BOARD OF COUNTY COMMISSIONERS
LEON COUNTY, FLORIDA

REGULAR MEETING
AGENDA

Tuesday, September 15, 2026
3:00 p.m.

Judge Augustus D. Aikens, Jr. Courthouse, County Commission Chambers, Fifth Floor
301 South Monroe Street Tallahassee, FL 32301



COUNTY COMMISSIONERS

Christian Caban, Chairman
District 2

David T. O'Keefe, Vice Chairman District 5	Carolyn D. Cummings At-Large I	Nick Maddox At-Large II
Rick Minor District 3	Brian Welch District 4	Bill Proctor District 1

Vincent S. Long
County Administrator

Chasity H. O'Steen
County Attorney

The Leon County Commission typically holds regular meetings on the second Tuesday of each month and workshops are held on the fourth Tuesday of the month. Regularly scheduled meetings are held at 3:00 p.m. and workshops are held at 1:00 p.m. A tentative schedule of meetings and workshops is attached to this agenda as a "Public Notice." Commission meeting agendas and minutes are available on the County Home Page at: **www.leoncountyfl.gov**. The media and the public can access the meeting in real time on Comcast channel 16, the Leon County Florida channel on Roku, the County's Facebook page, YouTube channel, Twitter and web site.

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 (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, on behalf of the Chairman, Mathieu Cavell at Judge Augustus D. Aikens, Jr. Courthouse, 301 South Monroe Street, Tallahassee, Florida 32301 or CMR@leoncountyfl.gov, by written request at least 48 hours prior to the proceeding. Telephone: (850) 606-5300, 1-800-955-8771 (TTY), 1-800-955-8770 (Voice), or 711 via Florida Relay Service. Accommodation Request Forms are available on the website **www.leoncountyfl.gov/ADA**.

Board of County Commissioners
Leon County, Florida
Agenda
Regular Public Meeting
Tuesday, September 15, 2026, 3:00 p.m.

Judge Augustus D. Aikens, Jr. Leon County Courthouse, Commission Chambers, 5th Floor
301 S. Monroe Street Tallahassee, Florida 32301

The media and the public can access the meeting in real time on Comcast channel 16, the Leon County Florida channel on Roku, the County's Facebook page, YouTube channel, Twitter and County web site.

Citizens wishing to provide input on any item(s) on the published agenda (or a non-agenda subject) for the meeting may share public comment by using one of the following options:

- In-person at the meeting; or
- Register to provide comments using communications media technology during the meeting through the registration form using the following link https://www2.leoncountyfl.gov/coadmin/agenda/

Citizens wishing to provide virtual comment must register by 8:00 p.m. on the day before the meeting to provide County staff sufficient time to provide instructions to citizens for comment during the meeting. Anyone needing assistance with registration may contact County Administration at 850-606-5300.

Please note that Board of County Commissioners Policy 01-05, Article IX., Section E., titled "Addressing the Commission", and Article IX., Section F., entitled "Decorum", shall remain in full force and effect.

INVOCATION & PLEDGE OF ALLEGIANCE

Invocation by Skylyn Conner, Chiles High School Student Body President

Pledge of Allegiance by Commissioner Welch

AWARDS AND PRESENTATIONS

- Proclamation Recognizing the Lincoln High School Baseball Team as State Champions
  (Vice Chairman O'Keefe / Commissioner Welch)
- Proclamation Recognizing the Florida State University Softball Team as Atlantic Coast Conference Champions
  (Commissioner Maddox)
- Proclamation Recognizing September 2026 as Suicide Prevention Month
  (Commissioner Minor)
- Proclamation Recognizing Dr. Valencia E. Matthews for 30 years of Dedication and Service to Education, Culture, Arts, and the Youth of Leon County.
  (Commissioner Cummings)
- Proclamation Recognizing the 2025 – 2026 Citizens Charter Review Committee Members
  (Chairman Caban)

1. Leon County 2026 Annual Report
   (County Administrator / Community and Media Relations)

CITIZENS TO BE HEARD ON CONSENT AND NON-AGENDAED ITEMS

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

CONSENT

2. Minutes: June 9, 2026 Regular Meeting and June 16, 2026 Budget Workshop
   (Clerk of Court)

3. Payment of Bills and Vouchers
   (County Administrator / Office of Management & Budget)

4. Request to Schedule a Workshop on Fire Rescue Services
   (County Administrator / Emergency Medical Services)

5. Request to Schedule the First and Only Public Hearing to Consider an Ordinance Amending Chapter 8, Article VIII, of the Code of Laws of Leon County, Florida and Approval of the Agreement with the State of Florida Agency for Health Care Administration for Participation in the 2026-2027 Local Provider Participation Fund Program
   (County Administrator / Office of Management & Budget)

6. Nominations to the Governor for Appointment to the Children's Services Council of Leon County
   (County Administrator / County Administration)

7. Commissioner Appointment to the Science Advisory Committee
   (County Administrator / County Administration)

8. Department of Health in Leon County Fiscal Year 2027 Public Health Agreement and Proposed Resolution Amending the Leon County Health Department Fee Schedule
   (County Administrator / Human Services and Community Partnerships)

9. Local Funding Match for the Low-Income Pool for Bond Community Health Center, Inc., Neighborhood Medical Center, Inc., and Apalachee Center, Inc.
   (County Administrator / Human Services and Community Partnerships)

10. Community Human Services Partnership Fiscal Year 2027 Agency Funding
    (County Administrator / Human Services and Community Partnerships)

11. Proposed Amendments to the Leon County State Housing Initiatives Partnership Local Housing Assistance Plan
    (County Administrator / Human Services and Community Partnerships)

12. Ratification of Support for the Leon County Sheriff's Office Application for the Model Cities Initiative Federal Grant
    (County Administrator / Office of Intervention and Detention Alternatives)

13. Memorandum of Understanding with The School Board of Leon County, Leon County, and Sports Providers
    (County Administrator / Office of Resource Stewardship)

14. Memorandum of Understanding with the University of Florida Board of Trustees for UF/IFAS Cooperative Extension Services in Leon County
    (County Administrator / Office of Resource Stewardship)

Procurements:

15. Approval for the Purchase of Backup Power Equipment for the Leon County Detention Facility
    (County Administrator / Office of Resource Stewardship)

16. Approval of an Agreement for Electronic Monitoring Products and Services with Sentinel Offender Services, LLC
(County Administrator / Office of Intervention and Detention Alternatives)

17. Approval of a Three-Year Microsoft Licensing Enterprise Agreement
(County Administrator / Office of Information Technology)

Status Reports:

18. Status Report on Coordination with the Tallahassee – Leon County Commission on the Status of Women and Girls to Ensure Compliance with Senate Bill 1134
(County Administrator / County Administration)

19. Status Report on Leon County Code Enforcement Procedures and Legal Requirements Related to Dilapidated and/or Damaged Mobile Homes
(County Administrator / Development Support & Environmental Management)

20. Status Report on Leon County's Efforts to Host Future World Athletics Cross Country Championship Events
(County Administrator / Tourism)

21. Fiscal Year 2024 – 2025 Annual Audit and Financial Statements
(Clerk of Court)

22. Fiscal Year 2024 – 2025 Annual Investment Report
(Clerk of Court)

23. Final Report of the 2025 – 2026 Leon County Citizen Charter Review Committee
(County Administrator / County Administration)

CONSENT ITEMS PULLED FOR DISCUSSION

GENERAL BUSINESS

24. Safe Streets for All Grant Agreement with the U.S. Department of Transportation for the North Monroe Street Safety Improvements Project
(County Administrator / Public Works)

25. Status Report on the Board's Legal Purview and Oversight Options Regarding the Use of Automated License Plate Recognition Systems
(County Administrator / County Attorney)

26. School Zone Speed Detection and Enforcement Program
(County Administrator / Public Works)

27. Consideration of a Leon County Tourism Program to Promote Partnerships with Local Colleges and Universities to Host Large Marquee Events
(County Administrator / Tourism)

28. Placement of a Commemorative Marker Honoring Dr. Charles Evans on Courthouse Grounds
(County Administrator / Office of Resource Stewardship)

29. Full Board Appointments to the Animal Shelter Advisory Board and the Council on Culture and Arts Board
(County Administrator / County Administration)

30. Status Report on the Justice information System Incident Response and Recovery
(County Administrator / Emergency Management / Office of Information Technology)
TO BE DISTRIBUTED UNDER SEPARATE COVER

SCHEDULED PUBLIC HEARINGS, 6:00 P.M.

31. First Public Hearing for Adoption of the Fiscal Year 2026 – 2027 Tentative Millage Rates and Tentative Budgets
(County Administrator / Office of Management and Budget)

32. First of Two Public Hearings to Adopt an Ordinance to Establish an 18-month Moratorium on Large-Load Customer Facilities, including Large-Scale Data Centers
(County Administrator / Development Support & Environmental Management / County Attorney)

33. First and Only Public Hearing to Consider an Ordinance Amending the Leon County Tourist Development Plan, Incorporated within Chapter 11, Section 11-710, Leon County Code
(County Administrator / Tourism)

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

- Piney Z Community Development District Fiscal Year 2027 Adopted Budget.

ADJOURN

The next meetings of the Board of County Commissioners are scheduled for

Tuesday, September 22, 2026 at 3:00 p.m. – Legislative Priorities Workshop

Tuesday, September 22, 2026 at 6:00 p.m. – Second Budget Public Hearing

Tuesday, October 13, 2026 at 3:00 p.m. – Regular Meeting

All lobbyists appearing before the Board must pay a $25 annual registration fee.
For registration forms and/or additional information, please contact the Board Secretary or visit the County Clerk website.

PUBLIC NOTICE

Leon County Board of County Commissioners
2026 Tentative Meeting Schedule

Date	Day	Time	Meeting
January 26	Monday	9:00 a.m.	Board Retreat
January 27	Tuesday	3:00 p.m.	Regular Board Meeting
February 10	Tuesday	3:00 p.m.	Regular Board Meeting
March 10	Tuesday	3:00 p.m.	Regular Board Meeting
~~**March 24**~~	~~Tuesday~~	~~1:00 p.m.~~	~~Workshop (if necessary)~~
April 14	Tuesday	3:00 p.m.	Regular Board Meeting
~~**April 28**~~	~~Tuesday~~	~~1:00 p.m.~~	~~Budget Workshop~~
May 12	Tuesday	3:00 p.m.	Regular Board Meeting
June 9	Tuesday	3:00 p.m.	Regular Board Meeting
June 16	Tuesday	10:00 a.m.	Budget Workshop
~~**July 14**~~	~~Tuesday~~	~~10:00 a.m.~~	~~Budget Workshop~~
July 14	Tuesday	3:00 p.m.	Regular Board Meeting
August 17	Monday	6:00 p.m.	Public Hearing on Charter Amendments
August 31	Monday	6:00 p.m.	Special Meeting
September 15	Tuesday	3:00 p.m.	Regular Board Meeting
September 15	Tuesday	6:00 p.m.	First Public Hearing on Tentative Millage Rates and Budgets
September 22	Tuesday	3:00 p.m.	Legislative Priorities Workshop
September 22	Tuesday	6:00 p.m.	Second Public Hearing on Final Millage Rates and Final Budgets
October 13	Tuesday	3:00 p.m.	Regular Board Meeting
October 27	Tuesday	1:00 p.m.	TMH Community Health Needs Assessment Workshop
November 17	Tuesday	3:00 p.m.	Installation, Reorganization & Regular Board Meeting
December 8	Tuesday	3:00 p.m.	Regular Board Meeting

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

Note: All regularly scheduled Board meetings are generally scheduled for the 2nd Tuesday of the month and workshops for the 4th Tuesday. If additional Board meetings are necessary, they would be scheduled on the 4th Tuesday of the month in addition to or in place of a workshop.

