility pole is to be located within the ROW; and
- Trees or landscaping to be removed or impacted upon the placement or maintenance of the proposed facility or utility pole.
- Description of installation or construction;
- Temporary sidewalk closure plan;
- Temporary maintenance of traffic plan;
- Restoration plan and cost of restoration of the ROW;
- Timetable for construction or installation;
- Indemnification;
- For new utility poles intended to support the collocation of small wireless facilities, an attestation that a wireless facility will be collocated on the proposed utility pole within nine months after the application is approved; and
- For new utility poles intended to support the collocation of small wireless facilities, information regarding the height of other utility poles located within 500 feet of the proposed location in the ROW; and
- Additional information as reasonably required to demonstrate compliance with law.

Within sixty days after the date of filing, the County Engineer must approve or deny the application. Upon receiving permit applications for at-grade, below-grade, and wireline facilities and utility poles, the County Engineer will have 30 days to provide the applicant a notice of deficiency by electronic mail and identify the missing information.

If an application is denied, the County Engineer must notify the applicant by electronic mail identifying the basis for denial. Upon receiving the notice of denial, the applicant will have 30 days to resubmit a revised application and the County Engineer will have 30 days within filing to approve or deny the revised submission.

The AWIDA requires new utility poles intended to support the collocation of small wireless facilities to follow the same timeframe as mandated for the review of small wireless facilities, which is a stricter application review timeframe.

#### Design/Height

As prescribed by the AWIDA and provided for in the proposed Ordinance, the height of utility poles intended to support the collocation of small wireless facilities are restricted to the tallest existing utility pole as of July 1, 2017, located in the ROW within 500 feet of the proposed deployment. If no utility pole exists within that scope, the structure shall not be higher than 50 feet. Additionally, the County may not create a minimum distance requirement between poles supporting small wireless facilities.

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The proposed Ordinance requires utility poles deployed in the ROW to be made of substantially the same material, color, design and diameter of existing utility poles in the same ROW. Applicants may apply for a waiver to this requirement; however, utility poles made of steel, concrete, or fiberglass and black or gray in color will not require a waiver.

#### Concealment

The proposed Ordinance prohibits signage and lighting on communications facilities, unless otherwise required by law or permitted by the County. Further, at-grade facilities must be located in an area with existing foliage or must be designed to appear similar to other at-grade facilities within the same ROW or must utilize a wrap. In some cases, the installation of new poles may provide an opportunity for the County to install street lighting with the consent of the applicant.

#### Location Context

The proposed Ordinance requires at-grade, below-grade, and wireline facilities and utility poles to be placed in safe locations that do not interfere with traveling public while imposing objective design standards with an intent of maximizing aesthetic compatibility with surrounding neighborhoods. The proposed Ordinance requires these facilities to be placed at the farthest distance practicable from the edge of pavement unless there is a designated corridor within the ROW for such a facility. Utility Poles may not be placed in areas that will significantly impair views from principal structures. Utility poles are strongly encouraged to be placed equidistant between existing utility poles and at the common property line on residential blocks.

If the placement of a facility or utility pole results in tree removal, as defined by the Environmental Management Act ("EMA"), then the applicant must submit additional information with the permit application so the County Engineer or Development Review Committee ("DRC") may consider whether the tree may be removed. Specifically, the applicant must provide additional information and documentation in accordance with Sections 10-4.206(b)(2) and 10-4.206(c)(1) if the tree removal is within a Canopy Roads Protection Zone ("CRPZ") or Section 10-4.206(c)(1) if the tree removal is not within a CRPZ.

The tree removal will be reviewed when a ROW permit is submitted to Leon County Public Works. A separate Environmental Management Permit is not required. An applicant must comply with Section 10-4.364 for any tree removals outside of a CRPZ. Section 10-4.364 requires applicants to meet certain conditions for the removal of protected trees. Additionally, the applicant must develop a mitigation plan. The proposed Ordinance provides the County Engineer with the ability to review, approve, or deny the proposed tree removal through the issuance of the ROW permit.

Similarly, all tree removals within the CRPZ are required to comply with the conditions outlined in Section 10-4.206(b)(5) and to create a mitigation plan in accordance with Section 10-4.364. Pursuant to the EMA, the DRC shall review the tree removal and mitigation plan for tree removals within the CRPZ. Although the Canopy Roads Citizens Committee is not involved in the review of applications for permits related to infrastructure and utility projects, staff intends to

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keep the Committee apprised of the activities occurring within the CPRZ. Staff met with the Canopy Roads Citizens Committee on November 15, 2017, to discuss the proposed Ordinance and its potential impacts on the CRPZ.

Overall, the proposed Ordinance requires tree removals within the ROW to comply with the EMA.

#### Permit Conditions

Proposed at-grade, below-grade, wireline and utility pole placement will be reviewed by the County Engineer in consideration of the following standards and minimum requirements:

- Sufficiency of space to accommodate present and pending application for use of the ROW;
- Sufficiency of space to accommodate the need for projected public improvements;
- Impact on traffic and pedestrian safety; and
- Compliance with applicable laws, including the EMA and the design/height, concealment, and location context requirements.

#### *Division 3: Wireless Facilities Standards*

#### Permit Application Requirements and Review

Division 3 of the proposed Ordinance applies to wireless facilities proposed to be located within the County's ROW. Only small wireless facilities and micro wireless facilities may be placed within the ROW. Towers, as opposed to utility poles, are not permitted within the ROW.

Prior to deploying a wireless facility in the ROW, an applicant must submit a permit application unless an exemption applies. Staff anticipates a high level of permit applications immediately following the adoption of an ordinance.

All permit applications must include the following (if applicable):

- Engineering plan that is signed and sealed by a Florida licensed professional engineer, including:
  - The type, dimensions, volume, height, footprint, stealth design and concealment features and location of the proposed wireless facility;
  - The type of existing structure, repurposed structure or utility pole intended to support the collocation of a small wireless facility and documentation showing the structure can support the additional load;
  - The distance of the proposed Small Wireless Facility, including ground-mounted equipment, and nearby pavement, sidewalks, driveways, ramps, trees, underground utilities and other above-grade and below-grade structures and utilities;
  - The GPS coordinates of the proposed small wireless facility;

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- Sufficient specificity demonstrating compliance with the Florida Building Code and other applicable codes, including but not limited to the National Electric Safety Code; and
  - Trees and landscaping proposed to be removed or impacted by the placement of the small wireless facility.
- Description of installation or construction;
  - Pole Attachment Agreement (for collocation on private utility poles);
  - Description of stealth design;
  - Temporary sidewalk closure plan;
  - Maintenance of traffic plan;
  - Restoration plan and cost of restoration of the public ROW;
  - Timetable for construction or installation; and
  - Indemnification.

As provided by the AWIDA, the County Engineer will be subject to strict application review timeframes. Applicants will also be able to submit a consolidated permit application to receive a single permit for the collocation of up to 30 wireless facilities at one time and under the same strict application review timeframes. The anticipated volume of applications will require significant staff time to review permits, conduct site visits, and input data for the tracking of these facilities, all within the State-mandated truncated timeframe.

Specifically, the County Engineer must provide a notice of application deficiency within 14 days of the application date or the application will be deemed complete. Similarly, the County has 14 days to propose an alternative location for the proposed wireless facility. Should the County proposed an alternate location, the AWIDA provides that the County and provider may negotiate for no more than 30 days on the location and other standards. If the proposed alternate location is rejected by the applicant, the County has 90 days from the date of the application to grant or deny the permit. If the proposed alternate location is accepted by the applicant or if the negotiation period is not utilized by the County, the County Engineer has 60 days to approve or deny an application or the application will be deemed approved. If the negotiation period is not utilized, this 60 day window may be mutually extended. Should the County Engineer deny a permit, the applicant has 30 days to resubmit a revised permit application. The County Engineer then has 30 days to review the revised application but is limited in scope of review to only those reasons for which the denial was based.

When reviewing consolidated applications, the County may separately deny or identify missing information for each individual collocation included in the application.

### Design

The proposed Ordinance provides three options of stealth design, by order of preference. If an applicant is not able to utilize any of the proposed stealth design options, the applicant must

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obtain a waiver. Preferred stealth design option 1 requires all wires, cables, and equipment to be placed within the utility pole or covered with a shroud or conduit that is similar to the color of the utility pole and the use of a slim design limiting the exterior dimensions for small wireless facilities. Preferred stealth design option 2 requires all wires, cables, and equipment to be placed within the utility pole or covered with a shroud or conduit that is similar to the color of the utility pole and the use of a street light fixture to camouflage the small wireless facility. Preferred stealth design option 3 requires all wires, cables, and equipment to be placed within the utility pole or covered with a shroud or conduit that is similar to the color of the utility pole and the use of a decorative wrap pre-approved by the County.

### Concealment

The proposed Ordinance prohibits signage and lighting on communications facilities, unless otherwise required by law or permitted by the County. Further, ground-mounted equipment associated with a small wireless facility must be located in an area with existing foliage or must be designed to appear similar to other at-grade facilities within the same County ROW or may use a wrap. Further, all ground-mounted equipment must be located within a 10 foot radius of the supporting structure for the small wireless facility.

### Height

A small wireless facility, including any attached antennas, may not exceed 10 feet above the supporting structure upon which the Small Wireless Facility is collocated.

### Location Context

A small wireless facility is prohibited to be placed in a location subject to homeowners' association restrictions unless said restrictions permit the facility. Further, small wireless facilities must comply with nondiscriminatory undergrounding requirements that prohibit aboveground structures within the ROW. In accordance with AWIDA, small wireless facilities must be allowed to collocate on poles located on canopy roads since regulations relating to communication service providers must be generally nondiscriminatory and competitively neutral. Additionally, local regulations may not prohibit or have the effect of prohibiting communications services. As a result of these restrictions on what and how a local government may regulate, the County cannot enact a blanket prohibition on communications facilities, specifically small wireless facilities, from the CRPZ. Any attempted blanket prohibition of communications facilities on canopy roads would likely lead to litigation with the industry.

If the placement of a facility or utility pole results in tree removal, as defined by the Environmental Management Act ("EMA"), then the applicant must submit additional information with the permit application so the County Engineer or Development Review Committee ("DRC") may consider whether the tree may be removed. Specifically, the applicant must provide additional information and documentation in accordance with Sections 10-4.206(b)(2) and 10-4.206(c)(1) if the tree removal is within a CRPZ or Section 10-4.206(c)(1) if the tree removal is not within a CRPZ.

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The tree removal will be reviewed when a ROW permit is submitted to Leon County Public Works. A separate Environmental Management Permit is not required. An applicant must comply with Section 10-4.364 for any tree removals outside of a CRPZ. Section 10-4.364 requires applicants to meet certain conditions for the removal of protected trees. Additionally, the applicant must develop a mitigation plan. The proposed Ordinance provides the County Engineer with the ability to review, approve, or deny the proposed tree removal through the issuance of the ROW permit.

Similarly, all tree removals within the CRPZ are required to comply with the conditions outlined in Section 10-4.206(b)(5) and to create a mitigation plan in accordance with Section 10-4.364. Pursuant to the EMA, the DRC shall review the tree removal and mitigation plan for tree removals within the CRPZ. Although the Canopy Roads Citizens Committee is not involved in the review of applications for permits related to infrastructure and utility projects, staff intends to keep the Committee apprised of the activities occurring within the CRPZ. Staff met with the Canopy Roads Citizens Committee on November 15, 2017, to discuss the proposed Ordinance and its potential impacts on the CRPZ.

Overall, the proposed Ordinance requires tree removals within the ROW to comply with the EMA.

#### Collocation

Applicants may request to collocate wireless facility equipment on a County owned pole in the ROW. Upon permit approval, applicants will be charged \$150 per pole annually which will be due and payable on April 1 each year.

#### Permit Conditions

Pursuant to the AWIDA, the County Engineer may only deny a proposed collocation of a small wireless facility in the ROW if the proposed Collocation:

- Materially interferes with the safe operation of traffic control equipment;
- Materially interferes with sight lines or clear zone standards and specifications for transportation, pedestrians, or public safety purposes;
- Materially interferes with compliance with the Americans with Disabilities Act;
- Materially fails to comply with the 2010 edition of the Florida Department of Transportation Utility Accommodation Manual; or
- Fails to comply with the Code.

#### **Conclusion**

The proposed Ordinance is the result of the cooperation of County and City staff and members of the industry. The proposed Ordinance balances the needs of the industry with the needs of the community, to the extent permitted by law.



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The Notice of Public Hearing was timely published in accordance with Sections 125.66 and 337.401, Florida Statutes (Attachment #4).

**Options:**

1. Conduct the first and only Public Hearing and adopt the proposed Ordinance amending Chapter 16 of the Code of Laws of Leon County, to implement a regulatory framework for communications facilities, including wireless facilities, and utility poles, in the County's rights-of-way (Attachment #1).
2. Conduct the first and only Public Hearing and do not adopt the proposed Ordinance amending Chapter 16 of the Code of Laws of Leon County, to implement a regulatory framework for communications facilities, including wireless facilities, and utility poles, in the County's rights-of-way.
3. Board direction.

**Recommendation:**

Option #1.

**Attachments:**

1. Proposed Ordinance
2. Resolution 17-24
3. Advanced Wireless Infrastructure Deployment Act, Chapter No. 2017-136
4. Legal advertisement

ORDINANCE NO. 2017- \_\_\_\_\_

AN ORDINANCE OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, AMENDING CHAPTER 16, OF THE CODE OF LAWS OF LEON COUNTY, FLORIDA, ENTITLED "STREETS, ROADS AND PUBLIC WAYS"; RENAMING ARTICLE IV OF CHAPTER 16 AS "UTILITY PLACEMENT WITHIN THE PUBLIC RIGHTS-OF-WAY," AND AMENDING PROVISIONS THEREIN; ADDING A NEW ARTICLE V TO CHAPTER 16 TO BE ENTITLED "COMMUNICATIONS FACILITIES AND UTILITY POLES WITHIN THE PUBLIC RIGHTS-OF-WAY," TO INCLUDE DIVISION 1 "IN GENERAL," DIVISION 2 "AT-GRADE FACILITY, BELOW-GRADE FACILITY, WIRELINE FACILITY, AND UTILITY POLE STANDARDS," AND DIVISION 3 "WIRELESS FACILITY STANDARDS"; AMENDING SECTION 10-6.812, ENTITLED "COMMUNICATION ANTENNAS AND COMMUNICATION ANTENNA SUPPORT STRUCTURES"; PROVIDING FOR SEVERABILITY; PROVIDING FOR CONFLICTS; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, this Ordinance promotes the public health, safety and general welfare by regulating the siting of communications facilities and utility poles within the public rights-of-way; and

WHEREAS, this Ordinance accommodates the growing needs and demand for communications services; and

WHEREAS, this Ordinance seeks to expressly address new communications facilities technologies, while also protecting, preserving, and maintaining the aesthetic character of areas where such rights-of-way exist; and

WHEREAS, Section 337.401, *Florida Statutes*, addresses *inter alia*, the authority of local governments to regulate the placement and maintenance of communications facilities in the public rights-of-way; and

WHEREAS, rules and regulations imposed by a local government relating to communications service providers that desire to place or maintain communications facilities in its rights-of-way must be generally nondiscriminatory and competitively neutral; and

WHEREAS, Section 337.401(3)(g), *Florida Statutes*, provides that a local government may not use its authority over the placement of facilities in its rights-of-way as a basis for asserting or exercising regulatory control over a provider of communications services regarding matters within the exclusive jurisdiction of the Florida Public Service Commission or Federal Communications Commission, including, but not limited to, the operations, systems, qualifications, services, service quality, service territory, and prices of a provider of communications services; and

1           WHEREAS, Section 337.401(7), *Florida Statutes*, addresses *inter alia*, the authority of local  
2 governments to adopt by ordinance objective design standards requiring a small wireless facility to  
3 meet reasonable location context, color, stealth, and concealment requirements, objective design  
4 standards requiring a new utility pole intended to support the collocation of small wireless facilities  
5 that replaces an existing facility to be of substantially similar design, material, and color, and  
6 reasonable spacing requirements concerning the location of ground-mounted equipment; and  
7

8           WHEREAS, Section 337.401(7)(d)(12), *Florida Statutes*, provides that a local government  
9 may adopt by ordinance provisions for placement of communications facilities in the rights-of-way  
10 for insurance coverage, indemnification, performance bonds, security funds, force majeure,  
11 abandonment, county liability, and county warranties provided such provisions are reasonable and  
12 nondiscriminatory; and  
13

14           WHEREAS, it is the County's intent to exercise its authority over communications services  
15 providers, wireless infrastructure providers and pass-through providers' placement and maintenance  
16 of communications facilities in County rights-of-way; and  
17

18           WHEREAS, it is the County's further intent to treat each such communications services  
19 provider in a reasonable, nondiscriminatory and competitively neutral manner in exercising such  
20 authority; and  
21

22           WHEREAS, the County's rights-of-way are essential for the travel of persons and the  
23 transport of goods throughout the County and are a unique and physically limited resource requiring  
24 proper management by the County in order to ensure public safety, maximize efficiency, minimize  
25 costs to County taxpayers for the foregoing uses, reasonably balance the potential inconvenience to  
26 and negative effects upon the public from the placement and maintenance of communications  
27 facilities in the rights-of-way against the substantial benefits that accrue from such placement and  
28 maintenance, and promote the public health, safety and general welfare; and  
29

30           WHEREAS, it is the County's intent to implement the Advanced Wireless Infrastructure  
31 Deployment Act as provided in Section 337.401(7), *Florida Statutes*; and  
32

33           WHEREAS, it is the further intent of the County to exercise its authority to adopt reasonable  
34 and nondiscriminatory rules and regulations to the fullest extent allowed by Federal and State law;  
35 and  
36

37           WHEREAS, the County adopted Resolution 01-14 thereby electing to increase the  
38 Communications Services Simplified Tax rate in lieu of collecting permit fees from providers of  
39 communications services; and  
40

41           WHEREAS, the County has reviewed its Ordinances, and has received input from  
42 representatives of the communications service industry and other interested stakeholders, and as a  
43 result of the foregoing has concluded that the County Code must be updated, in conformance with  
44 Federal and State laws and rules, in order to adequately regulate the County's rights-of-way  
45 regarding placement and maintenance of utility infrastructure, and existing, new and expanded  
46 communications facilities in the County's rights-of-way; and

1  
2 WHEREAS, adoption of the following Ordinance is necessary to satisfy the above objectives.  
3  
4

5 NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF COUNTY  
6 COMMISSIONERS OF LEON COUNTY, FLORIDA, that:  
7

8 **SECTION 1.** Chapter 16, Article IV of the Code of Laws of Leon County, Florida, is hereby  
9 renamed "Utility Placement Within the Public Rights-of-way" and amended to read as follows:  
10

11 **ARTICLE IV. UTILITY PLACEMENT WITHIN THE PUBLIC RIGHTS-OF-WAY**  
12

13 **Sec. 16-80. Intent, Purpose and Applicability.**  
14

15 The County hereby declares as a legislative finding that the public rights-of-way within the  
16 County are a unique and physically limited resource that are critical to the travel and transport of  
17 persons and property within the County; that the public rights-of-way must be managed and  
18 controlled in a manner that enhances the health, safety and general welfare of the County and its  
19 citizens; and that the use and occupancy of the public rights-of-way by providers of public utilities  
20 must be subject to regulation to ensure public safety, minimal inconvenience to the public,  
21 coordination of uses, maximization of available space, reduction of maintenance and costs to the  
22 public, and to facilitate entry of an optimal number of providers of public utilities, and other services  
23 in the public interest.  
24

25 It is the intent of the County to promote the public health, safety and general welfare by:  
26 adopting and administering reasonable rules, regulations and general conditions not inconsistent with  
27 State and federal law, including Section 337.401, Florida Statutes, as amended, and other federal and  
28 State law; minimizing disruption to the Public Rights-of-way; and requiring the restoration of the  
29 Public Rights-of-way to the original condition.  
30

31 This Article shall apply to any public or private entity who seeks to construct, maintain,  
32 repair, operate, and/or remove lines for the transmission of public utilities that are not providing  
33 communications services as defined in Section 202.11(1), F.S., under, on, over, across, or within the  
34 public rights-of-way, including but not limited to water, sewage, gas, power, and television, or as  
35 regulated by a franchise, as applicable. The transmission of communications services, as defined in  
36 Section 202.11(1), F.S., or the construction, placement, installation, maintenance or operation a  
37 communications facility or utility pole in the public rights-of-way, shall be governed by the  
38 provisions of Chapter 16, Article V.  
39

40 **Sec. 16-81. Permit Required.**  
41

42 In accordance with Section F.S. § 125.42, F.S., any person who desires to construct, maintain,  
43 repair, operate, or remove lines for the transmission of water, sewage, gas, power, ~~telephone,~~ other  
44 public utilities, and television under, on, over, across, or within the right-of-way limits of ~~and along~~  
45 any eCounty highway or any public road or highway acquired by the eCounty or public by purchase,  
46 gift, devise, dedication, or prescription shall be required to obtain a license from the eCounty, ~~or if~~

1 ~~providing communications services to register with the county in accordance with the provisions of~~  
2 ~~this article.~~

3  
4 **Sec. 16-82. Provisions of License.**

5  
6 Any such license granted by the eCounty ~~or registration filed with the county~~ shall contain  
7 adequate provisions:

- 8  
9 (1) To prevent the creation of any obstructions or conditions which are or may become  
10 dangerous to the traveling public;  
11  
12 (2) To require the licensee ~~and/or registrant~~ to repair any damage or injury to the road or  
13 highway created during the installation of a utility facility and to repair said road or highway  
14 promptly, restoring ~~the same~~ it to a condition at least equal to that immediately prior to the  
15 infliction of such damage or injury;  
16  
17 (3) Whereby the licensee ~~and/or registrant~~ shall hold the Board of County Commissioners of  
18 Leon County, Florida, members and officers, agents, and employees thereof harmless from  
19 the payment of any compensation or damages resulting from the exercise of the privileges  
20 granted in any instrument creating such license ~~and/or by being required to register with the~~  
21 county; and  
22  
23 (4) As may be reasonably necessary for the protection of the eCounty and the public.  
24

25 **Sec. 16-83. When bond may be required.**

26  
27 The ~~Board of County Commissioners~~ County Administrator or designee may require the licensee  
28 ~~and/or registrant~~ permittee to furnish performance bonds, maintenance bonds, and/or a security fund  
29 ~~cash bonds~~ to ensure compliance with the provisions of this aArticle.

30  
31 **Sec. 16-84. Fees authorized.**

32  
33 The Board of County Commissioners may adopt by resolution a fee schedule relating to is  
34 ~~hereby authorized to charge reasonable fees for the issuance of licenses hereunder and utility~~  
35 ~~placement permits, such fees to be established in accordance with section 16-87.~~

36  
37 **Sec. 16-85. Term of license.**

38  
39 A license under this aArticle may be granted in perpetuity or for a term of years, subject,  
40 however, to termination by the eCounty. The renewal of any license granted hereunder may be ~~by~~  
41 authorized by the eCounty aAdministrator, or his or her designee. ~~A utility required to file a~~  
42 ~~registration hereunder, shall be required to update said registration annually.~~  
43  
44  
45

1 **Sec. 16-86. Moving or removal of utility lines.**

2  
3 In the event of widening, ~~or~~ repair, or reconstruction of any road, the licensee ~~or registrant~~ shall  
4 move or remove any water, gas, sewage, power, ~~telephone,~~ and other utility lines and video service  
5 lines, communications services, and television facilities at no cost to the eCounty should they be  
6 found by the County to be interfering, except as provided in Section 337.403, F.S., as amended.  
7

8 **Sec. 16-87. Authority to implement article.**

9  
10 The ~~Board of County Commissioners~~ County Administrator or designee is authorized to  
11 adopt, modify, and repeal rules and regulations to carry out the intent and purposes of this ~~a~~Article to  
12 the extent allowed by law. A rights-of-way manual shall be developed by the County to outline  
13 engineering requirements and procedures for the placement and maintenance of utilities within the  
14 Leon County rights-of-way. This rights-of-way manual shall be separately approved and adopted by  
15 resolution of the Board of County Commissioners.  
16

17 **Sec. 16-88. Noncompliance unlawful.**

18  
19 It shall be unlawful for any person to construct, maintain, repair, operate, or remove lines for the  
20 transmission of water, sewage, gas, power, ~~telephone,~~ other public utilities, communications services,  
21 and television under, on, over, across, or within the right-of-way limits of and along any road  
22 described in Ssection 16-81 above without fully complying with this ~~a~~Article or the rules and  
23 regulations promulgated hereunder.  
24

25 **Sec. 16-89. Penalty.**

26  
27 Any person violating this ~~a~~Article or the rules and regulations promulgated hereunder shall  
28 be punished as provided in Ssection 1-9.  
29

30 **SECTION 2.** Chapter 16 of the Code of Laws of Leon County, Florida, is hereby amended to create  
31 a new article to be numbered Article V and entitled “Communications Facilities and Utility Poles  
32 Within the Public Rights-of-way,” which shall hereafter read as follows:  
33

34 **ARTICLE V. COMMUNICATIONS FACILITIES AND UTILITY POLES WITHIN THE**  
35 **PUBLIC RIGHTS-OF-WAY**

36  
37 **Division 1. In General.**  
38

39 **Sec. 16-100. Intent, purpose and applicability.**

40  
41 The County hereby declares as a legislative finding that the Public Rights-of-way within the  
42 County are a unique and physically limited resource that are critical to the travel and transport of  
43 persons and property within the County; that the Public Rights-of-way must be managed and  
44 controlled in a manner that enhances the health, safety and general welfare of the County and its  
45 citizens; and that the use and occupancy of the Public Rights-of-way by Providers must be subject to

1 regulation to ensure public safety, minimal inconvenience to the public, coordination of uses,  
2 maximization of available space, reduction of maintenance and costs to the public, and to facilitate  
3 entry of an optimal number of providers of cable, Communications Services, and other services in the  
4 public interest.  
5

6 It is the intent of the County to promote the public health, safety and general welfare by:  
7 providing for the Placement or Maintenance of Communications Facilities in the Public Rights-of-  
8 way; adopting and administering reasonable rules, regulations and general conditions not inconsistent  
9 with State and federal law, including Section 337.401, Florida Statutes, as amended, and in  
10 accordance with the provisions of the Federal Telecommunications Act of 1996, as applicable, and  
11 other federal and State law; establishing reasonable rules, regulations and general conditions  
12 necessary to manage the Placement and Maintenance of Communications Facilities in the Public  
13 Rights-of-way by all Providers; minimizing disruption to the Public Rights-of-way; and requiring the  
14 restoration of the Public Rights-of-way to the original condition.  
15

16 This Article shall apply to any Person who seeks to transmit Communications Services or to  
17 Construct, Place, install, Maintain or operate a Communications Facility or Utility Pole in the Public  
18 Rights-of-way, unless otherwise exempt by operation of Applicable Codes, or State or federal laws or  
19 regulations.  
20

21 Persons seeking to Place or Maintain Communications Facilities on private property or other  
22 property to which the City, County, State, or Federal Government has a fee simple or leasehold  
23 interest in real property, outside of and exclusive of the Public Rights-of-way, located within the  
24 jurisdictional boundaries of the County, shall comply with the provisions of Section 10-6.812 to the  
25 extent it applies.  
26

27 **Sec. 16-101. Authority to implement Article.**  
28

29 The County Administrator is authorized to adopt, modify, and repeal rules and regulations to  
30 carry out the intent and purposes of this Article. A Rights-of-way Manual shall be developed by the  
31 County to outline engineering requirements and procedures for the Placement and Maintenance of  
32 Communications Facilities and Utility Poles within the Public Rights-of-way. This Rights-of-way  
33 Manual shall be separately approved and adopted by resolution of the Board of County  
34 Commissioners.  
35

36 **Sec. 16-102. Definitions.**  
37

38 For purposes of this Article, the following terms, phrases, words and their derivations shall  
39 have the meanings given. Where not inconsistent with the context, words used in the present tense  
40 include the future tense, words in the plural number include the singular number, and words in the  
41 singular number include the plural number. Words not otherwise defined shall be construed to have  
42 their common and ordinary meaning.  
43

44 *Abandonment or Abandoned* means the cessation of all uses of a Communications Facility or  
45 Utility Pole for a period of one hundred eighty (180) or more consecutive days provided this term

1 shall not include the cessation of all use of a Communications Facility within a physical structure  
2 where the physical structure continues to be used for some purpose or use accessory to the  
3 Communications Facility. By way of example, cessation of all use of a cable within a conduit, where  
4 the conduit continues to be used for some purpose or use accessory to the Communications Facility,  
5 shall not constitute *Abandonment* of a Communications Facility. A Wireless Infrastructure Provider's  
6 failure to have a Wireless Service Provider provide service through a Small Wireless Facility  
7 collocated on a Utility Pole within nine (9) months after the application is approved in accordance  
8 with Section 337.401(7)(j), F.S., shall constitute *Abandonment*. The terms *Abandonment* or  
9 *Abandoned* are not intended to include a Service Drop from a potential or existing customer in the  
10 event the Provider reasonably anticipates future use of the Service Drop.

11  
12 *Abut*, when used in conjunction with a Lot, Parcel or Public Rights-of-way, means a Lot,  
13 Parcel or Public Rights-of-way that shares all or a part of a common lot line or boundary line with  
14 another Lot, Parcel or Public Rights-of-way.

15  
16 *Adjacent Properties* or *Properties Adjacent* means (i) those Lots or Parcels that Abut another  
17 Lot, Parcel or Public Rights-of-way that is contiguous to a Communications Facility site or proposed  
18 site and (ii) the Lots, Parcels or Public Rights-of-way that would be contiguous to Lots, Parcels or  
19 Public Rights-of-way but for an intervening Public Rights-of-way.

20  
21 *Antenna* means communications equipment that transmits or receives electromagnetic radio  
22 frequency signals used in providing Wireless Services.

23  
24 *Applicable Codes* means uniform building, fire, electrical, plumbing, or mechanical codes  
25 adopted by a recognized national code organization or local amendments to those codes enacted  
26 solely to address threats of destruction of property or injury to persons, or local codes or ordinances  
27 adopted to implement Section 337.401(7), F.S. The term includes objective design standards adopted  
28 by ordinance that may require a new Utility Pole intended to support the Collocation of a Small  
29 Wireless Facility that replaces an existing pole to be of substantially similar design, material and  
30 color or that may require reasonable spacing requirements concerning the location of ground-  
31 mounted equipment. The term includes objective design standards adopted by ordinance that may  
32 require a small wireless facility to meet reasonable location context, color, stealth, and concealment  
33 requirements.

34  
35 *Applicant* means any Person who submits an application to the County for an effective  
36 Registration or a Permit to Place or Maintain a Communications Facility or Utility Pole within the  
37 Public Rights-of-way.

38  
39 *As-built Plans* means a set of drawings in a format as specified by the County Engineer  
40 submitted by the Applicant upon completion of a project which drawings reflect all changes to  
41 original plans made during the construction process, and show the exact dimensions, geometry and  
42 location of all elements of the work completed under the Permit.

43  
44 *At-grade Facility* means a Communications Facility, the structure of which is affixed to the  
45 ground at-grade with a portion of the structure extending vertically above grade. At-grade Facilities  
46 may also, but need not necessarily, extend vertically below grade. Utility Poles and ground-mounted



1 equipment installed as part of a Small Wireless Facility shall not be considered At-grade Facilities.  
2

3 *Authority Utility Pole* means a Utility Pole owned by the County and is located within the  
4 Public Rights-of-way. This term does not include a Private Utility Pole.  
5

6 *Below-grade Facility* means a Communications Facility, including manholes or access points,  
7 that are entirely contained below-grade within the Public Rights-of-way. A Below-grade Facility is a  
8 type of Wireline Facility.  
9

10 *Board or Board of County Commissioners* means the Board of County Commissioners of  
11 Leon County, Florida.  
12

13 *Canopy Road Tree Protection Zones* shall have the meaning ascribed to it in Section 10-  
14 1.101.  
15

16 *City* means, as indicated by the context used, either Tallahassee, Florida, as a geographic  
17 location, or Tallahassee, Florida, a Florida municipal corporation, as a legal entity.  
18

19 *Code* means the Code of Laws of Leon County, Florida.  
20

21 *Code Enforcement Board* shall mean the Leon County Code Enforcement Board created by  
22 Article II of Chapter 6, Leon County Code of Laws.  
23

24 *Collocation or Collocate* means to install, mount, Maintain, modify, operate, or replace one or  
25 more Wireless Facilities on, under, within, or adjacent to a Utility Pole. The term does not include the  
26 installation of a new Utility Pole in the Public Rights-of-way.  
27

28 *Communications Facility* means any tangible thing located in the Public Rights-of-way that  
29 may be used to deliver, route, receive, transmit, amplify or distribute Communications Services.  
30 Multiple cables, conduits, strands, or fibers located within same conduit shall be considered one  
31 Communications Facility. This term includes Wireless Facilities and Wireline Facilities.  
32

33 *Communications Services* means the transmission, conveyance, or routing of voice, data,  
34 audio, video, or any other information or signals, including video services, to a point, or between or  
35 among points, by or through any electronic, radio, satellite, cable, optical, microwave, or other  
36 medium or method now in existence of hereafter devised, regardless of the protocol used for such  
37 transmission or conveyance. The term includes such transmission, conveyance, or routing in which  
38 computer processing applications are used to act on the form, code, or protocol of the content for  
39 purposes of transmission, conveyance, or routing without regard to whether such service is referred  
40 to a voice-over-internet-protocol services or is classified by the Federal Communications  
41 Commission as enhanced or value-added. Notwithstanding the forgoing, the term does not include:  
42

- 43 (a) Information services;
- 44 (b) Installation or maintenance of wiring or equipment on a customer's premises;
- 45 (c) The sale or rental of tangible personal property;
- 46 (d) The sale of advertising, including, but no limited to, directory advertising;

- 1 (e) Bad check charges;
- 2 (f) Late payment charges;
- 3 (g) Billing and collection services; or
- 4 (h) Internet access service, electronic mail service, electronic bulletin board service, or
- 5 similar online computer services.

6  
7 *Communications Services Provider* means any Person providing Communications Services  
8 through the Placement or Maintenance of a Communications Facility in the Public Rights-of-way,  
9 including without limitation, wireline telecommunication providers and Wireless Service Providers.

10  
11 *Communications Services Tax* means the local tax authorized to be levied and collected by  
12 counties and municipalities upon Communications Services Providers for Communications Services,  
13 pursuant to Section 202.19, F.S., as amended.

14  
15 *Consolidated Permit Application* means a single Permit application that would otherwise  
16 require individual Permit applications for the Collocation of between two (2) and thirty (30) Small  
17 Wireless Facilities on Existing Structures within the Public Rights-of-way.

18  
19 *Construct* or *Construction* means to construct, install, Place, or excavate Utility Poles,  
20 Communications Facilities, Utilities, facilities, or other physical structures on, above, within or under  
21 any part of the Public Rights-of-way.

22  
23 *County* means, as indicated by the context used, either Leon County, Florida, as a geographic  
24 location, or Leon County, Florida, a charter county and political subdivision of the State of Florida, as  
25 a legal entity.

26  
27 *County Administrator* means the chief administrative officer of the County. The term *County*  
28 *Administrator* also includes his or her designee.

29  
30 *County Engineer* means the licensed engineer designated by the Board of County  
31 Commissioners to furnish engineering assistance for the administration of these regulations. For the  
32 purposes of this Article, the term County Engineer shall also include his or her designee.

33  
34 *Day(s)* means, for purposes of computing any period of time expressed in day(s) in this  
35 Article, the day of the act, event or default from which the designated period of time begins to run  
36 shall not be included and the last day of the period so computed shall be included unless it is a  
37 Saturday, Sunday, or legal holiday, in which event the period shall run until the end of the next day  
38 which is neither a Saturday, Sunday, or legal holiday.

39  
40 *Development Review Committee* means the committee established in Section 10-2.301.

41  
42 *Existing Structure* means a Utility Pole within the Public Rights-of-way that exists at the time  
43 an application to Place a Communications Facility on that Utility Pole is filed with the County. The  
44 term includes Repurposed Structures. The term does not include At-grade Facilities, Below-grade  
45 Facilities, or Wireline Facilities. An Existing Structure is not transformed into a Communications  
46 Facility by the Collocation of a Wireless Facility.

1  
2        *Florida Building Code* means the Florida Building Code promulgated under Chapter 553,  
3 F.S., and includes the Leon County amendments thereto as both may be amended.

4  
5        *Graffiti* means any inscriptions, word, figure, painting or other defacement that is written,  
6 marked, etched, scratched, sprayed, drawn, painted or engraved on or otherwise affixed to any  
7 Communications Facility whether or not authorized by the Registrant of the Communications  
8 Facility. A Wrap shall not be considered Graffiti.

9  
10        *Homeowners' Association (HOA)* means an incorporated entity in a subdivision, planned  
11 community or condominium development that makes rules for the properties within its jurisdiction  
12 and usually maintains and operates property owned by the HOA.

13  
14        *In the Public Rights-of-way* means across, above, within, on or under the Public Rights-of-  
15 way.

16  
17        *Lot* means a designated Parcel of land established by plat, subdivision, or as otherwise  
18 permitted by law, to be used, developed, or built upon as a unit.

19  
20        *Micro Wireless Facility* means a Small Wireless Facility having dimensions no larger than  
21 twenty-four (24) inches in length, fifteen (15) inches in width, and twelve (12) inches in height and  
22 an exterior Antenna, if any, no longer than eleven (11) inches.

23  
24        *Parcel* means any piece of real property that has a single parcel identification number  
25 assigned to it by the Leon County Property Appraiser.

26  
27        *Pass-through Provider* means any Person who Places or Maintains a Communications  
28 Facility in the Public Rights-of-way and who does not remit Communications Services Tax.

29  
30        *Permit* means the Public Rights-of-way permit that must be obtained before a Person may  
31 Construct, Place, install, or Maintain Communications Facilities or Utility Poles in the Public Rights-  
32 of-way and shall include, but not be limited to, Rights-of-way engineering and construction permits  
33 issued by the County Engineer.

34  
35        *Person* means any natural person or corporation, business association or other business entity,  
36 including, but not limited to a partnership, a sole proprietorship, a political subdivision, a public or  
37 private agency of any kind, a utility, a successor or assign of any of the foregoing or any other legal  
38 entity and shall include the County to the extent the County acts as a Communications Services  
39 Provider.

40  
41        *Place or Maintain or Placement or Maintenance or Placing or Maintaining* means to erect,  
42 Construct, install, extend, expand, remove, occupy, locate, relocate, or significantly alter the  
43 configuration of a Communications Facility or Utility Pole. A Person who owns or exercises physical  
44 control to maintain and repair is *Placing or Maintaining* the Communications Facility or Utility Pole.  
45 A Person providing service only through resale or only through use of a third Person's

1 Communications Facility is not *Placing* or *Maintaining* the Communications Facility through which  
2 such service is provided. The transmission and receipt of radio frequency signals through the airspace  
3 of the Public Rights-of-way does not constitute *Placing* or *Maintaining* a Communications Facility in  
4 the Public Rights-of-way.

5  
6 *Pole Attachment* means any attachment of a Communications Facility by a Provider to an  
7 Existing Structure within a Public Rights-of-way. This term includes aerial wireline attachments that  
8 serve as Wireline Facilities.