PUBLIC NOTICE

Leon County Board of County Commissioners

2026 Calendar

Month	Day	Time	Meeting Type
January 2026	Thursday 1	Office Closed	NEW YEAR'S DAY
	Friday 2	Office Closed	NEW YEAR'S DAY OBSERVED
	Monday 12	10:00 a.m.	Capital Region Transportation Planning Agency Board Retreat Tallahassee State College Capitol Center
	Monday 19	Offices Closed	MARTIN LUTHER KING, JR. DAY
	Wednesday 21		*Florida Association of Counties Legislative Day* *FSU Turnbull Conference Center* *Tallahassee, Leon County, FL*
	Monday 26	9:00 a.m.	Board Retreat FSU SGA Senate Chambers 75 N. Woodward Avenue, Room 3010
	Tuesday 27	3:00 p.m.	Regular Meeting Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
February 2026	Tuesday 10	3:00 p.m.	Regular Meeting Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	Monday 16	Offices Closed	PRESIDENTS' DAY
	Tuesday 17	1:30 p.m.	Capital Region Transportation Planning Agency Board Meeting Tallahassee City Hall, Commission Chambers
	Saturday 21 – Tuesday 24		*NACO Legislative Conference* *Washington, D.C.*
March 2026	Tuesday 10	3:00 p.m.	Regular Meeting Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	Thursday 12	3:00 p.m.	Blueprint Intergovernmental Agency Meeting City Commission Chambers
	Tuesday 23	1:30 p.m.	Capital Region Transportation Planning Agency Board Meeting Tallahassee City Hall, Commission Chambers
April 2026	Tuesday 14	3:00 p.m.	Regular Meeting Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	Saturday 18		*Honor Flight Tallahassee* *Washington D.C.*
May 2026	Tuesday 12	3:00 p.m.	Regular Meeting Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	Tuesday 19	1:30 p.m.	Capital Region Transportation Planning Agency Board Meeting Tallahassee City Hall, Commission Chambers
	Wednesday 20	Offices Closed	EMANCIPATON DAY observed
	Monday 25	Offices Closed	MEMORIAL DAY
June 2026	Tuesday 9	3:00 p.m.	Regular Meeting Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers

Month	Day	Time	Meeting Type
June 2026 (cont.)	Thursday 11	1:00 p.m.	Blueprint Intergovernmental Agency Budget Workshop City Commission Chambers
		3:00 p.m.	Blueprint Intergovernmental Agency Meeting City Commission Chambers
	Tuesday 16	10:00 a.m.	Budget Workshop Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	Tuesday 16	1:30 p.m.	Capital Region Transportation Planning Agency Board Meeting Tallahassee City Hall, Commission Chambers
	Tuesday 23 – Friday 26		*FAC Annual Conference & Educational Exposition* *Orlando, Orange County, FL*
July 2026	Thursday 2	Offices Closed	INDEPENDENCE DAY OBSERVED
	Friday 3	Offices Closed	INDEPENDENCE DAY OBSERVED
	Monday 6	Offices Closed	INDEPENDENCE DAY OBSERVED
	Tuesday 14	3:00 p.m.	Regular Meeting Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	Friday 17 – Monday 20		*NACo Annual Conference* *New Orleans, LA*
	Saturday 18 – Wednesday 22		*NAACP National Convention* *Chicago, IL*
	Wednesday 29 – Saturday 1		*National Urban League Annual Conference* *Nashville, TN*
August 2026	*Thursday 13 – Sunday 16*		*Chamber of Commerce Annual Conference* *Fernandina Beach, FL*
	Monday 17	6:00 p.m.	Public Hearing on Charter Amendments Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	Monday 31	6:00 p.m.	Special Meeting Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
September 2026	Monday 7	Offices Closed	LABOR DAY
	Tuesday 15	3:00 p.m.	Regular Meeting Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
		6:00 p.m.*	First Public Hearing Regarding Tentative Millage Rates and Tentative Budgets for FY 25/26* Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	Wednesday 16 – Friday 18		*FAC Innovation & Policy Conference* *Duval County*
	Wednesday 16 – Sunday 20		*Congressional Black Caucus Annual Legislative Conference – Washington D.C.*
	Tuesday 22	3:00 p.m.	Legislative Priorities Workshop Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
		6:00 p.m.*	Second Public Hearing on Final Millage Rates and Final Budgets Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers

Month	Day	Time	Meeting Type
September 2026 (cont.)	Thursday 24	3:00 p.m.	Blueprint Intergovernmental Agency Meeting City Commission Chambers
		5:00 p.m.	Blueprint Intergovernmental Agency Budget Public Hearing City Commission Chambers
	Monday 28	1:30 p.m.	Capital Region Transportation Planning Agency Board Meeting Tallahassee City Hall, Commission Chambers
**These public hearing dates may change because of the School Board's scheduling of its budget adoption public hearings*			
October 2026	Tuesday 13	3:00 p.m.	Regular Meeting Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	Saturday 17 – Wednesday 21		*ICMA Annual Conference* *Long Beach, CA*
	Tuesday 20	1:30 p.m.	Capital Region Transportation Planning Agency Board Meeting Tallahassee City Hall, Commission Chambers
	Tuesday 27	1:00 pm	TMH Community Health Needs Assessment Workshop Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
November 2026	Tuesday 3	Offices Closed	ELECTION DAY
	Wednesday 11	Offices Closed	VETERAN'S DAY
	Thursday 12	3:00 pm	Blueprint Intergovernmental Agency Meeting City Commission Chambers
	Tuesday 17	3:00 p.m.	Installation, Reorganization and Regular Meeting Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	Monday 23	1:30 p.m.	Capital Region Transportation Planning Agency Board Meeting Tallahassee City Hall, Commission Chambers
	Thursday 26	Offices Closed	THANKSGIVING DAY
	Friday 27	Offices Closed	DAY AFTER THANKSGIVING
December 2026	*Wednesday 2 – Friday 4*		*FAC Legislative Conference* *Ponte Vedra Beach, FL*
	Tuesday 8	3:00 p.m.	Regular Meeting Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	Tuesday 15	1:30 p.m.	Capital Region Transportation Planning Agency Board Meeting Tallahassee City Hall, Commission Chambers
	Friday 25	Offices Closed	CHRISTMAS
January 2027	Friday 1	Offices Closed	NEW YEAR'S DAY
	Monday 18	Offices Closed	MARTIN LUTHER KING, JR. DAY

Meetings listed in italics are included in the Board's 2026 Travel Schedule.

The 2026 Calendar may be updated periodically based on Board direction.

Citizen Committees, Boards, and Authorities

Current and Upcoming Vacancies

CURRENT VACANCIES

Advisory Committee for Quality Growth
Board of County Commissioners (6 appointments)

Animal Classification Committee
Board of County Commissioners (1 appointment) – Licensed Veterinarian

Animal Shelter Advisory Board
City Commission (2 appointments)

Architectural Review Board
City Commission (2 appointments)

Big Bend Health Council
Board of County Commissioners (4 appointments)

Board of Adjustments & Appeals
City Commission (4 appointments)

Canopy Roads Citizens Committee
Board of County Commissioners (1 appointment)
City Commission (3 appointments)

CareerSource Capital Region Board
Board of County Commissioners (2 appointments)

Code Enforcement Board
County Commissioner – District IV: Brian Welch (1 appointment)

Community Development Block Grant Citizens Advisory Task Force
Board of County Commissioners (3 appointments)

Joint City/County Bicycling Workgroup
Board of County Commissioners (1 appointment)
City Commission (4 appointments)

Leon County Educational Facilities Authority
Board of County Commissioners (1 appointment)

Leon County Research & Development Authority
Board of County Commissioners (3 appointments)

Public Safety Coordinating Council
Board of County Commissioners Chairman: Christian Caban (2 appointments)

Water Resources Committee
County Commissioner – At-Large I: Carolyn Cummings (1 appointment)

FUTURE VACANCIES

September 30, 2026

Animal Shelter Advisory Board
Board of County Commissioners (3 appointments)

Council on Culture and Arts Board
Board of County Commissioners (2 appointments)

September 30, 2026 (cont.)

Leon County Research & Development Authority
Board of County Commissioners (2 appointments)

Science Advisory Committee
County Commissioner – District III: Rick Minor (1 appointment)
County Commissioner – District IV: Brian Welch (1 appointment)

Tallahassee-Leon County Commission on the Status of Women & Girls
County Commissioner – District III: Rick Minor (1 appointment)
County Commissioner – District I: Bill Proctor (1 appointment)
County Commissioner – District V: David O'Keefe (1 appointment)

October 31, 2026

Tourist Development Council
Board of County Commissioners (2 appointments)

Leon County
Board of County Commissioners

Notes for Agenda Item #1

Leon County Board of County Commissioners

Agenda Item #1

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Leon County 2026 Annual Report

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator
Lead Staff / Project Team:	Mathieu Cavell, Director, Community Relations, Resilience and Innovation Kianna Gilley, Public Information & Communications Manager Lauryl Phinney, Senior Public Information Strategist

Statement of Issue:

This item serves to present the County Administrator's 2026 Annual Report pursuant to Policy No. 11-6 and Section 125.85(1), Florida Statutes.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

Option #1: Accept the 2026 Leon County Annual Report.

Report and Discussion

Background:

This item presents the Leon County 2026 Annual Report. Policy No. 11-6, "County Administrator Performance Evaluation and Annual Reporting Process" (Policy), requires the County Administrator to prepare an Annual Report, which provides a detailed analysis, summarizing the state of the County, based upon the prior fiscal year, and present the report for acceptance by the Board at a regularly scheduled Board meeting in September of each year.

The reporting requirements set forth in the Policy are consistent with Section 125.85(1), Florida Statutes, to "Report annually, or more often if necessary, to the board of commissioners and to the citizens on the state of the county, the work of the previous year, recommendations for action or programs for improvement of the county, and the welfare of its residents."

Analysis:

Consistent with County Policy and State statute, the County Administrator has prepared the 2026 Leon County Annual Report. The County's 84-page, full-color Annual Report is a comprehensive accounting of how Leon County Government continues to deliver on the Board of County Commissioners' highest priorities—investing in infrastructure, creating places for people to thrive, and advancing innovation through co-creation—while setting the standard with award-winning performance and fiscal stewardship. It documents significant progress across all County work areas and programs, demonstrates alignment with the County's Strategic Plan at every level, and clearly communicates to the public the value and impact of Leon County Government and its high-quality essential services citizens rely on every day. The Annual Report will be distributed during the Board meeting on September 15, 2026, and a brief presentation has been prepared for the meeting.

Options:

1. Accept the 2026 Leon County Annual Report.
2. Do not accept the 2026 Leon County Annual Report.
3. Board direction.

Recommendation:

Option #1

Leon County
Board of County Commissioners

Notes for Agenda Item #2

Leon County Board of County Commissioners

Agenda Item #2

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Minutes: June 9, 2026 Regular Meeting and June 16, 2026 Budget Workshop

Review and Approval:	Vincent S. Long, County Administrator Chasity H. O'Steen, County Attorney
Department / Division Review:	Ken Morris, Assistant County Administrator Thomas Kauffman, Finance Director, Clerk of Court & Comptroller
Lead Staff / Project Team:	Beryl Wood, Clerk to the Board

Statement of Issue:

This item seeks Board review and approval of the following minutes: June 9, 2026 Regular Meeting and June 16, 2026 Budget Workshop.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

Option #1: Approve the minutes of June 9, 2026 Regular Meeting and June 16, 2026 Budget Workshop.

Attachments:

1. June 9, 2026 Regular Meeting Minutes
2. June 16, 2026 Budget Workshop Minutes

BOARD OF COUNTY COMMISSIONERS
LEON COUNTY, FLORIDA
REGULAR MEETING
June 9, 2026

The Board of County Commissioners of Leon County, Florida met in regular session at 3:00 p.m. with Chairman Christian Caban presiding. Present were Vice-Chairman David T. O'Keefe and Commissioners Brian Welch, Nick Maddox, Carolyn Cummings, Bill Proctor, and Rick Minor. Also present were County Administrator Vincent S. Long, County Attorney Chasity H. O'Steen, and Clerks to the Board Beryl H. Wood and Daniel J. Antonaccio.

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

INVOCATION AND PLEDGE OF ALLEGIANCE

The Invocation was provided by Dr. Judy Mandrell, Pastor of Life Changers Church.

The Pledge of Allegiance was provided by Chairman Caban.

AWARDS AND PRESENTATIONS

- Proclamation Recognizing the Upcoming Retirement of Mr. Doug Cook, Principal of Rickards High School
    - Commissioner Maddox and School Board Member Darryl Jones presented a proclamation to Rickards High School Principal Doug Cook in recognition of his upcoming retirement. Commissioner Maddox commended Mr. Cook for his distinguished career in public education, significant contributions, and lasting impact on the community.
    - Mr. Cook thanked God and expressed heartfelt appreciation to his wife for her unwavering support throughout his tenure as principal. He also recognized Commissioners Maddox, Proctor, and Cummings, and School Board Member Darryl Jones, for their continued encouragement and partnership. Reflecting on his career, Mr. Cook stated that he would gladly do it all again, emphasizing that serving the students, parents, and community had always been his highest priority.

- Proclamation Recognizing the 50th Year of Ministry of Restoration Church of Christ
    - Commissioner Proctor presented a proclamation to Restoration Church of Christ in recognition of its 50th anniversary in ministry. He reflected on and celebrated the church's rich history, steadfast mission, and enduring commitment to serving others, while highlighting the profound impact it has made on the community over the past five decades.
    - Ms. Pamela Cooper thanked the Board on behalf of Restoration Church of Christ for the proclamation recognizing the church's 50 years of ministry. A member of the congregation for 40 years, Ms. Cooper reflected on the blessings of her experience and described the church as a beacon of light on the Southside, highlighting its continued positive impact on individuals and families throughout the community.

- Proclamation Recognizing June as Pride Month
    - Vice-Chairman O'Keefe presented a proclamation recognizing June as Pride Month. In his remarks, he reflected on the history and significance of Pride Month, highlighting its

origins and the resilience, perseverance, and contributions of the LGBTQ community. He also emphasized Leon County's longstanding commitment to supporting and uplifting LGBTQ residents.