9  
10 *Private Utility Pole* means a Utility Pole owned by a municipal electric utility, a Utility Pole  
11 used to support municipally owned or operated electric distribution facilities, or a by a Person other  
12 than the County within the Public Rights-of-way.

13  
14 *Provider* means a Communications Services Provider, Wireless Infrastructure Provider, or  
15 Pass-through Provider.

16  
17 *Public Rights-of-way or Rights-of-way* means land in which the County owns the fee or has an  
18 easement devoted to or required for use as a Transportation Facility and may lawfully grant access  
19 pursuant to applicable law, and includes the surface, the air space over the surface and the area below  
20 the surface of such rights-of-way. For the purposes of this definition, *Transportation Facility* means  
21 any means for the transportation of people or property from place to place which is constructed,  
22 operated, or maintained in whole or in part from public funds. The terms *Public Rights-of-way* or  
23 *Rights-of-way* shall not include: (1) City, State, or federal rights-of-way unless the County has been  
24 properly delegated authority to issue Permits for structures within those rights-of-way, unless  
25 prohibited by State or federal law; (2) platted utility easements that are not part of a dedicated public  
26 rights-of-way; (3) property owned by any Person other than the County; (4) service entrances or  
27 driveways leading from the road or street onto Adjacent Property; or (5) any real or personal County  
28 property except as described above and shall not include County buildings, fixtures, poles, conduits,  
29 facilities or other structures or improvements, regardless of whether they are situated in the Public  
30 Rights-of-way except as allowed by this Article or applicable State or federal law.

31  
32 *Registrant* means any Provider who has an effective Registration with the County.

33  
34 *Registration* or *Register* means the process described in this Article whereby a Provider  
35 provides certain information to the County by which it is determined whether the Person will be  
36 eligible to Place or Maintain Communications Facilities in the Public Rights-of-way and to apply for  
37 Permits, as required.

38  
39 *Repurposed Structure* means an Existing Structure that has been renovated, reconfigured, or  
40 replaced with a similar structure so as to continue serving its primary existing purpose while also  
41 supporting the attachment of Communications Facilities that is approximately in the same location as  
42 the Existing Structure and in such a manner that does not result in a net increase in the number of  
43 Utility Poles located within the Public Rights-of-way and does not interfere with pedestrian or  
44 vehicular access, and is compliant with Applicable Codes. The Repurposed Structure remains the  
45 property of the owner of the Existing Structure prior to the repurposing, unless ownership otherwise  
46 lawfully changes.

1  
2       *Residential Block* means a Lot or group of Lots within land zoned R-1, R-2, R-3, R-4, R-5,  
3 RA, MR-1, RP or MH, as well as that zoned R, RC, UF, LP, LT, LTUF, OR-1, OR-2, OR-3, or BOR  
4 when used only for residential purposes, that Abut or are Adjacent or contiguous to a Public Rights-  
5 of-way.  
6

7       *Service Drop* means the extension of a Wireline Facility from the Public Rights-of-way to a  
8 Lot or Parcel located outside of the Public Rights-of-way.  
9

10       *Shroud* means a covering or enclosure of pole-mounted equipment associated with a Small  
11 Wireless Facility.  
12

13       *Signage* means any display of characters, ornamentation, letters or other display such as, but  
14 not limited to, a symbol, logo, picture, or other device used to attract attention, identify, advertise,  
15 announce, or to indicate directions, including the structure or frame used in the display. The term  
16 *Signage* shall not include identification of the owner and contact information of the Communications  
17 Facility or Utility Pole, or identification of wires, cables, etc. necessary to aid in safety or hazard  
18 work or maintenance or repair work of the Communications Facility.  
19

20       *Small Wireless Facility* means a Wireless Facility that meets the following qualifications:  
21

- 22       (a) Each Antenna associated with the facility is located inside an enclosure of no more  
23 than six (6) cubic feet in volume or, in the case of Antennas that have exposed  
24 elements, each Antenna and all of its exposed elements could fit within an enclosure  
25 of no more than six (6) cubic feet in volume; and  
26       (b) All other wireless equipment associated with the facility is cumulatively no more than  
27 twenty-eight (28) cubic feet in volume. The following types of associated ancillary  
28 equipment are not included in the calculation of equipment volume: electric meters;  
29 concealment elements; telecommunications demarcation boxes; ground-based  
30 enclosures; grounding equipment; power transfer switches; cutoff switches; vertical  
31 cable runs for the connection of power and other services, and Utility Poles or other  
32 support structures.  
33

34       *State* means, as indicated by the context used, either Florida, as a geographic location, or the  
35 State of Florida, as a legal entity.  
36

37       *Surrounding Neighborhood* means the area within a five hundred (500) foot radius of a  
38 Communications Facility site or proposed Communications Facility site.  
39

40       *Tree* shall have the meaning ascribed to it in Section 10-1.101.  
41

42       *Tree Removal* shall have the meaning ascribed to it in Section 10-1.101.  
43

44       *Utility* means any Person or entity that is a local exchange carrier or an electric, gas, water,  
45 steam or other public utility, and who owns or operates appurtenant facilities or equipment that are  
46 situated within the Public Rights-of-way for transmission of such Utility's commodities or services.  
47

1           *Utility Pole* means a pole or similar structure used in whole or in part to provide  
2 Communications Services or electric distribution, lighting, traffic control, Signage, or similar  
3 function. This term includes the vertical support structure for traffic lights, but does not include any  
4 horizontal structures upon which are attached signal lights or other traffic control devices and does  
5 not include any pole or similar structure fifteen (15) feet or less in height unless the County grants a  
6 waiver for such pole.

7  
8           *Wireless Facility* means Communications Facility at a fixed location which enables wireless  
9 communications between user equipment and a communications network, including radio  
10 transceivers, Antennas, wires, coaxial or fiber-optic cable or other cables, regular and backup powers  
11 supplies, and comparable equipment, regardless of technological configuration, and equipment  
12 associated with wireless communication. This term includes Small Wireless Facilities. This term does  
13 not include:

- 14  
15           (a)     The structure or improvements on, under, within, or adjacent to the structure on which  
16 the equipment is Collocated;  
17           (b)     Wireline backhaul facilities; or  
18           (c)     Coaxial or fiber-optic cable that is between wireless structures or Utility Poles or that  
19 is otherwise not immediately adjacent to or directly associated with a particular  
20 Antenna.

21  
22           *Wireless Infrastructure Provider* means a Person who has been certified by the governing  
23 federal or State agency to provide Communications Services in the State and who builds or installs  
24 wireless communication transmission equipment, Wireless Facilities, or Wireless Support Structures  
25 but is not a Wireless Services Provider.

26  
27           *Wireless Services* means any services provided using licensed or unlicensed spectrum,  
28 whether at a fixed location or mobile, using Wireless Facilities.

29  
30           *Wireless Services Provider* means a Person who provides Wireless Services. A Wireless  
31 Services Provider is a type of Communications Services Provider.

32  
33           *Wireless Support Structure* means a freestanding structure, such as a monopole, a guyed or  
34 self-supporting tower, or another existing or proposed structure designed to support or capable of  
35 supporting Wireless Facilities. This term does not include a Utility Pole.

36  
37           *Wireline Facility* means a wireline aerial facility or Below-grade Facility used to provide  
38 Communications Services. The term includes wireline backhaul facilities associated with a Wireless  
39 Facility and coaxial or fiber-optic cable that is between wireless structures or Utility Poles or that is  
40 otherwise not immediately adjacent to or directly associated with a particular Antenna of a Wireless  
41 Facility.

42  
43           *Wrap* means an aesthetic covering approved by the County depicting scenic imagery such as  
44 vegetation, which blends with the surrounding area. A Wrap design may also be proposed by the  
45 Applicant by requesting a waiver pursuant to Section 16-305. Imagery in a wrap may not contain any

1 Signage.  
2

3 **Sec. 16-103. Registration.**  
4

5 (a) *Registration.* A Provider that desires to Place or Maintain a Communications Facility,  
6 conduit, backhaul facility, or Utility Pole intended to support the Collocation of a Small Wireless  
7 Facility in the Public Rights-of-way shall register with the County Public Works Department in  
8 accordance with this Article.  
9

10 (b) *Content of Registration.* Each Applicant shall submit the following information and  
11 documentation:  
12

- 13 (1) The name of the Applicant under which it will transact business in the County and, if  
14 different, in the State;
- 15 (2) The name, address, electronic mail address, and telephone number of the Applicant's  
16 primary contact person and the person to contact in case of an emergency;
- 17 (3) A copy of the Applicant's certificate of authorization, public convenience and  
18 necessity, or other similar certification or license(s) issued by the Florida Public  
19 Service Commission, the Florida Department of State, the Federal Communications  
20 Commission, or other federal authority; and
- 21 (4) Proof of the Applicant's insurance coverage as required pursuant to Section 16-111.  
22

23 (c) *County Engineer review and approval.* Within thirty (30) days after receipt of the information  
24 submitted by the Applicant, the County Engineer shall determine whether the application for  
25 Registration contains all information and documentation required and shall advise the Applicant in  
26 writing whether the Registration is effective or if any areas of deficiency need to be addressed. The  
27 Applicant shall re-submit any deficient information and documentation within thirty (30) days of the  
28 date of the notice of deficiency, otherwise the Registration shall be denied. A notice of deficiency or  
29 denial of Registration shall not preclude an Applicant from filing subsequent applications for  
30 Registration under the provisions of this Section. A denial of Registration or renewal of Registration  
31 may be appealed in accordance with the procedures set forth in Section 16-110.  
32

33 (d) *No property right arises from Registration.* A Registration shall not convey any title,  
34 equitable or legal, to the Registrant in the Public Rights-of-way. Registration under this Article  
35 governs only the ability to apply for a Permit, if applicable, and the ability to Construct, Place or  
36 Maintain Communications Facilities in the Public Rights-of-way. Registration does not excuse a  
37 Provider from obtaining necessary access or Pole Attachment agreements before locating its  
38 Communications Facilities in the Public Rights-of-way. Registration does not excuse a Provider from  
39 complying with all Applicable Codes, and State and federal laws and regulations.  
40

41 (e) *Registration is non-exclusive.* Registration does not in and of itself establish a right to Place  
42 or Maintain, or establish priority for the Placement or Maintenance of a Communications Facility in  
43 the Public Rights-of-way, but shall establish for the Registrant a right to Place or Maintain a  
44 Communications Facility in the Public Rights-of-way, if such proposed activity does not require a  
45 Permit by the County, or apply for a Permit to Place or Maintain a Communications Facility in the  
46 Public Rights-of-way, if such proposed activity requires a Permit by the County. Registrations are

1 expressly subject to any further amendment to or replacement of this Article and further subject to  
2 any additional County ordinances or regulations, as well as any State or federal laws that may be  
3 enacted.

4  
5 (f) *Cancellation.* A Registrant may cancel a Registration upon written notice to the County  
6 stating that it will no longer Place or Maintain any Communications Facilities in the Public Rights-of-  
7 way. A Registrant shall not cancel a Registration if the Registrant continues to Place or Maintain any  
8 Communications Facilities in the Public Rights-of-way.

9  
10 (g) *Registration updates.* Within thirty (30) days of any change in the information required to be  
11 submitted pursuant to subsection (b), a Registrant shall provide updated information to the County.

12  
13 (h) *Registration renewal.* Each Registrant shall renew its Registration by April 1 of years ending  
14 in “0” or “5” (such as 2020, 2025, 2030, etc.) in accordance with the registration requirements of this  
15 Article, as amended. Failure to renew a Registration may result in the County restricting the issuance  
16 of additional Permits until the Provider has complied with the Registration requirements of this  
17 Article.

18  
19 (i) *Registration application fees.* No Registration application fees shall be imposed for  
20 Registration or renewal of Registration under this Article.

21  
22 (j) *Permits required of Registrants.* In accordance with Applicable Codes, local laws and  
23 regulations, and State and federal laws and regulations, a Permit shall be required of a Provider that  
24 desires to Place or Maintain a Communications Facility in the Public Rights-of-way, unless otherwise  
25 specifically exempted under this Article. An effective Registration shall be a condition precedent to  
26 or of obtaining a Permit. Notwithstanding an effective Registration, permitting requirements shall  
27 also apply. A Permit may be obtained by or on behalf of a Registrant having an effective Registration  
28 if all permitting requirements are met. If a Permit is submitted without an effective Registration, the  
29 Permit application shall be denied.

30  
31 (k) *Compliance required.* A Registrant shall at all times comply with and abide by all Applicable  
32 Codes, local laws and regulations, and State and federal laws in Placing or Maintaining a  
33 Communications Facility in the Public-Rights-of-way. By submitting a Registration, the Applicant  
34 acknowledges that it has reviewed a copy of this Article.

35  
36 **Sec. 16-104. Notice of Transfer, Sale or Assignment of Assets in the Public Rights-of-Way.**

37  
38 (a) If a Registrant transfers or assigns its Registration incident to a sale or other transfer of the  
39 Registrant’s assets, the transferee, buyer or assignee shall be obligated to comply with the terms of  
40 this Article. Written notice of any transfer, sale or assignment shall be provided to the County within  
41 thirty (30) days of the effective date of the transfer, sale or assignment. Further, any such Person to  
42 whom such transfer, sale or assignment has been made, must register with the County in accordance  
43 with this Article and shall provide proof of insurance coverage in accordance with Section 16-111, a  
44 Security fund in accordance with Section 16-114, and, if applicable, a performance bond in  
45 accordance with Section 16-113.



1 (b) If Permit applications are pending in the Registrant's name, the transferee, buyer or assignee  
2 shall notify the County Engineer that the transferee, buyer or assignee is the new Registrant.  
3

4 (c) A violation of the requirements of this Section shall constitute a Code violation and the  
5 Registrant who is alleged to have violated any of the provisions of this Section may be subject to the  
6 enforcement remedies set forth in Sections 1-9 and 16-108.  
7

8 **Sec. 16-105. Involuntary Termination of Registration.**  
9

10 (a) *Involuntary termination.* The County Engineer may terminate a Registration if:  
11

- 12 (1) A federal or State authority suspends, denies, or revokes a Registrant's certification or  
13 license required to provide Communications Services;  
14 (2) The Registrant's Placement or Maintenance of a Communications Facility in the  
15 Public Rights-of-way presents an extraordinary danger to the general public or other  
16 users of the Public Rights-of-way and the Registrant fails to remedy the danger  
17 promptly after receipt of written notice; or  
18 (3) The Registrant performs substantive and material repetitive violations of any of the  
19 provisions of this Article.  
20

21 (b) *Notice of intent to terminate.* Prior to termination, the Registrant shall be notified by the  
22 County Engineer with a written notice setting forth all matters pertinent to the proposed termination  
23 action, including the reason therefore. The Registrant shall have thirty (30) days after receipt of such  
24 notice to address or eliminate the reason or to present a plan, satisfactory to the County Engineer, to  
25 accomplish the same. If the plan is rejected by the County Engineer, the County Engineer shall  
26 provide written notice of such rejection to the Registrant within thirty (30) days of receipt of the plan  
27 to the Registrant and shall make a final determination as to termination of the Registration and the  
28 terms and conditions relative thereto. A final determination to terminate a Registration may be  
29 appealed in accordance with the procedures set forth in Section 16-110.  
30

31 (c) *Post termination action.* In the event of termination, following any appeal period, the former  
32 Registrant shall: (1) in accordance with the provisions of this Article and as may otherwise be  
33 provided under State law, notify the County of the assumption or anticipated assumption by another  
34 Registrant of ownership of the Registrant's Communications Facilities in the Public Rights-of-way; or  
35 (2) provide the County with an acceptable plan for disposition of its Communications Facilities in the  
36 Public Rights-of-way. If a Registrant fails to comply with this subsection, the Communications  
37 Facilities are deemed to be Abandoned and the County may exercise any remedies or rights it has at  
38 law or in equity. In any event, a terminated Registrant shall take such steps as are necessary to render  
39 safe every portion of the Communications Facilities remaining in the Public Rights-of-way.  
40

41 (d) *When removal not authorized or required.* In the event of the termination of a Registration,  
42 this Section does not authorize the County to cause the removal of Communications Facilities used to  
43 provide another service for which the Registrant or another Person who owns or exercises physical  
44 control over the Communications Facilities and holds a valid certification or license issued by the  
45 governing federal or State agency, if required, for the provision of such service, and is registered with

1 the County, if required.  
2

3 **Sec. 16-106. Unregistered Providers.**  
4

5 To the extent that a Person with a Communication Facility in the Public Rights-of-way prior to or on  
6 the effective date of this Ordinance, is not registered as required in Section 16-103, said Person shall  
7 register with the County pursuant to Section 16-103 within ninety (90) days from the effective date of  
8 this Ordinance. After the ninety (90) day registration window, the County may not issue any new  
9 Permits to unregistered Persons and such Persons may be subject to the enforcement remedies set  
10 forth in Sections 1-9 and 16-108.  
11

12 **Sec. 16-107. General Permit Conditions.**  
13

14 All Providers shall comply with the following general permit conditions:  
15

16 (a) *Permit does not create a property right; areas where aboveground utilities are being placed*  
17 *underground.* A Permit from the County constitutes authorization to undertake only certain activities  
18 in the Public Rights-of-way in accordance with this Article, and does not create a property right or  
19 grant authority to impinge upon the rights of others who may have an interest in the Public Rights-of-  
20 way, nor does it create a property right to Maintain Collocated Wireless Facilities on Utility Poles  
21 when such Utility Poles are being removed or relocated underground should the County adopt  
22 undergrounding requirements that prohibit above-ground structures in the Public Rights-of-way.  
23

24 (b) *Avoidance of physical interference, displacement, damage, destruction or prohibition of*  
25 *access to other facilities or Utilities, endangerment of life and property.* A Registrant shall not  
26 physically interfere with, displace, damage, destroy or prohibit access to any facilities or Utilities,  
27 including but not limited to sewers, gas or water mains, storm drains, storm drainage lines, pipes,  
28 cables or conduits of the County or any other Person's facilities or Utilities lawfully occupying the  
29 Public Rights-of-way and shall not endanger the life or property of other Persons.  
30

31 (c) *Coordination with other work in the Public Rights-of-way.* Upon request of the County, and as  
32 notified by the County of other work, Construction, installation or repairs, a Registrant shall  
33 coordinate Placement or Maintenance activities under a Permit with any other work, Construction,  
34 installation or repairs that may be occurring or is scheduled to occur within a reasonable time in the  
35 subject Public Rights-of-way, and the Registrant may be required to reasonably alter its Construction  
36 schedule as necessary so as to minimize disruptions and disturbance in the Public Rights-of-way.  
37

38 (d) *Restoration of Public Rights-of-way.* After the completion of any Placement or Maintenance  
39 work involving a Communications Facility in the Public Rights-of-way or each phase thereof, a  
40 Registrant shall, at its own expense, restore the Public Rights-of-way to its existing condition prior to  
41 such work. If the Registrant fails to make such restoration within thirty (30) days, or such longer  
42 period of time as may be reasonably required under the circumstances, following the completion of  
43 such Placement or Maintenance work, the County may perform restoration and charge the costs of the  
44 restoration against the Registrant's performance bond, security fund, or in accordance with Section  
45 337.402, F.S., as amended. For one (1) year following the original completion of the work, the  
46 Registrant shall guarantee its restoration work and shall correct, at their sole expense, any restoration

1 work that does not satisfy the requirements of this Article.

2  
3 (e) *Maintenance in accordance with industry standards and Applicable Codes.* A Registrant shall  
4 maintain its Communications Facilities in a manner consistent with accepted industry practice and  
5 Applicable Codes.

6  
7 (f) *Maintenance of facilities.* Each Communications Facility within the Public Rights-of-way,  
8 including any appurtenant features incorporated therewith under this Article, shall be maintained in a  
9 neat and clean condition at all times. Specifically, but not without limiting the generality of the  
10 foregoing, each Communications Facility in the Public Rights-of-way shall be regularly maintained  
11 so that it is free of Graffiti and is reasonably free of dirt, grease, rust, corrosion, and chipped, faded,  
12 peeling or cracked paint, finishes, or Wraps which is visible from the Public Rights-of-way or  
13 Surrounding Neighborhood.

14  
15 (g) *Underground Facility Damage Prevention and Safety Act.* In connection with excavation in  
16 the Public Rights-of-way, a Registrant shall, where applicable, comply with the Underground Facility  
17 Damage Prevention and Safety Act set forth in Chapter 556, F.S., as amended.

18  
19 (h) *Use of due caution.* Registrants shall use and exercise due caution, care and skill in  
20 performing work in the Public Rights-of-way and shall take all reasonable steps to safeguard work  
21 site areas, including, but not limited to those safeguards set forth in Chapter 33 of the Florida  
22 Building Code.

23  
24 (i) *No warranties or representations regarding fitness, suitability or availability of Public*  
25 *Rights-of-way.* The County makes no warranties or representations regarding the fitness, suitability,  
26 or availability of the Public Rights-of-way for the Registrant's Communications Facilities. Any  
27 performance of work, costs incurred or services provided by the Registrant shall be at the Registrant's  
28 sole risk. Nothing in this Article shall affect the County's authority to add, vacate or abandon its  
29 Public Rights-of-way, and the County makes no warranties or representations regarding the  
30 availability of any added, vacated or abandoned Public Rights-of-way for Communications Facilities.

31  
32 (j) *Right of inspection.* The County shall have the right to make such inspections of  
33 Communications Facilities Placed or Maintained in its Public Rights-of-way as it finds necessary.

34  
35 (k) *As-built Plans and GPS coordinates.* Upon completion of work authorized by a Permit, in the  
36 event that field work results in changes from the Permit plans, the Applicant shall furnish to the  
37 County As-built Plans, at no cost to the County. This requirement shall be in addition to, and not in  
38 lieu of, any filings the Registrant is required to make under the Underground Facility Damage  
39 Prevention and Safety Act set forth in Chapter 556, F.S., as amended. The fact that such As-built  
40 Plans are on file with the County shall in no way abrogate the duty of any Person to comply with the  
41 aforesaid Underground Facility Damage Prevention and Safety Act when performing work in the  
42 Public Rights-of-way. Upon completion of work authorized by a Permit for a Utility Pole or a Small  
43 Wireless Facility, in the event that field work results in changes from the Permit plans, the Applicant  
44 shall furnish to the County the exact GPS coordinates of the Utility Pole or Small Wireless Facility.

45  
46 (l) *Americans With Disabilities Act.* The Placement and Maintenance of all Communications

1 Facilities shall comply with the Americans With Disabilities Act, 42 U.S.C. Sec. 12101, et. seq., as  
2 amended, and regulations promulgated thereunder.  
3

4 (m) *Correction of harmful conditions.* If, at any time, the County reasonably determines that a  
5 Communications Facility is, or has caused a condition that is harmful to the health, safety or general  
6 welfare of any Person, then the Provider shall, at its own expense, correct or eliminate all such  
7 conditions after being provided reasonable notice. In an emergency, as determined by the County  
8 Engineer, when the Provider is not immediately available or is unable to provide the necessary  
9 immediate repairs to any Communications Facility that is a threat to public safety, then the County  
10 shall have the right to remove, make repairs to or eliminate same with the total cost being charged to  
11 and paid for by the Provider upon demand. The County may charge the cost to the security fund set  
12 forth in Section 16-114, if the Provider fails to remit payment within thirty (30) days of notification.  
13

14 (n) *Remedy of hazardous conditions.* If, at any time, a condition exists that the County Engineer  
15 reasonably determines is an emergency that is potentially hazardous or life threatening to any Person  
16 or is a threat to the health or safety of the general public, and to remedy such condition the County  
17 reasonably determines that a Provider must temporarily relocate or temporarily shut off service or  
18 transmissions through a specific Communications Facility, then the County, as an appropriate  
19 exercise of its police powers, may order the Provider to immediately perform such temporary  
20 relocation or shut off until the condition has been remedied, and to do so at its own expense and  
21 without liability to or recourse against the County. In such an emergency, when the Provider is not  
22 immediately available or is unable to provide the necessary immediate relocation or shut off of the  
23 specific Communications Facility, then the County shall have the right to perform, or cause to be  
24 performed, such temporary relocation or shut off until the condition has been remedied with the total  
25 cost being charged to and paid for by the Provider upon demand. The County may charge the cost to  
26 the security fund set forth in Section 16-114, if the Provider fails to remit payment within thirty (30)  
27 days of notification.  
28

29 (o) *Airport airspace protections.* A Registrant shall comply with Chapter 333, F.S., and all State  
30 and federal laws and regulations pertaining to airport airspace protections.  
31

32 (p) *Permit errors.* The issuance of a Permit shall not prevent the County Engineer from thereafter  
33 requiring the correction of errors when in violation of this Article.  
34

35 (q) *Public records.* Any proprietary confidential business information obtained from a Registrant  
36 in connection with a Permit application shall be held confidential by the County to the extent required  
37 by Section 202.195, F.S., as amended, provided the Registrant so notifies the County which  
38 information is confidential in accordance with Florida Law, including Chapter 119, F.S.  
39

40 (r) *Historic preservation zoning regulations.* A Permit shall be denied for failure to comply with  
41 applicable historic preservation zoning regulations, including local, State and federal rules and  
42 regulations.  
43

#### 44 **Sec. 16-108. General Enforcement Remedies.** 45

46 (a) A Registrant's failure to comply with provisions of this Article or a Permit shall constitute a

1 violation of this Code and may subject the Registrant to termination of Registration in accordance  
2 with the provisions of Section 16-105, suspension or revocation of a Permit under the provisions of  
3 Section 16-109, and subject the Registrant to a civil penalty in accordance with the provisions of  
4 Section 1-9 or injunctive relief or as otherwise provided by law.

5  
6 (b) In addition to any other rights or remedies available at law or equity or as otherwise provided  
7 in this Article, the Code Enforcement Board shall have enforcement jurisdiction, including the power  
8 to conduct hearings and impose fines in the event a Provider violates any provision of this Article or a  
9 Permit pursuant to the procedures provided in Chapter 6. Any fines imposed by the Code  
10 Enforcement Board may be recoverable from the security fund at the option of the County. A final  
11 administrative order of the Code Enforcement Board shall be appealed by writ of certiorari to the  
12 circuit court within thirty (30) days following rendition of the order.

13  
14 (c) Failure of the County to enforce any requirements of this Article shall not constitute a waiver  
15 of the County's right to enforce a violation or subsequent violations of the same type or to seek  
16 appropriate enforcement remedies.

17  
18 **Sec. 16-109. Enforcement of Permit Obligations; Suspension and Revocation of Permits.**

19  
20 (a) The County Engineer may order the suspension of Placement and Maintenance work under a  
21 Permit and ultimately may revoke any Permit, in the event of a substantial breach of the terms and  
22 conditions of any Applicable Codes, State or federal laws or regulations, or any condition of the  
23 Permit. A substantial breach by the Permittee may include, but is not limited to:

- 24  
25 (1) The violation of any material provision of the Permit or Applicable Codes;  
26 (2) An evasion or attempt to evade any material provision of the Permit or the perpetration  
27 or attempt to perpetrate any fraud or deceit upon the County ;  
28 (3) Any material misrepresentation of fact in the process of Permittee's request for a  
29 Permit or Registration;  
30 (4) The failure to maintain the required performance bond, security fund or insurance;  
31 (5) The failure to properly restore the Public Rights-of-way;  
32 (6) The failure to comply within the specified time with an order issued by the County  
33 Engineer to correct a harmful condition or remedy a hazardous situation;  
34 (7) The failure to comply with a stop work order issued by the County Engineer;  
35 (8) The failure to Register, renew Registration, or provide notice of transfer in accordance  
36 with Section 16-104;  
37 (9) The failure to relocate or remove Facilities pursuant to this Article and Chapter 337,  
38 F.S., as amended; or  
39 (10) Conducting work in the Public Rights-of-Way without a Permit, if required.

40  
41 (b) If the County Engineer determines that the Permittee has committed a substantial breach of a  
42 term or condition of the Permit or this Article, the County Engineer shall make a written demand  
43 upon the Permittee to remedy such violation. The demand shall state that the continued violation(s)  
44 may be cause for suspension or revocation of the Permit. Further, the County Engineer, at his or her  
45 discretion, may impose additional or revised permit conditions on the Permit following a substantial  
46 breach.

1  
2 (c) Within thirty (30) days of receiving notification of the breach, the Permittee shall contact the  
3 County Engineer with a plan, acceptable to the County Engineer, for its correction or shall submit a  
4 statement as to why a substantial breach has not occurred. The County shall provide additional time  
5 as reasonably necessary for a Permittee to establish a plan acceptable to the County Engineer taking  
6 into account the nature and scope of the alleged breach. The Permittee's failure to contact the County  
7 Engineer, the Permittee's failure to submit an acceptable plan, or the Permittee's failure to reasonably  
8 implement the approved plan, shall be cause for suspension or revocation of the Permit. A final  
9 determination to suspend or revoke a Permit may be appealed in accordance with the procedures set  
10 forth in Section 16-110.

11  
12 (d) If a Permit is revoked, the Permittee shall reimburse the County for the County's reasonable  
13 costs, including restoration costs, administrative costs, attorney's fees, and the cost of collection. The  
14 County may charge the costs and/or fees to the security fund set forth in Section 16-114, if the  
15 Provider fails to remit payment within thirty (30) days of notification.

16  
17 (e) The County Engineer may cause an immediate stop work order where the Permittee's  
18 Construction, Placement or Maintenance poses a serious threat to the health, safety or welfare of the  
19 public until such time as such serious threat has been abated.

20  
21 **Sec. 16-110. Appeals.**

22  
23 (a) The following final determinations by the County are subject to appeal as provided in this  
24 Section:

- 25  
26 (1) Denial of an initial Registration or Registration renewal;  
27 (2) Involuntarily termination of a Registration;  
28 (3) Suspension or revocation of a Permit;  
29 (4) The issuance of a notice of withdraw from the security fund;  
30 (5) Denial of a Permit to Place or Maintain a Communications Facility or Utility Pole in  
31 the Public Rights-of-way; and  
32 (6) Denial of a request for waiver.

33  
34 (b) As used in this Section, the term *Party* or *Parties* means the County Engineer or County  
35 Administrator and the Applicant challenging a decision made by the County.

36  
37 (c) A decision subject to appeal may be appealed by the Applicant within thirty (30) days of the  
38 date of the decision by timely filing a petition. Petitions shall be made in writing and directed to the  
39 Public Works Director, and shall include the decision which is the subject of the appeal and a  
40 description of the facts upon which the decision is challenged and any argument in support thereof.  
41 Failure to file a petition within thirty (30) days is jurisdictional and will result in a waiver of a  
42 hearing. If contested, all determinations on the timeliness of the filing of a petition shall be made by  
43 the special master or administrative law judge.

44  
45 (d) The Board of County Commissioners shall appoint and retain a special master or shall  
46 contract with the Florida Division of Administrative Hearings for an administrative law judge to

1 conduct quasi-judicial proceedings regarding appeals. Each special master shall be a licensed attorney  
2 with the Florida Bar who has practiced law in Florida for at least five years. Any special master  
3 conducting quasi-judicial proceedings pursuant to this Section shall have the powers of special  
4 masters enumerated in Section 120.569(2)(f), F.S, as well as to issue other orders regarding the  
5 conduct of the proceedings.  
6

7 (e) All hearings shall be commenced within ninety (90) days of the date the petition was filed.  
8 Requests for continuance by any Party may be granted for good cause shown. To the maximum  
9 extent practicable, the hearings shall be informal. The Parties shall have the opportunity to respond,  
10 to present evidence and argument on all issues which are the subject of the appeal, and to conduct  
11 cross-examination and submit rebuttal evidence. During cross examination of witnesses, questioning  
12 shall be confined as closely as possible to the scope of direct testimony. The special master or  
13 administrative law judge may call and question witnesses or request additional evidence as he or she  
14 deems necessary and appropriate. To that end, if during the hearing the special master or  
15 administrative law judge believes that any facts, claims, or allegations necessitate review and  
16 response by any Party, then the special master or administrative law judge may order the hearing  
17 continued until a date certain, but no longer than fifteen (15) days. The special master or  
18 administrative law judge shall decide all questions of procedure.  
19

20 (f) Any Party may move for a summary final order when there is no genuine issue as to any  
21 material fact. A summary final order shall be rendered if the special master or administrative law  
22 judge determines from the pleadings, depositions, answers to interrogatories, and admissions on file,  
23 together with affidavits, if any, that no genuine issue as to any material fact exists and that the  
24 moving party is entitled as a matter of law to the entry of a final order. A summary final order shall  
25 consist of written findings of fact, conclusions of law, and a recommendation to approve, approve  
26 with conditions, or deny the decision subject to appeal.  
27

28 (g) Findings of fact shall be based upon a preponderance of the evidence and shall be based  
29 exclusively on the evidence of record and on matters officially recognized.  
30

31 (h) The special master or administrative law judge shall render a recommended order on the  
32 application to the Board of County Commissioners within thirty (30) calendar days after the hearing  
33 concludes, unless the Parties waive the time requirement. The recommended order shall contain  
34 written findings of fact, conclusions of law, and a recommendation to approve, approve with  
35 conditions, or deny the decision subject to appeal. A copy of the recommended order shall be served  
36 on the Parties. Service of copies may be made by electronic communication. The Parties shall have  
37 ten (10) days from the date of the recommended order is served to file specific, written exceptions to  
38 the recommended order with the clerk of the Board of County Commissioners. Exceptions shall  
39 include appropriate references to the record before the special master or administrative law judge.  
40

41 (i) Unless the Parties waive the time requirement, the hearing by the Board of County  
42 Commissioners will commence no later than sixty (60) days from the date of receipt of the  
43 recommended order and record of the decision being reviewed or the next regularly scheduled Board  
44 meeting, whichever is later. The record before the Board shall consist of the complete record of the  
45 proceedings before the special master or administrative law judge. The hearing before the Board of  
46 County Commissioners shall be limited to matters of record, and arguments based on the record. No

1 new evidence shall be presented to the Board at the hearing. The Parties shall be limited to a total of  
2 twenty (20) minutes to present his or her argument. For good cause shown the chairman may grant  
3 additional time. The Board shall also receive public comment. At the conclusion of the hearing, the  
4 Board shall render a decision approving, approving with conditions, or denying the decision subject  
5 to appeal. The Board is bound by the special master's or administrative law judge's findings of fact  
6 unless the findings of fact are not supported by competent substantial evidence in the record before  
7 the special master or administrative law judge. The Board may modify the conclusions of law if it  
8 finds that the special master's or administrative law judge's application or interpretation of law is  
9 erroneous. The Board may make reasonable legal interpretations of its Code without regard to  
10 whether the special master's or administrative law judge's interpretation is labeled as a finding of fact  
11 or a conclusion of law. The Board's final decision must be reduced to writing, including the findings  
12 of fact and conclusions of law, and is not considered rendered or final until officially date-stamped by  
13 the clerk of the Board of County Commissioners.

14  
15 (j) An Applicant may challenge the decision of the Board by filing a petition for writ of certiorari  
16 in circuit court no later than thirty (30) days following rendition of the Board's decision, or in any  
17 court having jurisdiction.  
18

19 **Sec. 16-111. Insurance.**

20  
21 (a) *General.* A Registrant shall provide, pay for and maintain satisfactory to the County the types  
22 of insurance described herein. All liability policies required under this Section shall be procured from  
23 responsible companies duly authorized to do business in the State of Florida and having an A.M. Best  
24 A-VII or better rating. All liability policies shall provide that the County is an additional insured as to  
25 the activities under this Article. The required coverages must be evidenced by properly executed  
26 certificates of insurance forms. The certificates must be signed by the authorized representative of the  
27 insurance company and shall be filed and maintained with the County annually. Thirty (30) days  
28 advance written notice by registered, certified or regular mail or electronic mail, as determined by the  
29 County, must be given to the County's Risk Manager of any cancellation, intent not to renew or  
30 reduction in the policy coverages, with the exception of non-payment of premiums in which case  
31 notice shall be provided within thirty (30) days of such non-payment. The insurance requirements  
32 may be satisfied by evidence of self-insurance or other types of insurance acceptable to the County.  
33

34 (b) *Insurance coverage and limits of insurance coverage.* The insurance coverage and limits of  
35 coverage of insurance required shall be not less than the following:  
36

- 37 (1) *Worker's compensation and employer's liability insurance.* Florida statutory  
38 requirements.
- 39 (2) *Comprehensive general liability.* Commercial general liability occurrence form,  
40 including premises/operations, independent contractor's contractual liability,  
41 product/completed operations; X, C, U coverage; and personal injury coverage for  
42 limits of no less than one million dollars (\$1,000,000) per occurrence, combined single  
43 limit and two million dollars (\$2,000,000) in the aggregate.
- 44 (3) *Commercial Automobile liability.* Commercial automobile liability coverage for all  
45 owned, non-owned and hired vehicles involved in operations under this Article shall  
46 be maintained in accordance with Florida statutory requirements.





1 type of damages or compensation payable by or for the Applicant under workers' compensation,  
2 disability or other employee benefit acts, or the acceptance of insurance certificates required under  
3 this Article, or the terms, applicability or limitations of any insurance held by the Applicant.  
4

5 (e) The Applicant shall investigate, handle, respond to, provide defense for, and defend any such  
6 claims at its sole expense and shall bear all other costs and expenses related thereto even if the claim  
7 is groundless, false or fraudulent and if called upon by the County. The Applicant shall assume and  
8 defend not only itself but also the County in connection with any such claims and any such defenses  
9 shall be at no cost or expense whatsoever to the County and selection of counsel shall be subject to  
10 County approval. However, in the County's sole discretion, the County shall retain the right to select  
11 counsel of its own choosing and at its own expense. The County shall not settle or compromise any  
12 matter for which an Applicant is obligated to indemnify without the prior written consent of the  
13 Applicant. Such consent shall not be unreasonably withheld.  
14

15 (f) The County does not and shall not waive any rights against the Applicant which it may have  
16 by reason of this indemnification, or because of the acceptance by, or the Applicant's deposit with  
17 the County of any of the insurance policies required by this Article for Registration.  
18

19 (g) This indemnification by the Applicant shall apply to all damages and claims for damages of  
20 any kind suffered regardless of whether such insurance policies shall have been determined to be  
21 applicable to any such damages or claims for damages.  
22

23 (h) Nothing contained in this Section shall be construed or interpreted as denying to either party  
24 any remedy or defense available to such party under the laws of the State of Florida or as a waiver of  
25 sovereign immunity beyond the waiver provided in Section 768.28, F.S., as amended.  
26

27 (i) The indemnification requirements under this Section and this Article shall survive and be in  
28 full force and effect after the termination , cancellation, or expiration of a Registration or Permit.  
29

### 30 **Sec. 16-113. Performance Bond.**

31  
32 (a) Prior to issuance of any Permit in accordance with this Article, the Registrant shall be  
33 required to obtain, pay for, and file with the County a performance bond. The performance bond shall  
34 serve to guarantee proper performance under the requirements of this Article and the Permit, the  
35 timeliness and quality of the Construction and restoration of the County's Public Rights-of-way, and  
36 to secure, and enable the County to recover, all costs related to the restoration of the Public Rights-of-  
37 way in the event the Registrant fails to make such restoration to the County's satisfaction or causes  
38 damage to the Public Rights-of-way during Construction. The performance bond must name the  
39 County as Obligee and be conditioned upon the full and faithful compliance by the Registrant with all  
40 requirements, duties, and obligations imposed by the Permit and provisions of this Article during and  
41 through completion of the Placement or Maintenance project. The performance bond shall be in a  
42 form acceptable to the County and must be issued by a surety having an A.M. Best A-VII rating or  
43 better and duly authorized to do business in the State of Florida.  
44

1 (1) The performance bond shall be in the face amount of the total estimated costs of the  
2 restoration of the Public Rights-of-way. No performance bond is required if the  
3 estimated costs of the restoration of the Public Rights-of-way is less than two thousand  
4 five hundred dollars (\$2,500) provided the Registrant has a fully replenished security  
5 fund with the County.

6 (b) The performance bond must be issued as non-cancelable and be for a term of not less than  
7 ninety (90) days after the anticipated date of completion of Construction, restoration and County  
8 inspection. In the event the term of any construction bond expires, or is reasonably expected to  
9 expire, prior to ninety (90) days after the completion of Construction, restoration and County  
10 inspection, the Provider shall immediately obtain, pay for, and file with the County a replacement  
11 performance bond.

12 (c) In lieu of providing a performance bond for each Permit, the Registrant may provide the  
13 County with a blanket performance bond of no less than fifty-thousand dollars (\$50,000) to meet the  
14 requirements of this Section, provided the total estimated costs of the restoration of the Public Rights-  
15 of-way does not exceed fifty-thousand dollars (\$50,000).

16 (d) The County's right to recover under the performance bond shall be in addition to all other  
17 rights of the County, whether reserved in this Article, or authorized by other law, and no action,  
18 proceeding or exercise of a right with respect to the performance bond will affect or preclude any  
19 other right the County may have. Any proceeds recovered under the performance bond may be used  
20 to reimburse the County for such additional expenses as may be incurred by the County as a result of  
21 the failure of the Registrant to comply with the responsibilities imposed by this Article, including, but  
22 not limited to, attorney's fees and costs of any action or proceeding.

23 **Sec. 16-114. Security Fund.**  
24

25 (a) Prior to occupying or using the Public Rights-of-way, the Registrant shall be required to file  
26 with the County a security fund in the form of cash deposit or irrevocable letter of credit in the sum of  
27 ten thousand dollars (\$10,000) conditioned on the full and faithful performance by the Registrant of  
28 all requirements, duties and obligations imposed upon the Registrant by the provisions of this Article,  
29 including requirements to restore the Public Rights-of-way, to remove any Abandoned  
30 Communications Facilities, and to avoid damage to other Utilities and facilities within the Public  
31 Rights-of-way. Any cash deposit shall be held in a separate, non-interest bearing account. The letter  
32 of credit shall be issued by a financial institution with a location in Leon County and shall be in a  
33 form and issued by a financial institution acceptable to the County. A security fund may be submitted  
34 to the County at the time of Registration.  
35

36 (b) Prior to drawing from the security fund, the County shall notify the Registrant of the reason  
37 for such withdraw and provide the Registrant no less than thirty (30) days to make payment or to  
38 object to such withdraw. If the Registrant objects, the Registrant may appeal the County's notice of  
39 withdraw pursuant to Section 16-110.  
40

41 (c) Should the County draw upon the security fund, it shall promptly notify Provider, and the  
42 Provider shall promptly restore the cash deposit or letter of credit to the full amount. The security

1 fund shall be maintained until the later of: (a) the effective date of transfer, sale or assignment by the  
2 Provider of all of its Communications Facilities in the Public Rights-of-way; (b) twelve (12) months  
3 after the removal or Abandonment by the Provider of all of its Communications Facilities and/or  
4 Utility Poles in the Public Rights-of-way; or (c) six (6) months after the termination of Registration,  
5 including any appeals undertaken. Upon the later of these events the cash deposit will be returned  
6 without interest or the letter of credit may be canceled.

7  
8 (d) In the event a Provider fails to perform any requirement, duty or obligation imposed upon it  
9 by the provisions of this Article, there shall be recoverable, jointly and severally from the security  
10 fund, any damages or loss suffered by the County as a result, including the full amount of any  
11 compensation, indemnification, or cost of removal, relocation or Abandonment of any  
12 Communications Facilities in the Public Rights-of-Way, plus reasonable attorneys' fees, up to the full  
13 amount of the security fund.

14  
15 **Sec. 16-115. Abandonment of a Communications Facility or Utility Pole.**

16  
17 (a) Upon determination by a Person that one or more of its Communications Facilities or Utility  
18 Poles in the Public Rights-of-way is to be Abandoned, the Person shall notify the County no later  
19 than one hundred eighty (180) days from such determination, or no later than thirty (30) days  
20 following such Abandonment, whichever is sooner.

21  
22 (b) The County shall provide written notice to a Person if, upon independent evaluation, the  
23 County reasonably believes a Communications Facility or Utility Pole is Abandoned. The written  
24 notice shall provide the Person no less than thirty (30) days to either verify that the Communications  
25 Facility or Utility Pole is not Abandoned or to remove the Communications Facility or Utility Pole.  
26 Failure of the Person to respond within the specified time shall constitute Abandonment of the  
27 Communications Facility or Utility Pole.

28  
29 (c) Abandonment of the Communications Facility or Utility Pole requires removal of the  
30 Communications Facility or Utility Pole, except that, at the sole discretion of the County Engineer, a  
31 Below-grade Facility may not require removal. If the Communications Facility is attached to an  
32 Existing Structure that has an independent function, such as a light pole, traffic signal, pedestrian  
33 signal, or the like, said Abandonment of the Communications Facility requires removal of the  
34 Communications Facility only and does not require the removal of the Existing Structure.

35  
36 (d) If the Person fails to remove all or any portion of an Abandoned Communications Facility or  
37 Utility Pole as directed by the County within a reasonable time period as may be required by the  
38 County, the County may perform such removal and charge the cost of the removal against the Person.  
39 Any such costs of removal shall be recoverable from the security fund at the option of the County.

40  
41 **Sec. 16-116. Removal or Relocation; Conversion of Overhead Distribution Facilities to**  
42 **Underground Distribution Facilities**

43  
44 (a) *Removal or relocation.* Removal or relocation, including conversion to underground, shall be  
45 governed by the provisions of Chapter 337, F.S. as amended, applicable State or federal laws or  
46 regulations, or the terms of any applicable Pole Attachment agreement.

1  
2  
3 (c) *Temporary raising and lowering of Communications Facilities as accommodation.* A  
4 Registrant shall, on the request of any Person holding a Permit issued by the County, temporarily  
5 raise or lower its aerial Wireline Facilities to permit the work authorized by the Permit within the  
6 Public Rights-of-way. With the exception of the County, the expense of such temporary raising or  
7 lowering of Wireline Facilities shall be paid by the Person requesting the same, and the Registrant  
8 shall have the authority to require such payment in advance, unless otherwise governed by State or  
9 federal law. The Registrant shall not require the County to submit any payment for temporarily  
10 raising or lowering Wireline Facilities. The Registrant shall be given no less than thirty (30) days  
11 advance written notice to arrange for such temporary relocation.

12  
13 **Sec. 16-117. Force Majeure.**

14  
15 In the event the County's or a Person's performance of or compliance with any of the provisions of  
16 this Article is prevented by a cause or event not within the County's or a Person's control, such  
17 inability to perform or comply shall be deemed excused and no penalties or sanctions shall be  
18 imposed as a result, provided, however, that such Person uses all practicable means to expeditiously  
19 cure or correct any such inability to perform or comply. For the purposes of this Section, cause or  
20 events not within the County's or a Person's control shall include, but not be limited to, acts of God,  
21 floods, earthquakes, landslides, hurricanes, fires and other natural disasters, acts of public enemies,  
22 riots or civil disturbances, sabotage, strikes and restraints imposed by order of a governmental agency  
23 or court. Causes or events within a Person's control, and thus not falling within this Section shall  
24 include without limitation, a Person's financial inability to perform or comply, economic hardship,  
25 and misfeasance, malfeasance or nonfeasance by any of Person's directors, officers, employees,  
26 contractors or agents. Upon the issuance of a County or State Declaration of a State of Emergency,  
27 the timeframes outlined in Sections 16-201 and 16-302 are tolled until the State of Emergency is  
28 lifted.

29  
30 **Sec. 16-118. Pass-through Provider fees and charges.**

31  
32 (a) Pass-through Providers shall pay to the County on an annual basis an amount equal to five  
33 hundred dollars (\$500.00) per linear mile or portion thereof of Communications Facilities Placed  
34 and/or Maintained in the Public Rights-of-way.

35  
36 (b) The amounts charged pursuant to this Section shall be based on the linear miles of Public  
37 Rights-of-way where Communications Facilities are Placed, not based on a summation of the lengths  
38 of individual cables, conduits, strands or fibers.

39  
40 (c) A County shall not impose a charge for any linear miles, or portions thereof, for Public  
41 Rights-of-way where a Communications Facility is Placed that extends through the City to which the  
42 Pass-through Provider remits Communications Services Tax.

43  
44 (d) The County shall discontinue charging Pass-through Provider fees to a Person that has ceased  
45 being a Pass-through Provider. Any annual amounts charged shall be reduced for a prorated portion

1 of any 12-month period during which the Pass-through Provider remits Communications Services  
2 Tax.

3  
4 (e) Annual payments shall be due and payable on April 1 of each year. Fees not paid within ten  
5 (10) days after the due date shall bear interest at the rate of one (1) percent per month from the date  
6 due until paid. The acceptance of any payment required hereunder by the County shall not be  
7 construed as an acknowledgement that the amount paid is the correct amount due, nor shall such  
8 acceptance of payment be construed as a release of any claim which the County may have for  
9 additional sums due and payable. All fee payments shall be subject to audit by the County, and  
10 assessment or refund if any payment is found to be in error. If such audit results in an assessment by  
11 and an additional payment to the County, such additional payment shall be subject to interest at the  
12 rate of one (1) percent per month from the date of the audit until the date payment is made.

13  
14 (f) If the payments required by this Section are not made within ninety (90) days after the due  
15 date, the County Engineer may withhold the issuance of any Permits to the Registrant until the  
16 amount past due is paid in full. In addition to other remedies available at law or in equity, the any  
17 payments past due shall be recoverable from the security fund at the sole discretion of the County.

18  
19 **Sec. 16-119. Permit Fees.**

20  
21 No Permit fees shall be imposed for Permits for Communications Facilities or Utility Poles used to  
22 support the Collocation of Small Wireless Facilities under this Article. The Board may adopt by  
23 resolution a fee schedule relating to the issuance of Permits for Utility Poles not intended to support  
24 the Collocation of Small Wireless Facilities under this Article.

25  
26 **Sec. 16-120. Reservation of Rights and Remedies.**

27  
28 (a) The provisions of this Article shall be applicable to all Communications Facilities and Utility  
29 Poles Placed in the Public Rights-of-way on or after the effective date of this Ordinance and shall  
30 apply to all existing Communications Facilities and Utility Poles Placed in the Public Rights-of-way  
31 prior to the effective date of this Ordinance to the full extent permitted by federal and State law,  
32 except that any provision of Section 16-203 shall not apply to Communications Facilities or Utility  
33 Poles lawfully Placed within the Public Rights-of-way prior to the effective date of this Ordinance, to  
34 the extent that such Communications Facilities may be maintained, repaired, and replaced with a  
35 Communications Facility substantially similar in size and design.

36  
37 (b) Nothing in this Article shall affect the remedies the County or the Provider has available  
38 under applicable law.

39  
40 **Sec. 16-121. No liability or warranty.**

41  
42 Nothing contained in this Article shall be construed to make or hold the County responsible or liable  
43 for any damage to persons or any property whatsoever, from any cause whatsoever, arising from the  
44 use, operation or condition of a Person's Communications Facilities or Utility Poles by reason of any  
45 inspection or re-inspection authorized herein or failure to inspect or re-inspect. Nor shall the issuance

1 of any Permit or the approval or disapproval of any Placement or Maintenance of a Person's  
2 Communications Facilities or Utility Poles as authorized herein constitute any representation,  
3 guarantee or warranty of any kind by, or create any liability upon the County or any official, agent or  
4 employee thereof.

5  
6 **Division 2. At-grade Facility, Below-grade Facility, Wireline Facility, and Utility Pole**  
7 **Standards**  
8

9 **Sec. 16-200. Applicability**  
10

11 This Division shall apply to any Person who seeks to Construct, Place, install, Maintain or  
12 operate an At-grade Facility, Below-grade Facility, Wireline Facility or Utility Pole in the Public  
13 Rights-of-way, unless otherwise exempt by operation of Applicable Codes, or State or federal laws or  
14 regulations. This Division shall not apply to At-grade Facilities, Below-grade Facilities or Wireline  
15 Facilities owned by a Person, including the County, to the extent such facilities are only utilized on  
16 an internal, non-commercial basis by said Person. This Division shall not apply to the ground-  
17 mounted equipment of Small Wireless Facilities, as defined in Section 16-102 of this Article and as  
18 regulated under Division 3 of this Article.  
19

20 **Sec. 16-201. Permit Requirements; Application; Review Timeframes.**  
21

22 (a) *Permit required.* A Person or Registrant shall not commence to Place or Maintain a Utility  
23 Pole, At-grade Facility, Below-grade Facility, or Wireline Facility, including wireline backhaul  
24 facilities and coaxial or fiber-optic cable that are between wireless structures or Utility Poles or that  
25 are otherwise not immediately adjacent to or directly associated with a particular Antenna, in the  
26 Public Rights-of-way until all applicable Permits have been issued by the County. As a condition of  
27 granting Permits, the County may impose reasonable conditions governing the Placement or  
28 Maintenance of an At-grade Facility, Below-grade Facility, Wireline Facility, or Utility Pole in the  
29 Public Rights-of-way as set forth in Section 337.401, F.S., as amended. Permits shall apply only to  
30 the areas of the Public Rights-of-way specifically identified in the Permit. As used in this Section, the  
31 term *Facility* shall be used to collectively refer to At-grade Facilities, Below-grade Facilities, and  
32 Wireline Facilities.  
33

34 (b) *Permit not required.*  
35

36 (1) A Person or Registrant shall be allowed to perform Emergency Maintenance within  
37 the Public Rights-of-way without first obtaining a Permit. However, such Person or  
38 Registrant shall provide prompt notice to the County of the Emergency Maintenance  
39 and, within fifteen (15) days of completing the Emergency Maintenance, apply for a  
40 Permit in accordance with subsection (c) herein if such activity required a Permit  
41 under this Article. As used in this Section, the term *Emergency Maintenance* means  
42 the repair or replacement of a Communications Facility as a result of a condition that  
43 affects the public health, safety or welfare, which includes an unplanned out-of-service  
44 condition of a pre-existing service.  
45

- 1 (2) A Person or Registrant shall be allowed to perform routine maintenance within the  
2 Public Rights-of-way if such proposed routine maintenance does not involve  
3 excavation or the closure of a vehicle lane, upon reasonable advance written notice to  
4 the County identifying the areas where such maintenance will occur, scope of  
5 maintenance, date(s) and duration of work to be performed. If routine maintenance  
6 requires the closure of a vehicle lane, a lane closure Permit shall be required.  
7
- 8 (3) A Person or Registrant shall be allowed to Place or Maintain a Service Drop within the  
9 Public Rights-of-way without first obtaining a permit if such proposed work does not  
10 involve excavation, or the closure of a vehicle lane. If such Placement or Maintenance  
11 of a Service Drop requires the closure of a vehicle lane, a lane closure Permit shall be  
12 required.  
13
- 14 (4) A Person or Registrant shall be allowed to replace or remove aerial Wireline Facilities  
15 within the Public Rights-of-way if such proposed removal does not involve excavation  
16 or the closure of a vehicle lane, upon reasonable advance written notice to the County  
17 identifying the areas where such replacement or removal will occur and the date(s) and  
18 duration of work to be performed. If the removal of an aerial Wireline Facility requires  
19 the closure of a vehicle lane, a lane closure Permit shall be required.  
20
- 21 (5) A Person or Registrant shall be allowed to remove Utility Poles within the Public  
22 Rights-of-way if such proposed removal does not involve excavation or the closure of  
23 a vehicle lane, upon reasonable advance written notice to the County identifying the  
24 areas where such removal will occur and the date(s) and duration of work to be  
25 performed. If the removal of a Utility Pole requires the closure of a vehicle lane, a lane  
26 closure Permit shall be required.  
27
- 28 (6) The County Engineer may issue an immediate stop work order where any work poses  
29 a serious threat to the health, safety or welfare of the public until such time as such  
30 serious threat has been abated.  
31
- 32 (7) A Permit is not required if the proposed work is otherwise authorized to be performed  
33 without County approval by applicable State or federal laws or regulations or this  
34 Article.  
35
- 36 (c) *Permit Application.* As part of any Permit application to Place or Maintain an At-grade  
37 Facility, Below-grade Facility, Wireline Facility, or Utility Pole, in the Public Rights-of-way, the  
38 Person or Registrant shall provide a Permit application that sets forth, at a minimum, the following:  
39
- 40 (1) *Engineering plan.* An engineering plan that includes:  
41
- 42 a. The type of proposed Facility, location of the proposed Facility or Utility Pole,  
43 and the dimensions, height, footprint, stealth design, and concealment features  
44 of the proposed Facility or Utility Pole;  
45 b. The distance between the proposed Facility or Utility Pole and nearby  
46 pavement, sidewalks, driveways, ramps, trees, underground Utilities and other



- 1 above-grade and below-grade structures and Utilities located nearby within the  
2 Public Rights-of-way;
- 3 c. Sufficient specificity demonstrating compliance with the Florida Building  
4 Code, the Florida Department of Transportation's Manual of Minimum  
5 Standards, the Utility Accommodation Guide, and the National Electric Safety  
6 Code, as amended and as applicable;
- 7 d. For Utility Poles, the Global Positioning System (GPS) coordinates of the  
8 proposed Utility Pole. The GPS coordinates shall be based on the reading from  
9 a handheld mobile GPS unit set to Datum NAD 83 or WGS84. GPS  
10 coordinates based on Google Earth or similar application may be used where  
11 areas of shading occur due to overhead canopy. GPS Coordinates shall be  
12 provided in decimal degrees at a six (6) decimal point precision;
- 13 e. Attestation that the proposed Facility or Utility Pole is to be located within the  
14 Public Rights-of-way, except that if the County Engineer reasonably disagrees  
15 the Applicant shall submit a survey; and
- 16 f. Trees or landscaping to be removed or impacted upon the Placement or  
17 Maintenance of the proposed Facility or Utility Pole. The Placement or  
18 Maintenance of a Facility or Utility Pole that results in the Tree Removal of a  
19 Protected Tree within the Canopy Road Tree Protection Zones shall provide  
20 additional information and documentation in accordance with Sections 10-  
21 4.206(b)(2) and 10-4.206(c)(1). The Placement or Maintenance of a Facility or  
22 Utility Pole that results in the Tree Removal of a Protected Tree outside of the  
23 Canopy Road Tree Protection Zone shall provide additional information and  
24 documentation in accordance with Section 10-4.206(c)(1).  
25
- 26 (2) *Description of installation or Construction.* The Applicant shall provide a description  
27 of the manner in which the Facility or Utility Pole will be installed and/or modified  
28 (i.e. anticipated Construction methods or techniques).  
29
- 30 (3) *Temporary sidewalk closure plan.* The Applicant shall provide a temporary sidewalk  
31 closure plan, if applicable, to accommodate Placement or Maintenance of the Facility  
32 or Utility Pole.  
33
- 34 (4) *Temporary maintenance of traffic (MOT) plan.* The Applicant shall provide a  
35 temporary traffic lane closure and maintenance of traffic (MOT) plan, if applicable, to  
36 accommodate Placement or Maintenance of the Facility or Utility Pole.  
37
- 38 (5) *Restoration plan and estimated cost of restoration of the Public Rights-of-way.* A  
39 restoration plan and a good faith estimate of the cost of restoration of the Public  
40 Rights-of-way to the condition prior to commencing work in the Public Rights-of-way.  
41 Such good faith estimate shall be accepted by the County unless the County  
42 determines such estimated costs are not representative of the actual costs of the  
43 restoration of the Public Rights-of-way. Estimates of the cost to restore the Public  
44 Rights-of-way shall include all costs necessary to restore the Public Rights-of-way to  
45 its original condition. Such good faith estimate may include, but shall not be limited  
46 to, costs to restore the paving, curbs/gutters, sidewalks, multi-purpose trails, and

1 landscaping. All planted or naturally occurring shrubbery or vegetation, including sod,  
2 damaged or destroyed during work in the Public Rights-of-way shall be replaced. Tree  
3 removal shown on the Permit shall not be considered damage or impairment to be  
4 restored to the original condition provided the Person complies with the approved  
5 mitigation plan, if any.  
6

7 (6) *Timetable for Construction or installation.* The timetable for Construction, Placement  
8 or Maintenance of the proposed Facility or Utility Pole or each phase thereof.  
9

10 (7) *Indemnification.* A statement shall be included within the Permit application that by  
11 execution of the application, the Applicant shall be bound to the County with respect  
12 to the indemnification provisions set forth in Section 16-112.  
13

14 (8) *Attestation.* For Utility Poles that are intended to support the Collocation of Small  
15 Wireless Facilities, the Applicant shall provide an attestation by an officer of the  
16 Registrant that a Small Wireless Communications Facility will be Collocated on the  
17 Utility Pole and will be used by a Wireless Services Provider to provide service within  
18 nine (9) months after the date the application is approved.  
19

20 (9) *Information regarding height limitations.* For Utility Poles intended to support the  
21 Collocation of Small Wireless Facilities, the Applicant shall provide information  
22 regarding the heights of other Utility Poles located in the same Public Rights-of-way,  
23 measured from grade in place within five hundred (500) feet of the proposed location  
24 of the Utility Pole. If there is no Utility Pole within five hundred (500) feet of the  
25 proposed location of the Utility Pole intended to support the Collocation of Small  
26 Wireless Facilities, the Applicant shall certify such.  
27

28 (10) *Additional information as reasonably required for review of Permit application.* Such  
29 additional information as the County Engineer finds reasonably necessary to  
30 demonstrate the Applicant's Compliance with Applicable Codes, local laws and  
31 regulations, and State and federal laws with respect to the Placement or Maintenance  
32 of the proposed Facility or Utility Pole that is the subject of the Permit application.  
33

34 (d) *Application review timeframes.* An application for a Permit for an At-grade Facility, Below-  
35 grade Facility, Wireline Facility or Utility Pole not intended to support the Collocation of Small  
36 Wireless Facilities in the Public Rights-of-way shall be reviewed by the County as follows:  
37

38 (1) *Notice of application deficiency.* Within thirty (30) days after the date of filing an  
39 application, the County Engineer shall determine whether the application is complete.  
40 If an application is deemed incomplete, the County Engineer shall notify the Applicant  
41 by electronic mail and specifically identify the missing information.  
42

43 (2) *Application review period.* Within sixty (60) days after the date of filing an  
44 application, the County Engineer shall approve or deny the application.  
45

46 (3) *Notice of denial; resubmission.* Should the application be denied, the County Engineer

1 shall notify the Applicant by electronic mail and specify the basis for denial, including  
2 the specific code provisions on which the denial is based. The Applicant may cure the  
3 deficiencies identified by the County Engineer and resubmit the application within  
4 thirty (30) days after the notice of denial is sent. The County Engineer shall approve or  
5 deny the revised application within thirty (30) days after the date of filing the revised  
6 application. A denial of a Permit may be appealed pursuant to Section 16-110.  
7

8 (4) *Repurposed Structures and Utility Poles intended to support the Collocation of Small*  
9 *Wireless Facilities.* An application for a Repurposed Structure or Utility Pole intended  
10 to support the Collocation of Small Wireless Facilities shall be reviewed by the  
11 County pursuant to the application review timeframes set forth in Section 16-302(e).  
12

13 (e) A Permit application for a Repurposed Structure or a Utility Pole intended to support the  
14 Collocation of Small Wireless Facilities shall be submitted prior to or contemporaneously with a  
15 Permit application for a Small Wireless Facility.  
16

17 **Sec. 16-202. At-grade Facility, Below-Grade Facility, Wireline Facility, and Utility Pole Permit**  
18 **Conditions.**  
19

20 (a) At-grade Facilities, Below-grade Facilities, Wireline Facilities, and Utility Poles, may be  
21 Placed and Maintained within the Public Rights-of-way subject to the County's consideration of the  
22 following standards and minimum requirements:  
23

24 (1) *Sufficiency of space to accommodate present and pending applications for use of the*  
25 *Public Rights-of-way.* The sufficiency of space to accommodate all of the present and  
26 pending applications to place other Communications Facilities, Utility Poles, Utilities,  
27 and other structures within the subject area of the Public Rights-of-way;  
28

29 (2) *Sufficiency of space to accommodate the need for projected public improvements.* The  
30 sufficiency of space to accommodate budgeted County plans for public improvements  
31 or projects adopted as part of the Leon County Capital Improvements Schedule or  
32 other approved capital improvements lists as part of the Tallahassee-Leon County  
33 Comprehensive Plan;  
34

35 (3) *Impact on traffic and traffic and pedestrian safety.* The impact on traffic and traffic  
36 and pedestrian safety. Such impact evaluation will include, without limitation,  
37 potential traffic and pedestrian interference, interference with the efficient movement  
38 of people and property, interference with sight lines or clear zones for transportation,  
39 pedestrians or public safety purposes; and  
40

41 (4) *Applicable Codes.* Applicable Codes and State and federal laws and regulations,  
42 including the General Permit Conditions in Section 16-107 and the Objective Design  
43 Standards in Section 16-203.  
44

45 (b) A Permit for a proposed At-grade Facility, Below-grade Facility, Wireline Facility, or Utility  
46 Pole shall remain effective for and Construction must be completed within sixty (60) days. The

1 County Engineer may extend the expiration date of the Permit for good cause.

2  
3 (c) A Permit for a proposed Repurposed Structure or Utility Pole intended to support the  
4 Collocation of Small Wireless Facilities shall remain effective for and Construction must be  
5 completed within one (1) year. The County Engineer may extend the expiration date of the Permit for  
6 good cause.

7  
8 (d) A Utility Pole intended to support the Collocation of Small Wireless Facilities may only  
9 contain Small Wireless Facilities. Unless otherwise exempted by State or federal law or this Article,  
10 Antennas, wires, or other facilities may not be mounted on the Utility Pole intended to support the  
11 Collocation of Small Wireless Facilities without a Permit or authorization from the County.

12  
13 **Sec. 16-203. Objective Design Standards**

14  
15 (a) *Intent and purpose.* At-grade Facilities, Below-grade Facilities, Wireline Facilities, and Utility  
16 Poles shall be designed in such a manner to ensure such Facilities and Utility Poles are Placed in a  
17 safe location that do not interfere with the traveling public, and shall be designed to maximize  
18 compatibility with the Surrounding Neighborhood and to minimize any negative visual impact on the  
19 Surrounding Neighborhood. As used in this Section, the term *Facility* shall be used to collectively  
20 refer to At-grade Facilities, Below-grade Facilities, and Wireline Facilities. The following design  
21 standards shall apply, unless waived pursuant to Section 16-204.

22  
23 (b) *Stealth design.* Utility Poles shall be made of substantially the same material, color, and  
24 design, including diameter, as other Utility Poles within the same Public Rights-of-way, however, a  
25 Utility Pole made of a steel, concrete, or fiberglass, and black or gray in color, shall not require a  
26 waiver if the Utility Poles within the same Public Rights-of-way are wood. A Repurposed Structure  
27 shall be of substantially similar design, including diameter, material, and color of the Existing  
28 Structure being replaced by the Repurposed Structure. The Repurposed Structure shall be located in  
29 approximately the same location as the Existing Structure. The Repurposed Structure shall continue  
30 to serve its primary function. If the County has a planned project to replace Utility Poles in the same  
31 Public Rights-of-way, the Repurposed Structure shall conform to the County’s updated design,  
32 material, and color.

33  
34 (c) *Concealment.* The following concealment standards shall apply to proposed Facilities and  
35 Utility Poles.

36  
37 (1) Signage shall not be Placed or Maintained on any Facility or Utility Pole within the  
38 Public Rights-of-way, unless otherwise required by State or federal laws or  
39 regulations, or as permitted by the County, provided however, that Existing Structures  
40 that lawfully supported Signage prior to being repurposed may continue to support  
41 Signage as otherwise permitted by law.

42  
43 (2) A Facility or Utility Pole shall not have any type of lighted signal, lights, or  
44 illuminations unless required by applicable State or federal laws or regulations, or as  
45 permitted by the County.

1 (3) At-grade Facilities shall be located in areas with existing foliage or other aesthetic  
2 features to obscure the view of the At-grade Facility or shall be designed to appear  
3 similar to other At-grade Facilities in the same Public Rights-of-way. Any additional  
4 plantings proposed pursuant to this subsection shall be approved by the County. An  
5 Applicant may also utilize a Wrap for At-grade Facilities. An Applicant may propose  
6 a Wrap design not previously approved by the County by applying for and obtaining a  
7 waiver pursuant to Section 16-204. Wraps shall be maintained by the Applicant such  
8 that the Wrap does not peel or significantly fade.  
9

10 (d) *Maximum height restrictions.* The height of a Utility Pole intended to support the Collocation  
11 of Small Wireless Facilities is limited to the tallest existing Utility Pole as of July 1, 2017, located in  
12 the same County Public Rights-of-way, other than a Utility Pole for which a waiver has previously  
13 been granted, measured from grade in place within five hundred (500) feet of the proposed location  
14 of the Utility Pole intended to support the Collocation of Small Wireless Facilities. If there is no  
15 Utility Pole within five hundred (500) feet, the Utility Pole intended to support the Collocation of  
16 Small Wireless Facilities shall be limited to fifty (50) feet.  
17

18 (e) *Location context.* The following location context standards shall apply to proposed Facilities  
19 and Utility Poles.  
20

21 (1) *Installation at outermost boundary of Public Rights-of-way.* At-grade Facilities and  
22 Utility Poles shall be Placed at the farthest distance practicable from the edge of  
23 pavement unless there is a designated corridor within the Public Rights-of-way.  
24

25 (2) *Equidistant requirement.* Utility Poles are strongly encouraged to be Placed  
26 equidistant between existing Utility Poles, if any, within the Public Rights-of-way.  
27

28 (3) *Common property line.* For Placement within Residential Blocks, Utility Poles are  
29 strongly encouraged to be Placed at the common property line of the Parcels that Abut  
30 the Public Rights-of-way.  
31

32 (4) *Prohibition against Placement that significantly impairs view from principal*  
33 *structures within Residential Blocks.* At-grade Facilities and Utility Poles, shall be  
34 Placed such that views from principal structures within Residential Blocks are not  
35 significantly impaired.  
36

37 (5) *Prohibition against Placement in location where facilities are placed underground.*  
38 At-grade Facilities, aerial Wireline Facilities, and Utility Poles in the Public Rights-of-  
39 way shall comply with undergrounding requirements of the County that prohibit  
40 aboveground structures in the Public Rights-of-way.  
41

42 (6) *Tree Removal.* The Placement or Maintenance of a Small Wireless Facility that results  
43 in the Tree Removal of a Protected Tree within the Canopy Road Tree Protection  
44 Zones shall comply with the conditions outlined in Section 10-4.206(b)(5), as  
45 determined by the Development Review Committee, and abide by the tree replanting  
46 requirements in Section 10-4.364(b). The Placement or Maintenance of a Small

1 Wireless Facility that results in the Tree Removal of a Protected Tree that is not within  
2 the Canopy Road Tree Protection Zones shall comply with the conditions outlined in  
3 Section 10-4.364(a) and abide by the tree replanting requirements in Section 10-  
4 4.364(b). Notwithstanding any other Code, the County Engineer shall determine if the  
5 proposed Tree Removal meets the conditions of Section 10-4.364(a) and the tree  
6 replanting requirements in 10-4.364(b). Tree Removal is not permitted within the  
7 Public Rights-of-way to increase signal strength or provide a line-of-sight.  
8

- 9 (7) *Prohibition against Placement in violation of OSHA or NESC rules and regulations.*  
10 At-grade Facilities, Below-grade Facilities, Wireline Facilities, and Utility Poles shall  
11 not be Placed in a location which violates rules and regulations set by the  
12 Occupational Safety and Health Administration or the National Electric Safety Code.  
13

14 **Sec. 16-204. Waiver of the Objective Design Standards for At-grade Facilities, Below-grade**  
15 **Facilities, Wireline Facilities, and Utility Poles.**  
16

17 (a) The waiver provisions listed in this subsection apply in those circumstances where a  
18 Provider's use of the Public Rights-of-way is impaired by strict application of the requirements of  
19 this Article. Objective design standards provided in Section 16-107 and Section 16-203 may be  
20 waived by the County Engineer.  
21

22 (b) A request for a waiver shall be filed contemporaneously with the Permit application. The  
23 request for waiver shall state each Section or subsection for which a waiver is being sought. A request  
24 for a waiver shall include the following information:  
25

- 26 (1) A detailed explanation, with supporting engineering or other data, as to why a waiver  
27 from the requirements of this Article is required, including a detailed explanation  
28 addressing the relevant criteria to be considered by the County Engineer as provided in  
29 subsection (c);  
30  
31 (2) Design of the proposed At-grade Facility or Utility Pole, with particular reference to  
32 achieving compatibility with the Surrounding Neighborhood and eliminating adverse  
33 visual impacts on the Surrounding Neighborhood; and  
34  
35 (3) Any other information the County Engineer may reasonably require to process the  
36 request for waiver.  
37

38 (c) The County Engineer shall consider the following criteria when determining whether to grant  
39 or deny a request for a waiver:  
40

- 41 (1) Any special conditions and circumstances affecting the proposed site which prevent  
42 compliance with the Section or subsection for which a waiver is being sought;  
43  
44 (2) The compatibility of the proposed Communications Facility or Utility Pole with  
45 Adjacent Properties and the Surrounding Neighborhood;  
46

1 (3) If there is an excessive expense associated with compliance with the Section or  
2 subsection for which a waiver is being sought; or

3  
4 (4) If the proposed waiver preserves to the County flexibility in its management of the  
5 Public Rights-of-way.  
6

7 (d) In granting any waiver, the County Engineer may impose conditions to the extent the County  
8 Engineer concludes such conditions are necessary to minimize any adverse effects of the proposed  
9 Communications Facility or Utility Pole on the Surrounding Neighborhood, or to protect the health,  
10 safety and welfare of the public.  
11

12 (e) The County Engineer shall grant or deny a request for a waiver within forty-five (45) days  
13 after receiving the request for waiver. Should a request for waiver, and ultimately a Permit, be denied  
14 by the County Engineer, the denial of the waiver may be appealed in conjunction with an appeal of  
15 the Permit denial in accordance with Section 16-110.  
16

### 17 **Division 3. Wireless Facility Standards**

#### 18 **Sec. 16-300. Applicability.**

19  
20  
21 This Division shall apply to any Person who seeks to Construct, Place, install, Maintain or  
22 operate a Wireless Facility in the Public Rights-of-way, unless otherwise exempt by operation of  
23 Applicable Codes or State or Federal laws or regulations. This Division shall not apply to Wireless  
24 Communications Facilities owned by a Person, including the County or electric cooperative, to the  
25 extent such facilities are utilized only on an internal, non-commercial basis by said Person.  
26

27 This Article is intended to implement the Advanced Wireless Infrastructure Deployment Act,  
28 Section 337.401(7), F.S. In the event the Advanced Wireless Infrastructure Deployment Act, Section  
29 337.401(7), F.S., is repealed, amended, or overturned by a court of competent jurisdiction, in whole  
30 or in part, provisions of this Article may no longer apply, in which case pending and future  
31 applications for Wireless Facilities and Utility Poles intended to support the Collocation of Small  
32 Wireless Facilities in the Public Rights-of-way, will be governed by applicable law.  
33

#### 34 **Sec. 16-301. Wireless Facilities Allowed in the Public Rights-of-way.**

35  
36 (a) Subject to the requirements of this Article, only the following Wireless Facilities may be  
37 Placed or Maintained within the Public Rights-of-way:  
38

39 (1) Small Wireless Facilities Collocated on Existing Structures or Collocated on new  
40 Utility Poles intended to support the Collocation of Small Wireless Facilities; and  
41

42 (2) Micro Wireless Facilities suspended on cable strung between Existing Structures.  
43

44 (b) Wireless Support Structures are not permitted within the Public Rights-of-way. Wireless  
45 Support Structures shall comply with Section 10-6.812, as applicable.  
46

1 (c) Wireless Facilities shall not be permitted in the Public Rights-of-way except as permitted in  
2 this Article, unless otherwise permitted by applicable State or federal laws or regulation.

3  
4 (d) The approval of the installation, Construction, Placement, Maintenance, or operation of a  
5 Small Wireless Facility pursuant to this Article does not authorize the provision of any voice, data, or  
6 video communications services or the installation, Placement, Maintenance, or operation of any  
7 Communications Facilities other than Small Wireless Facilities in the Public Rights-of-way.

8  
9 **Sec. 16-302. Permit Requirements; Application; Review Timeframes.**

10  
11 (a) *Permit Required.* A Registrant shall not commence to Place or Maintain a Wireless Facility in  
12 the Public Rights-of-way until all applicable Permits have been issued by the County, except for  
13 Limited Work as provided in subsection (b), unless otherwise authorized by Applicable Codes or  
14 State or federal laws or regulations. A Registrant may submit a Consolidated Permit Application and  
15 receive a single Permit for the Collocation of up to thirty (30) Small Wireless Facilities. The  
16 Registrant acknowledges that as a condition of granting Permits, the County may impose reasonable  
17 conditions governing the Placement or Maintenance of a Wireless Facility in the Public Rights-of-  
18 way as set forth in Section 337.401, F.S., as amended. Permits shall apply only to the areas of the  
19 Public Rights-of-way specifically identified in the Permit.

20  
21 (b) *Permit Not Required.*

22  
23 (1) A Registrant shall be allowed to perform Limited Work within the Public Rights-of-  
24 way without first obtaining a Permit if such proposed Limited Work does not involve  
25 excavation or the closure of a vehicle lane. As used in this section, the term *Limited*  
26 *Work* shall mean:

- 27  
28 a. Routine maintenance;  
29 b. Replacement of an existing Wireless Facility with a Wireless Facility that is  
30 substantially similar or of the same or smaller size; or  
31 c. Installation, Placement, Maintenance, or replacement of a Micro Wireless  
32 Facility that is suspended on cable strung between Existing Structures in  
33 compliance with Applicable Codes by or for a Communications Services  
34 Provider authorized to occupy the Public Rights-of-way and who is remitting  
35 Communications Services Tax.

36  
37 (2) Prior to performing any Limited Work, a Registrant shall provide reasonable advance  
38 written notice to the County identifying the areas where such maintenance will occur,  
39 scope of maintenance, date(s) and duration of work to be performed. If any Limited  
40 Work requires the closure of a vehicle lane, a lane closure Permit shall be required.