- Mr. Jim VanRiper, joined by others, accepted the proclamation on behalf of the LGBTQ community. He thanked the Board for the recognition and continued support of standing alongside the community. He also noted that Leon County's anti-discrimination ordinance became the model for similar protections across the state, reflecting the County's leadership in advancing equality and inclusion.
- Mr. Jon Harris Maurer, Equality Florida, noted the approaching 10-year anniversary of the tragic shooting at Pulse Nightclub, in which 49 people lost their lives. He reflected on the significance of remembering those affected by the tragedy and expressed his appreciation to the Board for recognizing June as Pride Month and for its continued support of the LGBTQ community.

- Added – Proclamation Recognizing Deerlake Middle School Students for Lifesaving Efforts that Saved a Physical Education Teacher
  - Commissioner Welch presented a proclamation recognizing Deerlake Middle School students Parker Rudd, Beckett Ribolzi, and Cooper Hogan for their lifesaving actions that helped a physical education teacher during a medical emergency. He commended the students for their courage, compassion, and quick thinking, noting that their calm and decisive response exemplified outstanding character and a commitment to helping others in a time of need.

- Presentation on the Quarterly Economic Dashboard Report
  - Mr. Keith Bowers, Director of the Office of Economic Vitality, provided a brief report on local economic performance and growth. He noted that in 2024, the real (inflation-adjusted) Gross Domestic Product (GDP) of the Tallahassee–Leon County Metropolitan Statistical Area (MSA) reached $21.3 billion, representing a 4.3 percent increase over the previous year. He also reported that the Tallahassee–Leon County metropolitan area added approximately 2,100 jobs during 2025. He emphasized that the local economy is not insulated from state, national, and global market conditions. While he noted that some economic indicators suggest a softening trend and that unemployment has increased year over year, he highlighted the County's ongoing efforts to expand economic opportunity and shared several positive outcomes already achieved in 2026. He concluded by stating that the local economy remains stable, resilient, and well-positioned for continued growth.
  - Vice-Chairman O'Keefe congratulated Mr. Bowers and the Office of Economic Vitality team on their continued efforts to strengthen the local economy, specifically recognizing their role in attracting Breeze Airways to Tallahassee.

CITIZENS TO BE HEARD ON CONSENT AND NON-AGENDAED ITEMS

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

- Mr. Nic Zateslo, 3046 Feeney Ct., spoke regarding the development of AI data centers. He noted that data centers are increasingly being constructed near residential areas, emphasizing that this is not solely a rural issue. He described some of the challenges experienced by residents living adjacent to or near these facilities, including concerns related to quality of life and community impacts. He stated that a moratorium on data center development is needed in the short term but emphasized that a permanent solution would

require changes to the Land Development Code. He also shared that he has developed and distributed a proposal on this issue to other counties throughout the state for consideration.

- Commissioner Maddox requested that the rules be waived to allow discussion on the matter. He stated that his primary concern regarding data centers is their location, noting that they are often situated in low-income communities. He emphasized that this is an issue the Board needs to address and thanked the speaker for raising it. He further suggested that the Board consider a public education campaign about data centers.
- Chairman Caban shared that he had sent a letter to each Commissioner regarding the issue. He stated that he intends to raise the matter again during his Commissioner Discussion time at the end of the meeting and announced his plan to propose a one-year moratorium on the development of data centers in Leon County.

o Maya Shenefelt, 108 Columbia Dr, spoke in support of the climate emergency resolution contained in Agenda Item No. 12. She noted that she is a member of genCLEO and suggested that repealing the ordinance is not necessary to achieve compliance with the recently enacted legislation.

CONSENT

Commissioner Proctor moved, seconded by Chairman Caban, to move General Business Item #18 to be heard first on General Business.

The motion carried 7 – 0.

Commissioner Welch moved, seconded by Commissioner Maddox, to approve the Consent Agenda, as presented, except for items #7, #8, and #15, which were pulled for discussion.

The motion carried 7 – 0.

1. Minutes: April 14, 2026 Regular Meeting

The Board approved Option #1: Approve the minutes of the April 14, 2016, Regular Meeting.

2. Payment of Bills and Vouchers

The Board approved Option #1: Approve the payment of bills and vouchers submitted for June 9, 2026, and the pre-approval of payment of bills and vouchers for the period of June 10, 2026, through July 13, 2026.

3. Request to Schedule the First and Only Public Hearing to Consider an Ordinance Amending Chapter 2, Section 2-27, of the Code of Laws of Leon County, Florida, Based on Guidance from the County's External Auditors

The Board approved Option #1: Schedule the first and only public hearing to consider the ordinance amending Chapter 2, Article II, Division 2., Section 2-27 of the Code of Laws of Leon County, Florida, entitled "Salaries", for July 14, 2026.

4. Proposed Revisions to County Policy No. 02-5, "Tangible Personal Property Policy and Procedures," Based on Guidance from the County's External Auditors

The Board approved Option #1: Adopt the revised County Policy No. 02-5, "Tangible Personal Property Policy and Procedures."

5. Public Safety Coordinating Council Fiscal Year 2026 Funding Recommendation

The Board approved Option #1: Approve the Public Safety Coordinating Council's recommendation to allocate the FY 2026 Diversionary Program funds for the Leon County Sheriff's Office Construction Readiness Program; and

Option #2: Authorize the County Administrator to execute an agreement, and approve and execute any modifications, amendments, associated documents or agreements thereto, subject to legal review and revision by the County Attorney.

6. Acceptance of Additional Fiscal Year 2026 Opioid Litigation Settlement Funds

The Board approved Option #1: Accept the $10,790 in additional State of Florida-allocated opioid litigation settlement funds and approve the amendment with Big Bend Community Based Care, Inc, doing business as NWF Health Network, and authorize the County Administrator to execute the agreement and approve and execute any modifications, amendments, or associated agreements thereto, all subject to legal review and revision by the County Attorney;

Option #2: Approve the resolution and associated budget amendment to realize the additional funds into the budget;

Option #3: Authorize the County Administrator to approve and execute any necessary modifications, amendments, or associated agreements with DISC Village, Inc., related to substance abuse treatment, prevention, and ancillary services resulting from opioid abuse, all subject to legal review and revision by the County Attorney;

Option #4: Authorize the County Administrator to approve and execute any necessary modifications, amendments, or associated agreements with the Leon County Sheriff's Office related to substance abuse treatment and prevention for individuals incarcerated at the Leon County Detention Facility and opioid prevention and misuse training for youth, all subject to legal review and revision by the County Attorney; and

Option #5: Authorize the County Administrator to approve and execute any necessary modifications, amendments, or associated agreements with 2-1-1 Big Bend, Inc., related to transportation for individuals seeking treatment for substance abuse through the Lyft Transportation Program, all subject to legal review and revision by the County Attorney.

7. PULLED – September 11th Day of Remembrance and Service for 2026

8. PULLED – Local Agency Program Supplemental Agreement with the Florida Department of Transportation for Construction, Engineering and Inspection Services of the Old St. Augustine Road Sidewalk Project

9. Local Agency Program Supplemental Agreement with the Florida Department of Transportation for the Canyon Creek Sidewalk Project

Option #1: Approve the Local Agency Program Supplemental Agreement with the Florida Department of Transportation for the Canyon Creek Sidewalk Project and authorize the County Administrator to execute the agreement and approve and execute any modifications, amendments, or associated agreements thereto, all subject to legal review and revision by the County Attorney;

Option #2: Approve the resolution and associated budget amendment reducing the budget from $194,550 to 194,465 and authorize the Chairman to execute; and

Option #3: Adopt the resolution authorizing the Local Agency Program Supplemental Agreement with FDOT for the Canyon Creek Sidewalk Project.

10. Approval of Five-Year Renewal of the Agreement for Traffic Control on Private Roads within the Highgrove Subdivision

The Board approved Option #1: Approve the renewal of the Traffic Control Agreement between the Highgrove Homeowners' Association, Inc., Leon County, and the Leon County Sheriff, for traffic enforcement on private roads within the Highgrove Subdivision.

11. June 2026 Quarterly Economic Dashboard Report

The Board approved Option #1: Accept the June 2026 Quarterly Economic Dashboard Report.

12. Approval of Recommended Modifications to County Policies and Programs to Comply with House Bill 1217 Related to the County's Sustainability Program

The Board approved Option #1: Approve recommended modifications to County policies and programs:

a. *Amend the Integrated Sustainability Action Plan (ISAP) to remove the net-zero building designation under Action Item 1F and the carbon offset purchasing action item under Action Item 5H;*
b. *Rescind the September 2023 resolution declaring a climate emergency in Leon County;*
c. *Amend the Green Fleet Policy (Policy No. 12-1) to remove the fossil-fuel vehicle phase-out provision and modify the justification for the electric vehicle conversion target to lifecycle cost evaluation;*
d. *Amend the Building Sustainability Policy (Policy No. 21-7) to remove greenhouse gas references;*
e. *Amend the Purchasing Policy (Policy No. 96-1) to remove the Environmentally Preferred Purchasing provision;*
f. *Amend the Purchasing Card Policy (Policy No. 00-07) to prohibit purchasing card use for dues, fees, or subscriptions to organizations that conflict with Section 377.816, Florida Statutes;*
g. *Amend the Paper Products Policy (Policy No. 96-15) to remove the recycled content mandate extending to contractors and consultants;*
h. *Amend the Single-Use Plastic Straws and Expanded Polystyrene Products Policy (Policy No. 19-6) to remove provisions extending requirements to third party organizers and private vendors; and*

Option #2: Authorize the County Administrator, or designee, to execute the annual sworn affidavit attesting to compliance with Subsection 377.816(5), Florida Statutes, on behalf of Leon County upon review by the County Attorney.

Procurements:

13. Purchase of Library Self-Checkout Equipment and Software from Bibliotheca, LLC

The Board approved Option #1: Approve the purchase of equipment and software from Bibliotheca, LLC to replace and upgrade self-checkout machines at all library locations and authorize the County Administrator to execute any amendments or associated agreements thereto, subject to legal review by the County Attorney.

Status Reports:

14. Status Report on the Miccosukee Road Greenway Trail Flood Study

The Board approved Option #1: Accept the status report on the Miccosukee Road Greenway Trail Flood Study; and

Option #2: Authorize the engagement of a consultant to develop a targeted stormwater model, as recommended by the report, to inform future Capital Improvement Program investments in addressing the flooding issues.

15. PULLED – Status Report on Recent Inmate Deaths at the Leon County Detention Facility and Related Investigative, Reporting, and Review Processes

CONSENT ITEMS PULLED FOR DISCUSSION

Item #7- September 11th Day of Remembrance and Service for 2026

County Administrator Long introduced this item. This item seeks Board acceptance of a status report on the planned activities for the annual Leon County 9/11 Day of Remembrance and Service, scheduled for Thursday, September 10, 2026, which include the preparation and delivery of food packages to local Veterans in partnership with Second Harvest of the Big Bend.

- This item was pulled from Consent by Commissioner Proctor.

Commissioner Proctor moved, seconded by Commissioner Cummings, to accept Option #1.

- Commissioner Proctor noted that the County is planning an event at Second Harvest to commemorate the 25th anniversary of 9/11. He further remarked that, with the nation also approaching its 250th anniversary, staff should be encouraged to explore additional commemorative activities that more broadly recognize and celebrate the significance of this historic milestone.
- Commissioner Cummings inquired whether the County has any plans in place to commemorate the 250th anniversary of the United States and expressed support for Commissioner Proctor's recommendation that the County organize celebrations and community events to recognize and honor the significance of the historic milestone.
- County Administrator Long shared that the agenda item pertained to commemorating the anniversary of 9/11 and recognizing service. However, he noted that he understood Commissioner Proctor's interest in identifying ways to celebrate the 250th anniversary of the United States and commented that, if it is the Board's direction, staff would be pleased to develop and bring forward recommendations for events and activities recognizing the nation's semiquincentennial.
- Chairman Caban stated that he believed the suggestions are an excellent idea, noting that the 250th anniversary of the United States is a significant and historic milestone. He expressed support for directing staff to plan a County-sponsored event sometime this summer or later in the year, stating that such a celebration would be an appropriate way to recognize the occasion.

Commissioner Proctor moved, seconded by Commissioner Cummings, to approve Option #1 as amended: Accept the status report on the 9/11 Day of Remembrance and Service for 2026 and direct staff to bring back additional options to celebrate the 250th Anniversary of the United States.

The motion carried 7 – 0.

Item #8 – Local Agency Program Supplemental Agreement with the Florida Department of Transportation for Construction, Engineering and Inspection Services of the Old St. Augustine Road Sidewalk Project

County Administrator Long introduced this item. This item seeks Board approval of a Local Agency Program (LAP) Supplemental Agreement with the Florida Department of Transportation, adoption of a resolution approving the LAP Supplemental Agreement, and approval of a Resolution and Budget Amendment to realize additional grant funding received for Construction, Engineering and Inspection of the Old St. Augustine Road Sidewalk Project into the County budget.

- This item was pulled from Consent by Commissioner Proctor.

- Commissioner Proctor stated that he had discussions with County Administration regarding the agenda item and that staff were able to provide the clarification he was seeking.
- Vice-Chairman O'Keefe expressed strong enthusiasm for the project, describing it as much needed.
- Chairman Caban congratulated Vice-Chairman O'Keefe on his outstanding work and leadership in advancing the project. He also expressed his appreciation to the Florida Department of Transportation (FDOT) for providing funding for the project.

Commissioner Proctor moved, seconded by Vice-Chairman O'Keefe, to approve Option #1: Approve the Local Agency Program Supplemental Agreement with the Florida Department of Transportation for the construction, engineering, and inspections services of the Old St. Augustine Road Sidewalk Project, and authorize the County Administrator to execute the Agreement and approve and execute any modifications, amendments, or associated agreements thereto, all subject to legal review and revision by the County Attorney;

Option #2: Adopt the resolution authorizing the Local Agency Program Supplemental Agreement with the Florida Department of Transportation for the construction, engineering and inspection services of the Old St. Augustine Road Sidewalk Project and authorize the Chairman to execute; and

Option #3: Approve the resolution and associated budget amendment realizing $234,000 from the Florida Department of Transportation into the County budget for the construction, engineering and inspection services of the Old St. Augustine Road Sidewalk Project.

The motion carried 7 – 0.

Item #15- Status Report on Recent Inmate Deaths at the Leon County Detention Facility and Related Investigative, Reporting, and Review Processes

County Administrator Long introduced this item. As requested by the Board, this item provides information on recent inmate deaths in the Leon County Detention Facility and an overview of the reporting and investigatory procedures following the death of an inmate.

- This item was pulled from Consent by Commissioner Proctor.

Commissioner Proctor moved, seconded by Commissioner Maddox, to approve Option #1.

- Commissioner Proctor expressed concern regarding the four deaths that occurred at the detention facility and stated that the matter warranted greater attention than its inclusion as a report on the consent agenda. He referenced his personal connection to the detention facility and requested additional information regarding the circumstances surrounding the deaths.
- Ms. Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives, highlighted key findings from the report, noting that it focuses on inmate deaths that occurred in 2025, as those investigations have been completed. She explained that the report provides an overview of the Leon County Sheriff's Office's investigative procedures, including both criminal and administrative reviews conducted for every death at the detention facility to determine whether criminal activity, policy violations, or procedural deficiencies were involved. She reported that the five inmate deaths in 2025 consisted of two deaths from natural causes, two accidental drug overdoses, and one accidental self-inflicted injury that resulted in medical complications. In each case, investigators found no evidence of foul play. She further noted that the five deaths represented approximately .07% of the facility's total inmate population in 2025, a rate that is half the national mortality rate for local jails, based on U.S. Department of Justice data. She concluded by noting that as more

information becomes available on recent incidents, staff can return to the Board with updates.

- Commissioner Proctor commented that the deaths attributed to drug overdoses were particularly concerning. He also expressed concern regarding the death of a 26-year-old inmate whose cause of death was determined to be accidental severe cerebral edema resulting from self-inflicted head trauma. He noted that the circumstances surrounding the incident raised questions for him and merited closer examination. He indicated that he would like additional information on potential actions available to the Board.
- Commissioner Cummings thanked County Administrator Long and staff for their research and described the report as informative and encouraging. She noted that it provided detailed summaries of the five inmate deaths and the circumstances surrounding each case. She also expressed appreciation for the comprehensive intake screening process, including assessments of inmates' physical health, mental health, and medical needs. She stated that the process reflected the County's commitment to treating incarcerated individuals with dignity and providing appropriate care, and she commended the Sheriff and his staff for their individualized approach to those in their custody.
- Vice-Chairman O'Keefe expressed appreciation to the Sheriff's Office for providing the information contained in the report in a timely manner. He noted that one or more of the reported inmate deaths involved individuals who had participated in the Sheriff's Office hospice program and emphasized the value of making hospice services available to detainees. Echoing Commissioner Cummings' remarks, Vice-Chairman O'Keefe stated that all individuals deserve to be treated with dignity and respect.
- Commissioner Minor thanked County staff, the Sheriff's Office, and personnel at the Leon County Detention Facility for the information contained within the report. He stated that he was also encouraged by the information provided, particularly the fact that inmates receive medical evaluations shortly after intake. He further noted that in the event of an inmate death, the cause of death is determined by the Medical Examiner and is followed by both criminal and administrative investigations to assess whether any criminal conduct occurred and whether applicable policies and procedures were properly followed. He observed that the report found no evidence of foul play in any of the five inmate deaths reported in 2025. He also stated that the mortality rate at the Leon County Detention Facility was reported to be less than half the national average for comparable local detention facilities. While acknowledging that there is always room for improvement, he encouraged interested individuals to review the agenda materials.
- Commissioner Maddox acknowledged the young people who raised concerns at the Board's previous meeting, noting that their advocacy helped bring the matter forward for further discussion. He commended Commissioner Proctor for listening to their concerns and requesting additional review of the issue. Commissioner Maddox expressed confidence in the Sheriff and echoed the sentiments of Commissioners Minor and Cummings regarding the Sheriff's leadership and performance. He stated that the discussion demonstrated Leon County government's responsiveness to its citizens. While recognizing that the detention facility's mortality rate was below the national average, he emphasized that every loss of life in custody is significant and that even one death is one too many.
- Commissioner Proctor agreed with the remarks that the Sheriff is doing an outstanding job. However, he reiterated his concerns regarding the death of a 26-year-old inmate, stating that the circumstances outlined in the report appeared unusual and deserving of additional scrutiny. He expressed skepticism that agency-led investigations always provide complete assurance and questioned whether more information could be obtained about the incident.

He further inquired whether the County has any role or jurisdiction in seeking additional details regarding the death of the 26-year-old inmate.

- County Attorney O'Steen responded that the Sheriff is an independent constitutional officer and that the Commission does not have the authority to direct the Sheriff's operations or investigations. She explained that while the Board may request additional information from the Sheriff's Office, it does not possess oversight authority over the Sheriff's law enforcement functions or investigative processes.

- Commissioner Proctor acknowledged the response and stated that he would follow up directly with the Sheriff on the death of the 26-year-old inmate.

Commissioner Proctor moved, second by Commissioner Maddox, to approve Option #1: Accept the status report on recent inmate deaths at the Leon County Detention Facility and related investigative, reporting, and review processes.

The motion carried 7 – 0.

GENERAL BUSINESS

18. 2026 Legislative Session Final Report

County Administrator Long introduced this item. This item seeks Board acceptance of the 2026 Legislative Session Final Report. Each year, a final report is presented to the Board summarizing significant bills approved during the annual Florida Legislative Session, as well as notable federal policy and appropriations issues arising from the current session of the U.S. Congress. This report provides a comprehensive overview of state and federal legislation impacting the County and identifies measures that may require operational changes or future policy direction from the Board.

County Administrator Long provided an overview of recently enacted legislation placing a proposed property tax amendment on the November ballot. He noted that the proposal advanced through the Legislature within six days of its announcement and could fundamentally affect local government operations and delivery of service. If property taxes are eliminated without replacement funding, Leon County could lose approximately $71 million in annual revenue over the next several years.

He stated that the issue would be central to the upcoming budget workshops and development of the Fiscal Year 2027 budget. Staff would evaluate potential service reductions and alternative revenue sources while prioritizing state-mandated services, public safety, and critical infrastructure. He noted that locally funded services, including libraries, parks and trails, veteran services, emergency medical services, animal control, and programs for vulnerable populations, could be significantly affected. He concluded that additional information would be presented during the budget workshops and thanked the Board for its engagement throughout the legislative session before turning the presentation over to Ms. Nicki Hatch.

- Chairman Caban recognized the presence of constitutional officers and elected officials in attendance, including Tax Collector Doris Maloy, Supervisor of Elections Mark Earley, and School Board Member Darryl Jones.

- Ms. Nicki Hatch summarized key legislation passed during the 2026 legislative session, including SB 1134 concerning the prohibition of diversity, equity, and inclusion initiatives; HB 1217 regarding "Net Zero" preemption; and HB 1329, the Local Government Financial Transparency and Accountability Act. She also highlighted approved state budget requests for local projects, noting that most County funding priorities were expected to be supported through executive agency appropriations and grant programs and that all legislative

appropriations remained subject to the Governor's approval. She identified the Governor's property tax reform proposal as the session's most consequential issue because of its potential effect on the County's primary revenue source. She then turned the presentation over to Mr. Ken Morris for further discussion of the proposal and its anticipated fiscal impacts on Leon County.

- Mr. Ken Morris, Assistant County Administrator, began his presentation by highlighting Section 9 of the proposed constitutional amendment. He referenced language from an earlier draft that would have significantly restricted the use of county and municipal property tax revenues to a narrow set of fundamental core services. He explained that this language reflected a broader legislative philosophy favoring reduced reliance on property taxes and increased use of alternative revenue sources. However, he noted that concerns about the restrictive language were addressed during the legislative process, allowing property tax revenues to support a broader range of County operations and constitutional officer functions. He cautioned that, if approved by voters, the constitutional amendment would require difficult governing decisions in the years ahead. He then reviewed the measure's major provisions, including the new homestead exemption, the Full Elimination Plan, Automatic Inflation Growth, the five-year residency requirement, the Non-Homestead Assessment Cap, and the narrowed Millage Rate Ceiling from SB 4F, providing an overview of each provision and its potential impact. He then discussed the projected budgetary effects on the County, noting that only approximately $3.5 million would remain available to support all other County services, compared with the current $74.2 million. He added that the Property Appraiser estimates the amendment would reduce County revenues by approximately $71 million by Fiscal Year 2029. Looking ahead, Mr. Morris stated that staff would begin evaluating options to prepare for the potential fiscal impacts.

Commissioner Proctor moved, seconded by Commissioner Maddox, to approve Option #1.

- Commissioner Proctor expressed concern that the proposed property tax reforms reflected a broader effort by the State to centralize authority and reduce local government autonomy. He questioned the constitutionality of the proposal, arguing that it could significantly reduce County and municipal revenues while limiting local governments' ability to address the resulting fiscal impacts. He suggested that legal action should be considered to challenge the proposal and emphasized that local governments should not passively accept measures that could substantially affect their ability to provide essential services. He cautioned that, if approved by voters, the amendment would force counties to make difficult decisions regarding service reductions and resource allocation. He encouraged the Board to continue evaluating the issue during upcoming budget workshops, including adding an additional workshop day to allow for more in-depth discussion. He concluded by stressing the importance of exploring all available options, including potential legal challenges, to address the amendment's anticipated impacts on County operations and services.
- Vice-Chairman O'Keefe echoed Commissioner Proctor's concerns regarding what he characterized as the State Legislature's increasing hostility toward local governments and home rule. He thanked staff for promptly analyzing the proposed property tax amendment and emphasized the importance of ensuring that voters understand its significant potential effects on County services and community programs. He expressed pride in the County's efficient, cost-effective service delivery, which he stated reflects the priorities and values of Leon County residents. He then asked several questions regarding other legislative matters, including the descheduling of marijuana.
    - Ms. Hatch responded that the President's Executive Order regarding the descheduling of marijuana is focused primarily on medical use but noted that it represents an important first step toward broader policy reform.

- Vice-Chairman O'Keefe inquired whether there had been any recent federal or state developments regarding the regulation of PFAS chemicals.
    - Ms. Hatch responded that she had heard of potential developments over the past several months but did not have any specific updates to provide at that time. She noted that staff could gather additional information and provide a follow-up response.
- Vice-Chairman O'Keefe sought clarification regarding Senate Bill 182 and its provisions regarding the commercial zoning of private schools in unincorporated areas.
    - Ms. Hatch responded that Senate Bill 182, as passed during the 2026 Legislative Session, included a provision added late in the legislative process that allows private schools, regardless of enrollment size, to locate in unincorporated areas by being permitted as commercial or mixed-use without requiring rezoning or approval of a land use amendment.
- Mr. Mark Earley, Leon County Supervisor of Elections, provided an update on election preparations and briefly commented on recent legislation. He stated that he was relieved that the Legislature ultimately included constitutional officers and their budgets among the governmental functions that could continue to be supported by property tax revenues under the proposed constitutional amendment. He also reported that candidate qualifying was underway and that his office was actively informing voters about upcoming election changes, including the requirement that vote-by-mail requests must be renewed each election cycle.
- Commissioner Proctor encouraged Mr. Earley to continue educating voters about the changes to the vote-by-mail process and to help ensure they understand the new ballot request requirements.
    - Mr. Earley responded that many voters remain unaware that vote-by-mail requests are no longer automatically carried over from one election cycle to the next. He reported that Leon County currently has approximately 28,000 active vote-by-mail requests on file, compared to a typical total of approximately 45,000, and noted that his office has undertaken extensive communication outreach efforts to inform citizens of these changes.
- Commissioner Proctor asked about voter registration drives conducted by community organizations and whether any recent changes will affect those efforts.
    - Mr. Earley responded that recent statutory changes have significantly affected third-party voter registration organizations. He stated that these changes have discouraged some organizations from collecting paper voter registration applications and suggested that such groups instead assist individuals in registering through Florida's online voter registration system.
- Commissioner Proctor lastly inquired about voting rights restoration for individuals with felony convictions.
    - Mr. Earley responded that the process remains complex, particularly with respect to resolving legal financial obligations such as fines, fees, and restitution.
- Ms. Doris Maloy, Leon County Tax Collector, shared information regarding recent changes to Florida driver's licenses, specifically changes to driver's license numbers. She stated that constituents have questioned how that change might affect their ability to vote and asked Supervisor Earley if he could provide clarification on the issue.
    - Mr. Earley responded that the upcoming driver's license number changes, along with the citizenship-related changes scheduled for next year, could make it more difficult for people to vote. He said the best advice he could offer is that when individuals visit the

Tax Collector's Office to update their driver's license, one of the first questions they will be asked is whether they would like to update their voter registration information. He emphasized that the answer should always be yes.