41  
42 (3) A Registrant shall be allowed to perform Emergency Maintenance within the Public  
43 Rights-of-way without first obtaining a Permit. However, a Registrant shall provide  
44 prompt notice to the County of the Emergency Maintenance and, within fifteen (15)  
45 days of completing the Emergency Maintenance, apply for a Permit in accordance



1 with subsection (d) herein if such activity required a Permit under this Article. As used  
2 in this Section, the term *Emergency Maintenance* means the repair or replacement of a  
3 Wireless Facility as a result of a condition that affects the public health, safety or  
4 welfare, which includes an unplanned out-of-service condition of a preexisting service.  
5

- 6 (4) The County Engineer may issue an immediate stop work order where any Limited  
7 Work poses a serious threat to the health, safety or welfare of the public until such  
8 time as such serious threat has been abated.  
9

10 (c) *Presubmittal conference.* Prior to submitting a Permit application, the Applicant is strongly  
11 encouraged to schedule a presubmittal conference with the County. A pre-submittal conference is not  
12 required prior to submitting a Permit application.  
13

14 (d) *Permit Application.* As part of any Permit application to Place or Maintain a Small Wireless  
15 Facility or in the Public Rights-of-way, the Registrant shall provide a Permit application or  
16 Consolidated Permit Application that sets forth, at a minimum, the following:  
17

- 18 (1) *Engineering plan.* An engineering plan signed and sealed by a Florida licensed  
19 professional engineer, that includes:  
20

- 21 a. The type of proposed Wireless Facility including the dimensions, volume,  
22 height, footprint, and stealth design and concealment features of the proposed  
23 Small Wireless Facility, and location of the proposed Small Wireless Facility,  
24 including whether the proposed Small Wireless Facility is proposed within a  
25 location subject to restrictions pursuant to Section 16-304(e)(1);  
26 b. The type of structure intended to support the Small Wireless Facility, such as  
27 an Existing Structure, Repurposed Structure, or new Utility Pole intended to  
28 support the Collocation of the Small Wireless Facility, including supporting  
29 documentation that the structure can support the additional load of the  
30 proposed Small Wireless Facility, if applicable;  
31 c. The distance of the proposed Small Wireless Facility, including ground-  
32 mounted equipment, and nearby pavement, sidewalks, driveways, ramps, trees,  
33 underground Utilities and other above-grade and below-grade structures and  
34 Utilities located nearby within the Public Rights-of-way;  
35 d. The Global Positioning System (GPS) coordinates of the proposed Small  
36 Wireless Facility. The GPS coordinates shall be based on the reading from a  
37 handheld mobile GPS unit set to Datum NAD 83 or WGS84. GPS coordinates  
38 based on Google Earth or similar application may be used where areas of  
39 shading occur due to overhead canopy. GPS Coordinates shall be provided in  
40 decimal degrees at a six (6) decimal point precision;  
41 e. Sufficient specificity demonstrating compliance with the Florida Building  
42 Code and other Applicable Codes, including but not limited to sight lines or  
43 clear zone standards and specifications for transportation, pedestrians, and  
44 public safety as provided in the Florida Department of Transportation Plans  
45 Preparation Manual, Florida Department of Transportation Manual of Uniform  
46 Minimum Standards for Design, Construction and Maintenance for Streets and

1 Highways (the Florida Greenbook), and the Florida Department of  
2 Transportation Design Standards, as amended, and the National Electric Safety  
3 Code;

4 f. Trees and landscaping to be removed or impacted upon the Placement or  
5 Maintenance of the proposed Small Wireless Facility. The Placement or  
6 Maintenance of a Small Wireless Facility that results in the Tree Removal of a  
7 Protected Tree within the Canopy Road Tree Protection Zones shall provide  
8 additional information and documentation in accordance with Sections 10-  
9 4.206(b)(2) and 10-4.206(c)(1). The Placement or Maintenance of a Small  
10 Wireless Facility that results in the Tree Removal of a Protected Tree outside  
11 of the Canopy Road Tree Protection Zone shall provide additional information  
12 and documentation in accordance with Section 10-4.206(c)(1).  
13

14 (2) *Description of installation or Construction.* The Applicant shall provide a description  
15 of the manner in which the Small Wireless Facility will be Placed or Maintained (i.e.  
16 anticipated Construction methods or techniques).  
17

18 (3) *Pole attachment agreement.* For Collocations on Private Utility Poles, the Applicant  
19 shall provide a copy of a valid pole attachment agreement for the Collocation of the  
20 proposed Small Wireless Facility. In lieu of providing the complete pole attachment  
21 agreement between the owner of the Private Utility Pole and Applicant, the Applicant  
22 may provide the first page of such agreement and the signature page or a notarized  
23 letter of authorization from the owner of the Private Utility Pole, providing adequate  
24 identifying information, acceptable to the County, and indicating the Applicant is  
25 authorized to Collocate on the identified Private Utility Pole.  
26

27 (4) *Stealth design.* The Applicant shall provide a description of stealth design to be  
28 utilized pursuant to Section 16-304(b).  
29

30 (5) *Temporary sidewalk closure plan.* The Applicant shall provide a temporary sidewalk  
31 closure plan, if applicable, to accommodate Placement or Maintenance of the Small  
32 Wireless Facility.  
33

34 (6) *Temporary maintenance of traffic (MOT) plan.* The Applicant shall provide a  
35 temporary traffic lane closure and maintenance of traffic (MOT) plan, if applicable, to  
36 accommodate Placement or Maintenance of the Small Wireless Facility.  
37

38 (7) *Restoration plan and estimate cost of restoration of the Public Rights-of-way.* If  
39 applicable, a restoration plan and a good faith estimate of the cost of restoration of the  
40 Public Rights-of-way. Such good faith estimate shall be accepted by the County unless  
41 the County Engineer determines such estimated costs are not representative of the  
42 actual costs of the restoration of the Public Rights-of-way. Estimates of the cost to  
43 restore the Public Rights-of-way shall include all costs necessary to restore the Public  
44 Rights-of-way to its original condition. Such good faith estimate shall include, but is  
45 not limited to, costs to restore the paving, curbs/gutters, sidewalks, multi-purpose  
46 trails, and landscaping. All planted or naturally occurring shrubbery or vegetation,

1 including sod, damaged or destroyed during work in the Public Rights-of-way shall be  
2 replaced, except Tree Removals as allowed by the Permit.  
3

4 (8) *Timetable for Construction or installation.* The timetable for Placement or  
5 Maintenance of the proposed Small Wireless Facility or each phase of the Placement  
6 or Maintenance thereof.  
7

8 (9) *Indemnification.* A statement shall be included within the Permit application that by  
9 execution of the application, the Registrant shall be bound to the County with respect  
10 to the indemnification provisions set forth in Section 16-112 .  
11

12 (e) *Application review timeframes.* An application for a Permit for a Small Wireless Facility,  
13 Repurposed Structure, and Utility Pole intended to support the Collocation of Small Wireless  
14 Facilities within the Public Rights-of-way shall be reviewed by the County as follows:  
15

16 (1) *Notice of application deficiency.* Within fourteen (14) days after the date of filing an  
17 application, unless the timeframe is mutually extended, for the Collocation of a Small  
18 Wireless Facility, Repurposed Structure, or Utility Pole intended to support the  
19 Collocation of Small Wireless Facilities the County Engineer shall determine whether  
20 the application is complete. If an application is deemed incomplete, the County  
21 Engineer shall notify the Applicant by electronic mail and specifically identify the  
22 missing information. An application shall be deemed complete if the County Engineer  
23 fails to notify the Applicant otherwise within fourteen (14) days after the date of filing  
24 the application.  
25

26 (2) *Request for alternative location.* Within fourteen (14) days after the date of filing the  
27 application for Collocation of a Small Wireless Facility, the County Engineer may  
28 request that the proposed location of the Small Wireless Facility be moved to another  
29 location and be placed on another Existing Structure or by placing a new Utility Pole  
30 intended to support the Collocation of Small Wireless Facilities. The County and  
31 Applicant may negotiate the alternative location, including objective design standards  
32 and reasonable spacing requirements for ground-mounted equipment for thirty (30)  
33 days after the County submits the request. The Applicant shall notify the County of its  
34 acceptance or rejection within this thirty (30) day negotiating period. If the Applicant  
35 accepts the alternative location, the application shall be deemed granted for the  
36 agreed-upon alternative location and all other locations in the application. If the  
37 requested alternative location is rejected by the Applicant, the County Engineer shall  
38 approve or deny the original application within ninety (90) days after the date the  
39 application was filed.  
40

41 (3) *Application review period.* Within sixty (60) days after the date of filing an application  
42 for the Collocation of a Small Wireless Facility, the County Engineer shall approve or  
43 deny the application. If the County Engineer does not submit a request for an alternate  
44 location as provided in subsection (2), the County Engineer and the Applicant may  
45 mutually agree to extend the sixty (60) day application review period.  
46

- 1 (4) *Notice of denial; resubmission.* Should the application be denied, the County Engineer  
2 shall notify the Applicant by electronic mail on the day the application is denied and  
3 specify in writing the basis for denial, including the specific Code provisions on which  
4 the denial is based. The Applicant may cure the deficiencies identified by the County  
5 Engineer and resubmit the application within thirty (30) days after the notice of denial  
6 is sent. The County Engineer shall approve or deny the revised application within  
7 thirty (30) days after the date of filing the application. Any subsequent review shall be  
8 limited to the deficiencies cited in the notice of denial. A denial of a Permit may be  
9 appealed pursuant to Section 16-110.
- 10
- 11 (5) *Consolidated Permit Applications.* The County may separately address each proposed  
12 Collocated Small Wireless Facility for which incomplete information has been  
13 received or which are denied.
- 14
- 15 (6) *Deemed approved.* Prior to commencing Construction, a Person with a deemed  
16 approved Permit must be registered pursuant to Section 16-103, and must file a  
17 performance bond and security fund with the County pursuant to this Article.
- 18

19 **Sec. 16-303. Small Wireless Facility Collocation Permit Conditions.**

20

- 21 (a) The County Engineer may deny a proposed Collocation of a Small Wireless Facility in the  
22 Public Rights-of-way if the proposed Collocation:
- 23
- 24 (1) Materially interferes with the safe operation of traffic control equipment;
- 25
- 26 (2) Materially interferes with sight lines or clear zone standards and specifications for  
27 transportation, pedestrians, or public safety purposes as provided in the Florida  
28 Department of Transportation Plans Preparation Manual, Florida Department of  
29 Transportation Manual of Uniform Minimum Standards for Design, Construction and  
30 Maintenance for Streets and Highways (the Florida Greenbook), and/or the Florida  
31 Department of Transportation Design Standards, as amended;
- 32
- 33 (3) Materially interferes with compliance with the Americans with Disabilities Act, 42  
34 U.S.C. Sec. 12101, et seq, or similar federal or State standards regarding pedestrian  
35 access or movement;
- 36
- 37 (4) Materially fails to comply with the 2010 edition of the Florida Department of  
38 Transportation Utility Accommodation Manual; or
- 39
- 40 (5) Fails to comply with Applicable Codes governing Placement or Maintenance of Small  
41 Wireless Facilities within the Public Rights-of-way, including the General Permit  
42 Conditions in Section 16-107 and the Objective Design Standards in Section 16-304.
- 43
- 44 (b) A Permit for the Collocation of a Small Wireless Facility shall remain effective for and  
45 Construction must be completed within one (1) year. The County Engineer may extend the expiration  
46 date of the Permit for good cause.

1  
2 (c) A Permit application for a Repurposed Structure or a Utility Pole intended to support the  
3 Collocation of Small Wireless Facilities shall be submitted prior to or contemporaneously with a  
4 Permit application for a Small Wireless Facility.

5  
6 **Sec. 16-304. Objective Design Standards**

7  
8 (a) *Purpose and intent.* Small Wireless Facilities shall be designed in such a manner that the  
9 Small Wireless Facilities are Placed in a safe location that do not interfere with the traveling public,  
10 and shall be designed to maximize compatibility with the Surrounding Neighborhood and to  
11 minimize any negative visual impact on the Surrounding Neighborhood. The following objective  
12 design standards regulating the location context, color, stealth design, and concealment of the  
13 proposed Small Wireless Facility shall apply, unless waived pursuant to Section 16-305.

14  
15 (b) *Stealth design.* All proposed Small Wireless Facilities shall meet any one of the three (3)  
16 following stealth design standards or combination thereof.

17  
18 (1) Preferred stealth design option 1: Wires, cables, and equipment to be Placed on a  
19 Utility Pole shall be within the Utility Pole, covered with a Shroud or conduit that is  
20 similar to the Utility Pole color; the use of a slim design wherein the top mounted  
21 Antenna does not exceed the diameter of the supporting Utility Pole by more than six  
22 (6) inches on any side at the level of the Antenna attachment and side-mounted  
23 enclosures, if any, do not extend more than thirty (30) inches beyond the exterior  
24 dimensions of the supporting Utility Pole measured from the edge of the Utility Pole  
25 to the outermost surface of the side-mounted enclosure.

26  
27 (2) Preferred stealth design option 2: Wires, cables, and equipment to be Collocated on a  
28 Utility Pole shall be within the Utility Pole, covered with a Shroud or conduit that is  
29 similar to the Utility Pole color; and the use of a street light fixture to camouflage the  
30 Small Wireless Facility. All street light fixtures shall be maintained in good working  
31 order by the Applicant or pole owner unless the County accepts maintenance  
32 responsibility in writing. If the County accepts the maintenance responsibility of a  
33 street light fixture on an Authority Utility Pole, the ownership of the street light fixture  
34 shall transfer to the County. All street light fixtures shall be of similar style and of  
35 similar lighting technology as nearby lighting fixtures (halogen, LED, etc.) and shall  
36 utilize dark-sky friendly lighting.

37  
38 (3) Preferred stealth design option 3: Wires, cables, and equipment to be Collocated on a  
39 Utility Pole shall be within the Utility Pole, covered with a Shroud or conduit that is  
40 similar to the Utility Pole color; and the use of Wraps on the supporting structure, side  
41 mounted enclosures, and/or ground-mounted equipment. An Applicant may propose a  
42 Wrap design not previously approved by the County by applying for and obtaining a  
43 waiver pursuant to Section 16-305. Wraps shall be maintained by the Applicant such  
44 that the Wrap does not peel or significantly fade.

45  
46 (c) *Concealment.* The following concealment standards shall apply to proposed Small Wireless

1 Facilities.

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(1) Applicants shall not Place or Maintain Signage on Communications Facilities in the Public Rights-of-way, unless otherwise required by applicable State or federal laws or regulations, or as permitted by the County.

(2) A Small Wireless Facility shall not have any type of lighted signal, lights, or illuminations unless required by applicable State or federal laws or regulations or as permitted by the County.

(3) Ground-mounted equipment for Small Wireless Facilities shall be located within a ten (10) foot radius of the supporting structure for the Small Wireless Facility and, if possible, in areas with existing foliage or other aesthetic features to obscure the view of the ground-mounted equipment. The ground-mounted equipment shall be designed to appear similar to other at-grade facilities in the same Public Rights-of-way and may be further concealed with additional plantings. Any additional plantings proposed pursuant to this subsection shall be approved by the County. An Applicant may also utilize a Wrap for At-grade Facilities. An Applicant may propose a Wrap design not previously approved by the County by applying for and obtaining a waiver pursuant to Section 16-204. Wraps shall be maintained by the Applicant such that the Wrap does not peel or significantly fade.

(d) *Maximum height restrictions.* A Small Wireless Facility, including any attached Antennas, shall not exceed ten (10) feet above the Existing Structure, Repurposed Structure or Utility Pole upon which the Small Wireless Facility is to be Collocated.

(e) *Location context.* The following location context standards shall apply to proposed Small Wireless Facilities.

(1) *Prohibition against Placement within a location subject to Homeowners' Association restrictions.* Small Wireless Facilities shall not be Collocated in a location subject to covenants, restrictions, articles of incorporation, or bylaws of a Homeowners' Association unless specifically authorized by the Homeowners' Association. This subsection shall not limit the installation, Placement, Maintenance, or replacement of Micro Wireless Facilities on any existing and duly authorized aerial Wireline Facility.

(2) *Prohibition against Placement in location where facilities are placed underground.* Small Wireless Facilities shall comply with nondiscriminatory undergrounding requirements of the County that prohibit aboveground structures in the Public Rights-of-way. Any such requirements may be waived by the County pursuant to Section 16-305.

(3) *Tree Removal.* The Placement or Maintenance of a Small Wireless Facility that results in the Tree Removal of a Protected Tree within the Canopy Road Tree Protection Zones shall comply with the conditions outlined in Section 10-4.206(b)(5), as determined by the Development Review Committee, and abide by the tree replanting

1 requirements in Section 10-4.364(b). The Placement or Maintenance of a Small  
2 Wireless Facility that results in the Tree Removal of a Protected Tree that is not within  
3 the Canopy Road Tree Protection Zones shall comply with the conditions outlined in  
4 Section 10-4.364(a) and abide by the tree replanting requirements in Section 10-  
5 4.364(b). Notwithstanding any other Code, the County Engineer shall determine if the  
6 proposed Tree Removal meets the conditions of Section 10-4.364(a) and the tree  
7 replanting requirements in 10-4.364(b). Tree Removal is not permitted within the  
8 Public Rights-of-way to increase signal strength or provide a line-of-sight.  
9

- 10 (4) *Prohibition against Placement in violation of OSHA or NESC rules and regulations.*  
11 Small Wireless Facilities shall not be placed in a location which violates rules and  
12 regulations set by the Occupational Safety and Health Administration or the National  
13 Electric Safety Code.  
14

15 **Sec. 16-305. Waiver of Objective Design Standards for Small Wireless Facilities.**  
16

17 (a) Objective design standards provided in Section 16-107 and Section 16-304 may be waived by  
18 the County Engineer upon a showing that the objective design standards are not reasonably  
19 compatible for the particular location of a Small Wireless Facility or that the objective design  
20 standards impose an excessive expense.  
21

22 (b) A request for a waiver shall be filed contemporaneously with the Permit application. The  
23 request for waiver shall state each Section or subsection for which a waiver is being sought. A request  
24 for a waiver shall include a detailed explanation, with supporting engineering or other data, as to why  
25 a waiver from the requirements of this Article is required.  
26

27 (c) In granting any waiver, the County Engineer may impose conditions to the extent the County  
28 Engineer concludes such conditions are necessary to minimize any adverse effects of the proposed  
29 Small Wireless Facility on the Surrounding Neighborhood or to protect the health, safety and welfare  
30 of the public.  
31

32 (d) The County Engineer shall grant or deny a request for a waiver within forty-five (45) days  
33 after receiving the request for waiver. Should a request for waiver, and ultimately a Permit, be denied  
34 by the County Engineer, the denial of the waiver may be appealed in conjunction with an appeal of  
35 the Permit denial in accordance with Section 16-110.  
36

37 **Sec. 16-306. Make-Ready Work.**  
38

39 (a) For an Authority Utility Pole that supports aerial Wireline Facility used to provide  
40 Communications Services or electric service, the County, Communications Services Provider,  
41 Wireless Infrastructure Provider, and Pass-through Provider shall comply with the process for make-  
42 ready work under 47 U.S.C. § 224, as amended, and implementing regulations. The good faith  
43 estimate of the Person owning or controlling the pole for any make-ready work necessary to enable  
44 the pole to support the requested Collocation must include pole replacement if necessary.  
45

1 (b) For an Authority Utility Pole that does not support aerial Wireline Facility used to provide  
2 Communications Services or electric service, the County shall provide a good faith estimate for any  
3 make-ready work necessary to enable the pole to support the requested Collocation, including  
4 necessary pole replacement, within sixty (60) days after receipt of a complete application. Make-  
5 ready work, including any pole replacement, must be completed within sixty (60) days after the  
6 written acceptance of the good faith estimate by the Applicant. Alternatively, the County may require  
7 the Applicant seeking to Collocate a Small Wireless Facility to provide a make-ready estimate at the  
8 Applicant's expense for the work necessary to support the Small Wireless Facility, including pole  
9 replacement, and perform the make-ready work.

10  
11 (c) If pole replacement if required, the scope of the make-ready estimate is limited to the design,  
12 fabrication, and installation of a Utility Pole that is substantially similar in color and composition.  
13 The County may not condition or restrict the manner in which the Applicant obtains, develops, or  
14 provides the estimate or conducts make-ready work subject to the usual construction restoration  
15 standards for work in the Public Rights-of-way. The replaced or altered Utility Pole shall remain the  
16 property of the County.

17  
18 **Section 16-307. Collocation Fees.**

19  
20 The rate to Collocate a Small Wireless Facility on an Authority Utility Pole shall be \$150 per pole  
21 annually. Annual payments shall be due and payable on April 1 of each year. If the payments  
22 required by this Section are not made within ninety (90) days after the due date, the County Engineer  
23 may withhold the issuance of any Permits to the Registrant until the amount past due is paid in full.

24  
25 **SECTION 4.** Section 10-6.812 of the Code of Laws of Leon County, Florida, entitled  
26 "Communication Antennas and Communication Antenna Support Structures" is amended to read as  
27 follows:

28 \*\*\*

29 (c) Applicability. This section is applicable to communication antennas and communication  
30 antenna support structures within the unincorporated area of the county and sited or proposed to be  
31 sited on property that is located outside of the public rights-of-way. Communication antennas and  
32 communication antenna support structures sited or proposed to be sited within the public rights-of-  
33 way must comply with the requirements of Chapter 16, Article V of the Leon County Code of Laws.  
34 All communication antennas and communication antenna support structures in the unincorporated  
35 areas of the county and sited or proposed to be sited outside of the public rights-of-way shall be  
36 subject to these land development regulations and all other applicable building and construction  
37 codes. In the event of any conflict between other land development regulations and the regulations  
38 contained in this section, the provisions of this section shall override and supersede such other  
39 regulations unless otherwise specifically set forth herein.

40  
41 (1) Nonconforming uses and structures. To the extent set forth herein, the restrictions on  
42 nonconforming uses and structures contained in Division 3 of Article VI of the Leon  
43 County Code of Laws are modified and supplemented by this section. Bona fide  
44 nonconforming communication antenna support structures or communication antennas  
45 that are damaged or destroyed may be rebuilt and all such communication antenna  
46 support structures or communication antennas may be modified, reconstructed or



1 replaced without meeting the minimum setback requirements specified in subsection  
2 (e)(2)(c) hereinafter. The type, height, and location of the communication antenna  
3 support structure on the site shall be of the same type and intensity as the original  
4 facility approval. Building permits to rebuild the communication antenna support  
5 structure shall comply with the applicable county codes and shall be obtained within  
6 180 days from the date the communication antenna support structure is damaged or  
7 destroyed. If no permit is applied for or obtained, or if said permit expires, the  
8 communication antenna support structure shall be deemed abandoned as specified in  
9 subsection (h) hereinafter.

- 10
- 11 (2) Airport regulations. All communication antenna support structure or communication  
12 antennas proposed in the unincorporated areas of the county shall comply with the  
13 requirements of section 10-6.808, "airport regulation," of the zoning code. If there is  
14 any conflict between the requirements of this section and section 10-6.808, the  
15 requirements in section 10-6.808 shall control. Furthermore, no new communication  
16 antenna support structure shall be permitted within 1,000 feet of the landing area of a  
17 private airport that has been approved by the county pursuant to the provisions of  
18 section 10-6.803(g) of the zoning code.
- 19
- 20 (3) Exemption for government-owned property. The provisions of this section shall not  
21 apply to communication antenna support structures or communication antennas  
22 located on property, rights-of-way or easements owned by the United States, State of  
23 Florida, Leon County, or the City of Tallahassee, provided those communication  
24 antenna support structures are owned by those public entities and are used for the  
25 provision of fire safety, law enforcement, emergency management, emergency  
26 medical services telecommunications, and/or a governmental purpose.
- 27
- 28 (4) Broadcast antennas. The provisions of this section are not intended to apply to the siting  
29 of radio and television broadcast antenna support structures licensed by the FCC and  
30 used primarily for broadcast purposes which are regulated under section 10-6.813 of  
31 the zoning code.

32 \*\*\*

33

34 **SECTION 5. Severability.** If any provisions or portion of this Ordinance is declared by any court  
35 of competent jurisdiction to be void, unconstitutional, or unenforceable, then all remaining provisions  
36 and portions of this Ordinance shall remain in full force and effect.

37

38 **SECTION 6. Conflicts.** All ordinances or parts of ordinances in conflict with the provisions of this  
39 ordinance are hereby repealed to the extent of such conflict, except to the extent of any conflicts with  
40 the Tallahassee-Leon County 2030 Comprehensive Plan as amended, which provisions shall prevail  
41 over any parts of this ordinance which are inconsistent, either in whole or in part, with the said  
42 Comprehensive Plan.

43

44 **SECTION 7. Effective Date.** This ordinance shall be effective according to law.

45

46



RESOLUTION NO. R17- 24

**A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, EXTENDING BY ANOTHER 120 DAYS THE TEMPORARY CESSATION OF THE ACCEPTANCE OF PERMIT APPLICATIONS FOR THE PLACEMENT, CONSTRUCTION OR INSTALLATION OF WIRELESS COMMUNICATION STRUCTURES AND/OR FACILITIES IN COUNTY RIGHTS-OF-WAY PENDING REVISION OF THE COUNTY'S CODE TO ADDRESS THE PLACEMENT, CONSTRUCTION AND INSTALLATION OF THESE STRUCTURES AND/OR FACILITIES; PROVIDING FOR SEVERABILITY; PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, the Board of County Commissioners adopted Resolution 16-41 on December 13, 2016, and Resolution 17-08 on May 9, 2017, establishing a temporary cessation of the acceptance of permit application for the placement, construction or installation of wireless communication structures and/or facilities in the County's rights-of-way;

**WHEREAS**, the moratorium imposed by Resolutions 16-41 and 17-08 is set to expire on October 12, 2017;

**WHEREAS**, the Board of County Commissioners deems it to be in the best interests of the health, public safety, and welfare of the citizens and residents of the County to temporarily cease the acceptance of applications for permits to place, construct or install wireless communication structures and/or facilities in the County's rights-of-way by an additional 120 days for the same reasons and intent as provided in Resolution 16-41;

**WHEREAS**, a temporary cessation of the acceptance of applications for permits to place, construct or install wireless communication structures and/or facilities in the County's

rights-of-way by an additional 120 days will enable the County's staff to further study and review the regulatory requirements for such structures and/or facilities;

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

1. The County shall cease the acceptance of applications for permits to place, construct or install wireless communication structures and/or facilities in the County's rights-of-way and the County shall not issue any permit or development order for wireless communication structures and/or facilities in the County's rights-of-way until one of the following first occurs:

- (a) The Board of County Commissioners adopts amendments to the Code of Laws of Leon County to provide sufficient regulations and standards for the placement, construction or installation of wireless communication structures and/or facilities in the County's rights-of-way; or
- (b) 12:00 a.m. on Thursday, February 8, 2018; or
- (c) The Board rescinds this Resolution.

2. The County Administrator, or designee, and the County Attorney, or designee, are hereby directed to develop such ordinances as may be required to ensure that the Code of Laws of Leon County provides sufficient regulations and standards for processing applications to place, construct or install wireless communications structures and/or facilities, such as Distributed Antenna Systems (DAS) and "small cell" systems, in the County's rights-of-way, so as to facilitate the provision of effective wireless communications services to the County's citizens and businesses while also ensuring the safety, aesthetic, financial and infrastructure planning needs of the County.

3. This Resolution shall not restrict or prohibit communication antennas and communication antenna support structures from being constructed on lands not within the County's rights-of-way, in accordance with Section 10-6.812 of the Code of Laws of Leon County.

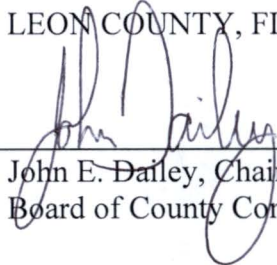
4. If any provision or portion of this Resolution is held invalid, same shall be severable, and the remainder of the Resolution shall not be affected by such invalidity, such that any remainder of the Resolution shall withstand any severed provision.

5. This Resolution shall have effect upon adoption.

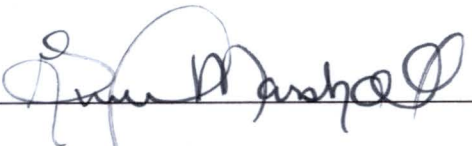
DONE, ADOPTED AND PASSED by the Board of County Commissioners of Leon County, Florida, this 10<sup>th</sup> day of October, 2017.



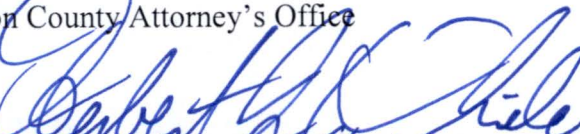
LEON COUNTY, FLORIDA

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

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

By: 

APPROVED AS TO FORM:  
Leon County Attorney's Office

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

CHAPTER 2017-136

Committee Substitute for  
Committee Substitute for House Bill No. 687

An act relating to utilities; amending s. 337.401, F.S.; authorizing the Department of Transportation and certain local governmental entities to prescribe and enforce rules or regulations regarding the placing and maintaining of certain voice or data communications services lines or wireless facilities on certain rights-of-way; providing a short title; providing definitions; prohibiting an authority from prohibiting, regulating, or charging for the collocation of small wireless facilities in public rights-of-way under certain circumstances; authorizing an authority to require a registration process and permit fees under certain circumstances; requiring an authority to accept, process, and issue applications for permits subject to specified requirements; prohibiting an authority from requiring approval or requiring fees or other charges for routine maintenance, the replacement of certain wireless facilities, or the installation, placement, maintenance, or replacement of certain micro wireless facilities; providing an exception; providing requirements for the collocation of small wireless facilities on authority utility poles; providing requirements for rates, fees, and other terms related to authority utility poles; authorizing an authority to apply current ordinances regulating placement of communications facilities in the right-of-way for certain applications; requiring an authority to waive certain permit application requirements and small wireless facility placement requirements; prohibiting an authority from adopting or enforcing any regulation on the placement or operation of certain communications facilities and from regulating any communications services or imposing or collecting any tax, fee, or charge not specifically authorized under state law; providing construction; requiring a wireless provider to comply with certain nondiscriminatory undergrounding requirements of an authority; authorizing the authority to waive any such requirements; authorizing a wireless infrastructure provider to apply to an authority to place utility poles in the public rights-of-way to support the collocation of small wireless facilities; providing application requirements; requiring the authority to accept and process the application subject to certain requirements; providing construction; authorizing an authority to enforce certain local codes, administrative rules, or regulations; authorizing an authority to enforce certain pending local ordinances, administrative rules, or regulations under certain circumstances, subject to waiver by the authority; providing construction; providing an effective date.

Be It Enacted by the Legislature of the State of Florida:

Section 1. Paragraph (a) of subsection (1) of section 337.401, Florida Statutes, is amended, and subsection (7) is added to that section, to read:

337.401 Use of right-of-way for utilities subject to regulation; permit; fees.—

(1)(a) The department and local governmental entities, referred to in this section and in ss. 337.402, 337.403, and 337.404 as the “authority,” that have jurisdiction and control of public roads or publicly owned rail corridors are authorized to prescribe and enforce reasonable rules or regulations with reference to the placing and maintaining across, on, or within the right-of-way limits of any road or publicly owned rail corridors under their respective jurisdictions any electric transmission, voice telephone, telegraph, data, or other communications services lines or wireless facilities; pole lines; poles; railways; ditches; sewers; water, heat, or gas mains; pipelines; fences; gasoline tanks and pumps; or other structures referred to in this section and in ss. 337.402, 337.403, and 337.404 as the “utility.” The department may enter into a permit-delegation agreement with a governmental entity if issuance of a permit is based on requirements that the department finds will ensure the safety and integrity of facilities of the Department of Transportation; however, the permit-delegation agreement does not apply to facilities of electric utilities as defined in s. 366.02(2).

(7)(a) This subsection may be cited as the “Advanced Wireless Infrastructure Deployment Act.”

(b) As used in this subsection, the term:

1. “Antenna” means communications equipment that transmits or receives electromagnetic radio frequency signals used in providing wireless services.

2. “Applicable codes” means uniform building, fire, electrical, plumbing, or mechanical codes adopted by a recognized national code organization or local amendments to those codes enacted solely to address threats of destruction of property or injury to persons, or local codes or ordinances adopted to implement this subsection. The term includes objective design standards adopted by ordinance that may require a new utility pole that replaces an existing utility pole to be of substantially similar design, material, and color or that may require reasonable spacing requirements concerning the location of ground-mounted equipment. The term includes objective design standards adopted by ordinance that may require a small wireless facility to meet reasonable location context, color, stealth, and concealment requirements; however, such design standards may be waived by the authority upon a showing that the design standards are not reasonably compatible for the particular location of a small wireless facility or that the design standards impose an excessive expense. The waiver shall be granted or denied within 45 days after the date of the request.

3. “Applicant” means a person who submits an application and is a wireless provider.

4. “Application” means a request submitted by an applicant to an authority for a permit to collocate small wireless facilities.

5. “Authority” means a county or municipality having jurisdiction and control of the rights-of-way of any public road. The term does not include the Department of Transportation. Rights-of-way under the jurisdiction and control of the department are excluded from this subsection.

6. “Authority utility pole” means a utility pole owned by an authority in the right-of-way. The term does not include a utility pole owned by a municipal electric utility, a utility pole used to support municipally owned or operated electric distribution facilities, or a utility pole located in the right-of-way within:

a. A retirement community that:

(I) Is deed restricted as housing for older persons as defined in s. 760.29(4)(b);

(II) Has more than 5,000 residents; and

(III) Has underground utilities for electric transmission or distribution.

b. A municipality that:

(I) Is located on a coastal barrier island as defined in s. 161.053(1)(b)3.;

(II) Has a land area of less than 5 square miles;

(III) Has less than 10,000 residents; and

(IV) Has, before July 1, 2017, received referendum approval to issue debt to finance municipal-wide undergrounding of its utilities for electric transmission or distribution.

7. “Collocate” or “collocation” means to install, mount, maintain, modify, operate, or replace one or more wireless facilities on, under, within, or adjacent to a wireless support structure or utility pole. The term does not include the installation of a new utility pole or wireless support structure in the public rights-of-way.

8. “FCC” means the Federal Communications Commission.

9. “Micro wireless facility” means a small wireless facility having dimensions no larger than 24 inches in length, 15 inches in width, and 12 inches in height and an exterior antenna, if any, no longer than 11 inches.

10. “Small wireless facility” means a wireless facility that meets the following qualifications:

a. Each antenna associated with the facility is located inside an enclosure of no more than 6 cubic feet in volume or, in the case of antennas





17. “Wireless support structure” means a freestanding structure, such as a monopole, a guyed or self-supporting tower, or another existing or proposed structure designed to support or capable of supporting wireless facilities. The term does not include a utility pole.

(c) Except as provided in this subsection, an authority may not prohibit, regulate, or charge for the collocation of small wireless facilities in the public rights-of-way.

(d) An authority may require a registration process and permit fees in accordance with subsection (3). An authority shall accept applications for permits and shall process and issue permits subject to the following requirements:

1. An authority may not directly or indirectly require an applicant to perform services unrelated to the collocation for which approval is sought, such as in-kind contributions to the authority, including reserving fiber, conduit, or pole space for the authority.

2. An applicant may not be required to provide more information to obtain a permit than is necessary to demonstrate the applicant’s compliance with applicable codes for the placement of small wireless facilities in the locations identified the application.

3. An authority may not require the placement of small wireless facilities on any specific utility pole or category of poles or require multiple antenna systems on a single utility pole.

4. An authority may not limit the placement of small wireless facilities by minimum separation distances. However, within 14 days after the date of filing the application, an authority may request that the proposed location of a small wireless facility be moved to another location in the right-of-way and placed on an alternative authority utility pole or support structure or may place a new utility pole. The authority and the applicant may negotiate the alternative location, including any objective design standards and reasonable spacing requirements for ground-based equipment, for 30 days after the date of the request. At the conclusion of the negotiation period, if the alternative location is accepted by the applicant, the applicant must notify the authority of such acceptance and the application shall be deemed granted for any new location for which there is agreement and all other locations in the application. If an agreement is not reached, the applicant must notify the authority of such nonagreement and the authority must grant or deny the original application within 90 days after the date the application was filed. A request for an alternative location, an acceptance of an alternative location, or a rejection of an alternative location must be in writing and provided by electronic mail.

5. An authority shall limit the height of a small wireless facility to 10 feet above the utility pole or structure upon which the small wireless facility is to be collocated. Unless waived by an authority, the height for a new utility pole

is limited to the tallest existing utility pole as of July 1, 2017, located in the same right-of-way, other than a utility pole for which a waiver has previously been granted, measured from grade in place within 500 feet of the proposed location of the small wireless facility. If there is no utility pole within 500 feet, the authority shall limit the height of the utility pole to 50 feet.

6. Except as provided in subparagraphs 4. and 5., the installation of a utility pole in the public rights-of-way designed to support a small wireless facility shall be subject to authority rules or regulations governing the placement of utility poles in the public rights-of-way and shall be subject to the application review timeframes in this subsection.

7. Within 14 days after receiving an application, an authority must determine and notify the applicant by electronic mail as to whether the application is complete. If an application is deemed incomplete, the authority must specifically identify the missing information. An application is deemed complete if the authority fails to provide notification to the applicant within 14 days.

8. An application must be processed on a nondiscriminatory basis. A complete application is deemed approved if an authority fails to approve or deny the application within 60 days after receipt of the application. If an authority does not use the 30-day negotiation period provided in subparagraph 4., the parties may mutually agree to extend the 60-day application review period. The authority shall grant or deny the application at the end of the extended period. A permit issued pursuant to an approved application shall remain effective for 1 year unless extended by the authority.

9. An authority must notify the applicant of approval or denial by electronic mail. An authority shall approve a complete application unless it does not meet the authority's applicable codes. If the application is denied, the authority must specify in writing the basis for denial, including the specific code provisions on which the denial was based, and send the documentation to the applicant by electronic mail on the day the authority denies the application. The applicant may cure the deficiencies identified by the authority and resubmit the application within 30 days after notice of the denial is sent to the applicant. The authority shall approve or deny the revised application within 30 days after receipt or the application is deemed approved. Any subsequent review shall be limited to the deficiencies cited in the denial.

10. An applicant seeking to collocate small wireless facilities within the jurisdiction of a single authority may, at the applicant's discretion, file a consolidated application and receive a single permit for the collocation of up to 30 small wireless facilities. If the application includes multiple small wireless facilities, an authority may separately address small wireless facility collocations for which incomplete information has been received or which are denied.





shall provide a good faith estimate for any make-ready work necessary to enable the pole to support the requested collocation, including necessary pole replacement, within 60 days after receipt of a complete application. Make-ready work, including any pole replacement, must be completed within 60 days after written acceptance of the good faith estimate by the applicant. Alternatively, an authority may require the applicant seeking to collocate a small wireless facility to provide a make-ready estimate at the applicant's expense for the work necessary to support the small wireless facility, including pole replacement, and perform the make-ready work. If pole replacement is required, the scope of the make-ready estimate is limited to the design, fabrication, and installation of a utility pole that is substantially similar in color and composition. The authority may not condition or restrict the manner in which the applicant obtains, develops, or provides the estimate or conducts the make-ready work subject to usual construction restoration standards for work in the right-of-way. The replaced or altered utility pole shall remain the property of the authority.

d. An authority may not require more make-ready work than is required to meet applicable codes or industry standards. Fees for make-ready work may not include costs related to preexisting damage or prior noncompliance. Fees for make-ready work, including any pole replacement, may not exceed actual costs or the amount charged to communications services providers other than wireless services providers for similar work and may not include any consultant fee or expense.