- Commissioner Proctor asked whether the Supervisor of Elections Office has adequate funding for this cycle to ensure that the election is administered smoothly and efficiently.
    - Mr. Earley responded that his office has the resources necessary to effectively carry out its responsibilities and maintain a high standard of election administration this year and next year. However, he cautioned that circumstances beyond that timeframe remain uncertain and noted that he was limited in what he could say regarding any potential future impacts.
- Commissioner Welch thanked staff for the presentations and stated that, while he generally supports allowing citizens to vote on policy issues through referenda, it is essential that voters have a clear understanding of the implications of the proposed property tax amendment. He requested that staff continue refining the informational materials and, as additional analysis becomes available, provide specific, quantifiable information regarding the potential impacts on County services, programs, facilities, staffing, operations, and overall fiscal sustainability. He also requested clarification regarding the County's authority to communicate information about the proposal through County resources, including its social media platforms.
    - County Attorney O'Steen responded that state law permits the County to provide factual, fair, and impartial information regarding ballot measures, including posting factual information on County websites, responding to public inquiries, and presenting information at public meetings and other public forums. She advised that public funds may not be used to advocate for or against a ballot measure and cautioned that any County communication which could reasonably be construed as advocacy should be avoided. She also noted that using social media in an official capacity to advocate for or against a ballot measure is similarly prohibited.
- Commissioner Welch noted that the proposed property tax amendment is likely to generate significant public interest and prompt numerous questions from residents. He also discussed the possibility that the County may need to consider fee increases and other revenue alternatives as part of its response to potential reductions in property tax revenues.
    - County Attorney O'Steen clarified that elected officials retain their First Amendment rights to speak and express their opinions in their private capacities. However, she advised that officials should clearly distinguish personal advocacy from their official roles. She explained that an elected official who maintains a purely private social media account that is not used for official business may express personal views regarding a ballot measure. She cautioned, however, that officials who use their social media accounts for both personal and official purposes should avoid posting advocacy related to ballot measures on those platforms to minimize the risk of complaints or violations of state law. She emphasized the importance of maintaining a clear separation between personal political expression and official governmental communications.
- Commissioner Maddox acknowledged the financial pressures facing homeowners, including rising housing costs, insurance premiums, and property taxes, and stated that those concerns should not be dismissed. However, he cautioned that policy changes intended to provide property tax relief could have unintended consequences if they significantly reduce local governments' ability to provide essential public services. He emphasized that local governments must balance the goal of affordability for residents with the responsibility to maintain the quality of services, infrastructure, and public facilities upon which communities rely. He urged consideration of how the proposed amendment could affect not only

homeowners, but also renters, seniors on fixed incomes, businesses, and future generations. He expressed concern that substantial reductions in local government revenues could necessitate difficult decisions regarding services such as libraries, parks and recreation, mosquito control, and other community programs. He stated that the proposal did not strike an appropriate balance between providing relief for citizens and preserving the financial resources necessary to sustain essential County services and operations.

- Commissioner Cummings thanked County staff, including Ms. Hatch and Mr. Morris, for their analysis and presentation. She noted that the County, Supervisor of Elections, and Tax Collector had expressed similar concerns regarding the proposed property tax amendment. Commissioner Cummings stated that her concerns extended beyond the potential revenue loss to restrictions on the use of remaining ad valorem revenues. She asked whether, if the amendment passed, those revenues would be limited to three specified areas, thereby prohibiting their use for programs such as human services.
    - County Administrator Long responded that earlier versions of the legislation included more restrictive language that limited the categories for which local governments could use property tax revenues. He explained that the final version broadened the allowable uses of those funds; however, the primary concern remains the significant reduction in available revenue rather than the permitted funding categories. He stated that although the legislation provides greater flexibility in how the remaining revenues may be used, the magnitude of the anticipated revenue loss would still present substantial challenges for local governments.
- Commissioner Cummings noted that, although the Legislature had expanded the allowable uses of the funds, she found no provisions specifically addressing human services. She also stated that the previously discussed trust fund to assist disproportionately affected counties was not included in the final proposal. Commissioner Cummings characterized the measure as a challenge to home rule and expressed concern that it would limit the ability of local governments to address their communities' unique needs. She emphasized the importance of preserving local decision-making authority and thanked County staff and the lobbying team for their efforts. She concluded that she looked forward to further discussion of the potential impacts and available options during the upcoming budget workshops.
- Chairman Caban thanked Ms. Hatch and the County's lobbying team for their efforts throughout the Legislative Session. He then asked whether the City of Tallahassee intended to seek renegotiation of the Interlocal Agreement for Sewer Services considering the new utilities surcharge legislation (HB 1451).
    - Ms. Hatch responded that recently enacted legislation would cap the surcharge municipal utility providers may charge customers located outside municipal boundaries. She explained that while municipal utilities are currently authorized to impose a surcharge of up to 50%, the legislation reduces that maximum to 25%. She further explained that municipal utilities using utility revenues to support bond obligations would not be required to comply with the reduced surcharge cap until fiscal year 2029. She stated that the City of Tallahassee had confirmed that its utility revenues are currently pledged to bond obligations and, therefore, the delayed implementation would likely apply.
- Chairman Caban stated that he was very pleased with the legislation, noting that he has long opposed allowing municipal utilities to impose a 50% surcharge on customers residing in unincorporated areas. He acknowledged and appreciated the City's provision of utility services but expressed the view that the surcharge was excessive. He concluded by asking the County Attorney to provide additional context regarding the existing Interlocal Agreement with the City and the City's indication that they intend to renegotiate the agreement.

- County Attorney O'Steen responded that, unlike the previous year, she has not received any correspondence from the City regarding the renegotiation of the Interlocal Agreement. She noted that the City's position may be influenced by the delayed implementation of the reduced utility surcharge cap until fiscal year 2029. She further advised that any renegotiation of the agreement could potentially affect the ability of residents in the unincorporated area to access certain City facilities and services at the same rates currently available.

- Chairman Caban stated that local governments may have benefited from engaging earlier in discussions regarding property tax reform, noting that the Governor and Legislature had expressed interest in the issue for several years.
    - Budget Director Roshaunda Bradley clarified that the County's budget was approximately $280 million in 2020, compared with the proposed $420 million budget for the upcoming fiscal year, reflecting growth generally consistent with inflationary pressures.
- Chairman Caban acknowledged the projected $71 million annual revenue loss but noted that the County's budget would remain above 2020 levels. He characterized the proposal as an opportunity to reevaluate budgeting practices, revenue strategies, reserve policies, and long-term financial planning. While recognizing the potential challenges, he expressed confidence in the County Administrator and staff's ability to adapt and continue delivering services effectively. He thanked the County staff and the County's lobbying team for their work during the legislative session.

Commissioner Proctor moved, seconded by Commissioner Maddox, to approve Option #1: Accept the 2026 Legislative Session Final Report.

The motion carried 7 – 0.

The Board recessed at 5:50 p.m. for evening break and returned at 6:04 p.m. with the start of Public Hearings.

16. Resolution to Place the Leon County Schools Operating Millage Referendum on the 2026 General Election Ballot on behalf of the Leon County School Board

County Administrator Long introduced this item. As requested by the School Board of Leon County (School Board), this item seeks Board adoption of a Resolution to place the question to levy a one mill ad valorem operating millage for Leon County Schools on the 2026 General Election ballot. In accordance with Section 1011.73(2), Florida Statutes (F.S), the Board of County Commissioners must place the referendum on the ballot.

Public Speakers:

- Ms. Lynda Bell, 19690 Crow Lane, spoke in opposition to placing the measure on the ballot, arguing that the district should prioritize reducing administrative expenditures rather than increasing taxes. She stated that the school district employs a substantial number of district- and school-level administrators and noted that its administrative staffing levels are disproportionately high compared with those of similarly sized districts. She further argued that the district should focus on improving educational outcomes and addressing the underlying causes of declining enrollment before seeking additional tax revenue.

Vice Chairman O'Keefe moved, seconded by Commissioner Maddox, to approve Option #1.

- Commissioner Proctor questioned whether the matter was merely a procedural vote, asking whether the Board had any authority to reject the request submitted by the School Board.
    - County Attorney O'Steen responded that applicable case law establishes that the Board's role is purely ministerial and that it has no discretion to decline to place the measure on the ballot.
- Commissioner Proctor stressed that he wanted the public to understand that this proposed millage rate increase referendum originated with the School Board, not the County Commission, emphasizing the importance of making that distinction clear to the public.
- Commissioner Maddox thanked Ms. Bell for attending the meeting and speaking on the issue. He stated that, even if placing the measure on the ballot were not a mandatory ministerial act, he would have supported doing so in order to allow the citizens of Leon County to decide whether to approve the proposed millage rate increase for the operation of Leon County Schools.
- Commissioner Cummings echoed the comments of previous Commissioners, stating that the Board has no legal authority to deny the Leon County School Board's request and clarified that the Board's role is solely to serve as a conduit for placing the measure on the ballot.

Vice-Chairman O'Keefe moved, seconded by Commissioner Maddox, to approve Option #1: Adopt the Resolution directing the placement of the question to levy a one-mill ad valorem operating millage for Leon County Schools on the 2026 General Election ballot.

The motion carried 6 – 1 with Chairman Caban in opposition.

17. Acceptance of the Woodville Sense of Place Plan

County Administrator Long introduced this item. At the January 27, 2025 Board Retreat, the Board added an initiative to the 2022 – 2026 Strategic Plan to develop a Woodville Rural Community Sense of Place Plan to evaluate land uses and guide future improvements in Woodville, which would include a five-year improvement plan for vehicular and pedestrian safety. The Board ratified the initiative at its February 11, 2025 meeting. This item seeks Board acceptance of the proposed Woodville Sense of Place Plan, which includes recommendations for continued community engagement, park improvements, community beautification, economic development, and infrastructure projects in the Woodville area.

- Mr. Mike Alfano, Director of the Tallahassee-Leon County Planning Department, provided a brief presentation on the Woodville Sense of Place Plan. He opened his presentation by highlighting the County's community outreach efforts, which focused on engaging Woodville residents in conversations about their vision for the community's future. He explained that residents identified several guiding principles they wanted reflected in the Woodville Sense of Place Plan, including preserving the community's rural character while attracting more businesses to the area. He then shared the County's approach to maintaining Woodville's small-town feel while supporting thoughtful growth and development. He concluded his presentation by reviewing the key recommendations included in the Woodville Sense of Place Plan.
- Chairman Caban shared that he was very excited about the initiative, noting that it has been a major priority for both him and Commissioner Proctor. He said the plan will provide Woodville with the attention and investment it deserves while preserving its rural character. He added that he believes residents will be pleased with the proposal, stating that it aligns with the community's needs and vision for the future.

Commissioner Proctor moved, seconded by Chairman Caban, to approve Option #1.

- Commissioner Proctor commented that staff have remained steadfast in their engagement with Woodville residents throughout the development of the plan. He also recognized Chairman Caban for the energy and dedication he has brought to the Woodville community. Additionally, he relayed a request from residents for a shade structure to be installed over the basketball court.
- Chairman Caban asked staff if they could evaluate the feasibility of installing a shade structure over the basketball court in Woodville.
    - County Administrator Long responded that, if directed by the Board, staff could include the project in the Board's Capital Improvements Budget. He emphasized that it would be a significant capital project and that it could be included as a budget discussion item during the Board's budget workshop.

Commissioner Proctor amended his motion, which was seconded by Chairman Caban, to approve Option #1, and also have staff include in the Budget Workshop an analysis of installing a shaded cover over the basketball court at J. Lewis Hall, Sr. (Woodville) Park.