(g) For any applications filed before the effective date of ordinances implementing this subsection, an authority may apply current ordinances relating to placement of communications facilities in the right-of-way related to registration, permitting, insurance coverage, indemnification, performance bonds, security funds, force majeure, abandonment, authority liability, or authority warranties. Permit application requirements and small wireless facility placement requirements, including utility pole height limits, that conflict with this subsection shall be waived by the authority.

(h) Except as provided in this section or specifically required by state law, an authority may not adopt or enforce any regulation on the placement or operation of communications facilities in the rights-of-way by a provider authorized by state law to operate in the rights-of-way and may not regulate any communications services or impose or collect any tax, fee, or charge not specifically authorized under state law. This paragraph does not alter any law regarding an authority's ability to regulate the relocation of facilities.

(i) A wireless provider shall, in relation to a small wireless facility, utility pole, or wireless support structure in the public rights-of-way, comply with nondiscriminatory undergrounding requirements of an authority that prohibit above-ground structures in public rights-of-way. Any such requirements may be waived by the authority.

(j) A wireless infrastructure provider may apply to an authority to place utility poles in the public rights-of-way to support the collocation of small

wireless facilities. The application must include an attestation that small wireless facilities will be collocated on the utility pole or structure and will be used by a wireless services provider to provide service within 9 months after the date the application is approved. The authority shall accept and process the application in accordance with subparagraph (d)6. and any applicable codes and other local codes governing the placement of utility poles in the public rights-of-way.

(k) This subsection does not limit a local government's authority to enforce historic preservation zoning regulations consistent with the preservation of local zoning authority under 47 U.S.C. s. 332(c)(7), the requirements for facility modifications under 47 U.S.C. s. 1455(a), or the National Historic Preservation Act of 1966, as amended, and the regulations adopted to implement such laws. An authority may enforce local codes, administrative rules, or regulations adopted by ordinance in effect on April 1, 2017, which are applicable to a historic area designated by the state or authority. An authority may enforce pending local ordinances, administrative rules, or regulations applicable to a historic area designated by the state if the intent to adopt such changes has been publicly declared on or before April 1, 2017. An authority may waive any ordinances or other requirements that are subject to this paragraph.

(l) This subsection does not authorize a person to collocate or attach wireless facilities, including any antenna, micro wireless facility, or small wireless facility, on a privately owned utility pole, a utility pole owned by an electric cooperative or a municipal electric utility, a privately owned wireless support structure, or other private property without the consent of the property owner.

(m) The approval of the installation, placement, maintenance, or operation of a small wireless facility pursuant to this subsection does not authorize the provision of any voice, data, or video communications services or the installation, placement, maintenance, or operation of any communications facilities other than small wireless facilities in the right-of-way.

(n) This subsection does not affect provisions relating to pass-through providers in subsection (6).

(o) This subsection does not authorize a person to collocate or attach small wireless facilities or micro wireless facilities on a utility pole, unless otherwise permitted by federal law, or erect a wireless support structure in the right-of-way located within a retirement community that:

1. Is deed restricted as housing for older persons as defined in s. 760.29(4)(b);
2. Has more than 5,000 residents; and
3. Has underground utilities for electric transmission or distribution.

Ch. 2017-136

LAWS OF FLORIDA

Ch. 2017-136

This paragraph does not apply to the installation, placement, maintenance, or replacement of micro wireless facilities on any existing and duly authorized aerial communications facilities, provided that once aerial facilities are converted to underground facilities, any such collocation or construction shall be only as provided by the municipality's underground utilities ordinance.

(p) This subsection does not authorize a person to collocate or attach small wireless facilities or micro wireless facilities on a utility pole, unless otherwise permitted by federal law, or erect a wireless support structure in the right-of-way located within a municipality that:

1. Is located on a coastal barrier island as defined in s. 161.053(1)(b)3.;
2. Has a land area of less than 5 square miles;
3. Has fewer than 10,000 residents; and
4. Has, before July 1, 2017, received referendum approval to issue debt to finance municipal-wide undergrounding of its utilities for electric transmission or distribution.

This paragraph does not apply to the installation, placement, maintenance, or replacement of micro wireless facilities on any existing and duly authorized aerial communications facilities, provided that once aerial facilities are converted to underground facilities, any such collocation or construction shall be only as provided by the municipality's underground utilities ordinance.

(q) This subsection does not authorize a person to collocate small wireless facilities or micro wireless facilities on an authority utility pole or erect a wireless support structure in a location subject to covenants, conditions, restrictions, articles of incorporation, and bylaws of a homeowners' association. This paragraph does not apply to the installation, placement, maintenance, or replacement of micro wireless facilities on any existing and duly authorized aerial communications facilities.

Section 2. This act shall take effect July 1, 2017.

Approved by the Governor June 23, 2017.

Filed in Office Secretary of State June 23, 2017.



**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, December 12, 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 16, OF THE CODE OF LAWS OF LEON COUNTY, FLORIDA, ENTITLED "STREETS, ROADS AND PUBLIC WAYS"; RENAMING ARTICLE IV OF CHAPTER 16 AS "UTILITY PLACEMENT WITHIN THE PUBLIC RIGHTS-OF-WAY," AND AMENDING PROVISIONS THEREIN; ADDING A NEW ARTICLE V TO CHAPTER 16 TO BE ENTITLED "COMMUNICATIONS FACILITIES AND UTILITY POLES WITHIN THE PUBLIC RIGHTS-OF-WAY," TO INCLUDE DIVISION 1 "IN GENERAL," DIVISION 2 "AT-GRADE FACILITY, BELOW-GRADE FACILITY, WIRELINE FACILITY, AND UTILITY POLE STANDARDS," AND DIVISION 3 "WIRELESS FACILITY STANDARDS"; AMENDING SECTION 10-6.812, ENTITLED "COMMUNICATION ANTENNAS AND COMMUNICATION ANTENNA SUPPORT STRUCTURES"; PROVIDING FOR SEVERABILITY; PROVIDING FOR CONFLICTS; 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: December 1, 2017

**Leon County  
Board of County Commissioners**

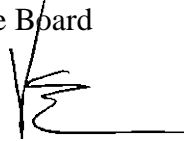
**Notes for Agenda Item #21**

# Leon County Board of County Commissioners

## Agenda Item #21

December 12, 2017

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

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

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

<b>Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Benjamin Pingree, Planning, Land Management, and Community Enhancement (PLACE) Cherie Bryant, Tallahassee-Leon County Planning Department
<b>Lead Staff/ Project Team:</b>	Artie White, Principal Planner

### **Statement of Issue:**

This agenda item seeks the adoption of the annual update to the Five-Year Schedule of Capital Improvements and the Capital Improvements Element of the Comprehensive Plan pursuant to Ch. 163.3177(3)(b), Florida Statutes.

### **Fiscal Impact:**

This item has no fiscal impact. County capital projects contained in the Capital Improvements Element (CIE) are included as part of the County's annual budget process.

### **Staff Recommendation:**

Option #1: Conduct first and only public hearing and adopt the Ordinance updating the Tallahassee-Leon County Comprehensive Plan Capital Improvements Schedule (Attachment #1).

## **Report and Discussion**

### **Background:**

The annual update to the Five-Year Schedule of Capital Improvements in the Tallahassee-Leon County Comprehensive Plan comes before the Board for consideration following the budget hearings for FY 2017/18. Updating the five-year Capital Improvements Schedule (CIS) in the Comprehensive Plan is adopted by ordinance and is not deemed to be an amendment to the local comprehensive plan. Capital improvements required to be included in the CIS are: sanitary sewer, solid waste, drainage, potable water, and transportation facilities, including mass transit.

### **Analysis:**

Pursuant to §163.3177(3)(b), F.S., the Capital Improvements Element (CIE) must be reviewed by the local government on an annual basis. The CIS consists of excerpts from the County's (and City's) adopted Capital Improvements Programs, the five-year capital plans from the Capital Region Transportation Planning Agency (CRTPA) identified in the Regional Mobility Plan, and any Significant Benefit projects funded by proportionate share payments.

Additionally, the CIS includes the School District's adopted Five-Year Facilities Work Program. This District Facilities Work Program was approved by the Leon County School Board on October 10, 2017. According to the School Board, the Five-Year District Facilities Work Program is "a complete, balanced capital outlay plan that is financially feasible," consistent with the requirements of Ch. 1013.35, Florida Statutes.

The 2017 CIS update is now before the Board for consideration, incorporating portions of the County's Capital Improvements Program adopted by the Board during the FY 2017/2018 budget hearings. The request has been noticed and advertised in accordance with the provisions of the Leon County Land Development Code (Attachment #2). Staff recommends adoption of the Capital Improvements Schedule.

### **Options:**

1. Conduct first and only public hearing and adopt the Ordinance updating the Tallahassee-Leon County Comprehensive Plan Capital Improvements Schedule (Attachment #1).
2. Conduct first and only public hearing and do not adopt the Ordinance updating the Tallahassee-Leon County Comprehensive Plan Capital Improvements Schedule.
3. Board direction.

### **Recommendation:**

Option #1.

### **Attachments:**

1. Proposed Ordinance
2. Legal ad



1 Comprehensive Plan” (the “Comprehensive Plan”) pursuant to the latest Evaluation and  
2 Appraisal Report; and

3 WHEREAS, Section 163.3177(3)(b), Florida Statutes, requires Leon County to perform  
4 an annual review of the Capital Improvements Element of the Comprehensive Plan; and

5 WHEREAS, pursuant to Section 163.3177(3)(b), Florida Statutes, modifications to  
6 update the 5-year Capital Improvements Schedule of the Capital Improvements Element of the  
7 Comprehensive Plan may be accomplished by ordinance and may not be deemed to be  
8 amendments to the Comprehensive Plan; and

9 WHEREAS, the Board of County Commissioners of Leon County held a public hearing,  
10 with due public notice having been provided, and considered all oral and written comments  
11 received during such public hearing, including the data collection and analyses packages, and the  
12 recommendations of the Tallahassee-Leon County Local Planning Agency; and

13 WHEREAS, in exercise of its authority the Board of County Commissioners of Leon  
14 County has determined it necessary and desirable to adopt this update to the 5-year Capital  
15 Improvements Schedule of the Capital Improvements Element of the Comprehensive Plan;

16 BE IT ORDAINED by the Board of County Commissioners of Leon County, Florida,  
17 that:

18 **Section 1. Purpose and Intent.**

19 This Ordinance is hereby enacted to carry out the purpose and intent of, and exercise the  
20 authority set out in, the Local Government Comprehensive Planning and Land Development  
21 Regulation Act, Sections 163.3161 through 163.3215, Florida Statutes, as amended.

22  
23

1 **Section 2. Capital Improvements Schedule Update.**

2 This Ordinance does hereby adopt by reference the Leon County Schools' 2017-2018  
3 five-year District Facilities Work Program, as adopted by Leon County Schools on October 10,  
4 2017, and the FY2017/18 Capital Improvements Schedule attached hereto as Exhibit "A," and  
5 made a part hereof, as an update to the 5-year Capital Improvements Schedule of the Capital  
6 Improvements Element of the Tallahassee-Leon County 2030 Comprehensive Plan, as amended.

7 **Section 3. Applicability and Effect.**

8 The applicability and effect of the updates provided herein shall be as provided by the  
9 Local Government Comprehensive Planning and Land Development Regulation Act, Sections  
10 163.3161 through 163.3215, Florida Statutes, and this Ordinance, and shall apply to all  
11 properties under the jurisdiction of Leon County.

12 **Section 4. Conflict with Other Ordinances and Codes.**

13 All ordinances or parts of ordinances of the Code of Laws of Leon County, Florida, in  
14 conflict with the provisions of this Ordinance are hereby repealed to the extent of such conflict.

15 **Section 5. Severability.**

16 If any provision or portion of this Ordinance is declared by any court of competent  
17 jurisdiction to be void, unconstitutional, or unenforceable, then all remaining provisions and  
18 portions of this Ordinance shall remain in full force and effect.

19 **Section 6. Copy on File.**

20 To make the Tallahassee-Leon County 2030 Comprehensive Plan available to the public,  
21 a certified copy of the enacting ordinance, certified copies of the Tallahassee-Leon County 2030  
22 Comprehensive Plan, and updates thereto, shall also be located in the Tallahassee-Leon County  
23 Planning Department. The Planning Director shall also make copies available to the public for a  
24 reasonable publication charge.

1 **Section 7. Effective Date.**

2 The effective date of this Ordinance shall be according to law and the applicable statutes  
3 and regulations pertaining thereto.

4 DULY PASSED AND ADOPTED BY the Board of County Commissioners of Leon  
5 County, Florida, this 12th day of December, 2017.

6  
7 LEON COUNTY, FLORIDA

8  
9  
10 BY: \_\_\_\_\_  
11 JOHN E. DAILEY, CHAIRMAN  
12 BOARD OF COUNTY COMMISSIONERS

13  
14 ATTESTED BY:  
15 GWENDOLYN MARSHALL, CLERK  
16 OF THE COURT AND COMPTROLLER

17  
18  
19 BY: \_\_\_\_\_  
20 CLERK

21  
22 APPROVED AS TO FORM:  
23 COUNTY ATTORNEY'S OFFICE  
24 LEON COUNTY, FLORIDA

25  
26  
27 BY: \_\_\_\_\_  
28 HERBERT W.A. THIELE, ESQ.  
29 COUNTY ATTORNEY



# **EXHIBIT A**

## **TEXT UPDATE FY 2018 – FY 2022 CAPITAL IMPROVEMENTS SCHEDULE AS ADOPTED:**

# LEON COUNTY

## CAPITAL IMPROVEMENTS SCHEDULE



### **Components of the Schedule of Capital Improvements:**

- Leon County 5-year Capital Improvements Program excerpts
- CRTPA 5-year Transportation Improvement Program, Major Capacity
- CRTPA Regional Mobility Plan (RMP) Priority Project List
- Significant Benefit Project Priority List
- Leon County School District 2017-2018 Work Plan

## Leon County 5-year Capital Improvements Program Excerpts

CIE Schedule of Projects Plan Amendment FY 2018 - FY 2022

**Funding Source: Proportionate Share Accounts**

Fund Description	FY 2017 Adjusted Budget	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Project Total
Comprehensive Plan Capital Improvements: Stormwater Element							
NONE							
Comprehensive Plan Capital Improvements: Transportation Element							
NONE							
Capital Improvement Projects Not Related to the Comprehensive Plan:							
125 Community Safety & Mobility	36,225	-	-	-	-	-	36,225
125 Intersection & Safety Improvements <sup>2</sup>	13,121	-	-	-	-	-	13,121
125 Magnolia Drive Multi-Use Trail	6,339,397	-	-	-	-	-	6,339,397
125 Woodside Heights Sewer Project	2,950,000	-	-	-	-	-	2,950,000
125 Woodville Sewer Project	1,500,000	-	-	-	-	-	1,500,000
<b>GRAND TOTAL</b>	<b>10,838,743</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,838,743</b>

**Funding Source: Capital Improvement Fund (General Revenue)**

Fund Description	FY 2017 Adjusted Budget	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Project Total
Comprehensive Plan Capital Improvements: Stormwater Element							
305 Killlearn Lakes Plantation Stormwater	38,086	-	-	-	-	-	38,086
305 Transportation and Stormwater Improvements	305,536	-	-	-	-	-	305,536
Capital Improvement Projects Not Related to the Comprehensive Plan:							
305 Geographic Information Systems Incremental Basemap	298,500	298,500	298,500	298,500	298,500	298,500	1,791,000
305 Pedrick Pond Stormwater Improvements	43,320	-	-	-	-	-	43,320
305 Stormwater Infrastructure Preventative Maintenance	550,000	500,000	500,000	-	-	-	1,550,000
305 Stormwater Pond Repairs	110,659	100,000	100,000	100,000	100,000	100,000	610,659
305 Stormwater Structure Inventory Mapping	611,720	-	-	-	-	-	611,720
305 Total Maximum Daily Load (TMDL) Compliance Activities	350,000	-	100,000	-	-	-	450,000
305 Woodville Sewer Project	1,500,000	-	-	-	-	-	1,500,000
<b>GRAND TOTAL</b>	<b>3,807,821</b>	<b>898,500</b>	<b>998,500</b>	<b>398,500</b>	<b>398,500</b>	<b>398,500</b>	<b>6,900,321</b>

**Funding Source: Gas Tax**

Fund Description	FY 2017 Adjusted Budget	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Project Total
Comprehensive Plan Capital Improvements: Transportation Element							
306 Bannerman: Thomasville to Meridian (SB) <sup>1</sup>	446,663	-	-	-	-	-	446,663
306 Transportation and Stormwater Improvements	2,769,492	500,000	500,000	500,000	500,000	500,000	5,269,492
Capital Improvement Projects Not Related to the Comprehensive Plan:							
306 Arterial & Collector Road Pavement Markings	135,200	135,200	135,200	135,200	135,200	135,200	811,200
306 Baum Road Drainage Improvements	73,760	-	155,000	750,000	-	-	978,760
306 Old Bainbridge Road Safety Improvements	322,000	-	1,374,000	-	-	-	1,696,000
306 Public Works: Design and Engineering Services	-	-	-	-	-	-	-
306 Sidewalk Program	2,286,544	1,472,785	1,487,510	1,502,378	1,517,388	1,517,388	9,783,993
306 Springhill Road Bridge Rehabilitation	350,500	-	-	-	-	-	350,500
<b>GRAND TOTAL</b>	<b>6,384,159</b>	<b>2,107,985</b>	<b>3,651,710</b>	<b>2,887,578</b>	<b>2,152,588</b>	<b>2,152,588</b>	<b>19,336,608</b>

Leon County Board of County Commissioners

CIE Schedule of Projects Plan Amendment FY 2018 - FY 2022

**Funding Source: Sales Tax**

Fund Description	FY 2017 Adjusted Budget	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Project Total
<u>Comprehensive Plan Capital Improvements: Stormwater Element</u> NONE							
<u>Comprehensive Plan Capital Improvements: Transportation Element</u> NONE							
<u>Capital Improvement Projects Not Related to the Comprehensive Plan:</u> 308 Intersection & Safety Improvements <sup>2</sup>	182,857	-	-	-	-	-	182,857
<b>GRAND TOTAL</b>	<b>182,857</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>182,857</b>

**Funding Source: Sales Tax Extension**

Fund Description	FY 2017 Adjusted Budget	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Project Total
<u>Comprehensive Plan Capital Improvements: Stormwater Elements</u>							
309 Killearn Acres Flood Mitigation	497,677	-	-	-	-	-	497,677
309 Killearn Lakes Plantation Stormwater	1,989,874	-	-	-	-	-	1,989,874
309 Lake Henrietta Renovation	472,554	350,000	350,000	200,000	-	-	1,372,554
<u>Comprehensive Plan Capital Improvements: Transportation Element</u> NONE							
<u>Capital Improvement Projects Not Related to the Comprehensive Plan:</u>							
309 Arterial/Collector and Local Road Resurfacing	5,858,067	3,375,000	3,000,000	555,420	-	-	12,788,487
309 Blueprint 2000 Water Quality Enhancements	309,361	-	-	-	-	-	309,361
309 Community Safety and Mobility	1,450,179	600,000	425,000	195,000	-	-	2,670,179
309 Fords Arm (formerly Lexington Pond Retrofit)	3,652,442	-	-	-	-	-	3,652,442
309 Intersection & Safety Improvements <sup>2</sup>	4,247	-	750,000	250,000	-	-	1,004,247
309 Lake Munson Restoration	227,599	-	-	-	-	-	227,599
309 Longwood Outfall Retrofit	223,345	-	-	-	-	-	223,345
309 Magnolia Drive Multi-Use Trail	200,234	-	-	-	-	-	200,234
309 Open Grade Cold Mix (OGCM) Maintenance and Resurfacing	963,441	600,000	600,000	-	-	-	2,163,441
309 Westside Stormwater	400,000	-	-	-	-	-	400,000
309 Woodside Heights Sewer Project	1,999,678	-	-	-	-	-	1,999,678
<b>GRAND TOTAL</b>	<b>15,288,593</b>	<b>4,575,000</b>	<b>4,775,000</b>	<b>1,000,420</b>	<b>-</b>	<b>-</b>	<b>25,639,013</b>

Leon County Board of County Commissioners

CIE Schedule of Projects Plan Amendment FY 2018 - FY 2022

**Funding Source: Sales Tax - Extension 2020**

Fund Description	FY 2017 Adjusted Budget	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Project Total
<u>Comprehensive Plan Capital Improvements: Stormwater Element</u> NONE							
<u>Comprehensive Plan Capital Improvements: Transportation Elements</u> NONE							
<u>Capital Improvement Projects Not Related to the Comprehensive Plan:</u>							
351 Arterial/Collector and Local Road Resurfacing	-	-	-	2,540,650	3,758,300	3,976,800	10,275,750
351 Intersection & Safety Improvements <sup>2</sup>	-	-	-	345,850	500,000	500,000	1,345,850
351 Open Grade Cold Mix (OGCM) Maintenance and Resurfacing	-	-	-	600,000	600,000	600,000	1,800,000
<b>GRAND TOTAL</b>	-	-	-	-	<b>4,858,300</b>	<b>5,076,800</b>	<b>13,421,600</b>

**Funding Source: Sales Tax - Extension 2020 JPA Agreement**

Fund Description	FY 2017 Adjusted Budget	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Project Total
<u>Comprehensive Plan Capital Improvements: Stormwater Elements</u>							
352 Blueprint 2020 LIFE Projects	-	-	-	748,400	1,037,800	1,079,400	2,865,600
352 Blueprint 2020 Water Quality & Stormwater	-	-	-	1,594,000	2,125,000	2,125,000	5,844,000
<u>Comprehensive Plan Capital Improvements: Transportation Elements</u>							
352 Sidewalk Program	-	-	-	938,000	1,250,000	1,250,000	3,438,000
<b>GRAND TOTAL</b>	-	-	-	<b>1,594,000</b>	<b>4,412,800</b>	<b>4,454,400</b>	<b>12,147,600</b>

**Notes:**

- SB** (Significant Benefits): This project is included in the Significant Benefit Memorandum of Agreement between the City of Tallahassee, Leon County, and the Florida Department of Transportation, as described in Policy 1.2.2(c) of the Capital Improvements Element of the Tallahassee-Leon County Comprehensive Plan.
- Intersection and Safety Improvements: Total Project Funding 200,225 - 750,000 595,850 500,000 500,000 2,546,075  
The following intersections will be addressed in response to concurrency requirements: Blairstone Road/Old St. Augustine Road, North Monroe Street/Crowder, Old Bainbridge/Portland, and Harpers Ferry/Centerville, and Old Bainbridge/Capital Circle NW.

Note: All projects are currently funded in the Leon County Board of County Commissioners' FY 2018 - FY 2022 Capital Improvement Program. In accordance with state statutes, all funds are balanced.

## **CRTPA 5-year Transportation Improvement Program, Major Capacity**

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**Section D - Major Capacity (State/Federally Funded)**

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**SR 263 CAP CIR NW FROM SR 10 (US 90) TO SR 8 (I-10) W Ramp**



**Project #:** 2197224  
**Work Summary:** LANDSCAPING **SIS?:** Yes  
**Lead Agency:** Managed by FDOT **Length:** 2.433  
**County:** Leon County **LRTP #:** 2040 RMP Roadway CFP (5.5)

Phase	Fund Source	2017/18	2018/19	2019/20	2020/21	2021/22	Total
CST	DIH	8,800	0	0	0	0	8,800
CST	HPP	599,798	0	0	0	0	599,798
<b>Total</b>		<b>608,598</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>608,598</b>

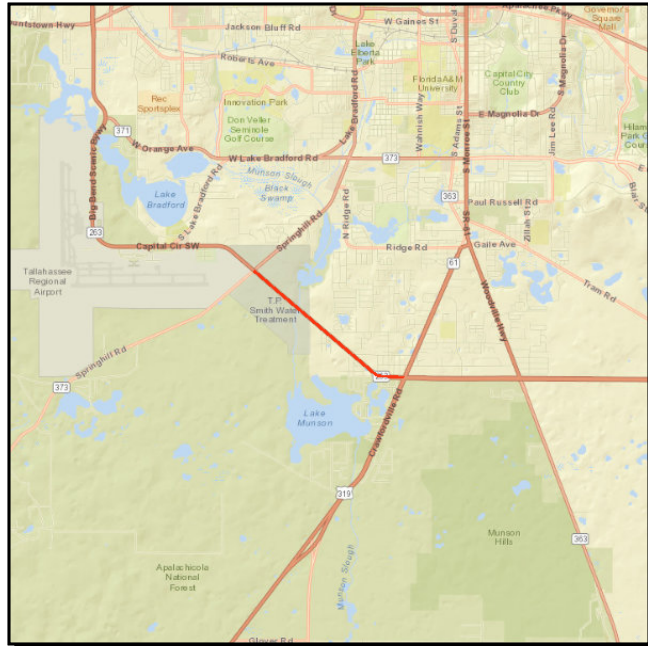
**Prior Cost < 2017/18:** 11,440

**Future Cost > 2021/22:** 0

**Total Project Cost:** 620,038

**Project Description:** Landscaping and irrigation renovations for Capital Circle, NW (US 90 to N of I-10 Interchange).

**SR 263 (US 319) C.C. FROM SR 61 CRAWFORDVILLE TO CR 2203 SPRINGHILL RD**



**Project #:** 2197492  
**Work Summary:** PRELIM ENG FOR FUTURE CAPACITY **SIS?:** No  
**Lead Agency:** Managed by FDOT **Length:** 2.341  
**County:** Leon County **L RTP #:** 2040 RMP Capital Roadway CFP (5.5)

Phase	Fund Source	2017/18	2018/19	2019/20	2020/21	2021/22	Total
ROW	DDR	96,292	4,196,516	2,312,194	0	0	<b>6,605,002</b>
ROW	SA	322,157	0	0	0	0	<b>322,157</b>
ROW	SU	494,551	353,484	685,006	0	0	<b>1,533,041</b>
ROW	DS	7,423,400	0	0	0	0	<b>7,423,400</b>
ROW	DIH	100,000	100,000	15,000	0	0	<b>215,000</b>
CST	DIH	0	0	0	0	235,840	<b>235,840</b>
CST	DDR	0	0	0	0	24,778,129	<b>24,778,129</b>
CST	SU	0	0	0	0	3,784,754	<b>3,784,754</b>
<b>Total</b>		<b>8,436,400</b>	<b>4,650,000</b>	<b>3,012,200</b>	<b>0</b>	<b>28,798,723</b>	<b>44,897,323</b>

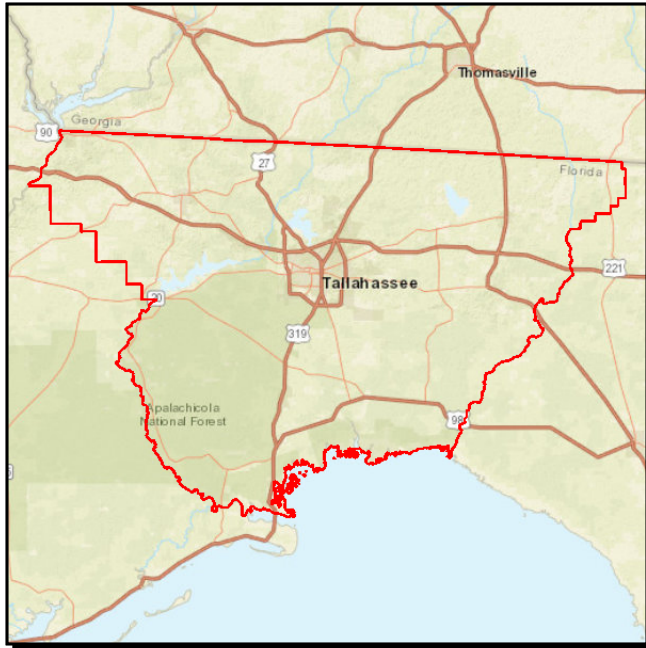
**Prior Cost < 2017/18:** 2,822,446

**Future Cost > 2021/22:** 0

**Total Project Cost:** 47,719,769

**Project Description:** Provides right-of-way and construction funding for Capital Circle from Crawfordville Road to Springhill Road.

**CRTPA RESERVE BOX FOR FUTURE PROJECTS USING URBAN FUNDS**



**Project #:** 2197935  
**Work Summary:** FUNDING ACTION      **SIS?:** No  
**Lead Agency:** Managed by FDOT      **Length:** .000  
**County:** Leon County      **LRTP #:** 2040 RMP Roadway CFP (5.5)

Phase	Fund Source	2017/18	2018/19	2019/20	2020/21	2021/22	Total
CST	SU	60,541	0	403,746	0	1	<b>464,288</b>
ROW	SU	0	0	404,174	0	0	<b>404,174</b>
<b>Total</b>		<b>60,541</b>	<b>0</b>	<b>807,920</b>	<b>0</b>	<b>1</b>	<b>868,462</b>

**Prior Cost < 2017/18:** 118,612

**Future Cost > 2021/22:** 0

**Total Project Cost:** 987,074

**Project Description:** Provides reserve funds for use on CRTPA projects to cover construction and right-of-way costs.

**SR 8 (I-10) INTERCHANGE STUDIES AT SR 263 & SR 61 (US 319)**



**Project #:** 2225935  
**Work Summary:** PRELIM ENG FOR FUTURE CAPACITY **SIS?:** Yes  
**Lead Agency:** Managed by FDOT **Length:** 7.850  
**County:** Leon County **LRTP #:** 2040 RMP Capital Roadway CFP (5.5)

Phase	Fund Source	2017/18	2018/19	2019/20	2020/21	2021/22	Total
PE	ACNP	0	0	1,269,000	0	0	1,269,000
<b>Total</b>		<b>0</b>	<b>0</b>	<b>1,269,000</b>	<b>0</b>	<b>0</b>	<b>1,269,000</b>

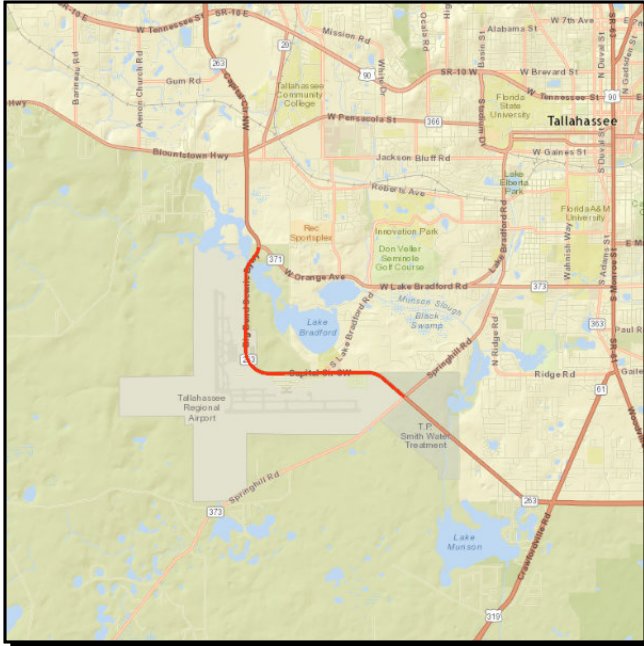
**Prior Cost < 2017/18:** 3,324,729

**Future Cost > 2021/22:** 0

**Total Project Cost:** 4,593,729

**Project Description:** Provides funding to study I-10 Interchange improvements at Thomasville Road/Capital Circle, NE.

**SR 263 CAPITAL CIR FROM CR 2203 SPRINGHILL RD TO SR 371 ORANGE AVENUE**



**Project #:** 4157829  
**Work Summary:** RIGHT OF WAY - FUTURE CAPACITY **SIS?:** Yes  
**Lead Agency:** Managed by FDOT **Length:** 4.126  
**County:** Leon County **LRTP #:** 2040 RMP Roadways CFP (Chapter 5)

Phase	Fund Source	2017/18	2018/19	2019/20	2020/21	2021/22	Total
CST	ACNP	0	0	0	44,106,820	0	44,106,820
<b>Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>44,106,820</b>	<b>0</b>	<b>44,106,820</b>

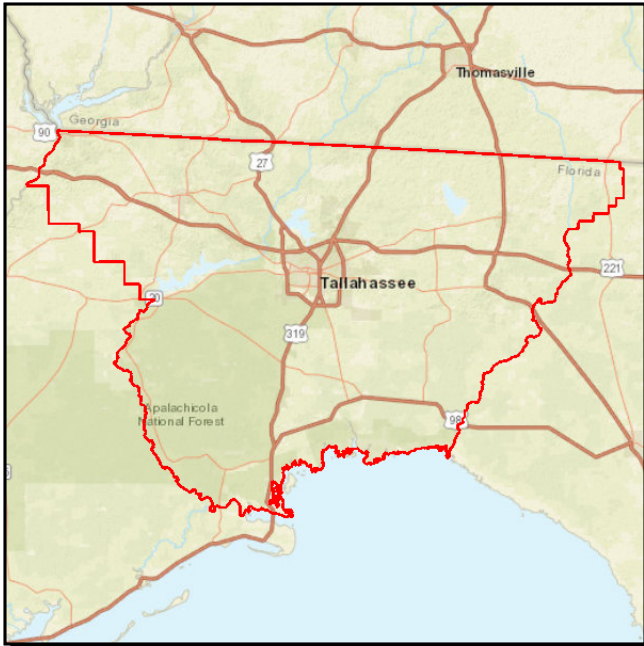
**Prior Cost < 2017/18:** 3,643,624

**Future Cost > 2021/22:** 0

**Total Project Cost:** 47,750,444

**Project Description:** Provides construction funding for Capital Circle, SW.

**CAPITAL REGION TPA PLANNING SECTION 5303 GRANT**



**Project #:** 4217162  
**Work Summary:** MODAL SYSTEMS PLANNING **SIS?:** No  
**Lead Agency:** MANAGED BY CAPITAL REGION **Length:** .000  
**County:** Leon County **LRTP #:** 2040 RMP Roadway CFP (5.5)

Phase	Fund Source	2017/18	2018/19	2019/20	2020/21	2021/22	Total
PLN	DU	104,023	0	0	0	0	<b>104,023</b>
PLN	DPTO	13,003	0	0	0	0	<b>13,003</b>
PLN	LF	13,003	0	0	0	0	<b>13,003</b>
<b>Total</b>		<b>130,029</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>130,029</b>

**Prior Cost < 2017/18:** 871,023  
**Future Cost > 2021/22:** 0  
**Total Project Cost:** 1,001,052  
**Project Description:** Provides planning grant funding to CRTPA planning activities.

**CRTPA UPWP ACTIVITIES SUPPORT**



**Project #:** 4225442  
**Work Summary:** PLANNING MODELS/ DATA UPDATE **SIS?:** No  
**Lead Agency:** MANAGED BY CAPITAL REGION **Length:** .000  
**County:** Leon County **LRTP #:** 2040 RMP Roadway CFP (5.5)

Phase	Fund Source	2017/18	2018/19	2019/20	2020/21	2021/22	Total
PLN	SU	870,785	0	0	0	0	870,785
<b>Total</b>		<b>870,785</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>870,785</b>

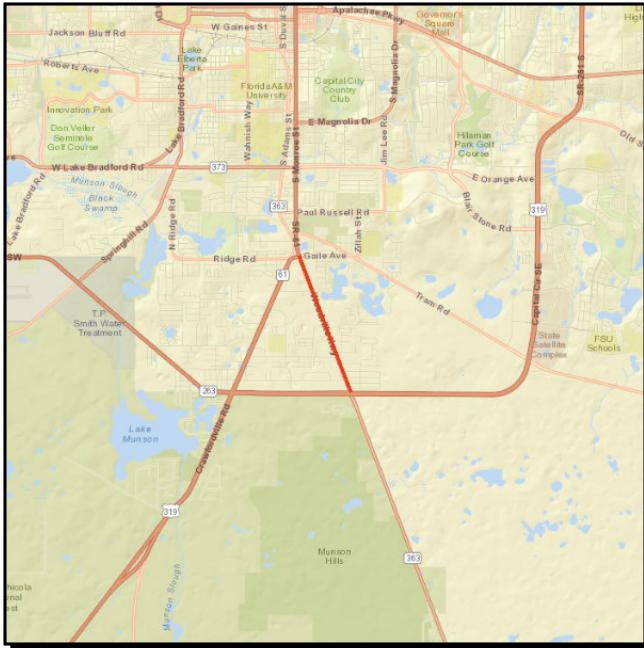
**Prior Cost < 2017/18:** 475,000

**Future Cost > 2021/22:** 0

**Total Project Cost:** 1,345,785

**Project Description:** Provides planning grant funding to CRTPA planning activities as identified in the agency's Unified Planning Work Program.

**SR 363 WOODVILLE HWY FROM SR 263 (US 319) C.C. TO GAILE AVENUE**



**Project #:** 4240094  
**Work Summary:** RIGHT OF WAY - FUTURE CAPACITY **SIS?:** No  
**Lead Agency:** Managed by FDOT **Length:** 1.499  
**County:** Leon County **LRTP #:** 2040 RMP Roadways CFP (Chapter 5)

Phase	Fund Source	2017/18	2018/19	2019/20	2020/21	2021/22	Total
ROW	SU	555,901	0	0	0	0	<b>555,901</b>
ROW	DDR	3,042,799	739,909	0	0	0	<b>3,782,708</b>
ROW	SA	200,000	0	0	0	0	<b>200,000</b>
ROW	DIH	0	100,000	0	0	0	<b>100,000</b>
<b>Total</b>		<b>3,798,700</b>	<b>839,909</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,638,609</b>

**Prior Cost < 2017/18:** 2,587,507

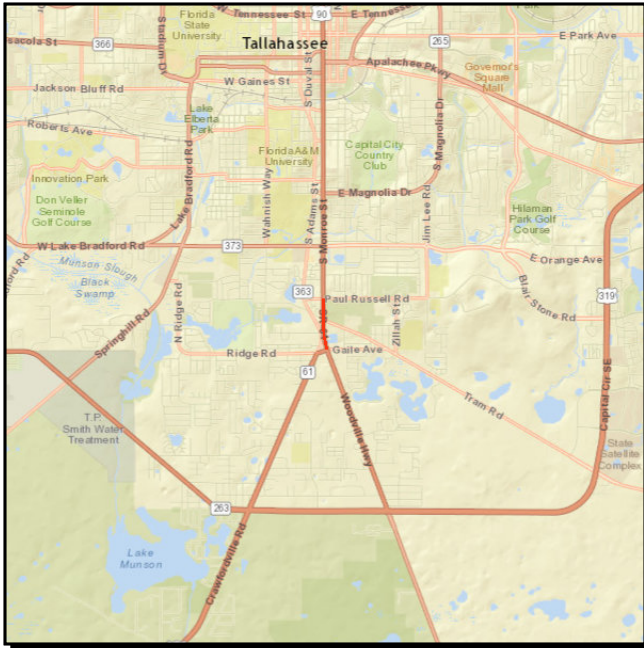
**Future Cost > 2021/22:** 0

**Total Project Cost:** 7,226,116

**Project Description:** Provides right-of-way funding associated with widening Woodville Highway (Capital Circle to Gaile Avenue).