- Commissioner Proctor shared concerns expressed by Woodville residents regarding the absence of a grocery store and asked how the County could help attract a grocery store to serve the Woodville community.
    - Mr. Alfano responded that, as part of the updates to the zoning code and land development regulations, staff will ensure there is sufficient commercially zoned property available to support the development of a grocery store in the Woodville community. He added that staff will also explore potential grant opportunities and work with the Office of Economic Vitality (OEV) to identify options for attracting grocery choices to the area.
- Commissioner Proctor asked the County Attorney whether there were any restrictions preventing County staff from engaging with potential grocery store operators or whether business recruitment efforts were limited to the Office of Economic Vitality (OEV).
    - County Attorney O'Steen responded that she believes attracting businesses and encouraging development in underserved areas of the County is the role and responsibility of the OEV.
- Chairman Caban mentioned that an employee-owned grocery store in Woodville recently closed but noted that the vendor is honoring the lease through the end of 2027. He asked whether there are any tools or incentives available to encourage private-sector investment and attract a grocery store to the Woodville community.
    - Mr. Keith Bowers, Director of the OEV, responded that grocery stores are not currently the targeted industry of OEV; however, his office can leverage its relationships with site selectors and consultants to identify any potential interested parties. He also noted the option of conducting a feasibility analysis to determine whether the Woodville community has sufficient demand to support a grocery store in the area.
- Commissioner Proctor mentioned other grocery stores that have closed in and around the community and discussed the impact those closures have had on residents. He reiterated the need for a grocery store to serve the Woodville community.
- Vice-Chairman O'Keefe expressed his support for efforts to bring grocery store options to Woodville for residents. He also suggested considering the inclusion of grocery stores among the strategic industries or target sectors being reviewed by the Blueprint Intergovernmental Agency, allowing this type of industry to be pursued in the future as community needs arise.

Commissioner Proctor moved, seconded by Chairman Caban, to approve Option #1 as amended: Accept the Woodville Sense of Place Plan and also have staff include in the Budget Workshop an analysis on the installation of shaded cover over the basketball court at J. Lewis Hall, Sr. (Woodville) Park.

The motion carried 7 – 0.

- Commissioner Proctor asked staff to prepare an overlay map identifying environmental standards and regulations applicable to the Woodville area so the Board can better understand any differences compared to other areas of Leon County.

Commissioner Proctor moved, seconded by Chairman Caban, directing staff to prepare an overlay map of environmental standards for the Woodville area.

- Mr. Nawfal Ezzagaghi, Assistant County Administrator, shared that the concerns raised by Commissioner Proctor regarding environmental standards throughout Leon County were addressed several years ago. He explained that the County has established standards to protect the aquifer, manage stormwater runoff, and ensure appropriate treatment requirements, resulting in consistent environmental protections for Woodville and other areas of the county.

Commissioner Proctor withdrew his motion.

- Chairman Caban requested a motion directing staff to bring a status report back to the Board exploring ways to incentivize bringing a grocery store to the Woodville area.

Vice-Chairman O'Keefe moved, seconded by Commissioner Proctor, to request a status report exploring ways to incentivize bringing a grocery store to the Woodville area.

The motion carried 7 – 0.

19. Full Board Appointments to the Advisory Committee for Quality Growth, the Board of Adjustment and Appeals, the CareerSource Capital Region Board, and the Tallahassee-Leon County Planning Commission

County Administrator Long introduced this item. The Advisory Committee for Quality Growth serves as a standing advisory committee made up of development industry professionals and community stakeholders to provide continuous feedback and guidance to the Department of Development Support and Environmental Management (DSEM) on process improvements, service enhancements, and regulatory policies which support the highest quality growth and development attainable for our community. The ACQG is staffed by the Development Services Director and charged with providing feedback and input on the overall customer experience at DSEM including proposed process improvements, customer service and desired regulatory enhancements. The responsibilities of the ACQG place a great emphasis on proactive input and feedback for all development review and approval matters.

Commissioner Minor moved, seconded by Commissioner Welch, to approve Option #1: Appoint Shaun Streetman, nominated by the Building Industry Association of the Big Bend, to the Advisory Committee for Quality Growth for the remainder of a three-year term ending May 31, 2029.

The motion carried 7 – 0.

Commissioner Cummings moved, seconded by Commissioner Welch, to approve Option #2: Appoint two eligible applicants, Susanne Ryan and Jada N. Brown, to the Board of Adjustment and Appeals for three-year terms ending June 30, 2029.

The motion carried 7 – 0.

Commissioner Welch moved, seconded by Commissioner Cummings, to approve Option #3: Reappoint Cynthia "Cindy" Lavoie and Amy "Beth" Cicchetti to the CareerSource Capital Region Board for four-year terms ending June 30, 2030.

The motion carried 7 – 0.

Commissioner Welch moved, seconded by Commissioner Cummings, to approve Option #4: Reappoint LaRoderick McQueen, as selected by the School Board, to the Tallahassee-Leon County Planning Commission for a three-year term ending June 30, 2029.

The motion carried 7 – 0.

Commissioner Minor moved, seconded by Commissioner Cummings, to approve Option #5: Reappoint Christic Henry to the Tallahassee-Leon County Planning Commission for a three-year term ending June 30, 2029.

The motion carried 7 – 0.

SCHEDULED PUBLIC HEARINGS, 6:00 P.M.

20. Adoption Public Hearing on Proposed 2026 Cycle Comprehensive Plan Amendments

County Administrator Long introduced this item. In December 2025, the Leon County Board of County Commissioners and the Tallahassee City Commission each voted to adopt the Land Use and Mobility Elements Update to the Tallahassee Leon County Comprehensive Plan. The State of Florida had no objections, and the Update became effective on January 23, 2026. There were no public speakers for this item.

Commissioner Cummings moved, seconded by Commissioner Maddox, to approve Option #1.

- Commissioner Proctor asked staff to explain the Lake Protection Nodes referenced on page 8 of the agenda materials for Agenda Item #20.
    - Mr. Alfano began by providing a broad overview of the Lake Protection land use category in the Comprehensive Plan. He then discussed the proposed Lake Protection Corridor zoning district, explaining that the district has not yet been created but is intended to apply only to US 27 on North Monroe Street to incentivize development. He also explained the residential density at the Lake Protection Nodes zoning district, stating that the nodes are intended to concentrate non-residential uses and medium- to higher-density development within the Lake Protection land use category. He clarified the Lake Protection Node located at Bannerman Road and Bull Headley Road would remain at a residential density of 8 units per acre.
- Commissioner Proctor inquired about waivers or exceptions to the requirement for central water and sewer service for higher-density residential development.
    - Mr. Alfano responded that properties without access to central water and sewer services would not be eligible for higher residential densities and would instead be limited to the base density of one unit per two acres. Therefore, no exception exists and the allowable densities are established in the Comprehensive Plan.
- Commissioner Minor referenced the Comprehensive Plan rewrite completed last year, highlighting a policy applicable to the unincorporated area that would require any proposed change to a future land use designation within the Rural Lake Protection or Residential

Preservation zoning district affecting more than 10 acres to be presented to the Board as an explicit agenda item. He noted that the same requirement would apply to proposed Urban Service Area (USA) expansions of 10 acres or more. He praised the policy change as it ensures any major changes to the USA or land use categories are presented to the Board.

Commissioner Cummings moved, seconded by Commissioner Maddox, to approve Option #1: Conduct the adoption public hearing and adopt the proposed Ordinance, thereby adopting the 2026 Amendment Cycle amendments, Intergovernmental Coordination Element TTA2026 002 (Amendment Process), Land Use and Mobility Element TTA2026 003 (Mahan Gateway Corridor Nodes), and Land Use and Mobility Element TTA2026 004 (Lake Protection Node), to the Tallahassee-Leon County 2050 Comprehensive Plan.

The motion carried 7 – 0.

21. First and Only Public Hearing to Consider an Ordinance for a Board-Initiated Charter Amendment to Remove Outdated Statutory References Upon Voter Approval in the November 3, 2026 General Election

County Administrator Long introduced this item. This item requests the Board to conduct the first and only public hearing to consider an Ordinance for a Board-initiated Amendment to the Leon County Charter (Attachment #1) that removes outdated statutory references related to the establishment of a county charter and provides specific procedures for considering future Charter amendments, upon voter approval in the November 3, 2026 General Election. There were no public speakers for this item.

Commissioner Maddox moved, seconded by Commissioner Welch, to approve Option #1: Conduct the first and only public hearing and adopt the Ordinance for a Board-initiated Charter amendment to remove outdated statutory references related to the establishment of a county charter and to provide specific procedures for considering future Charter amendments, upon voter approval in the November 3, 2026 General Election.

The motion carried 7 – 0.

22. First and Only Public Hearing to Consider an Ordinance for a Board-Initiated Charter Amendment to Reflect the Esteemed Humanity in the Preamble Upon Voter Approval in the November 3, 2026 General Election

County Administrator Long introduced this item. As requested by the Board, this item asks the Board to conduct the first and only public hearing to consider an Ordinance for a Board-initiated amendment to the Leon County Charter revising the Preamble to reflect the esteemed humanity of all residents of the County, upon voter approval in the November 3, 2026, General Election. The Leon County Charter provides for the Board to propose amendments to the Charter by adopting an ordinance with an affirmative vote of a majority plus one member of the Board. There were no public speakers for this item.

Commissioner Maddox moved, seconded by Commissioner Minor, to approve Option #1: Conduct the first and only public hearing and adopt the Ordinance for a Board-initiated Charter Amendment to reflect the esteemed humanity in the Preamble upon voter approval in the November 3, 2026 General Election.

The motion carried 7 – 0.

23. First and Only Public Hearing to Consider an Ordinance for a Board-Initiated Charter Amendment to Provide for County Ordinances to Prevail Over Municipal Ordinances in the Event of Conflict Upon Voter Approval in the November 3, 2026 General Election

County Administrator Long introduced this item. This item requests the Board to conduct the first and only public hearing to consider an Ordinance for a Board-initiated Amendment providing for County ordinances to prevail over municipal (City) ordinances in the event of conflict, to the extent permitted by law, for placement on the November 3, 2026 General Election ballot. Upon voter approval in the November 3, 2026, General Election, the proposed Board-initiated Charter amendment would apply to County ordinances adopted after January 1, 2027. There were no public speakers for this item.

Commissioner Welch moved, seconded by Commissioner Minor, to approve Option #1.

- Vice-Chairman O'Keefe noted the continued expansion of incorporated areas into unincorporated areas through annexation. He asked if this ordinance passed would it eliminate the Board's obligation to comply with future annexation requests submitted by the City.
    - County Attorney O'Steen responded that it would not aid the Board in objecting to annexations.
- Chairman Caban clarified his position on why he supports this ballot amendment, explaining that his goal is not to prevent annexation. Rather, he believes that when annexation occurs, the County should retain legislative jurisdiction over the affected properties.

Commissioner Welch moved, seconded by Commissioner Minor, to approve Option #1: Conduct the first and only public hearing and adopt the Ordinance for a Board initiated Charter Amendment providing for County ordinances to prevail over municipal ordinances in the event of conflict, to the extent permitted by law, upon voter approval in the November 3, 2026 General Election.

The motion carried 7 – 0.

24. First and Only Public Hearing to Consider an Ordinance for a Board-Initiated Charter Amendment to Provide for Uniform Countywide Street Naming, Renaming, and Addressing Standards Upon Voter Approval in the November 3, 2026 General Election

County Administrator Long introduced this item. This item requests the Board to conduct the first and only public hearing to consider an Ordinance for a Board-initiated amendment to the Leon County Charter, providing for uniform countywide street naming, renaming, and property numbering (addressing) standards to be established by County ordinance, which shall prevail in the event of a conflict with a municipal ordinance, upon voter approval in the November 3, 2026, General Election. The Leon County Charter provides for the Board to propose amendments to the Charter by adopting an ordinance with an affirmative vote of a majority plus one member of the Board. There were no public speakers for this item.

Commissioner Proctor moved, seconded by Commissioner Maddox, to approve Option #1: Conduct the first and only public hearing and adopt the Ordinance for a Board-initiated Charter Amendment providing for uniform countywide street naming, renaming, and addressing standards to be established by County ordinance, which shall prevail in the event of a conflict with a municipal ordinance, upon voter approval in the November 3, 2026, General Election.

The motion carried 6 – 1 with Vice-Chairman O'Keefe in opposition.

25. First and Only Public Hearing to Repeal Chapter 2, Article IX, of the Code of Laws of Leon County, Florida (Code), Entitled "Purchasing and Minority/Women Business Enterprise Participation Program Policy," and Additional Actions Necessary to Comply with Senate Bill 1134

County Administrator Long introduced this item. This item requests the Board conduct the first and only public hearing to consider repealing Chapter 2, Article IX, of the Leon County Code entitled, "Purchasing and Minority/Women Business Enterprise Participation Program Policy" (Purchasing and MWBE Ordinance), and to take the following actions necessary to comply with the passage of Senate Bill (SB) 1134, as approved by the 2026 Florida Legislature and signed by the Governor on April 22, 2026. The legislation prohibits local governments from funding, promoting, or taking official action related to diversity, equity, and inclusion (DEI) as defined by the act, and voids any existing ordinance, resolution, rule, regulation, program, or policy that conflicts with the legislation as of January 1, 2027, effective date.

Public speakers:

- Ms. Katrina Tuggerson, 914 Railroad Ave, thanked Leon County and the Office of Economic Vitality for their longstanding collaboration with the Capital City Chamber of Commerce. She encouraged the Board to prioritize community engagement and open dialogue as the County transitions to the SBE program, emphasizing the importance of providing the public with accurate and timely information throughout the process.

Commissioner Maddox moved, seconded by Commissioner Cummings, to approve Option #1: Conduct the first and only public hearing to approve the repeal of Chapter 2, Article IX, of the Code of Laws of Leon County, Florida, entitled "Purchasing and Minority/Women Business Enterprise Participation Program Policy.";

Option #2: Authorize the County Administrator, or designee, to incorporate the new certification requirements as provided in SB 1134 and suspend the use of the Minority and Women Business Enterprise policies in County solicitations and contracting documents, while maintaining race- and gender-neutral Small Business Enterprise Program activities; and

Option #3: Authorize the County Administrator, or designee, to execute the necessary revisions to existing County agreements anticipated for renewal on January 1, 2027, or thereafter, to ensure compliance with SB 1134, subject to legal review and approval by the County Attorney.

The motion carried 4 – 3 with Vice-Chairman O'Keefe, Commissioner Maddox, and Commissioner Proctor in opposition.

CITIZENS TO BE HEARD ON NON-AGENDAED ITEMS

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

- Mr. Jonathan Garner, 3687 Donovan Drive A, discussed recent legislation in Austin, Texas, establishing safeguards for the use of public surveillance technologies by law enforcement and government agencies. Drawing on the Declaration of Independence, he explained why the principle of "the consent of the governed" is especially relevant to the debate over government surveillance and individual privacy. He highlighted key provisions of the City of Austin's policy and argued that Leon County should adopt a similar framework to strengthen transparency, accountability, and the protection of residents' privacy rights.

COMMENTS/DISCUSSION ITEMS

County Administrator Long:

- No Business

County Attorney O'Steen:

- County Attorney O'Steen informed the Board of a recent communication from outside counsel regarding the Opioid Litigation. She explained that outside counsel had previously recommended, and the Board had approved, joining a pending Motion for Leave to amend to add Tris Pharma as a defendant in the lawsuit. She further advised that, after continuing to evaluate the potential claims against Tris Pharma, outside counsel expressed concerns regarding the costs associated with prolonged litigation and the likelihood of collecting any resulting judgment. Based on those considerations, the County Attorney requested that the Board rescind its prior authorization to participate in the Motion for Leave to Amend to add Tris Pharma as a defendant and authorize the County Attorney to notify outside counsel of the Board's rescission.

Commissioner Welch moved, seconded by Chairman Caban, to rescind the previous consent to join the pending motion for leave to amend.

The motion carried 7 – 0.

COMMISSIONER DISCUSSION ITEMS

Commissioner Cummings:

- Commissioner Cummings wished Happy Father's Day to all fathers.

Vice-Chairman O'Keefe:

- Vice Chairman O'Keefe mentioned data centers and commented on points raised by Chairman Caban and a public speaker, Mr. Nic Zateslo, during the meeting. He noted that when an agenda item returns for consideration of a data center moratorium, it should include specific provisions to: (1) Ensure there are certain triggers in place for blocking activity while the County reviews possible long-term policies based on the megawatt power demand or gallons of water use; (2) Include an anti-repacking clause to ensure that projects are not able to call themselves something different in order to evade a moratorium; and (3) Establish clearly defined requirements for staff to study.

Commissioner Minor:

- Commissioner Minor paid respect to the family of former Florida Supreme Court Justice R. Fred Lewis, who recently passed away. He added that the funeral service is scheduled for Friday, June 12th, and invited the Board to attend.
- He wished everyone a Happy Father's Day and wished his wife a Happy Birthday.

Commissioner Maddox:

- He requested a status update on the progress related to the Lake Hall Schoolhouse property.
    - Mr. Shington Lamy, Assistant County Administrator, reported that staff has been working with the Friends of Lake Hall Schoolhouse to identify grant opportunities that would assist the organization in acquiring the property. He stated that he had spoken with Dr. Geraldine Seay earlier that morning regarding available funding opportunities and the

challenges the organization is currently facing. He added that staff would be pleased to provide the Board with a status update on these efforts as they continue to pursue funding opportunities.

Commissioner Maddox moved, seconded by Chairman Caban, requesting a status report on the Lake Hall Schoolhouse Property.

The motion carried 7 – 0.

- He wished a Happy Father's Day to all fathers.
- He mentioned the tough legislative session this year for local governments.
- He recognized and congratulated Christic Henry and Carlos Henry for 23 years of operation of Kingdom First Realty.
- He congratulated Kool Beanz Café for 30 years of business in Leon County.

Commissioner Welch:

- Commissioner Welch recognized the Lincoln High School baseball team for winning the State Championship. He suggested a joint proclamation with Vice-Chairman O'Keefe to be presented at the July meeting for the Lincoln baseball team.

Commissioner Welch moved, seconded by Vice-Chairman O'Keefe, approving a proclamation recognizing the Lincoln High School baseball team for winning the State Championship.

The motion carried 7 – 0.

- He wished his daughter a Happy 20th Birthday and extended early birthday wishes to his son.

Chairman Caban:

- Chairman Caban referenced a memorandum he had provided to the Board emphasizing the importance of taking a measured and deliberate approach before permitting the development of major data centers, including careful consideration of their potential impacts on utilities, the environment, and public infrastructure. He stated that he is not opposed to artificial intelligence or recent technological advancements but expressed concerns about the rapid pace at which the technology is evolving. He requested an agenda item for the July 14th Board meeting to consider a possible one-year moratorium on data center development in Leon County, incorporating the three recommendations previously identified by Vice-Chairman O'Keefe. He stated that a moratorium would provide the Board with sufficient time to thoroughly evaluate the potential impacts of these projects before making long-term policy decisions.
- Commissioner Proctor inquired about the legal requirements and standards that must be satisfied to impose a moratorium on a particular industry.
    - County Attorney O'Steen responded that the agenda item would include the applicable legal requirements, necessary findings, and procedural details for the Board's consideration and discussion.
- Chairman Caban inquired about the recently enacted legislation that granted local governments in Florida the authority to regulate data center development.

- Ms. Hatch responded that the bill [SB 484] reinforces local authority with regard to data centers.

Commissioner Maddox moved, seconded by Commissioner Proctor, requesting an agenda item at the July 14th Board meeting with details of a one-year moratorium on data centers in Leon County, including legal parameters and context from Senate Bill 484.

The motion carried 7 – 0.

Commissioner Proctor:

- No Business

RECEIPT AND FILE:

- None

ADJOURN:

There being no further business to come before the Board, the meeting was adjourned at 7:35 p.m.

ATTEST:

BY: _____
Christian Caban, Chairman
Board of County Commissioners

BY: _____
Gwen Knight, Clerk of Court &
Comptroller, Leon County, Florida

DRAFT

BOARD OF COUNTY COMMISSIONERS
LEON COUNTY, FLORIDA
BUDGET WORKSHOP
June 16, 2026

The Leon County Board of County Commissioners met for a Budget Workshop on Tuesday, June 16, 2026, at 10:00 a.m. in Chambers, with Chairman Christian Caban presiding. Present were Vice-Chairman David T. O'Keefe and Commissioners Brian Welch, Nick Maddox, Carolyn Cummings, Bill Proctor, and Rick Minor. Also present were County Administrator Vincent S. Long, County Attorney Chasity H. O'Steen, and Clerks to the Board Beryl H. Wood and Daniel Antonaccio.

Facilitators(s):

- Ken Morris, Assistant County Administrator
- Shington Lamy, Assistant County Administrator
- Nawfal Ezzagaghi, Assistant County Administrator
- Roshaunda Bradley, Director, Office of Management and Budget
- Georgette Daniels, Budget Manager, Office of Management and Budget
- Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives

Chairman Caban called the meeting to order at 10:00 a.m. and welcomed everyone to the Budget Workshop.

Vice-Chairman O'Keefe moved, seconded by Commissioner Minor, to suspend the rules to allow open discussion on the items.

The motion carried 7 – 0.

1. County Administrator's Overview - Fiscal Year 2027 Preliminary Budget Overview

County Administrator Long introduced the Budget Workshop and thanked the Board for its continued guidance throughout the budget process. He explained that the item presented the FY 2027 Preliminary Budget and sought Board direction on immediate measures to strengthen the County's financial position in anticipation of a projected $71 million revenue loss beginning in FY 2028, should voters approve the proposed constitutional amendment in November.

County Administrator Long highlighted the following components of the FY 2027 Preliminary Budget:

- No change to the countywide millage rate for the 15th consecutive year.
- Funding for Constitutional and Judicial Officers, state-mandated services, contractual inflationary increases, human services, and primary healthcare.
- Maintenance of required reserves without the use of General Revenue fund balance.
- Approximately $1 million in identified cost savings and avoidances.
- One new General Revenue-supported position for Northeast Park.
- A new EMS crew funded through the dedicated EMS MSTU.
- An average 3% performance-based pay increase for County employees, ranging from 0% to 5%.

To enhance liquidity and prepare for potential FY 2028 fiscal and organizational restructuring, the County Administrator recommended immediate freezes on hiring, nonessential travel and training, and discretionary community-event sponsorship, subject to specified exceptions. He also recommended inviting Constitutional Officers to implement similar measures and initiating fee-rate studies for stormwater assessments and Development Support and Environmental Management fees.

County Administrator Long advised that a July 14, 2026, workshop would provide a detailed implementation plan and timeline addressing mandatory and discretionary funding, revenue and cost-recovery options, operational efficiencies and consolidation, potential service-level reductions, and a voluntary separation incentive program. He thanked County staff, the Office of Management and Budget, Director Roshaunda Bradley, and the Board for their dedication, policy direction, and leadership.

Fiscal Year 2027 Preliminary Budget Overview

Roshaunda Bradley, Director of the Office of Management and Budget, presented an overview of the FY 2027 Preliminary Budget. She reported approximately $1 million in current-year savings and $100 million in cumulative cost savings and avoidances since 2013. She also reviewed projected General Revenue revenues and expenditures and noted that Leon County maintains the lowest net budget among comparable counties.

Assistant County Administrator Ken Morris presented key findings from the Revenue Diversification Study, noting the County's significant reliance on property taxes, limited service-charge revenues, and lack of impact fees. Recommendations included increasing cost recovery for enterprise programs, modernizing fee schedules, and evaluating longer-term revenue options, including impact fees and local discretionary sales taxes.

The following budget milestones were identified:

- July 1: Receipt of final property values
- July 14: Financial and Organizational Restructuring Budget Workshop
- September 15 and 22: Tentative and final public hearings
- October 1: Beginning of FY 2027

Commissioner Proctor expressed strong appreciation for the high quality of the budget presentation. He asked County Attorney O'Steen whether the County is legally mandated to maintain a balanced budget.

- County Attorney O'Steen cited Section 129.07, Florida Statutes, explaining that expenditures cannot exceed budgeted appropriations, contracts entered into in violation of this requirement are void, and Board members who authorize overspending may be held personally liable.

Commissioner Proctor asked if the TRIM notices set the official cap on expected revenue, legally binding the Board to not exceed that projected budget limit.

- County Administrator Long confirmed that the advertised maximum millage rate establishes the highest rate the Board may adopt during the budget process. The rate may subsequently be reduced but not increased.

Vice-Chairman O'Keefe asked what positions would be considered essential if a hiring freeze was initiated.

- County Administrator Long explained that essential positions generally include those required to meet constitutional or statutory obligations, maintain Board-approved minimum service levels, or support critical County operations.

Vice-Chairman O'Keefe asked if the Supervisor of Elections would still have the capacity to hire seasonal election workers.

- County Administrator Long responded he would.

Vice-Chairman O'Keefe asked about the County's ability to service existing debt if major tax changes occur and what the current outstanding debt service is.

- County Administrator Long stated Leon County carries very little debt. Aggressive debt reduction over the past decade has contributed to strong bond ratings.
- Ms. Bradley stated that approximately $15 million in outstanding debt remains. One debt obligation will be paid off in 2029, and the remaining debt, approximately $13 million, will be retired by 2036.

Vice-Chairman O'Keefe commended current and previous commissions for maintaining a low debt burden. He asked whether the County is already delaying or deferring capital projects in anticipation of potential revenue changes.

- County Administrator Long stated that the proposed budget shifts away from capacity-expansion projects, prioritizing the maintenance of existing infrastructure. This approach preserves flexibility for future Board decisions regarding financial and organizational changes.

Vice-Chairman O'Keefe noted that the Sheriff's budget remains the County's largest expenditure and asked how the increase compares statewide.

- County Administrator Long stated that Leon County maintains a strong collaborative relationship with the Sheriff, and the Sheriff's Office fully participates in the County's budget process.
- Ms. Bradley stated that the Sheriff's Office budget is typically the largest county expenditure statewide. She highlighted that major cost drivers include collective bargaining agreements, salary adjustments, and Florida Retirement System (FRS) special-risk retirement costs.

Vice-Chairman O'Keefe referenced the bankruptcy of YesCare and the transition to CFG Health Systems. He asked whether costs would increase based on the new bid moving forward and how this impacts the budget.