**SR 363 WOODVILLE HWY FROM GAILE AVENUE TO SR 363/PAUL RUSSELL RD**



**Project #:** 4240095  
**Work Summary:** PRELIM ENG FOR FUTURE CAPACITY **SIS?:** No  
**Lead Agency:** Managed by FDOT **Length:** .618  
**County:** Leon County **LRTP #:** 2040 RMP Roadays CFP (Chapter 5)

Phase	Fund Source	2017/18	2018/19	2019/20	2020/21	2021/22	Total
ROW	SU	0	1,779,561	152,214	0	0	<b>1,931,775</b>
ROW	DIH	0	75,000	30,000	0	0	<b>105,000</b>
ROW	DDR	0	3,028,839	0	0	0	<b>3,028,839</b>
ROW	CM	0	0	407,345	0	0	<b>407,345</b>
ROW	SA	0	0	499,741	0	0	<b>499,741</b>
<b>Total</b>		<b>0</b>	<b>4,883,400</b>	<b>1,089,300</b>	<b>0</b>	<b>0</b>	<b>5,972,700</b>

**Prior Cost < 2017/18:** 1,510,918

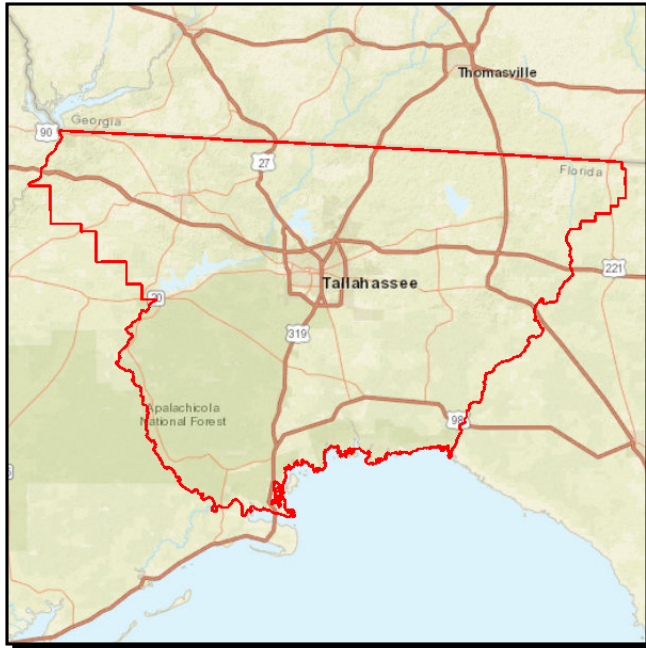
**Future Cost > 2021/22:** 0

**Total Project Cost:** 7,483,618

**Project Description:** Provides right-of-way funding to Woodville Highway (Gaile Avenue to Paul Russell Road).



**CAPITAL REGIONAL TPA FY 2020-2021/2021-2022**



**Project #:** 4383691  
**Work Summary:** TRANSPORTATION PLANNING **SIS?:** No  
**Lead Agency:** MANAGED BY CAPITAL REGION **Length:** .000  
**County:** Leon County **LRTP #:** 2040 RMP Roadway CFP (5.5)

Phase	Fund Source	2017/18	2018/19	2019/20	2020/21	2021/22	Total
PLN	PL	0	0	0	485,787	0	485,787
<b>Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>485,787</b>	<b>0</b>	<b>485,787</b>

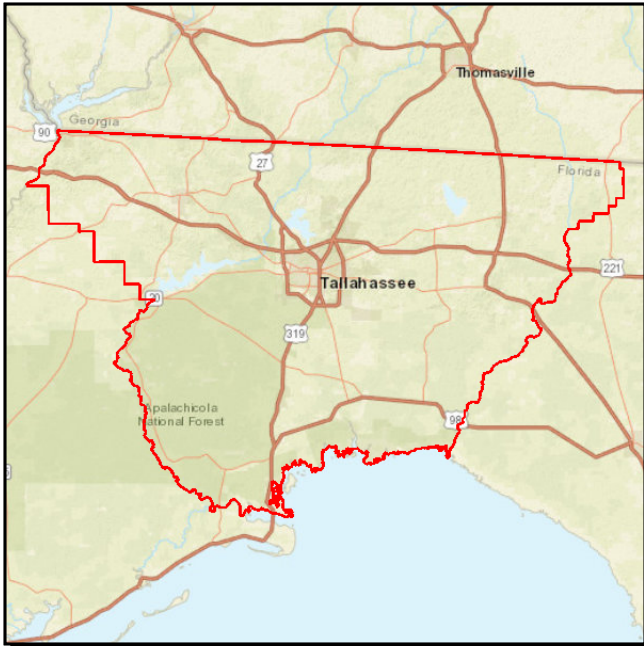
**Prior Cost < 2017/18:** 0

**Future Cost > 2021/22:** 0

**Total Project Cost:** 485,787

**Project Description:** Provides funding for CRTPA planning activities as identified in the agency's Unified Planning Work Program.

**CRTPA FY 2016/2017-2017/2018 UPWP**



**Project #:** 4393231  
**Work Summary:** TRANSPORTATION PLANNING **SIS?:** No  
**Lead Agency:** MANAGED BY CAPITAL REGION **Length:** .000  
**County:** Leon County **LRTP #:** 2040 RMP Roadway CFP (5.5)

Phase	Fund Source	2017/18	2018/19	2019/20	2020/21	2021/22	Total
PLN	PL	513,940	0	0	0	0	<b>513,940</b>
<b>Total</b>		<b>513,940</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>513,940</b>

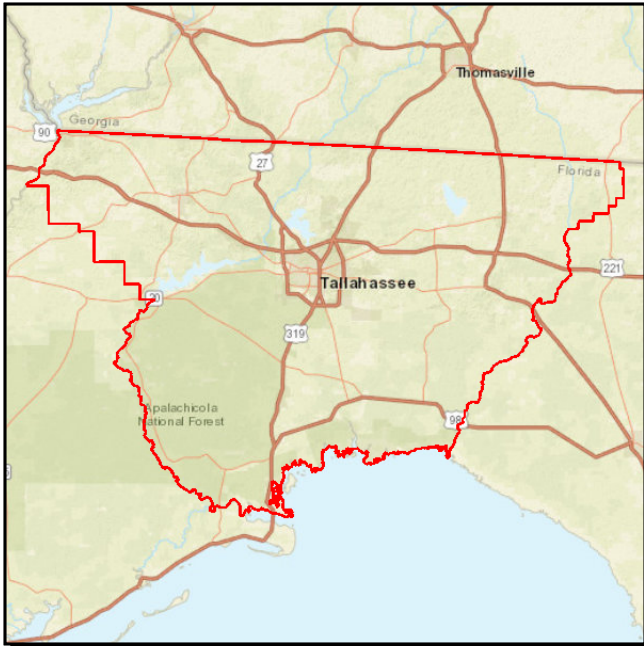
**Prior Cost < 2017/18:** 2,354,491

**Future Cost > 2021/22:** 0

**Total Project Cost:** 2,868,431

**Project Description:** Provides funding for CRTPA planning activities as identified in the agency's Unified Planning Work Program.

**CAPITAL REGION TPA (TALLAHASSEE) FY 2018/2019-2019/2020 UPWP**



**Project #:** 4393232  
**Work Summary:** TRANSPORTATION PLANNING **SIS?:** No  
**Lead Agency:** MANAGED BY CAPITAL REGION **Length:** .000  
**County:** Leon County **LRTP #:** RMP Maintenance (5.7)

Phase	Fund Source	2017/18	2018/19	2019/20	2020/21	2021/22	Total
PLN	PL	0	520,560	527,890	0	0	1,048,450
<b>Total</b>		<b>0</b>	<b>520,560</b>	<b>527,890</b>	<b>0</b>	<b>0</b>	<b>1,048,450</b>

**Prior Cost < 2017/18:** 0

**Future Cost > 2021/22:** 0

**Total Project Cost:** 1,048,450

**Project Description:** Provides planning funding associated with the update of the long range transportation plan.

**CAPITAL REGION TPA (TALLAHASSEE) FY 2020/2021-2021/2022 UPWP**



**Project #:** 4393233  
**Work Summary:** TRANSPORTATION PLANNING **SIS?:** No  
**Lead Agency:** MANAGED BY CAPITAL REGION **Length:** .000  
**County:** Leon County **LRTP #:** 2040 RMP Maintenance (5.7)

Phase	Fund Source	2017/18	2018/19	2019/20	2020/21	2021/22	Total
PLN	PL	0	0	0	527,890	527,890	1,055,780
<b>Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>527,890</b>	<b>527,890</b>	<b>1,055,780</b>

**Prior Cost < 2017/18:** 0

**Future Cost > 2021/22:** 0

**Total Project Cost:** 1,055,780

**Project Description:** Provides planning funding for CRTPA efforts as identified in the agency's Unified Planning Work Program.

**MPO ADVISORY COMMITTEE STAFF FY 2016/2017-2017/2018 UPWP**

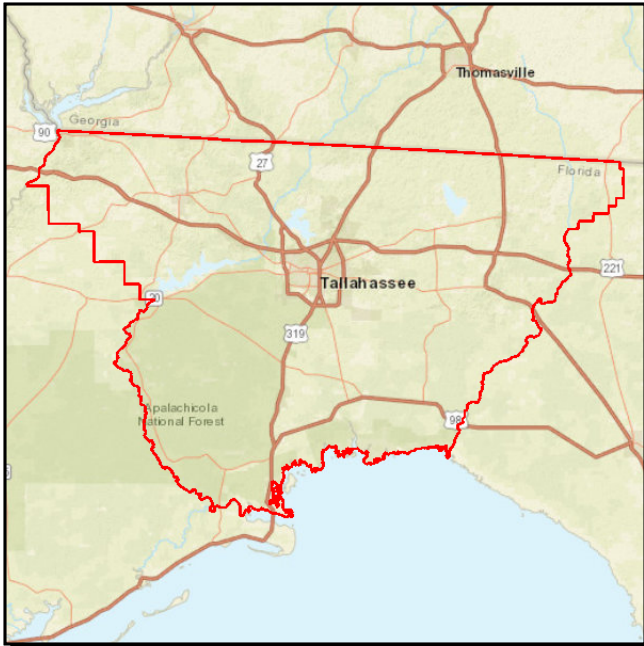


**Project #:** 4393391  
**Work Summary:** TRANSPORTATION PLANNING **SIS?:** No  
**Lead Agency:** Managed by FDOT **Length:** .000  
**County:** Leon County

Phase	Fund Source	2017/18	2018/19	2019/20	2020/21	2021/22	Total
PLN	PL	607,452	0	0	0	0	607,452
<b>Total</b>		<b>607,452</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>607,452</b>

**Prior Cost < 2017/18:** 666,295  
**Future Cost > 2021/22:** 0  
**Total Project Cost:** 1,273,747  
**Project Description:** Provides funding for the MPO Advisory Committee.

**FY16 LADDERS OF OPPORTUNITY INITIATIVE - OJT**



**Project #:** 4398231  
**Work Summary:** TRAINING **SIS?:** No  
**Lead Agency:** Managed by FDOT **Length:** .000  
**County:** Leon County

Phase	Fund Source	2017/18	2018/19	2019/20	2020/21	2021/22	Total
ADM	SSM	243,747	0	0	0	0	243,747
<b>Total</b>		<b>243,747</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>243,747</b>

**Prior Cost < 2017/18:** 156,253  
**Future Cost > 2021/22:** 0  
**Total Project Cost:** 400,000  
**Project Description:** Funding associated with the USDOT Ladders of Opportunity Initiative.



**SR 63 (US 27) FROM GADSDEN CO. LINE TO ALLEN RD LANDSCAPING**



**Project #:** 4401401  
**Work Summary:** LANDSCAPING      **SIS?:** No  
**Lead Agency:** Managed by FDOT      **Length:** 7.851  
**County:** Leon County      **LRTP #:** 2040 RMP Maintenance (5.7)

Phase	Fund Source	2017/18	2018/19	2019/20	2020/21	2021/22	Total
CST	DIH	7,703	0	0	0	0	<b>7,703</b>
CST	DDR	653,884	0	0	0	0	<b>653,884</b>
<b>Total</b>		<b>661,587</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>661,587</b>

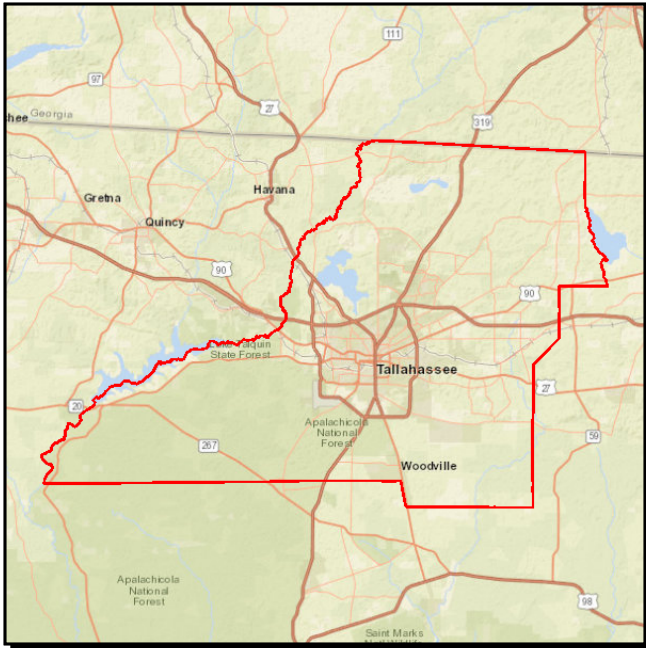
**Prior Cost < 2017/18:** 0

**Future Cost > 2021/22:** 0

**Total Project Cost:** 661,587

**Project Description:** Provides landscape funding for US 27 from Allen Rd north to Gadsden County Line.

**BURNS BLDG. HEADQUARTERS BOILER REPLACEMENT**

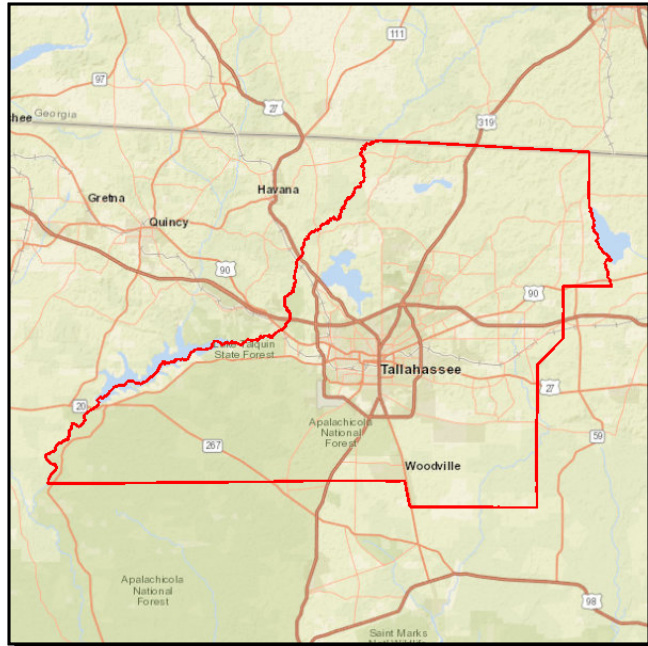


**Project #:** 4406761  
**Work Summary:** FIXED CAPITAL OUTLAY **SIS?:** No  
**Lead Agency:** Managed by FDOT **Length:** .000  
**County:** Leon County

Phase	Fund Source	2017/18	2018/19	2019/20	2020/21	2021/22	Total
CST	FCO	353,250	0	0	0	0	353,250
<b>Total</b>		<b>353,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>353,250</b>

**Prior Cost < 2017/18:** 0  
**Future Cost > 2021/22:** 0  
**Total Project Cost:** 353,250  
**Project Description:** FDOT Central Office building maintenance.

**BURNS BLDG. HEADQUARTERS ELECTRICAL PANEL REPLACEMENT**



**Project #:** 4406771  
**Work Summary:** FIXED CAPITAL OUTLAY **SIS?:** No  
**Lead Agency:** Managed by FDOT **Length:** .000  
**County:** Leon County

Phase	Fund Source	2017/18	2018/19	2019/20	2020/21	2021/22	Total
CST	FCO	459,233	0	0	0	0	<b>459,233</b>
<b>Total</b>		<b>459,233</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>459,233</b>

**Prior Cost < 2017/18:** 0

**Future Cost > 2021/22:** 0

**Total Project Cost:** 459,233

**Project Description:** Construction funding for the FDOT Central Office building associated with electrical panel replacement.

## **CRTPA Regional Mobility Plan (RMP) Priority Project List**

Priority Rank	RMP ID#	Project Name/Limits	FDOT WPI#	Programmed Funding					Project/Strategy	County	SIS	Length (miles)	Funding Sought	
				Phase	2018	2019	2020	2021						2022
1	1026	<b>Woodville Highway<sup>1</sup></b> (Capital Circle, SE to Gaile Ave) (Gaile Ave to Paul Russell Road)	4240094	Phase	2018	2019	2020	2021	2022	Widen to 4 lanes	Leon		2.1	CST (\$17.4 m) <sup>4</sup> CST (\$6.8 m) <sup>4</sup>
				ROW	\$3.8 m	\$840,000								
				ROW		\$4.9 m	\$1.1 m							
2	382	<b>Capital Circle, Southwest<sup>2</sup></b> (Springhill Rd to Orange Ave)	4157829	Phase	2018	2019	2020	2021	2022	Widen from 2 to 6 lanes	Leon	Y	4.1	FULLY FUNDED*
				CST				\$44.1 m						
3	1513	<b>Capital Circle, Southwest<sup>2</sup></b> (Crawfordville Rd to Springhill Rd)	2197492	Phase	2018	2019	2020	2021	2022	Widen from 2 to 6 lanes	Leon		2.34	FULLY FUNDED*
				ROW	\$8.4 m	\$4.7 m	\$3 m							
				CST					\$28.8 m					
4	1540	<b>Crawfordville Road</b> (N. of Alaska Way to Lost Creek Bridge)	2204956	Phase	2018	2019	2020	2021	2022	Widen to 4 lanes	Wakulla		3.6	ROW (\$6.3 m) <sup>4</sup> CST (\$27 m) <sup>4</sup>
				PE	\$934,550									
5	308	<b>Crawfordville Road</b> (Lost Creek Bridge to East Ivan Rd)	2204953	Phase	2018	2019	2020	2021	2022	Widen to 4 lanes	Wakulla		4.4	ROW (\$30 m) <sup>4</sup> CST (\$41 m) <sup>4</sup>
6	1554	<b>Orange Avenue<sup>2</sup></b> (Capital Circle to Monroe Street)	4379021	Phase	2018	2019	2020	2021	2022	Widen to 4 lanes	Leon		4.3	PD&E (\$2 m) <sup>4</sup>
				PD&E (Feasibility)		\$788,000								
7	383	<b>Lake Bradford Road/Springhill Road<sup>1</sup></b> (Capital Circle, SW to Gaines Street)	-	Phase	2018	2019	2020	2021	2022	Widen to 4 lanes	Leon		3.8	PD&E
				-	-	-	-	-	-					
8	181	<b>Tharpe Street<sup>4</sup></b> (Capital Circle, NW to Ocala Rd)	-	Phase	2018	2019	2020	2021	2022	Widen to 4 lanes	Leon		2.7	PD&E Reevaluation
				-	-	-	-	-	-					
9	3	<b>Wakulla Environmental Institute</b> (Coastal Highway to Crawfordville Rd)	-	Phase	2018	2019	2020	2021	2022	New 2 lane road	Wakulla		-	PD&E
				-	-	-	-	-	-					
10	75	<b>Thomasville Rd/Meridian Rd/7th Ave<sup>3</sup></b> (Midtown Operational Improvements)	-	Phase	2018	2019	2020	2021	2022	Intersection Improvements	Leon		-	PE
				-	-	-	-	-	-					
11	179	<b>Bannerman Road<sup>4</sup></b> (Tekesta Dr to Thomasville Rd)	-	Phase	2018	2019	2020	2021	2022	Widen from 2 to 4 lanes	Leon		1.7	PE
				-	-	-	-	-	-					

Priority Rank	RMP ID#	Project Name/Limits	FDOT WPI#	Programmed Funding						Project/Strategy	County	SIS	Length (miles)	Funding Sought
				Phase	2018	2019	2020	2021	2022					
12	369	<b>Welaunee Blvd Extension<sup>1</sup></b> (Fleischmann Rd to south of I-10)	Blueprint	Phase	2018	2019	2020	2021	2022	New 4 lane road	Leon		2.25	CST
				PD&E	\$625,000									
				PE	\$1.725 m									
13	1571	<b>Welaunee Blvd Extension<sup>1</sup></b> (South of I-10 to Shamrock Street)	Blueprint	Phase	2018	2019	2020	2021	2022	New 4 lane road	Leon		2	ROW/CST
				PD&E	\$625,000									
				PE		\$1.725 m								
14	138	<b>Mahan Dr and Capital Circle, NE</b>	-	Phase	2018	2019	2020	2021	2022	Intersection Improvements	Leon	Y	-	Feasibility Study
				-	-	-	-	-	-					
15	1365	<b>Pensacola Street (West Side Student Corridor Gateway<sup>1</sup>)</b> (Capital Circle, NW to Appleyard Dr)	-	Phase	2018	2019	2020	2021	2022	Widen to 4 lanes	Leon		0.8	PD&E Reevaluation
				-	-	-	-	-	-					
16	137	<b>Welaunee Blvd/I-10 Interchange</b>	-	Phase	2018	2019	2020	2021	2022	New Interchange	Leon	Y	-	PD&E
				-	-	-	-	-	-					
17	1527	<b>Woodville Hwy/Natural Bridge Rd</b> (Intersection)	-	Phase	2018	2019	2020	2021	2022	Roundabout	Leon		-	Feasibility Study
				-	-	-	-	-	-					
18	4	<b>Old Lloyd Rd/Gamble Rd</b> (Intersection)	-	Phase	2018	2019	2020	2021	2022	Roundabout	Jefferson		-	Feasibility Study
				-	-	-	-	-	-					

<sup>1</sup> [Blueprint Gateway Project](#)

<sup>2</sup> [Blueprint Regional Mobility Project](#)

<sup>3</sup> [Blueprint Community Enhancement District](#)

<sup>4</sup> FDOT Long Range Estimate (LRE)

\* Fully Funded Projects are retained on the list until such funding is within the first three (3) years of the TIP.

**ABBREVIATIONS:**

PD&E - Project Development and Environment Study

PE - Preliminary Engineering (Design)

ROW - Right-of-Way

CST - Construction

SIS - Strategic Intermodal System (FDOT roadway designation)

Priority Rank	RMP ID#	Project Name/Limits	FDOT WPI#	Programmed Funding					Project/Strategy	County	Length (miles)	Funding Sought **	
				Phase	2018	2019	2020	2021					2022
1	422	Glenview Drive (Meridian Rd to Thomasville Rd)	4369911	Phase	2018	2019	2020	2021	2022	Sidewalk	Leon	0.44	Fully funded ***
				PE	\$37,000								
				CST				\$277,000					
2	567	Monticello Bike Trail Extension (Southern Terminus of Monticello to Jefferson Co Middle/High School)		Phase	2018	2019	2020	2021	2022	Shared Use Path	Jefferson	2.4	PD&E
				-	-	-	-	-	-				
3	543	Wakulla Environmental Institute (US 98 to WEI)		Phase	2018	2019	2020	2021	2022	Shared Use Path	Wakulla	1.4	PE
				-	-	-	-	-	-				
4	454	Goose Pond Trail* (Mahan Dr/Fort Knox to Weems Rd)		Phase	2018	2019	2020	2021	2022	Shared Use Path	Leon	1.2	PD&E
				-	-	-	-	-	-				
5	1026	Florida Arts Trail (N Corry St to Florida Georgia Hwy)	433801	Phase	2018	2019	2020	2021	2022	Shared Use Path	Gadsden	11	PE
				-	-	-	-	-	-				
6	160	US 90 Trail (Madison St to Dover Rd)		Phase	2018	2019	2020	2021	2022	Shared Use Path	Gadsden	10.7	PD&E
7	1556	Magnolia Drive (Monroe St to Lafayette St)		Phase	2018	2019	2020	2021	2022	Sidewalk	Leon	2	CST
				-	-	-	-	-	-				
8	1254	Martin Rd Trail (Monticello Bike Trail to US 19)		Phase	2018	2019	2020	2021	2022	Shared Use Path	Jefferson	0.3	PD&E
				-	-	-	-	-	-				
9	527	Thomasville Rd Trail* (Meridian Rd to Live Oak Plantation Rd)		Phase	2018	2019	2020	2021	2022	Shared Use Path	Leon	3.7	PD&E
				-	-	-	-	-	-				

\* Also a Blueprint Intergovernmental Agency project

\*\* ABBREVIATIONS:

PD&E - Project Development and Environment Study

PE - Preliminary Engineering

CST - Construction

ROW - Right-of-Way

\*\*\* Note: Fully Funded Projects are retained on the list until such funding is within the first three (3) years of the TIP.

Capital Region Transportation Planning Agency  
**ADOPTED Regional Trails Priority Project List**  
 Fiscal Year 2019 - Fiscal Year 2023

Priority Rank	RMP ID#	Project Name/Limits	FDOT WPI#	Programmed Funding					Project/Strategy	County	Length (miles)	Funding Sought *	
				Phase	2018	2019	2020	2021					2022
1	561	Coastal Trail West - CC2ST (s. of Tower Road to Wakulla High School)	4399263	Phase	2018	2019	2020	2021	2022	Shared Use Path	Wakulla	6.5	CST
				ROW			\$1.06 m						
2	542	Coastal Trail East - CC2ST (St. Marks Trail to Lighthouse Road)	4405501	Phase	2018	2019	2020	2021	2022	Shared Use Path	Wakulla	2.8	ROW/CST
				-	-	-	-	-	-				
3	456	Capital Cascades Trail (Segment 4)** (Springhill Rd to Mill Street/St. Marks Trail)		Phase	2018	2019	2020	2021	2022	Shared Use Path	Leon	1.2	PE
				-	-	-	-	-	-				
4		Forest Trail North (Trout Pond to Lake Henrietta)		Phase	2018	2019	2020	2021	2022	Shared Use Path	Leon	6.5	Feasibility Study
				-	-	-	-	-	-				
5	550	Bloxham Cutoff Rd Trail - CC2ST (Springhill Rd to US 98)		Phase	2018	2019	2020	2021	2022	Shared Use Path	Wakulla	10.9	PD&E
				-	-	-	-	-	-				
6		Forest Trail South (Ochlockonee Bay Trail to Trout Pond)		Phase	2018	2019	2020	2021	2022	Shared Use Path	Wakulla/ Leon	19.7	Feasibility Study
				-	-	-	-	-	-				
7		Nature Coast Trail (Coastal Trail East to Jefferson County Line)		Phase	2018	2019	2020	2021	2022	Shared Use Path	Jefferson	14	Feasibility Study
				-	-	-	-	-	-				
8		Nature Coast Regional Trail Connector (Monticello to Jefferson County Line)		Phase	2018	2019	2020	2021	2022	Shared Use Path	Jefferson	14	Feasibility Study
				-	-	-	-	-	-				
9		Nature Coast Regional Trail Connector (Tallahassee to Monticello)		Phase	2018	2019	2020	2021	2022	Shared Use Path	Jefferson	26	Feasibility Study
				-	-	-	-	-	-				

\* ABBREVIATIONS:

PD&E - Project Development and Environment Study

PE - Preliminary Engineering

CST - Construction

ROW - Right-of-Way

\*\* Also a Blueprint project



Recommended Rank	Previous Rank	Major Street	Minor Street	Proposed Improvements	Study Date	Cost Estimate	Safety Information (from Traffic Study):	Mobility Information
1	3	<b>Thomasville Road (Midtown)</b> (SR 63)	Monroe St to Seventh Ave	Install pedestrian refuge islands and a rectangular rapid flash beacon (RRFB) near Beard Street	March 2016	\$170,000	5 bicyclist and 3 pedestrian crashes in the 6-year analysis period (2009-2014)	Heavy Pedestrian Traffic Bus Service
	<p><b>PROJECT INFORMATION:</b> Safety Study identifies proposed improvements to address pedestrian and bicycle safety along the Midtown corridor of Thomasville Rd (Monroe Street to 7th Avenue). Study was conducted based upon a request by the CRTPA. Thomasville/Seventh/Meridian Intersection Level of Service (LOS): AM LOS C; PM LOS D.</p>							
Recommended Rank	Previous Rank	Major Street	Minor Street	Proposed Improvements	Study Date	Cost Estimate	Safety Information (from Traffic Study):	Mobility Information
2	N/A	<b>Monroe Street</b> (SR 61/US 27)	3rd Avenue to Seventh Avenue	Upgrade signals and ITS hardware; add ADA features to sidewalks; examine corridor lighting	N/A		N/A	N/A
	<p><b>PROJECT INFORMATION:</b> This project was added by the FDOT; awaiting additional information from FDOT.</p>							
Recommended Rank	Previous Rank	Major Street	Minor Street	Proposed Improvements	Study Date	Cost Estimate	Safety Information (from Traffic Study):	Mobility Information
3	4	<b>Monroe Street</b> (SR 61/US 27)	Brevard Street	Construct SBRT*  (*South Bound Right Turn lane)	June 2015	Estimated cost: \$950,440 (includes \$822,800 in r-o-w)	52 collisions in 5 -year analysis period (2010-2014); majority 'rear-end' crashes of which 13 occurred in southbound approach lanes.	Moderate Pedestrian Traffic Bus service Signalized intersection
	<p><b>PROJECT INFORMATION:</b> Signalized Intersection Study identifies that a southbound right turn lane is warranted at this location, and would include a sufficient radius to accommodate the heavy vehicles that are currently driving over the curb. Monroe Intersection Level of Service (LOS): AM LOS A&amp;B; PM LOS C. Brevard eastbound left: AM/PM LOS D. Project studied based upon request by City of Tallahassee.</p>							

**StarMetro**  
ADOPTED Priority Project List  
Fiscal Year (FY) 2019 - FY 2023

Priority Rank	Project	Description*	Funding Sought
1	<b>SE Quadrant SuperStop</b>	Construct multi-bay SuperStop in southeastern Tallahassee.	\$650,000
2	<b>C.K. Steele Plaza Planning Study</b>	Planning study of C.K. Steele Plaza that identifies opportunities for redevelopment of the site.	\$200,000
3	<b>Bus Stop Upgrades</b>	This project proposes upgrading at least 50 stops to include boarding and alighting areas for bus wheelchair ramps use and will also connect bus stops to sidewalks and add shelter pads to prepare for the future placement of an amenity.	\$500,000
4	<b>Bus Transit Signal Prioritization</b>	This project provides for the addition of global positioning system (GPS) based system devices on StarMetro buses to improve transit system performance.	\$250,000
5	<b>NW Quadrant SuperStop</b>	Construct multi-bay SuperStop in northwestern Tallahassee.	\$650,000

\* - see other side for full project descriptions

Project Name	Project Details
<b>SE Quadrant SuperStop</b>	Construct multi-bay SuperStop in southeastern Tallahassee. This SuperStop will provide an off-street location for customer to transfer between multiple routes and will serve as a layover point for operators to improve system performance with the inclusion of public restrooms and possibly a Tallahassee Police Department substation. In addition, the SuperStop will allow StarMetro to develop neighborhood circulators to efficiently provide transportation options for disabled and low income individuals located in south Tallahassee and improve service to the Veteran’s Administration Clinic.
<b>C.K. Steele Plaza Planning Study</b>	Planning study of C.K. Steele Plaza to identify the needs, challenges, opportunities, and funding options to transform the Plaza from a single-use transit facility into a mixed-use, multistory intermodal facility with opportunities for house StarMetro Administrative Staff; leasable space for office, restaurants, and retail activities; and connections to intercity transportation such as Amtrak, Greyhound, and/or Megabus.
<b>Bus Stop Upgrades</b>	StarMetro has approximately 900 active stops. Many of these stops are not compliant with the Americans with Disabilities Act (ADA) as compliance is only required when an amenity such as a bench or a shelter is added to the stop. This project proposes upgrading at least 50 stops to include boarding and alighting areas for bus wheelchair ramps use and will also connect bus stops to sidewalks and add shelter pads to prepare for the future placement of an amenity.
<b>Bus Transit Signal Prioritization</b>	The City of Tallahassee is starting to replace the existing infrared based traffic signal preemption system for emergency vehicles with a more advanced global positioning system (GPS) based system. This system will provide a more efficient routing of emergency vehicles with less disruption to the traffic signal network. The GPS system also allows for adding signal prioritization to transit vehicles. Signal prioritization extends the green time or shortens the red time for approaching buses depending on the system parameters such as a bus running behind schedule. Signal prioritization is shown to improve overall transit system performance and efficiency by at least 10%. It costs approximately \$3,000 per bus for the signal prioritization devices.
<b>NW Quadrant SuperStop</b>	Construct multi-bay SuperStop in northwestern Tallahassee. This SuperStop will provide an off-street location for customer to transfer between multiple routes, serve as a layover point for operators to improve system performance, public restrooms, and possibly a Tallahassee Police Department substation. In addition, the SuperStop will allow StarMetro to develop neighborhood circulators to efficiently provide transportation options for disabled and low income individuals located in north Tallahassee.

TALLAHASSEE INTERNATIONAL AIRPORT  
Priority Project List  
ADOPTED FDOT Fiscal Year 2019- Fiscal

FDOT Priority	Description	FDOT FIN Number	JACIP Number	FUNDING	Year 2023	Current	Future						
					Prior Years	2019	2020	2021	2022	2023			
1	Taxiway Rehabilitation	Pending	PFL11985	FAA/Discretionary State/FDOT Local/PFC					**	1,710,000	**	17,100,000	
									**	95,000	**	950,000	
									**	95,000	**	950,000	
2	Terminal PLB Acquisition and Installation	422301-6	PFL9600	State/FDOT Local/PFC	1,400,000	400,000 600,000	400,000 600,000	**	400,000	**	400,000	**	600,000
3	Landside Signage Improvements	Pending	PFL11989	State/FDOT Local/RR&I								**	100,000
													100,000
4	Terminal Modernization	226781-6	TLH2	State/FDOT Local/PFC Local/RR&I Local/CFC	1,200,000 1,200,000 50,000	400,000 400,000 100,000	400,000 400,000	**	400,000	**	400,000	**	500,000
													500,000
5	Airport Access and Roadway Realignment	416010-4	PFL10211	State/FDOT/SIS Local/RR&I		* 1,750,000							
6	International Port of Entry & Federal Inspection Station (FIS) Facility	Pending	3DOT42	FAA/Discretionary State/FDOT Local/RR&I Local/Sales Tax		** 900,000 50,000 50,000	** 4,860,000 270,000						
7	Air Carrier Apron Improvements	Pending	TLH31	FAA/Entitlement State/FDOT Local/PFC			** 270,000 15,000 15,000	** 2,025,000 112,500 112,500					
8	Security Fence and Gate Rehabilitation, Updates and Improvements	Pending	PFL9466	FAA/Entitlement State/FDOT Local/RR&I					**	900,000	**	50,000	50,000
9	Enhancements and Upgrades ATCT	Pending	PFL2711	State/FDOT Local/RR&I				**	400,000		400,000		
10	Hangar(s) Development and Modernization	422301-9	PFL10400	State/FDOT Local/Sales Tax			1,000,000 1,000,000	* 3,000,000					
11	Aircraft Maintenance and Storage Hangar and Related Taxilanes	Pending	PFL9601	State/FDOT Local/Private			** 2,500,000 2,500,000	** 5,000,000 5,000,000					
12	Taxiway Alpha Rehabilitation	Pending	PFL11984	State/FDOT Local/RR&I			** 1,000,000	** 10,000,000	**	10,000,000	**	10,000,000	
13	ARFF Station Rehabilitation	Pending	PFL10605	FAA/Entitlement State/FDOT Local/RR&I			** 90,000 5,000 5,000	** 810,000 45,000 45,000					
14	Parking Area Improvements	Pending	PFL10395	State/FDOT Local/RR&I			** 500,000 500,000						
15	Computerized Maintenance Management System (CMMS)	Pending	PFL11081	State/FDOT Local/RR&I				**	40,000		40,000		
16	Terminal Concessions Redevelopment	Pending	PFL11083	State/FDOT Local/RR&I				**	125,000		125,000		
17	Computer Based Training Upgrades	Pending	PFL11084	State/FDOT Local/RR&I				**	50,000		50,000		
18	Air Cargo Facility Expansion	422301-8	PFL11079	State/FDOT Local/RR&I				* 1,112,500	**	1,112,500			
19	Intermodal Logistics Center (ILC)	Pending	PFL11726	State/FDOT/SIS Local/RR&I				** 5,000,000	**	5,000,000			
20	Airfield Maintenance Sweeper Truck	Pending	PFL11092	FAA/Entitlement Local/PFC			** 225,000 25,000	**	225,000				
21	Airport Emergency Power Improvements	226792-4	PFL11627	FAA/Entitlement State/FDOT Local/PFC				**	675,000		37,500		37,500
<b>* = Project partially funded</b>					<b>Total</b>	<b>3,850,000</b>	<b>6,400,000</b>	<b>15,600,000</b>	<b>36,475,000</b>	<b>25,630,000</b>	<b>21,400,000</b>		
<b>** = Project not funded</b>													
				FAA/Entitlement	-	-	360,000	3,060,000		1,575,000		-	
				FAA/Discretionary	-	900,000	4,860,000	-		1,710,000		17,100,000	
				State/FDOT	1,200,000	850,000	5,090,000	11,595,000		11,072,500		2,150,000	
				State/FDOT/SIS	-	1,750,000	-	5,000,000		-		-	
				Local/CFC	50,000	-	-	-		-		-	
				Local/PFC	2,600,000	1,000,000	1,015,000	1,137,500		1,132,500		2,050,000	
				Local/RR&I	-	1,900,000	505,000	7,682,500		10,140,000		100,000	
				Local/Sales Tax	-	-	1,270,000	3,000,000		-		-	
				Local/Private	-	-	2,500,000	5,000,000		-		-	
				<b>Total</b>	<b>3,850,000</b>	<b>6,400,000</b>	<b>15,600,000</b>	<b>36,475,000</b>		<b>25,630,000</b>		<b>21,400,000</b>	

Capital Region Transportation Planning Agency  
**ADOPTED Transportation Alternatives Priority Project List**  
 Fiscal Year 2019 - Fiscal Year 2023

Priority	Project	Limits	Notes
1	<b>Havana Middle School Sidewalk</b> (Sponsor: Town of Havana)	11th Ave (4th St to Iron Bridge Rd); Iron Bridge Rd (CR 12A to 11th Ave)	Design funded (FY 18); seeking construction funds
2	<b>Atlanta Street Sidewalk</b> (Sponsor: Gadsden County)	Martin Luther King, Jr. Boulevard to Ben Bostic Road	Design funded (FY 17); seeking construction funds
3	<b>Dogwood Street Pedestrian Crossing</b> (Sponsor: City of Monticello)	US 19/Dogwood Street Intersection	No funded phases
4	<b>Mound Street Sidewalk</b> (Sponsor: Wakulla County)	US 98 to Woolery Park	No funded phases

Priority Rank	Project Name	From	To	Project/Strategy	County	Funding Sought
1	<b>Weems Road Extension</b>	Capital Circle, Northeast	US 90	New 2 land road	Leon	CST
2	<b>Welaunee Boulevard Extension</b>	Fleischmann Rd	South of Shamrock Street	New 4 lane Road	Leon	PD&E

ABBREVIATIONS:

CST= Construction

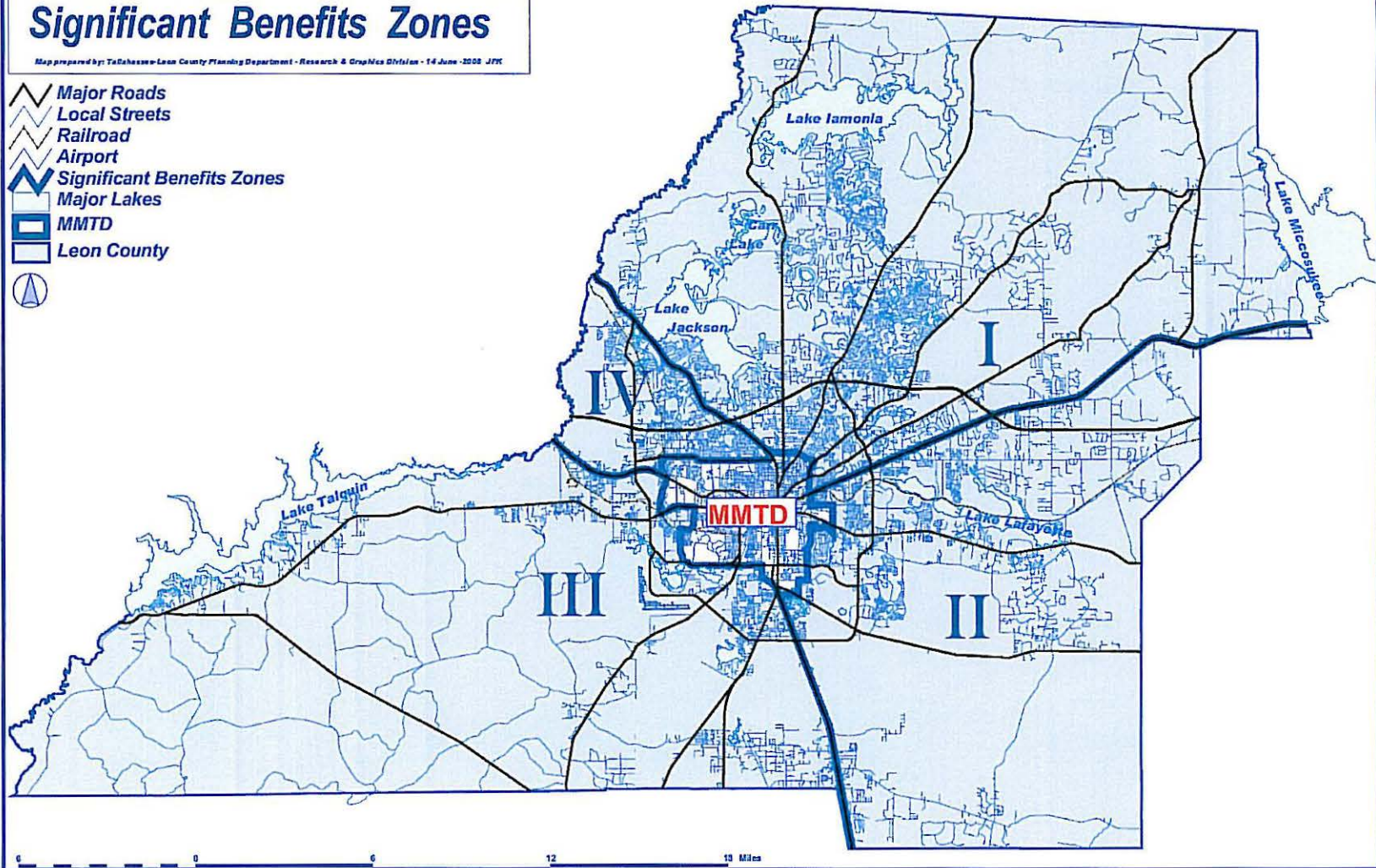
PD&E = Project Development and Environment Study

## Significant Benefit Project Priority List

# Significant Benefits Zones

Map prepared by: Tallahassee Leon County Planning Department - Research & Graphics Division - 14 June 2008 JPK

-  Major Roads
-  Local Streets
-  Railroad
-  Airport
-  Significant Benefits Zones
-  Major Lakes
-  MMTD
-  Leon County
- 



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Attachment A

\* Note: The Multimodal Transportation District (MMTD) Boundaries, as represented by the center, fifth district, require a formal Comprehensive Plan amendment to be established, and any future changes to that boundary would also require a formal Comprehensive Plan amendment. The Comprehensive Plan amendment process will require formal approvals by the City, County, and FDOT. Therefore, as stated in 2(b) of this agreement, any changes to this boundary will not require amendment to this Memorandum of Agreement, and Attachment A will be automatically updated to reflect the most current, adopted MMTD boundaries. Until the adoption of the MMTD Comprehensive Plan Amendment, the boundaries shown above shall apply.



**Attachment B**

**Significant Benefit Project Priority List**

<b>DISTRICT 1</b>		
<b>Tier A</b>	<b>Tier B</b>	<b>Tier C</b>
<p><b><u>Mahan Drive</u></b>  <i>Section:</i> Dempsey Mayo to I-10  <i>Jurisdiction:</i> State  <i>Includes:</i> construction, &amp; ROW  <i>Estimated Cost:</i> \$40 million  <i>Justification:</i> #1 CRTPA Project Priority; SIS Connector  <b>*20% of funds will support transit/bike/pedestrian facilities</b></p>	<p><b><u>Bannerman (Phase 1)</u></b>  <i>Section:</i> Thomasville to Tekesta  <i>Jurisdiction:</i> County  <i>Includes:</i> TBD  <i>Estimated Cost:</i> TBD  <i>Justification:</i> Alternate route to relieve Thomasville, an SIS Collector  <b>*20% of funds will support transit/bike/pedestrian facilities</b></p>	<p><b><u>Bannerman (Phase 2)</u></b>  <i>Section:</i> Tekesta to Preservation Point  <i>Jurisdiction:</i> County  <i>Includes:</i> TBD  <i>Estimated Cost:</i> TBD  <i>Justification:</i> Alternate route to relieve Thomasville, an SIS Collector  <b>*20% of funds will support transit/bike/pedestrian facilities</b></p>
<b>DISTRICT 2</b>		
<b>Tier A</b>	<b>Tier B</b>	<b>Tier C</b>
<p><b><u>Mahan Drive</u></b>  <i>Section:</i> Dempsey Mayo to I-10  <i>Jurisdiction:</i> State  <i>Includes:</i> PD&amp;E, construction, &amp; ROW  <i>Estimated Cost:</i> \$40 million  <i>Justification:</i> - #1 CRTPA Project Priority; SIS Connector  <b>*20% of funds will support transit/bike/pedestrian facilities</b></p>	<p><b><u>Woodville Highway</u></b>  <i>Section:</i> Gaile Avenue to 1000 feet north of Capital Circle SE  <i>Jurisdiction:</i> State  <i>Includes:</i> PD&amp;E, Design, ROW &amp; Construction  <i>Estimated Cost:</i> \$53 million  <i>Justification:</i> #5 CRTPA Project Priority  <b>*20% of funds will support transit/bike/pedestrian facilities</b></p>	<p><b><u>Weems Road</u></b>  <i>Section:</i> Mahan to Capital Circle NE  <i>Jurisdiction:</i> City  <i>Includes:</i> PD&amp;E, construction, &amp; ROW  <i>Estimated Cost:</i> \$17.5 million  <i>Justification:</i> - Alternate route to relieve Mahan/CCNE intersection on SIS Collector  <b>*20% of funds will support transit/bike/pedestrian facilities</b></p>
<b>DISTRICT 3</b>		
<b>Tier A</b>	<b>Tier B</b>	
<p><b><u>North South Connector</u></b>  <i>Section:</i> Orange to Jackson Bluff  <i>Jurisdiction:</i> (City)  <i>Includes:</i> PD&amp;E, construction, &amp; ROW  <i>Estimated Cost:</i> \$15 million  <i>Justification:</i> Relieve CCSW; In City 5-Year CIP  <b>*20% of funds will support transit/bike/pedestrian facilities</b></p>	<p><b><u>Pensacola Street</u></b>  <i>Section:</i> Capital Cir SW to Appleyard  <i>Jurisdiction:</i> (State)  <i>Includes:</i> PD&amp;E, construction, &amp; ROW  <i>Estimated Cost:</i> \$40 million  <i>Justification:</i> - #12 CRTPA Project Priority; Parallel Route to Tennessee  <b>*20% of funds will support transit/bike/pedestrian facilities</b></p>	
<b>DISTRICT 4</b>		
<b>Tier A</b>	<b>Tier B</b>	
<p><b><u>Tharpe Street (Phase 1)</u></b>  <i>Section:</i> Blountstown Highway to Ocala  <i>Jurisdiction:</i> (County)  <i>Includes:</i> PD&amp;E, construction, &amp; ROW  <i>Estimated Cost:</i> \$33 million  <i>Justification:</i> In LRTP; Parallel I-10 &amp; Tennessee; 60% design complete  <b>*20% of funds to support transit/bike/pedestrian facilities</b></p>	<p><b><u>Tharpe Street (Phase 2)</u></b>  <i>Section:</i> Blountstown Highway to Capital Circle  <i>Jurisdiction:</i> (County)  <i>Includes:</i> PD&amp;E, construction, &amp; ROW  <i>Estimated Cost:</i> \$16 million  <i>Justification:</i> In LRTP; Parallel I-10 &amp; Tennessee; 60% design complete  <b>*20% of funds to support transit/bike/pedestrian facilities</b></p>	
<b>DISTRICT 5 (Multimodal District)</b>		
<b>Tier A</b>	<b>Tier B</b>	
<p>80% - District Bike/Ped/Transit Facilities 20% - FAMU Way bike/ped facilities</p>	<p>100% - District Bike/Ped/Transit Facilities</p>	

**Leon County School District  
2017-2018 Work Plan**

**LEON COUNTY SCHOOL DISTRICT**

**INTRODUCTION**

The 5-Year District Facilities Work Program is a very important document. The Department of Education, Legislature, Governor's Office, Division of Community Planning (growth management), local governments, and others use the work program information for various needs including funding, planning, and as the authoritative source for school facilities related information.

The district's facilities work program must be a complete, balanced capital outlay plan that is financially feasible. The first year of the work program is the districts capital outlay budget. To determine if the work program is balanced and financially feasible, the "Net Available Revenue" minus the "Funded Projects Costs" should sum to zero for "Remaining Funds".

- If the "Remaining Funds" balance is zero, then the plan is both balanced and financially feasible.
- If the "Remaining Funds" balance is negative, then the plan is neither balanced nor feasible.
- If the "Remaining Funds" balance is greater than zero, the plan may be feasible, but it is not balanced.

**Summary of revenue/expenditures available for new construction and remodeling projects only.**

	2017 - 2018	2018 - 2019	2019 - 2020	2020 - 2021	2021 - 2022	Five Year Total
Total Revenues	\$14,554,001	\$14,958,717	\$17,677,626	\$16,789,217	\$27,771,005	\$91,750,566
Total Project Costs	\$14,554,001	\$14,958,717	\$17,677,626	\$16,789,217	\$27,771,005	\$91,750,566
Difference (Remaining Funds)	\$0	\$0	\$0	\$0	\$0	\$0

**District** LEON COUNTY SCHOOL DISTRICT

**Fiscal Year Range**

**CERTIFICATION**

By submitting this electronic document, we certify that all information provided in this 5-year district facilities work program is accurate, all capital outlay resources are fully reported, and the expenditures planned represent a complete and balanced capital outlay plan for the district. The district Superintendent of Schools, Chief Financial Officer, and the School Board have approved the information contained in this 5-year district facilities work program; they certify to the Department of Education, Office of Educational Facilities, that the information contained herein is correct and accurate; they also certify that the plan has been developed in coordination with the general purpose local governments as required by §1013.35(2) F.S. We understand that any information contained in this 5-year district facilities work program is subject to audit by the Auditor General of the State of Florida.

**Date of School Board Adoption**

**Work Plan Submittal Date**

**DISTRICT SUPERINTENDENT**

**CHIEF FINANCIAL OFFICER**

**DISTRICT POINT-OF-CONTACT PERSON**

**JOB TITLE**

**PHONE NUMBER**

**E-MAIL ADDRESS**

# Expenditures

## Expenditure for Maintenance, Repair and Renovation from 1.50-Mills and PECO

Annually, prior to the adoption of the district school budget, each school board must prepare a tentative district facilities work program that includes a schedule of major repair and renovation projects necessary to maintain the educational and ancillary facilities of the district.

Item	2017 - 2018 Actual Budget	2018 - 2019 Projected	2019 - 2020 Projected	2020 - 2021 Projected	2021 - 2022 Projected	Total
Maintenance/Repair	\$0	\$0	\$0	\$0	\$0	\$0
Locations:	No Locations for this expenditure.					
HVAC	\$0	\$0	\$0	\$0	\$0	\$0
Locations:	No Locations for this expenditure.					
Flooring	\$0	\$0	\$0	\$0	\$0	\$0
Locations:	No Locations for this expenditure.					
Roofing	\$0	\$0	\$0	\$0	\$0	\$0
Locations:	No Locations for this expenditure.					
Safety to Life	\$0	\$0	\$0	\$0	\$0	\$0
Locations:	No Locations for this expenditure.					
Fencing	\$0	\$0	\$0	\$0	\$0	\$0
Locations:	No Locations for this expenditure.					
Parking	\$0	\$0	\$0	\$0	\$0	\$0
Locations:	No Locations for this expenditure.					
Electrical	\$0	\$0	\$0	\$0	\$0	\$0
Locations:	No Locations for this expenditure.					
Fire Alarm	\$0	\$0	\$0	\$0	\$0	\$0
Locations:	No Locations for this expenditure.					
Telephone/Intercom System	\$0	\$0	\$0	\$0	\$0	\$0
Locations:	No Locations for this expenditure.					
Closed Circuit Television	\$0	\$0	\$0	\$0	\$0	\$0
Locations:	No Locations for this expenditure.					
Paint	\$0	\$0	\$0	\$0	\$0	\$0
Locations:	No Locations for this expenditure.					
<b>Sub Total:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

PECO Maintenance Expenditures	\$816,601	\$816,601	\$816,601	\$816,601	\$816,601	\$4,083,005
<b>1.50 Mill Sub Total:</b>	<b>\$10,083,490</b>	<b>\$8,576,959</b>	<b>\$8,576,959</b>	<b>\$8,486,959</b>	<b>\$8,486,959</b>	<b>\$44,211,326</b>

LEON COUNTY SCHOOL DISTRICT

Other Items		2017 - 2018 Actual Budget	2018 - 2019 Projected	2019 - 2020 Projected	2020 - 2021 Projected	2021 - 2022 Projected	Total
DW Fac Fire Alarm		\$25,000	\$400,000	\$400,000	\$400,000	\$400,000	\$1,625,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Fencing - DW Safety & Security		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Environmental Mandates - Facilities DW		\$5,000	\$20,000	\$20,000	\$20,000	\$20,000	\$85,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Security Camera Replacements - Security Dept.		\$140,000	\$25,000	\$25,000	\$25,000	\$25,000	\$240,000

LEON COUNTY SCHOOL DISTRICT

Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Handicapped access: Facilities / DW	\$300,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$700,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
PE fields: Maintenance / DW	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$600,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Site acquisition: Facilities / DW	\$150,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$350,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						

LEON COUNTY SCHOOL DISTRICT

Environmental mandates: Maintenance / DW		\$55,218	\$100,000	\$100,000	\$100,000	\$100,000	\$455,218
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Vehicles: Maintenance / DW		\$115,000	\$75,000	\$75,000	\$75,000	\$75,000	\$415,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Drainage/Asphalt: Facilities / DW		\$10,000	\$150,000	\$150,000	\$150,000	\$150,000	\$610,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Replace Auto Elec Defibrillator Pads and Batteries		\$11,504	\$7,000	\$7,000	\$7,000	\$7,000	\$39,504

LEON COUNTY SCHOOL DISTRICT

Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					
Electrical D/W - Maintenance	\$46,015	\$50,000	\$50,000	\$50,000	\$50,000	\$246,015
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					
Relocatables: Facilities / DW	\$200,000	\$125,000	\$125,000	\$125,000	\$125,000	\$700,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					
Safety-to-life: Maintenance / DW	\$319,812	\$225,000	\$225,000	\$225,000	\$225,000	\$1,219,812
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					



LEON COUNTY SCHOOL DISTRICT

Grounds: Maintenance / DW		\$52,102	\$50,000	\$50,000	\$50,000	\$50,000	\$252,102
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Carpet/Flooring D/W - Facilities		\$25,000	\$60,000	\$60,000	\$60,000	\$60,000	\$265,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Sitework: Facilities / DW		\$50,000	\$230,000	\$230,000	\$230,000	\$230,000	\$970,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Asphalt/Drainage: Maintenance / DW		\$92,031	\$30,000	\$30,000	\$30,000	\$30,000	\$212,031

LEON COUNTY SCHOOL DISTRICT

Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Intercoms & clocks: Maintenance / DW	\$41,414	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$201,414
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Roof PM program: Maintenance / DW	\$1,183,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,783,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Structural: Facilities / DW	\$25,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$825,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						

LEON COUNTY SCHOOL DISTRICT

HVAC controls: Maintenance / DW		\$88,000	\$50,000	\$50,000	\$50,000	\$50,000	\$288,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Sitework: Maintenance / DW		\$184,061	\$30,000	\$30,000	\$30,000	\$30,000	\$304,061
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Emergency maintenance: Maintenance / DW		\$253,084	\$150,000	\$150,000	\$150,000	\$150,000	\$853,084
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Plumbing: Maintenance / DW		\$23,008	\$30,000	\$30,000	\$30,000	\$30,000	\$143,008

LEON COUNTY SCHOOL DISTRICT

Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					
Security Camera Maint - D/W - Maintenance	\$46,015	\$12,000	\$12,000	\$12,000	\$12,000	\$94,015
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					
Controls: Facilities / DW	\$5,000	\$10,000	\$10,000	\$10,000	\$10,000	\$45,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					
Fire alarm: Maintenance / DW	\$276,092	\$250,000	\$250,000	\$250,000	\$250,000	\$1,276,092
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					

LEON COUNTY SCHOOL DISTRICT

Security Systems - Facilities		\$5,000	\$60,000	\$60,000	\$60,000	\$60,000	\$245,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
D/W HVAC - Facilities		\$25,000	\$100,000	\$100,000	\$10,000	\$10,000	\$245,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
HVAC - Maintenance		\$92,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,092,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Security systems: Maintenance / DW		\$23,008	\$20,000	\$20,000	\$20,000	\$20,000	\$103,008

LEON COUNTY SCHOOL DISTRICT

Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					
Electrical - Facilities	\$25,000	\$90,000	\$90,000	\$90,000	\$90,000	\$385,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					
Access Control - Security Dept	\$120,000	\$100,000	\$100,000	\$100,000	\$100,000	\$520,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					
Relocatables: Maintenance / DW	\$69,023	\$40,000	\$40,000	\$40,000	\$40,000	\$229,023
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					

LEON COUNTY SCHOOL DISTRICT

Floor covering: Maintenance / DW		\$46,015	\$100,000	\$100,000	\$100,000	\$100,000	\$446,015
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Athletic Tracks & Courts D/W - Facilities		\$400,000	\$60,000	\$60,000	\$60,000	\$60,000	\$640,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Equipment: Maintenance / DW		\$46,015	\$30,000	\$30,000	\$30,000	\$30,000	\$166,015
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Safety to Life - Fac		\$104,500	\$63,000	\$63,000	\$63,000	\$63,000	\$356,500

LEON COUNTY SCHOOL DISTRICT

Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					
Security Fencing - facilities	\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$120,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					
D/W Locks - Maintenance	\$46,015	\$50,000	\$50,000	\$50,000	\$50,000	\$246,015
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					
Small appliances: Maintenance / DW	\$9,203	\$6,000	\$6,000	\$6,000	\$6,000	\$33,203
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					



LEON COUNTY SCHOOL DISTRICT

Roofs: Facilities / DW	\$25,000	\$50,000	\$50,000	\$50,000	\$50,000	\$225,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					
Asbestos - D/W Maintenance	\$46,015	\$30,000	\$30,000	\$30,000	\$30,000	\$166,015
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					
Telephone: Maintenance / DW	\$69,023	\$30,000	\$30,000	\$30,000	\$30,000	\$189,023
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					
Plumbing D/W - Facilities	\$25,000	\$50,000	\$50,000	\$50,000	\$50,000	\$225,000

LEON COUNTY SCHOOL DISTRICT

Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					
ADA Playground Mulch Replacement - Maintenance	\$46,015	\$65,000	\$65,000	\$65,000	\$65,000	\$306,015
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					
Painting: Maintenance / DW	\$322,107	\$225,000	\$225,000	\$225,000	\$225,000	\$1,222,107
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					
FFE D/W - Facilities	\$25,000	\$12,000	\$12,000	\$12,000	\$12,000	\$73,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					

LEON COUNTY SCHOOL DISTRICT

Structural: Maintenance / DW		\$46,015	\$136,860	\$136,860	\$136,860	\$136,860	\$593,455
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Small engine repair: Maintenance / DW		\$4,602	\$10,000	\$10,000	\$10,000	\$10,000	\$44,602
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Underground Storage Tanks - Maintenance		\$69,023	\$10,000	\$10,000	\$10,000	\$10,000	\$109,023
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
Hazardous waste: Maintenance / DW		\$46,015	\$45,000	\$45,000	\$45,000	\$45,000	\$226,015

LEON COUNTY SCHOOL DISTRICT

Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					
DW Fac Remodeling	\$1,000,000	\$750,000	\$750,000	\$750,000	\$750,000	\$4,000,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					
DW Fac Renovations	\$1,732,500	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,732,500
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					
Maintenance Salaries: Maintenance / DW	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$12,500,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL					

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DW Energy Efficiency Mgmt - Maint.		\$159,800	\$159,800	\$159,800	\$159,800	\$159,800	\$799,000
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
DW Lockers - Maintenance		\$1,841	\$1,900	\$1,900	\$1,900	\$1,900	\$9,441
Locations	AMOS P GODBY SENIOR HIGH, APALACHEE ELEMENTARY, ASTORIA PARK ELEMENTARY, AUGUSTA RAA MIDDLE, BELLE VUE MIDDLE, BLOXHAM BUILDING, BOND ELEMENTARY SCHOOL, BUCK LAKE ELEMENTARY, CANOPY OAKS ELEMENTARY, CHAIRES ELEMENTARY, CHAIRES ELEMENTARY PRE-KINDERGARTEN, CONCORD ELEMENTARY, CONNOR BOULEVARD TRANSPORTATIO FACILITY, DEERLAKE MIDDLE, DESOTO TRAIL ELEMENTARY, DEVURN GLENN SERVICE CENTER, ELIZABETH COBB MIDDLE, FAIRVIEW MIDDLE, FOOD SERVICES FACILITY, FORT BRADEN ELEMENTARY (OLD), FORT BRADEN SCHOOL (NEW), FRANK HARTSFIELD ELEMENTARY, FRANK R NIMS MIDDLE, GILCHRIST ELEMENTARY, GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT, GRIFFIN MIDDLE, HAWKS RISE ELEMENTARY, HERITAGE TRAILS COMMUNITY SCHOOL, HOWELL CENTER, JAMES RICKARDS SENIOR HIGH, JOHN C RILEY ELEMENTARY, KATE SULLIVAN ELEMENTARY, KILLEARN LAKES ELEMENTARY, LAWTON M CHILES SENIOR HIGH, LCSB FACILITIES, MAINTENANCE & CONSTRUCTION COMPOUND, LEON SENIOR HIGH, LEWIS M LIVELY TECHNICAL CENTER, LILLIAN RUEDIGER ELEMENTARY, LINCOLN SENIOR HIGH, MAIN TRANSPORTATION FACILITY, MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER, MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD, OAK RIDGE ELEMENTARY, P A C E CENTER (old), PINEVIEW ELEMENTARY, PROPERTY MANAGEMENT WAREHOUSE, R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON, ROBERTS ELEMENTARY, SABAL PALM ELEMENTARY, SAIL (OLD), SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW), SEALEY ELEMENTARY, SECOND CHANCE SCHOOL, SPRINGWOOD ELEMENTARY, SWIFT CREEK MIDDLE, TECHNOLOGY AND INFORMATION SERVICES, WALTER T MOORE JR ELEMENTARY, WILLIAM J MONTFORD III MIDDLE SCHOOL, WOODVILLE SCHOOL						
<b>Total:</b>		<b>\$10,900,091</b>	<b>\$9,393,560</b>	<b>\$9,393,560</b>	<b>\$9,303,560</b>	<b>\$9,303,560</b>	<b>\$48,294,331</b>

**Local 1.50 Mill Expenditure For Maintenance, Repair and Renovation**

Anticipated expenditures expected from local funding sources over the years covered by the current work plan.

Item	2017 - 2018 Actual Budget	2018 - 2019 Projected	2019 - 2020 Projected	2020 - 2021 Projected	2021 - 2022 Projected	Total
Remaining Maint and Repair from 1.5 Mills	\$10,083,490	\$8,576,959	\$8,576,959	\$8,486,959	\$8,486,959	\$44,211,326
Maintenance/Repair Salaries	\$1,150,000	\$1,150,000	\$1,150,000	\$1,150,000	\$1,150,000	\$5,750,000
School Bus Purchases	\$0	\$0	\$0	\$0	\$0	\$0
Other Vehicle Purchases	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay Equipment	\$0	\$0	\$0	\$0	\$0	\$0
Rent/Lease Payments	\$0	\$0	\$0	\$0	\$0	\$0
COP Debt Service	\$12,540,457	\$12,397,432	\$12,241,532	\$12,079,762	\$11,904,762	\$61,163,945
Rent/Lease Relocatables	\$0	\$0	\$0	\$0	\$0	\$0
Environmental Problems	\$0	\$0	\$0	\$0	\$0	\$0
s.1011.14 Debt Service	\$0	\$0	\$0	\$0	\$0	\$0
Special Facilities Construction Account	\$0	\$0	\$0	\$0	\$0	\$0
Premiums for Property Casualty Insurance - 1011.71 (4a,b)	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000

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Qualified School Construction Bonds (QSCB)	\$0	\$0	\$0	\$0	\$0	\$0
Qualified Zone Academy Bonds (QZAB)	\$0	\$0	\$0	\$0	\$0	\$0
Lease 55 CNG buses	\$991,397	\$991,397	\$991,397	\$991,397	\$991,397	\$4,956,985
Sales Tax Bond Payment	\$7,455,950	\$7,449,825	\$7,447,075	\$7,442,075	\$7,434,325	\$37,229,250
Charter Schools SB 376	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$1,875,000
<b>Local Expenditure Totals:</b>	<b>\$33,596,294</b>	<b>\$31,940,613</b>	<b>\$31,781,963</b>	<b>\$31,525,193</b>	<b>\$31,342,443</b>	<b>\$160,186,506</b>

## Revenue

### 1.50 Mill Revenue Source

Schedule of Estimated Capital Outlay Revenue from each currently approved source which is estimated to be available for expenditures on the projects included in the tentative district facilities work program. All amounts are NET after considering carryover balances, interest earned, new COP's, 1011.14 and 1011.15 loans, etc. Districts cannot use 1.5-Mill funds for salaries except for those explicitly associated with maintenance/repair projects. (1011.71 (5), F.S.)

Item	Fund	2017 - 2018 Actual Value	2018 - 2019 Projected	2019 - 2020 Projected	2020 - 2021 Projected	2021 - 2022 Projected	Total
(1) Non-exempt property assessed valuation		\$16,703,967,508	\$17,410,401,054	\$18,225,627,362	\$19,116,776,345	\$20,068,584,627	\$91,525,356,896
(2) The Millege projected for discretionary capital outlay per s.1011.71		1.50	1.50	1.50	1.50	1.50	
(3) Full value of the 1.50-Mill discretionary capital outlay per s.1011.71		\$28,062,665	\$29,249,474	\$30,619,054	\$32,116,184	\$33,715,222	\$153,762,599
(4) Value of the portion of the 1.50 -Mill ACTUALLY levied	370	\$24,053,713	\$25,070,978	\$26,244,903	\$27,528,158	\$28,898,762	\$131,796,514
(5) Difference of lines (3) and (4)		\$4,008,952	\$4,178,496	\$4,374,151	\$4,588,026	\$4,816,460	\$21,966,085

### PECO Revenue Source

The figure in the row designated "PECO Maintenance" will be subtracted from funds available for new construction because PECO maintenance dollars cannot be used for new construction.

Item	Fund	2017 - 2018 Actual Budget	2018 - 2019 Projected	2019 - 2020 Projected	2020 - 2021 Projected	2021 - 2022 Projected	Total
PECO New Construction	340	\$0	\$0	\$0	\$0	\$0	\$0
PECO Maintenance Expenditures		\$816,601	\$816,601	\$816,601	\$816,601	\$816,601	\$4,083,005
		<b>\$816,601</b>	<b>\$816,601</b>	<b>\$816,601</b>	<b>\$816,601</b>	<b>\$816,601</b>	<b>\$4,083,005</b>

### CO & DS Revenue Source

Revenue from Capital Outlay and Debt Service funds.

Item	Fund	2017 - 2018 Actual Budget	2018 - 2019 Projected	2019 - 2020 Projected	2020 - 2021 Projected	2021 - 2022 Projected	Total
CO & DS Cash Flow-through Distributed	360	\$774,018	\$774,018	\$774,018	\$774,018	\$774,018	\$3,870,090

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CO & DS Interest on Undistributed CO	360	\$12,234	\$12,234	\$12,234	\$12,234	\$12,234	\$61,170
		<b>\$786,252</b>	<b>\$786,252</b>	<b>\$786,252</b>	<b>\$786,252</b>	<b>\$786,252</b>	<b>\$3,931,260</b>

**Fair Share Revenue Source**

All legally binding commitments for proportionate fair-share mitigation for impacts on public school facilities must be included in the 5-year district work program.

Nothing reported for this section.

**Sales Surtax Referendum**

Specific information about any referendum for a 1-cent or ½-cent surtax referendum during the previous year.

Did the school district hold a surtax referendum during the past fiscal year 2016 - 2017? No

**Additional Revenue Source**

Any additional revenue sources

Item	2017 - 2018 Actual Value	2018 - 2019 Projected	2019 - 2020 Projected	2020 - 2021 Projected	2021 - 2022 Projected	Total
Proceeds from local governmental infrastructure sales surtax	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Certificates of Participation (COP's) Sale	\$0	\$0	\$0	\$0	\$0	\$0
Classrooms First Bond proceeds amount authorized in FY 1997-98	\$0	\$0	\$0	\$0	\$0	\$0
Classrooms for Kids	\$0	\$0	\$0	\$0	\$0	\$0
District Equity Recognition	\$0	\$0	\$0	\$0	\$0	\$0
Federal Grants	\$0	\$0	\$0	\$0	\$0	\$0
Proportionate share mitigation (actual cash revenue only, not in kind donations)	\$0	\$0	\$0	\$0	\$0	\$0
Impact fees received	\$0	\$0	\$0	\$0	\$0	\$0
Private donations	\$0	\$0	\$0	\$0	\$0	\$0
Grants from local governments or not-for-profit organizations	\$0	\$0	\$0	\$0	\$0	\$0
Interest, Including Profit On Investment	\$0	\$0	\$0	\$0	\$0	\$0
Revenue from Bonds pledging proceeds from 1 cent or 1/2 cent Sales Surtax	\$0	\$0	\$0	\$0	\$0	\$0
Total Fund Balance Carried Forward	\$49,024,733	\$14,428,434	\$14,428,434	\$12,000,000	\$10,428,434	\$100,310,035
General Capital Outlay Obligated Fund Balance Carried Forward From Total Fund Balance Carried Forward	(\$5,496,300)	\$0	\$0	\$0	\$0	(\$5,496,300)
Special Facilities Construction Account	\$0	\$0	\$0	\$0	\$0	\$0

One Cent - 1/2 Cent Sales Surtax Debt Service From Total Fund Balance Carried Forward	(\$36,856,992)	(\$15,000,000)	(\$10,000,000)	(\$10,000,000)	(\$2,000,000)	(\$73,856,992)
Capital Outlay Projects Funds Balance Carried Forward From Total Fund Balance Carried Forward	(\$4,974,777)	\$0	(\$4,500,000)	(\$4,500,000)	(\$1,500,000)	(\$15,474,777)
Proceeds from a s.1011.14/15 F.S. Loans	\$0	\$0	\$0	\$0	\$0	\$0
District Bonds - Voted local bond referendum proceeds per s.9, Art VII State Constitution	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Special Act Bonds	\$0	\$0	\$0	\$0	\$0	\$0
Estimated Revenue from CO & DS Bond Sale	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from Voted Capital Improvements millage	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenue for Other Capital Projects	\$0	\$0	\$0	\$0	\$0	\$0
Proceeds from 1/2 cent sales surtax authorized by school board	\$21,613,666	\$21,613,666	\$22,500,000	\$22,500,000	\$22,500,000	\$110,727,332
<b>Subtotal</b>	<b>\$23,310,330</b>	<b>\$21,042,100</b>	<b>\$22,428,434</b>	<b>\$20,000,000</b>	<b>\$29,428,434</b>	<b>\$116,209,298</b>

**Total Revenue Summary**

Item Name	2017 - 2018 Budget	2018 - 2019 Projected	2019 - 2020 Projected	2020 - 2021 Projected	2021 - 2022 Projected	Five Year Total
Local 1.5 Mill Discretionary Capital Outlay Revenue	\$24,053,713	\$25,070,978	\$26,244,903	\$27,528,158	\$28,898,762	\$131,796,514
PECO and 1.5 Mill Maint and Other 1.5 Mill Expenditures	(\$33,596,294)	(\$31,940,613)	(\$31,781,963)	(\$31,525,193)	(\$31,342,443)	(\$160,186,506)
PECO Maintenance Revenue	\$816,601	\$816,601	\$816,601	\$816,601	\$816,601	\$4,083,005
<b>Available 1.50 Mill for New Construction</b>	<b>(\$9,542,581)</b>	<b>(\$6,869,635)</b>	<b>(\$5,537,060)</b>	<b>(\$3,997,035)</b>	<b>(\$2,443,681)</b>	<b>(\$28,389,992)</b>

Item Name	2017 - 2018 Budget	2018 - 2019 Projected	2019 - 2020 Projected	2020 - 2021 Projected	2021 - 2022 Projected	Five Year Total
CO & DS Revenue	\$786,252	\$786,252	\$786,252	\$786,252	\$786,252	\$3,931,260
PECO New Construction Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Other/Additional Revenue	\$23,310,330	\$21,042,100	\$22,428,434	\$20,000,000	\$29,428,434	\$116,209,298
<b>Total Additional Revenue</b>	<b>\$24,096,582</b>	<b>\$21,828,352</b>	<b>\$23,214,686</b>	<b>\$20,786,252</b>	<b>\$30,214,686</b>	<b>\$120,140,558</b>
<b>Total Available Revenue</b>	<b>\$14,554,001</b>	<b>\$14,958,717</b>	<b>\$17,677,626</b>	<b>\$16,789,217</b>	<b>\$27,771,005</b>	<b>\$91,750,566</b>

**Project Schedules**



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**Capacity Project Schedules**

A schedule of capital outlay projects necessary to ensure the availability of satisfactory classrooms for the projected student enrollment in K-12 programs.

Project Description	Location		2017 - 2018	2018 - 2019	2019 - 2020	2020 - 2021	2021 - 2022	Total	Funded
Remodel Building 2	FAIRVIEW MIDDLE	Planned Cost:	\$4,000,000	\$0	\$0	\$0	\$0	\$4,000,000	Yes
		Student Stations:	160	0	0	0	0	160	
		Total Classrooms:	0	0	0	0	0	0	
		Gross Sq Ft:	14,107	0	0	0	0	14,107	
New Construction to replace buildings to be razed (3, 7, 8)	JAMES RICKARDS SENIOR HIGH	Planned Cost:	\$0	\$0	\$0	\$14,020,217	\$0	\$14,020,217	Yes
		Student Stations:	0	0	0	378	0	378	
		Total Classrooms:	0	0	0	20	0	20	
		Gross Sq Ft:	0	0	0	25,200	0	25,200	
Raze Buildings 3, 4, 7, 8, 14	JAMES RICKARDS SENIOR HIGH	Planned Cost:	\$0	\$0	\$500,000	\$0	\$0	\$500,000	Yes
		Student Stations:	0	0	-772	0	0	-772	
		Total Classrooms:	0	0	-32	0	0	-32	
		Gross Sq Ft:	0	0	-55,924	0	0	-55,924	
New Construction to replace buildings 14	JAMES RICKARDS SENIOR HIGH	Planned Cost:	\$0	\$0	\$0	\$0	\$10,979,783	\$10,979,783	Yes
		Student Stations:	0	0	0	0	297	297	
		Total Classrooms:	0	0	0	0	15	15	
		Gross Sq Ft:	0	0	0	0	19,690	19,690	

<b>Planned Cost:</b>	<b>\$4,000,000</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$14,020,217</b>	<b>\$10,979,783</b>	<b>\$29,500,000</b>
<b>Student Stations:</b>	<b>160</b>	<b>0</b>	<b>-772</b>	<b>378</b>	<b>297</b>	<b>63</b>
<b>Total Classrooms:</b>	<b>0</b>	<b>0</b>	<b>-32</b>	<b>20</b>	<b>15</b>	<b>3</b>
<b>Gross Sq Ft:</b>	<b>14,107</b>	<b>0</b>	<b>-55,924</b>	<b>25,200</b>	<b>19,690</b>	<b>3,073</b>

**Other Project Schedules**

Major renovations, remodeling, and additions of capital outlay projects that do not add capacity to schools.

Project Description	Location	2017 - 2018 Actual Budget	2018 - 2019 Projected	2019 - 2020 Projected	2020 - 2021 Projected	2021 - 2022 Projected	Total	Funded
Renovate Buildings, 1, 2, 3 and 4	GILCHRIST ELEMENTARY	\$0	\$0	\$0	\$3,000,000	\$3,000,000	\$6,000,000	No

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Renovate	AMOS P GODBY SENIOR HIGH	\$0	\$1,000,000	\$4,000,000	\$2,500,000	\$2,000,000	\$9,500,000	No
Renovations to Regional Stadium	JAMES RICKARDS SENIOR HIGH	\$0	\$0	\$0	\$0	\$5,000,000	\$5,000,000	No
MS Enterprise Agreement	TECHNOLOGY AND INFORMATION SERVICES	\$759,000	\$759,000	\$759,000	\$759,000	\$759,000	\$3,795,000	Yes
Replace domain controllers; firewall upgrade/maintenance	TECHNOLOGY AND INFORMATION SERVICES	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	\$650,000	Yes
Upgrade core switches; upgrade wireless access points	TECHNOLOGY AND INFORMATION SERVICES	\$980,000	\$980,000	\$980,000	\$980,000	\$980,000	\$4,900,000	Yes
21st century classrooms: Continued upgrade of all classrooms	TECHNOLOGY AND INFORMATION SERVICES	\$1,034,850	\$500,000	\$500,000	\$500,000	\$500,000	\$3,034,850	Yes
Site Improvement	APALACHEE ELEMENTARY	\$0	\$100,000	\$0	\$0	\$0	\$100,000	No
Site Improvement	ASTORIA PARK ELEMENTARY	\$0	\$0	\$0	\$0	\$200,000	\$200,000	Yes
Site Improvement	BOND ELEMENTARY SCHOOL	\$0	\$0	\$0	\$0	\$100,000	\$100,000	Yes
Bldgs 1, 2, 3, 4, 5	BUCK LAKE ELEMENTARY	\$0	\$2,500,000	\$2,500,000	\$0	\$0	\$5,000,000	No
Bldgs 1, 2, 3, 4, 6 and 7 - Renovation	CHAIRES ELEMENTARY	\$0	\$0	\$2,200,000	\$2,200,000	\$0	\$4,400,000	No
Bldgs 2, 3, 4, 6 and 7 - Renovation	DEERLAKE MIDDLE	\$0	\$2,000,000	\$1,976,676	\$0	\$0	\$3,976,676	No
Bldgs 1, 2, 3, 4, 5, 6 and 7 - Renovate	DESOTO TRAIL ELEMENTARY	\$0	\$0	\$0	\$0	\$6,000,000	\$6,000,000	No
Renovate 1, 2, 3, 9, 10, 11, 12, and 16	FRANK HARTSFIELD ELEMENTARY	\$0	\$0	\$1,500,000	\$1,500,000	\$0	\$3,000,000	No
Site Improvement	FRANK HARTSFIELD ELEMENTARY	\$0	\$0	\$0	\$0	\$100,000	\$100,000	Yes
Site Improvement	GILCHRIST ELEMENTARY	\$0	\$0	\$100,000	\$0	\$0	\$100,000	Yes
Site Improvement	JOHN C RILEY ELEMENTARY	\$0	\$0	\$100,000	\$0	\$0	\$100,000	Yes
Renovate Bldgs 1, 2, 7, 9, 11 and 12	JOHN C RILEY ELEMENTARY	\$0	\$0	\$1,000,000	\$0	\$1,000,000	\$2,000,000	Yes
Renovate Bldgs 1, 3 and 4	KATE SULLIVAN ELEMENTARY	\$0	\$2,000,000	\$0	\$3,000,000	\$2,000,000	\$7,000,000	No
Renovate Bldgs 1, 2, 3, 5, 6, 7 and 8	LAWTON M CHILES SENIOR HIGH	\$0	\$0	\$5,000,000	\$5,000,000	\$10,000,000	\$20,000,000	No
Renovate Bldgs 3, 7 and 30	LEON SENIOR HIGH	\$0	\$0	\$0	\$2,500,000	\$2,500,000	\$5,000,000	No
Renovate Buildings 1 and 3-13	LILLIAN RUEDIGER ELEMENTARY	\$0	\$0	\$0	\$2,000,000	\$2,000,000	\$4,000,000	No
Renovate Bldgs 4 and 5	LINCOLN SENIOR HIGH	\$0	\$0	\$0	\$2,000,000	\$0	\$2,000,000	No
Renovate Bldgs 1, 2, 3, 4, 5, 6 and 8	OAK RIDGE ELEMENTARY	\$0	\$0	\$0	\$0	\$4,000,000	\$4,000,000	Yes
Site Improvement	PINEVIEW ELEMENTARY	\$0	\$100,000	\$0	\$0	\$0	\$100,000	No
Renovate Bldgs 2, 4, 5 and 6	PINEVIEW ELEMENTARY	\$0	\$0	\$0	\$0	\$3,030,000	\$3,030,000	Yes
Renovate Bldgs 1-4	ROBERTS ELEMENTARY	\$0	\$0	\$0	\$3,500,000	\$3,500,000	\$7,000,000	No
Renovate Campus	SPRINGWOOD ELEMENTARY	\$0	\$0	\$0	\$4,000,000	\$4,500,000	\$8,500,000	No

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Site Improvement	SWIFT CREEK MIDDLE	\$0	\$0	\$0	\$0	\$100,000	\$100,000	No
Renovate Bldgs 1 -8	SWIFT CREEK MIDDLE	\$0	\$0	\$3,500,000	\$0	\$4,000,000	\$7,500,000	No
Renovate Bldgs 1, 2, 3 and 5	WALTER T MOORE JR ELEMENTARY	\$0	\$0	\$2,500,000	\$0	\$300,000	\$2,800,000	Yes
Bldg 1 - Remodel to Expand Media	WOODVILLE SCHOOL	\$0	\$559,800	\$0	\$0	\$0	\$559,800	Yes
Renovate Campus	WOODVILLE SCHOOL	\$0	\$3,500,000	\$4,338,543	\$0	\$0	\$7,838,543	Yes
Site Improvement	SEALEY ELEMENTARY	\$0	\$0	\$100,000	\$0	\$0	\$100,000	No
Site Improvement	OAK RIDGE ELEMENTARY	\$0	\$0	\$100,000	\$0	\$0	\$100,000	Yes
Update Regional Stadium	LAWTON M CHILES SENIOR HIGH	\$0	\$0	\$0	\$0	\$500,000	\$500,000	No
Site Improvement	SPRINGWOOD ELEMENTARY	\$0	\$100,000	\$0	\$0	\$0	\$100,000	No
Site Improvement	CHAIRES ELEMENTARY	\$0	\$0	\$100,000	\$0	\$0	\$100,000	Yes
Water piping to include upgrade to sewer main	ELIZABETH COBB MIDDLE	\$600,000	\$0	\$0	\$0	\$0	\$600,000	Yes
Site Improvement	AMOS P GODBY SENIOR HIGH	\$0	\$100,000	\$100,000	\$0	\$0	\$200,000	No
Site Improvement	FAIRVIEW MIDDLE	\$0	\$0	\$0	\$0	\$100,000	\$100,000	Yes
Site Improvement	LILLIAN RUEDIGER ELEMENTARY	\$0	\$0	\$0	\$0	\$600,000	\$600,000	Yes
Site Improvement	CANOPY OAKS ELEMENTARY	\$0	\$0	\$0	\$0	\$100,000	\$100,000	Yes
Site Improvement	LAWTON M CHILES SENIOR HIGH	\$0	\$0	\$0	\$0	\$100,000	\$100,000	No
Computer workstations	TECHNOLOGY AND INFORMATION SERVICES	\$1,096,150	\$400,000	\$400,000	\$400,000	\$400,000	\$2,696,150	Yes
Renovate Campus	FORT BRADEN SCHOOL (NEW)	\$0	\$0	\$0	\$0	\$3,992,222	\$3,992,222	Yes
Renovate Bldgs 1, 2, 3, 4, 5, 6 and 9	KILLEARN LAKES ELEMENTARY	\$0	\$0	\$2,500,000	\$0	\$2,500,000	\$5,000,000	No
Contingency	Location not specified	\$2,186,130	\$0	\$0	\$0	\$0	\$2,186,130	Yes
Remodel Building 5	SPRINGWOOD ELEMENTARY	\$0	\$1,300,000	\$0	\$0	\$0	\$1,300,000	No
Site Improvement	GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT	\$0	\$300,000	\$300,000	\$0	\$0	\$600,000	Yes
Renovate Buildings 3 and 4	FAIRVIEW MIDDLE	\$0	\$2,250,000	\$2,250,000	\$0	\$0	\$4,500,000	Yes
Site Improvement	AUGUSTA RAA MIDDLE	\$0	\$0	\$100,000	\$0	\$0	\$100,000	Yes
Site Improvement	BUCK LAKE ELEMENTARY	\$0	\$0	\$100,000	\$0	\$0	\$100,000	Yes
Site Improvement	HERITAGE TRAILS COMMUNITY SCHOOL	\$0	\$500,000	\$0	\$0	\$0	\$500,000	No
Expand Kitchen and Dining	CHAIRES ELEMENTARY	\$0	\$3,000,000	\$0	\$0	\$0	\$3,000,000	Yes
Renovate site	CONNOR BOULEVARD TRANSPORTATION FACILITY	\$0	\$0	\$0	\$0	\$981,840	\$981,840	No
Site Improvement	DEERLAKE MIDDLE	\$0	\$0	\$100,000	\$0	\$0	\$100,000	No
Site Improvement	DESOTO TRAIL ELEMENTARY	\$0	\$0	\$0	\$0	\$82,222	\$82,222	No

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Renovate	DEVURN GLENN SERVICE CENTER	\$0	\$0	\$0	\$0	\$4,500,000	\$4,500,000	No
Renovate Buildings 5, 8, 10 and 11	ELIZABETH COBB MIDDLE	\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000	No
Site Improvement	ELIZABETH COBB MIDDLE	\$0	\$0	\$0	\$0	\$100,000	\$100,000	No
Renovate Site	FOOD SERVICES FACILITY	\$0	\$0	\$0	\$0	\$5,000,000	\$5,000,000	No
Renovate Buildings 4, 6, 8 and 9	FRANK R NIMS MIDDLE	\$0	\$0	\$0	\$0	\$3,000,000	\$3,000,000	No
Site Improvement	FRANK R NIMS MIDDLE	\$0	\$0	\$0	\$0	\$100,000	\$100,000	No
ADA door hardware on 55 doors	FRANK R NIMS MIDDLE	\$19,250	\$0	\$0	\$0	\$0	\$19,250	Yes
Overhead water piping & plumbing fixtures	FRANK R NIMS MIDDLE	\$450,000	\$0	\$0	\$0	\$0	\$450,000	Yes
Site Improvement	GRIFFIN MIDDLE	\$0	\$0	\$0	\$100,000	\$0	\$100,000	No
Site Improvement	HAWKS RISE ELEMENTARY	\$0	\$0	\$0	\$0	\$100,000	\$100,000	No
Renovate Buildings 1-6	HAWKS RISE ELEMENTARY	\$0	\$0	\$2,000,000	\$2,500,000	\$2,500,000	\$7,000,000	No
Site Improvement	JAMES RICKARDS SENIOR HIGH	\$0	\$500,000	\$0	\$0	\$0	\$500,000	Yes
Site Improvement	KATE SULLIVAN ELEMENTARY	\$0	\$0	\$0	\$0	\$100,000	\$100,000	Yes
Site Improvement	KILLEARN LAKES ELEMENTARY	\$0	\$0	\$0	\$0	\$100,000	\$100,000	Yes
Site Improvement	LEON SENIOR HIGH	\$0	\$0	\$500,000	\$0	\$0	\$500,000	Yes
Site Improvement	LINCOLN SENIOR HIGH	\$0	\$100,000	\$0	\$0	\$0	\$100,000	No
Site Improvement	MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER	\$0	\$0	\$0	\$0	\$100,000	\$100,000	No
Site Improvement	MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD	\$0	\$0	\$100,000	\$0	\$0	\$100,000	No
Remove relocatables from site	P A C E CENTER (old)	\$0	\$23,000	\$0	\$0	\$0	\$23,000	No
Renovate Site	PROPERTY MANAGEMENT WAREHOUSE	\$0	\$0	\$0	\$0	\$3,500,000	\$3,500,000	No
Site Improvement	ROBERTS ELEMENTARY	\$0	\$0	\$0	\$0	\$100,000	\$100,000	No
Site Improvement	SABAL PALM ELEMENTARY	\$0	\$100,000	\$0	\$0	\$0	\$100,000	No
Renovate Buildings 1, 2, 4, 5, and 6	SABAL PALM ELEMENTARY	\$0	\$0	\$2,500,000	\$0	\$0	\$2,500,000	No
Site Improvement	SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW)	\$0	\$0	\$0	\$0	\$200,000	\$200,000	Yes
Renovate Buildings 1-5	SEALEY ELEMENTARY	\$0	\$0	\$0	\$2,500,000	\$2,500,000	\$5,000,000	No
Site Improvement	WALTER T MOORE JR ELEMENTARY	\$0	\$1,500,000	\$0	\$0	\$0	\$1,500,000	Yes
Site Improvement	WILLIAM J MONTFORD III MIDDLE SCHOOL	\$0	\$0	\$0	\$0	\$100,000	\$100,000	Yes
Site Development	WOODVILLE SCHOOL	\$0	\$579,917	\$420,083	\$0	\$0	\$1,000,000	Yes
Site Improvement	WOODVILLE SCHOOL	\$0	\$0	\$2,500,000	\$0	\$0	\$2,500,000	Yes

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Replace Electrical Panels	LILLIAN RUEDIGER ELEMENTARY	\$20,000	\$0	\$0	\$0	\$0	\$20,000	Yes
Increase Electrical Panel Size	SABAL PALM ELEMENTARY	\$40,000	\$0	\$0	\$0	\$0	\$40,000	Yes
Tack coat existing asphalt on basketball court	JOHN C RILEY ELEMENTARY	\$16,900	\$0	\$0	\$0	\$0	\$16,900	Yes
Repave Parking lot	TECHNOLOGY AND INFORMATION SERVICES	\$65,000	\$0	\$0	\$0	\$0	\$65,000	Yes
Install fence around perimeter of school	FORT BRADEN SCHOOL (NEW)	\$45,000	\$0	\$0	\$0	\$0	\$45,000	Yes
Install panic hardware around campus on gates	DEERLAKE MIDDLE	\$30,000	\$0	\$0	\$0	\$0	\$30,000	Yes
Forklift	PROPERTY MANAGEMENT WAREHOUSE	\$29,650	\$0	\$0	\$0	\$0	\$29,650	Yes
Replace Fire Alarm	LEWIS M LIVELY TECHNICAL CENTER	\$450,000	\$0	\$0	\$0	\$0	\$450,000	Yes
Replace Fire Alarm	ELIZABETH COBB MIDDLE	\$200,000	\$0	\$0	\$0	\$0	\$200,000	Yes
Replace Fire Alarm	HOWELL CENTER	\$120,000	\$0	\$0	\$0	\$0	\$120,000	Yes
Chiller Replacement	WALTER T MOORE JR ELEMENTARY	\$1,000,000	\$0	\$0	\$0	\$0	\$1,000,000	Yes
Replace classroom sinks and pkg. fixtures	BUCK LAKE ELEMENTARY	\$70,000	\$0	\$0	\$0	\$0	\$70,000	Yes
Domestic Water piping & plumbing fixtures	JOHN C RILEY ELEMENTARY	\$600,000	\$0	\$0	\$0	\$0	\$600,000	Yes
Replace Windows - Building 9 (Secondary Egress)	FRANK R NIMS MIDDLE	\$25,000	\$0	\$0	\$0	\$0	\$25,000	Yes
Building 38 roof replacement	LINCOLN SENIOR HIGH	\$28,000	\$0	\$0	\$0	\$0	\$28,000	Yes
replace shingle sections of Gym roof	AMOS P GODBY SENIOR HIGH	\$35,000	\$0	\$0	\$0	\$0	\$35,000	Yes
Replace playgrounds (2)	APALACHEE ELEMENTARY	\$60,000	\$0	\$0	\$0	\$0	\$60,000	Yes
Roofs/Walkways (Bus/Parent Pickup)	KILLEARN LAKES ELEMENTARY	\$100,000	\$0	\$0	\$0	\$0	\$100,000	Yes
Roofs/Walkways (Bus & Parent Pickup)	CHAIRES ELEMENTARY	\$10,000	\$0	\$0	\$0	\$0	\$10,000	Yes
replace playground	PINEVIEW ELEMENTARY	\$90,000	\$0	\$0	\$0	\$0	\$90,000	Yes
Replace Hall Lights with LED	JAMES RICKARDS SENIOR HIGH	\$38,071	\$0	\$0	\$0	\$0	\$38,071	Yes
Playground Repairs	HAWKS RISE ELEMENTARY	\$90,000	\$0	\$0	\$0	\$0	\$90,000	Yes
Replace Gutters	FORT BRADEN SCHOOL (NEW)	\$51,000	\$0	\$0	\$0	\$0	\$51,000	Yes
Add ceiling track and lift that travels the track for Sensory Room 05-224	GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT	\$15,000	\$0	\$0	\$0	\$0	\$15,000	Yes
ADA Compliant Door knobs	OAK RIDGE ELEMENTARY	\$35,000	\$0	\$0	\$0	\$0	\$35,000	Yes
ADA Compliant door knobs	KILLEARN LAKES ELEMENTARY	\$35,000	\$0	\$0	\$0	\$0	\$35,000	Yes
		<b>\$10,554,001</b>	<b>\$24,881,717</b>	<b>\$45,254,302</b>	<b>\$39,069,000</b>	<b>\$89,055,284</b>	<b>\$208,814,304</b>	

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**Additional Project Schedules**

Any projects that are not identified in the last approved educational plant survey.

Nothing reported for this section.

**Non Funded Growth Management Project Schedules**

Schedule indicating which projects, due to planned development, that CANNOT be funded from current revenues projected over the next five years.

Nothing reported for this section.

## Tracking

**Capacity Tracking**

Location	2017 - 2018 Satis. Stu. Sta.	Actual 2017 - 2018 FISH Capacity	Actual 2016 - 2017 COFTE	# Class Rooms	Actual Average 2017 - 2018 Class Size	Actual 2017 - 2018 Utilization	New Stu. Capacity	New Rooms to be Added/Removed	Projected 2021 - 2022 COFTE	Projected 2021 - 2022 Utilization	Projected 2021 - 2022 Class Size
LEON SENIOR HIGH	1,811	1,720	2,026	75	27	118.00 %	0	0	1,720	100.00 %	23
KATE SULLIVAN ELEMENTARY	823	823	759	43	18	92.00 %	0	0	717	87.00 %	17
ELIZABETH COBB MIDDLE	1,020	918	856	46	19	93.00 %	0	0	846	92.00 %	18
FRANK HARTSFIELD ELEMENTARY	615	615	443	33	13	72.00 %	0	0	414	67.00 %	13
JAMES RICKARDS SENIOR HIGH	1,705	1,619	1,274	72	18	79.00 %	-97	-4	1,517	100.00 %	22
R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON	334	334	25	19	1	7.00 %	0	0	35	10.00 %	2
ROBERTS ELEMENTARY	980	980	815	53	15	83.00 %	0	0	764	78.00 %	14
MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER	429	429	404	21	19	94.00 %	0	0	387	90.00 %	18
BOND ELEMENTARY SCHOOL	790	790	630	42	15	80.00 %	0	0	612	77.00 %	15
MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD	885	885	779	48	16	88.00 %	-72	-4	769	95.00 %	17
WILLIAM J MONTFORD III MIDDLE SCHOOL	1,142	1,027	1,062	50	21	103.00 %	0	0	1,018	99.00 %	20

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LINCOLN SENIOR HIGH	2,137	2,030	2,041	91	22	101.00 %	0	0	2,030	100.00 %	22
HERITAGE TRAILS COMMUNITY SCHOOL	178	267	0	18	0	0.00 %	0	0	73	27.00 %	4
HAWKS RISE ELEMENTARY	910	910	832	48	17	91.00 %	0	0	792	87.00 %	17
LAWTON M CHILES SENIOR HIGH	1,996	1,896	2,022	81	25	107.00 %	0	0	1,896	100.00 %	23
SWIFT CREEK MIDDLE	1,005	904	771	45	17	85.00 %	0	0	771	85.00 %	17
CANOPY OAKS ELEMENTARY	742	742	708	39	18	95.00 %	0	0	669	90.00 %	17
CHAIRES ELEMENTARY	717	717	505	40	13	70.00 %	0	0	488	68.00 %	12
SPRINGWOOD ELEMENTARY	599	599	649	33	20	108.00 %	0	0	597	100.00 %	18
DESOTO TRAIL ELEMENTARY	761	761	664	40	17	87.00 %	0	0	639	84.00 %	16
BUCK LAKE ELEMENTARY	779	779	685	41	17	88.00 %	0	0	657	84.00 %	16
DEERLAKE MIDDLE	1,261	1,134	955	54	18	84.00 %	0	0	941	83.00 %	17
FORT BRADEN SCHOOL (NEW)	880	792	829	43	19	105.00 %	0	0	791	100.00 %	18
WALTER T MOORE JR ELEMENTARY	673	673	623	36	17	92.00 %	0	0	590	88.00 %	16
SEALEY ELEMENTARY	568	568	474	30	16	83.00 %	0	0	446	79.00 %	15
APALACHEE ELEMENTARY	618	618	650	33	20	105.00 %	0	0	586	95.00 %	18
FAIRVIEW MIDDLE	885	796	848	43	20	107.00 %	160	1	830	87.00 %	19
P A C E CENTER (old)	25	25	44	1	44	175.00 %	-25	-1	0	0.00 %	0
KILLEARN LAKES ELEMENTARY	959	959	807	51	16	84.00 %	0	0	768	80.00 %	15
FRANK R NIMS MIDDLE	1,037	933	466	45	10	50.00 %	0	0	485	52.00 %	11
PINEVIEW ELEMENTARY	667	667	360	37	10	54.00 %	0	0	337	51.00 %	9
LEWIS M LIVELY TECHNICAL CENTER	1,289	1,546	94	83	1	6.00 %	-46	-3	94	6.00 %	1
GILCHRIST ELEMENTARY	941	941	986	50	20	105.00 %	0	0	913	97.00 %	18
ASTORIA PARK ELEMENTARY	627	627	571	33	17	91.00 %	0	0	536	85.00 %	16
GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT	351	351	179	34	5	51.00 %	0	0	182	52.00 %	5
AMOS P GODBY SENIOR HIGH	1,767	1,678	1,227	73	17	73.00 %	0	0	1,678	100.00 %	23
OAK RIDGE ELEMENTARY	695	695	519	37	14	75.00 %	0	0	498	72.00 %	13
SECOND CHANCE SCHOOL	0	0	0	0	0	0.00 %	0	0	0	0.00 %	0
SAIL (OLD)	115	0	0	10	0	0.00 %	0	0	0	0.00 %	0
GRIFFIN MIDDLE	557	501	540	25	22	108.00 %	0	0	500	100.00 %	20
JOHN C RILEY ELEMENTARY	663	663	606	35	17	91.00 %	-54	-3	564	93.00 %	18
SABAL PALM ELEMENTARY	727	727	498	39	13	69.00 %	0	0	462	64.00 %	12

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SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW)	577	577	362	25	14	63.00 %	0	0	388	67.00 %	16
LILLIAN RUEDIGER ELEMENTARY	553	553	522	30	17	94.00 %	0	0	504	91.00 %	17
AUGUSTA RAA MIDDLE	1,137	1,023	861	51	17	84.00 %	-66	-3	843	88.00 %	18
CHAIRES ELEMENTARY PRE-KINDERGARTEN	0	0	0	0	0	0.00 %	0	0	0	0.00 %	0
WOODVILLE SCHOOL	553	497	594	30	20	119.00 %	0	0	488	98.00 %	16
	<b>38,483</b>	<b>37,289</b>	<b>31,561</b>	<b>1,906</b>	<b>17</b>	<b>84.64 %</b>	<b>-200</b>	<b>-17</b>	<b>30,835</b>	<b>83.14 %</b>	<b>16</b>

The COFTE Projected Total (30,835) for 2021 - 2022 must match the Official Forecasted COFTE Total (31,304 ) for 2021 - 2022 before this section can be completed. In the event that the COFTE Projected Total does not match the Official forecasted COFTE, then the Balanced Projected COFTE Table should be used to balance COFTE.

Projected COFTE for 2021 - 2022	
Elementary (PK-3)	10,134
Middle (4-8)	11,219
High (9-12)	9,951
	<b>31,304</b>

Grade Level Type	Balanced Projected COFTE for 2021 - 2022
Elementary (PK-3)	132
Middle (4-8)	172
High (9-12)	165
	<b>31,304</b>

**Relocatable Replacement**

Number of relocatable classrooms clearly identified and scheduled for replacement in the school board adopted financially feasible 5-year district work program.

Location	2017 - 2018	2018 - 2019	2019 - 2020	2020 - 2021	2021 - 2022	Year 5 Total
AUGUSTA RAA MIDDLE	3	0	0	0	0	3
JOHN C RILEY ELEMENTARY	3	0	0	0	0	3
GILCHRIST ELEMENTARY	8	0	0	0	0	8
P A C E CENTER (old)	27	0	0	0	0	27
MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD	4	0	0	0	0	4
WILLIAM J MONTFORD III MIDDLE SCHOOL	2	0	0	0	0	2
<b>Total Relocatable Replacements:</b>	<b>47</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>47</b>

**Charter Schools Tracking**

Information regarding the use of charter schools.



LEON COUNTY SCHOOL DISTRICT

Location-Type	# Relocatable units or permanent classrooms	Owner	Year Started or Scheduled	Student Stations	Students Enrolled	Years in Contract	Total Charter Students projected for 2021 - 2022
Arts and Sciences - Thomasville Rd	27	PRIVATE	1999	450	422	9	428
Governor's Charter Academy	45	PRIVATE	2012	1,015	517	2	687
School of Arts and Sciences at the Centre	10	PRIVATE	2015	305	257	2	250
Tallahassee School of Math and Science	24	PRIVATE	2015	600	436	3	418
	<b>106</b>			<b>2,370</b>	<b>1,632</b>		<b>1,783</b>

**Special Purpose Classrooms Tracking**

The number of classrooms that will be used for certain special purposes in the current year, by facility and type of classroom, that the district will, 1), not use for educational purposes, and 2), the co-teaching classrooms that are not open plan classrooms and will be used for educational purposes.

School	School Type	# of Elementary K-3 Classrooms	# of Middle 4-8 Classrooms	# of High 9-12 Classrooms	# of ESE Classrooms	# of Combo Classrooms	Total Classrooms
SAIL (OLD)	Educational	0	0	5	9	0	14
R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON	Educational	9	10	0	0	0	19
P A C E CENTER (old)	Educational	1	0	0	0	0	1
<b>Total Educational Classrooms:</b>		<b>10</b>	<b>10</b>	<b>5</b>	<b>9</b>	<b>0</b>	<b>34</b>

School	School Type	# of Elementary K-3 Classrooms	# of Middle 4-8 Classrooms	# of High 9-12 Classrooms	# of ESE Classrooms	# of Combo Classrooms	Total Classrooms
FRANK R NIMS MIDDLE	Co-Teaching	0	10	0	0	0	10
SWIFT CREEK MIDDLE	Co-Teaching	0	13	0	0	0	13
AMOS P GODBY SENIOR HIGH	Co-Teaching	0	0	1	0	0	1
GRIFFIN MIDDLE	Co-Teaching	0	6	0	0	0	6
AUGUSTA RAA MIDDLE	Co-Teaching	0	32	0	0	0	32
ELIZABETH COBB MIDDLE	Co-Teaching	0	8	0	0	0	8
DEERLAKE MIDDLE	Co-Teaching	0	4	0	0	0	4
FORT BRADEN SCHOOL (NEW)	Co-Teaching	0	0	0	1	0	1
FAIRVIEW MIDDLE	Co-Teaching	0	1	0	0	0	1
WILLIAM J MONTFORD III MIDDLE SCHOOL	Co-Teaching	0	0	0	1	0	1
<b>Total Co-Teaching Classrooms:</b>		<b>0</b>	<b>74</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>77</b>

**Infrastructure Tracking**

Necessary offsite infrastructure requirements resulting from expansions or new schools. This section should include infrastructure information related to capacity project schedules and other project schedules (Section 4).

LEON COUNTY SCHOOL DISTRICT

Not Specified

**Proposed location of planned facilities, whether those locations are consistent with the comprehensive plans of all affected local governments, and recommendations for infrastructure and other improvements to land adjacent to existing facilities. Provisions of 1013.33(12), (13) and (14) and 1013.36 must be addressed for new facilities planned within the 1st three years of the plan (Section 5).**

Not Specified

**Consistent with Comp Plan?** No

**Net New Classrooms**

The number of classrooms, by grade level and type of construction, that were added during the last fiscal year.

List the net new classrooms added in the 2016 - 2017 fiscal year.					List the net new classrooms to be added in the 2017 - 2018 fiscal year.			
"Classrooms" is defined as capacity carrying classrooms that are added to increase capacity to enable the district to meet the Class Size Amendment.					Totals for fiscal year 2017 - 2018 should match totals in Section 15A.			
Location	2016 - 2017 # Permanent	2016 - 2017 # Modular	2016 - 2017 # Relocatable	2016 - 2017 Total	2017 - 2018 # Permanent	2017 - 2018 # Modular	2017 - 2018 # Relocatable	2017 - 2018 Total
Elementary (PK-3)	0	0	0	0	0	0	0	0
Middle (4-8)	0	0	0	0	0	0	0	0
High (9-12)	0	0	0	0	0	0	0	0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Relocatable Student Stations**

Number of students that will be educated in relocatable units, by school, in the current year, and the projected number of students for each of the years in the workplan.

Site	2017 - 2018	2018 - 2019	2019 - 2020	2020 - 2021	2021 - 2022	5 Year Average
SCHOOL FOR ARTS AND INNOVATIVE LEARNING-SAIL (NEW)	0	0	0	0	0	0
LILLIAN RUEDIGER ELEMENTARY	0	0	0	0	0	0
AUGUSTA RAA MIDDLE	66	22	0	0	0	18
CHAIRES ELEMENTARY PRE-KINDERGARTEN	0	0	0	0	0	0
WOODVILLE SCHOOL	0	0	0	0	0	0
KATE SULLIVAN ELEMENTARY	0	0	0	0	0	0
ELIZABETH COBB MIDDLE	0	0	0	0	0	0
FRANK HARTSFIELD ELEMENTARY	0	0	0	0	0	0
JAMES RICKARDS SENIOR HIGH	0	0	0	0	0	0
R.N. GOODEN/NANCY RUSSELL CENTER AT WESSON	0	0	0	0	0	0
SABAL PALM ELEMENTARY	0	0	0	0	0	0
BOND ELEMENTARY SCHOOL	0	0	0	0	0	0

LEON COUNTY SCHOOL DISTRICT

LEON SENIOR HIGH	0	0	0	0	0	0
DEERLAKE MIDDLE	0	0	0	0	0	0
FORT BRADEN SCHOOL (NEW)	0	0	0	0	0	0
LINCOLN SENIOR HIGH	0	0	0	0	0	0
MEHRDAD 'PEPPER' GHAZVINI LEARNING CENTER	0	0	0	0	0	0
P A C E CENTER (old)	25	0	0	0	0	5
KILLEARN LAKES ELEMENTARY	0	0	0	0	0	0
CHAIRES ELEMENTARY	0	0	0	0	0	0
SPRINGWOOD ELEMENTARY	0	0	0	0	0	0
DESOTO TRAIL ELEMENTARY	0	0	0	0	0	0
BUCK LAKE ELEMENTARY	0	0	0	0	0	0
ASTORIA PARK ELEMENTARY	0	0	0	0	0	0
GRETCHEN EVERHART TRAINABLE MENTALLY HANDICAP CENT	0	0	0	0	0	0
WALTER T MOORE JR ELEMENTARY	0	0	0	0	0	0
SEALEY ELEMENTARY	0	0	0	0	0	0
APALACHEE ELEMENTARY	0	0	0	0	0	0
FAIRVIEW MIDDLE	0	0	0	0	0	0
MICHAEL J CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD	0	0	0	0	0	0
WILLIAM J MONTFORD III MIDDLE SCHOOL	0	0	0	0	0	0
JOHN C RILEY ELEMENTARY	54	0	0	0	0	11
FRANK R NIMS MIDDLE	0	0	0	0	0	0
PINEVIEW ELEMENTARY	0	0	0	0	0	0
LEWIS M LIVELY TECHNICAL CENTER	0	0	0	0	0	0
GILCHRIST ELEMENTARY	0	0	0	0	0	0
LAWTON M CHILES SENIOR HIGH	0	0	0	0	0	0
SWIFT CREEK MIDDLE	0	0	0	0	0	0
CANOPY OAKS ELEMENTARY	0	0	0	0	0	0
ROBERTS ELEMENTARY	0	0	0	0	0	0
HERITAGE TRAILS COMMUNITY SCHOOL	0	0	0	0	0	0
HAWKS RISE ELEMENTARY	0	0	0	0	0	0
AMOS P GODBY SENIOR HIGH	0	0	0	0	0	0
OAK RIDGE ELEMENTARY	0	0	0	0	0	0
SECOND CHANCE SCHOOL	0	0	0	0	0	0
SAIL (OLD)	0	0	0	0	0	0
GRIFFIN MIDDLE	0	0	0	0	0	0

LEON COUNTY SCHOOL DISTRICT

Totals for LEON COUNTY SCHOOL DISTRICT						
Total students in relocatables by year.	145	22	0	0	0	33
Total number of COFTE students projected by year.	31,502	31,471	31,433	31,388	31,304	31,420
Percent in relocatables by year.	0 %	0 %	0 %	0 %	0 %	0 %

**Leased Facilities Tracking**

Existing leased facilities and plans for the acquisition of leased facilities, including the number of classrooms and student stations, as reported in the educational plant survey, that are planned in that location at the end of the five year workplan.

Location	# of Leased Classrooms 2017 - 2018	FISH Student Stations	Owner	# of Leased Classrooms 2021 - 2022	FISH Student Stations
P A C E CENTER (old)	1	25	William Scotsman	0	0
AUGUSTA RAA MIDDLE	3	66	William Scotsman	0	0
JOHN C RILEY ELEMENTARY	3	54	William Scotsman	0	0
	7	145		0	0

**Failed Standard Relocatable Tracking**

Relocatable units currently reported by school, from FISH, and the number of relocatable units identified as 'Failed Standards'.

Nothing reported for this section.

# Planning

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**Class Size Reduction Planning**

**Plans approved by the school board that reduce the need for permanent student stations such as acceptable school capacity levels, redistricting, busing, year-round schools, charter schools, magnet schools, public-private partnerships, multitrack scheduling, grade level organization, block scheduling, or other alternatives.**

The current Educational Plant Survey for Leon District schools indicates that class size reduction targets can be achieved through a combination of new classroom construction at existing schools, promoting magnet programs at selected schools, and redistricting.

**School Closure Planning**

**Plans for the closure of any school, including plans for disposition of the facility or usage of facility space, and anticipated revenues.**

Survey 5.1 recommends that we discontinue use of the PACE campus. Students have been moved to the previous Center for Community Education now known as Heritage Trails Community School

# Long Range Planning

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**Ten-Year Maintenance**

District projects and locations regarding the projected need for major renovation, repair, and maintenance projects within the district in years 6-10 beyond the projects plans detailed in the five years covered by the work plan.

Nothing reported for this section.

**Ten-Year Capacity**

Schedule of capital outlay projects projected to ensure the availability of satisfactory student stations for the projected student enrollment in K-12 programs for the future 5 years beyond the 5-year district facilities work program.

Project	Location,Community,Quadrant or other general location	2021 - 2022 / 2026 - 2027 Projected Cost
Woodville Intermediate Classrooms, Gym and Expand Core spaces for K-8	Woodville	\$10,000,000
Add Additional High School Classrooms	district wide	\$5,000,000
Add Additional Elementary Student Stations	East	\$5,000,000
Fairview Remodel Building 3, New Admin and cafeteria	Fairview	\$6,500,000
		<b>\$26,500,000</b>

**Ten-Year Planned Utilization**

Schedule of planned capital outlay projects identifying the standard grade groupings, capacities, and planned utilization rates of future educational facilities of the district for both permanent and relocatable facilities.

Grade Level Projections	FISH Student Stations	Actual 2016 - 2017 FISH Capacity	Actual 2016 - 2017 COFTE	Actual 2016 - 2017 Utilization	Actual 2017 - 2018 / 2026 - 2027 new Student Capacity to be added/removed	Projected 2026 - 2027 COFTE	Projected 2026 - 2027 Utilization
Elementary - District Totals	16,626	16,626	14,107.13	84.85 %	100	14,533	86.89 %
Middle - District Totals	9,477	8,525	7,779.64	91.26 %	160	6,501	74.85 %
High - District Totals	9,416	8,943	8,590.43	96.05 %	800	8,638	88.66 %
Other - ESE, etc	3,877	3,195	1,083.37	33.90 %	0	1,000	31.30 %
	<b>39,396</b>	<b>37,289</b>	<b>31,560.57</b>	<b>84.64 %</b>	<b>1,060</b>	<b>30,672</b>	<b>79.98 %</b>

**Combination schools are included with the middle schools for student stations, capacity, COFTE and utilization purposes because these facilities all have a 90% utilization factor. Use this space to explain or define the grade groupings for combination schools.**

LEON COUNTY SCHOOL DISTRICT

No comments to report.

**Ten-Year Infrastructure Planning**

**Proposed Location of Planned New, Remodeled, or New Additions to Facilities in 06 thru 10 out years (Section 28).**

Nothing reported for this section.

**Plans for closure of any school, including plans for disposition of the facility or usage of facility space, and anticipated revenues in the 06 thru 10 out years (Section 29).**

Nothing reported for this section.

**Twenty-Year Maintenance**

District projects and locations regarding the projected need for major renovation, repair, and maintenance projects within the district in years 11-20 beyond the projects plans detailed in the five years covered by the work plan.

Nothing reported for this section.

**Twenty-Year Capacity**

Schedule of capital outlay projects projected to ensure the availability of satisfactory student stations for the projected student enrollment in K-12 programs for the future 11-20 years beyond the 5-year district facilities work program.

Nothing reported for this section.

**Twenty-Year Planned Utilization**

Schedule of planned capital outlay projects identifying the standard grade groupings, capacities, and planned utilization rates of future educational facilities of the district for both permanent and relocatable facilities.

Grade Level Projections	FISH Student Stations	Actual 2016 - 2017 FISH Capacity	Actual 2016 - 2017 COFTE	Actual 2016 - 2017 Utilization	Actual 2017 - 2018 / 2036 - 2037 new Student Capacity to be added/removed	Projected 2036 - 2037 COFTE	Projected 2036 - 2037 Utilization
Elementary - District Totals	16,626	16,626	14,107.13	84.85 %	100	14,533	86.89 %
Middle - District Totals	9,477	8,525	7,779.64	91.26 %	160	6,501	74.85 %
High - District Totals	9,416	8,943	8,590.43	96.05 %	800	8,638	88.66 %

**LEON COUNTY SCHOOL DISTRICT**

Other - ESE, etc	3,877	3,195	1,083.37	33.90 %	0	1,000	31.30 %
	<b>39,396</b>	<b>37,289</b>	<b>31,560.57</b>	<b>84.64 %</b>	<b>1,060</b>	<b>30,672</b>	<b>79.98 %</b>

**Combination schools are included with the middle schools for student stations, capacity, COFTE and utilization purposes because these facilities all have a 90% utilization factor. Use this space to explain or define the grade groupings for combination schools.**

No comments to report.

**Twenty-Year Infrastructure Planning**

**Proposed Location of Planned New, Remodeled, or New Additions to Facilities in 11 thru 20 out years (Section 28).**

Nothing reported for this section.

**Plans for closure of any school, including plans for disposition of the facility or usage of facility space, and anticipated revenues in the 11 thru 20 out years (Section 29).**

Nothing reported for this section.

## **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, December 12, 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, UPDATING THE CAPITAL IMPROVEMENTS SCHEDULE OF THE CAPITAL IMPROVEMENTS ELEMENT OF THE 2030 TALLAHASSEE-LEON COUNTY COMPREHENSIVE PLAN; PROVIDING FOR APPLICABILITY AND EFFECT; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; PROVIDING FOR A COPY TO BE ON FILE WITH THE TALLAHASSEE-LEON COUNTY PLANNING DEPARTMENT; AND PROVIDING FOR 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: December 1, 2017