- Mr. Morris stated that the County expects increased costs this fiscal year due to the emergency replacement contract. A budget amendment may be necessary during the current fiscal year, and future budget adjustments will be incorporated into FY 2027 planning.

Vice-Chairman O'Keefe asked whether a significant cost increase might prompt consideration of a different alternative.

- Mr. Morris stated that the current contract is an emergency, short-term solution. The Sheriff's Office may pursue a longer-term competitive procurement process.

Vice-Chairman O'Keefe emphasized evaluating the full financial impact of any reductions to pretrial diversion funding. He stressed the importance of considering both potential savings from reduced diversion program funding and potential increases in jail detention costs if diversion

opportunities are reduced. He asked whether efforts to avoid future jail expansion remain protected.

- County Administrator Long stated that avoiding costly jail expansion remains a major priority. The County and Sheriff's Office have successfully managed jail population levels. One full-time position focuses solely on mental health evaluations for diversion eligibility. Approximately a dozen diversion programs and specialty court dockets support reducing detention populations. The Public Safety Coordinating Council (PSCC) continues monitoring detention capacity and population management efforts.

Commissioner Cummings thanked County Administrator Long and staff for the report. She expressed appreciation for staff's proactive planning. She noted that the proposed strategies position the County to better respond if voters approve reductions in ad valorem property taxes. She emphasized the importance of maintaining sufficient revenue to continue providing essential public services. She asked whether the freeze on discretionary funding will begin the new fiscal year.

- County Administrator Long stated that it will be implemented immediately.

Commissioner Cummings discussed the findings of the revenue diversification study, noting that Leon County currently utilizes fewer taxes and fees than many comparable counties.

- County Administrator Long explained that certain revenue options identified in the study would require feasibility studies and, in some cases, voter approval before implementation. However, no such studies or referendums are anticipated in the immediate future.
- Mr. Morris clarified that impact fees require a feasibility study but do not require a referendum. He also explained that Leon County is currently prohibited from adopting new impact fees due to restrictions under Senate Bill 180 (2025), which temporarily suspends new impact fees in areas affected by emergency declarations. As a result, implementation could not occur before Fiscal Year 2028 and may be delayed further depending on future emergency declarations. He indicated they will provide additional information within the next six months regarding the feasibility study process and whether the County will be eligible to pursue impact fees for FY28.

Commissioner Cummings expressed support for the County's proactive planning efforts, noting that evaluating future revenue options will help prepare for potential reductions in ad valorem property tax revenue while maintaining essential public services. She thanked staff for their work on the revenue diversification study and long-term financial planning.

Commissioner Minor recognized Maya Sargent of WTXL for her service to the Tallahassee-Leon County community and coverage of local government over the past three years. He wished her success in her new position in the Tampa Bay area. He thanked OMB Director Roshaunda Bradley and her team for their extensive work preparing the proposed budget during a challenging and transitional year. He stated that the proposal positioned the County for potential revenue reductions and encouraged consideration of reducing General Revenue subsidies, requiring enterprise funds to recover their operational costs, and prioritizing maintenance of existing infrastructure over expansion projects.

Commissioner Minor asked how the County could implement a voluntary separation incentive program without losing critical employees. He emphasized that Leon County's workforce is among the highest-performing public-sector staff he has encountered. He asked what things can be done within the voluntary separation program to achieve the necessary financial savings without losing personnel.

- County Administrator Long explained that a detailed analysis is underway and will be presented at the July budget workshop. He stated the program will include specific eligibility criteria and be designed with clear financial savings goals. The program is expected to focus primarily on employees participating in or nearing the Deferred Retirement Option Program (DROP), as those employees are generally more likely to participate in voluntary separation programs.

Commissioner Minor asked for clarification regarding the County's authority to impose impact fees following the expiration of the current moratorium in 2028.

- County Administrator Long confirmed that Leon County has not had impact fees in place prior to the moratorium. He noted that Leon County's longstanding policy of not imposing impact fees or certain other fees has been a deliberate decision by the Board to encourage economic development and delay additional fees unless they become necessary.

Commissioner Minor commented that many Florida counties rely heavily on impact fees as a significant revenue source but expressed appreciation for Leon County's longstanding policy of not imposing such fees, noting that it supports the local economy. He stated that any future discussion regarding impact fees should occur at a later date.

Commissioner Minor moved, seconded by Commissioner Cummings, to request a proclamation recognizing Ms. Maya Sargent for her three years of service educating the public of Leon County.

The motion carried 7 – 0.

Commissioner Proctor raised questions regarding the County's outstanding debt and asked whether debt could be restructured to provide additional financial flexibility if significant revenue reductions occur.

- County Administrator Long explained that the County regularly evaluates its debt portfolio with the assistance of a financial advisor and monitors market conditions for opportunities to refinance or restructure debt when financially advantageous. He further stated that any restructuring would be undertaken only if it maintained the County's strong credit ratings.

Commissioner Proctor expressed concern regarding staffing levels within the Clerk of Court's Office, referencing previously raised concerns about its performance and actions taken by Chief Judge Allman related to court operations. Although no constitutional officer had requested additional full-time equivalent positions, he asked County staff to consult further with the Clerk to determine whether additional personnel were needed to support efficient court operations, prevent case-processing delays and related jail costs, and ensure adequate staffing. He emphasized that his request was intended to ensure the County had fully evaluated the Clerk's staffing needs.

Commissioner Maddox thanked staff for preparing a challenging but responsible budget and stated that it could be the County's last under its current financial framework due to potential property tax changes. Anticipating voter approval of tax relief measures in November, he emphasized preparing now for possible revenue reductions. He credited staff and the Board with maintaining the County's strong financial position through restrained staffing growth, competitive compensation, operational efficiency, infrastructure investments, and healthy reserves. He also highlighted the County's cooperative relationship with constitutional officers, noting their participation in budget reductions during the Great Recession and the Sheriff's decision to request no new positions in the proposed budget. He stated that longstanding funding practices might need to be reevaluated and that citizens should understand the financial realities facing local government.

Commissioner Proctor raised concerns that even if the County maximized all available fee options, the revenue generated may still be insufficient. He referenced potential revenue from areas such as solid waste fees, environmental permit fees, building permit fees, pretrial probation fees, ambulance fees, and sales tax options.

- Ms. Bradley clarified that the County is still completing its cost recovery analysis. She noted current General Fund subsidies include approximately $3 million for stormwater, $3 million for the DSEM program, $4 million for solid waste, and $4 million for probation. She stated that fee reviews will include benchmarking against other counties and will be brought back as part of a phased process.

Commissioner Proctor asked staff to consider creating or hiring a dedicated team of grant-writing experts. He stated that professional grant writers could help generate outside revenue and potentially offset their own cost through successful grant awards. He requested that this concept be included in a future budget discussion. He requested consideration of a 4.1% employee raise and asked that staff include this option in the next budget iteration before final adoption. He also requested a presentation showing what maximum implementation of available revenue options would look like and asked staff to identify potential revenue sources if the County maximized available options.

Commissioner Cummings asked whether the July workshop would be when the Board specifically votes on raises and percentage adjustments.

- County Administrator Long explained that the directions on changes to the preliminary balanced budget were most useful during the current workshop. The Board would formally adopt the balanced budget in July. Maximum millage rates would also be set as part of the budget process.

Commissioner Cummings moved, seconded by Vice-Chairman O'Keefe, to approve Options #1 through #6:

Option #1: Accept the overview of the FY 2027 Preliminary Budget.

Option #2: Approve the funding of fee rate studies for the Stormwater non-ad valorem assessment and Development Support & Environmental fees as reflected in the Resolution and Budget Amendment.

Option #3: Approve the advance funding of capital projects in FY 2026 as reflected in the Resolution and Budget Amendment.

Option #4: Approve the District Medical Examiner Fees Schedule.

Option #5: Accept the FY 2026 annual status report and recommendations on the Sidewalk Program implementation.

Option #6: Accept the status report on the FY 2022 – FY 2026 Strategic Plan.

In addition, this item seeks any other direction the Board wishes to provide in the development of the FY 2027 Preliminary Budget.

The motion carried 7 – 0.

2. Alternative Structures for Administration of Cultural Programming

   County Administrator Long stated this budget discussion item seeks Board consideration of structural models to administer Leon County's arts and cultural programming, supported by the Tourist Development Tax (TDT) during the Fiscal Year (FY) 2027 budget cycle and beyond. The item presents the historical context, the statutory framework, Leon County's TDT

revenue trajectory, and three structural models in use among Florida counties to inform Board discussion and direction. This budget discussion item seeks Board consideration of structural models to administer Leon County's arts and cultural programming, supported by the TDT, during the FY 2027 budget cycle and beyond. The item presents the historical context, the statutory framework, Leon County's TDT revenue trajectory, and three structural models in use among Florida counties to inform Board discussion and direction.

Mathieu Cavell, Director of Community Relations & Resilience, presented three structural models and implementation details. Under all three models, several key considerations remain constant: COCA continues to operate as the independent nonprofit it has been since 1985, including its membership program, public art, arts education, marketing and communications, and its relationships with the City of Tallahassee, state and federal arts agencies, and private donors. COCA retains its Local Arts Agency designation under section 265.32, Florida Statutes. The COCA Executive Director's liaison role to the Tourist Development Council continues. The grant pool to cultural organizations is maintained.

Current grantees remain eligible under a comparable, community-reviewed application process.

1. In-House Model
    - Set by the Board annually through the budget process, up to 20% of estimated TDT collections.
2. Service and Advisory Model
    - Set by the Board annually through the budget process, up to 20% of estimated TDT collections
3. Status Quo Model
    - Fixed by ordinance formula; amount for granting set by COCA

Staff noted that public discussion has often framed the issue as a choice between:

- Keeping COCA, or
- Turning the program over entirely to County government.

Mr. Cavell concluded that COCA's eligibility for National Endowment for the Arts (NEA) funding would not be jeopardized by the Service and Advisory Model. He stated that the Board's decision should focus on governance, financial oversight, and administration of public resources rather than concerns about loss of arts funding. The key policy question is who should set annual funding levels, approve grant guidelines, and maintain custody and oversight of public funds.

Kerri L. Post, Director of the Division of Tourism, presented an overview of the TDT, or "bed tax," explaining that Florida law authorizes counties to levy the tax to fund tourism-related initiatives. One cent ($0.01) is allocated to arts and culture programming and is administered through COCA pursuant to Sec. 11-710 of the Leon County Code of Laws. Four cents ($.04) is allocated for Tourism Division operations, marketing / advertising / digital, sports, visitor information center(s), meetings / conferences, and tourism event grants. She noted that the presentation would focus on how TDT revenues support arts and cultural programming in Leon County.

Mr. Cavell presented information regarding the growth of County TDT Arts and Cultural funding in FY 2025. The County's TDT funding dedicated to arts and cultural programming grew from $997,436 in FY 2015, the first year of the one-cent dedication, to $1,902,634 in FY 2025, an increase of approximately 91%. The COVID-19 decline in FY 2020 reduced collections by

approximately 33% ($944,775) before sharp recovery began in FY 2022. He continued by sharing various graphs illustrating the comparison of COCA revenue by source for FY 2014 through FY 2025.

Ms. Post spoke in depth about the three models:

> Model #1: Under the In-House model, the County administers the cultural grant program directly through the Division of Tourism. The County holds the TDT cultural funds; the Board sets the annual funding level through the budget process and adopts the grant guidelines. Division of Tourism staff receive applications and coordinate community-based review panels; the Tourist Development Council approves the awards within the Board-established budget; and the County executes the grant agreements and disburses funds to recipients.
>
> Model #2: Under the Service & Advisory model, the County retains custody of the TDT cultural funds and retains COCA as its administrator under a service agreement. The Board sets the annual funding level through the budget process, with the recommendation of the Tourist Development Council, and adopts grant guidelines developed collaboratively with COCA.
>
> Model #3: Under the Status Quo model, the County renews its agreement with COCA on terms substantially consistent with the current contract, including the caps established in 2025. The one cent dedication continues by ordinance formula (20% of TDT, roughly $1.9 million annually), together with $150,000 in General Revenue for program administration. COCA holds the funds, sets the grant guidelines, receives and scores applications, executes the grantee agreements, and disburses funds; the Tourist Development Council approves the awards within the COCA established budget.

Commissioner Cummings moved, seconded by Commissioner Welch, to vote on Option #2 (Service and Advisory Model).

Commissioner Cummings expressed support for Option #2 (Service and Advisory Model), describing it as a balanced approach that preserves COCA's expertise while strengthening County oversight. She stated the model would maintain COCA's leadership in arts and cultural programming, foster greater collaboration between COCA and County staff, and provide increased accountability for public funds through County involvement in budgeting, grant administration, and program priorities. She noted that grant recipients would continue to receive funding through the current process and emphasized staff's conclusion that the model would not affect COCA's eligibility for NEA grants. She characterized the proposal as a collaborative, "win-win" solution that preserves arts funding, maintains COCA's expertise, and enhances transparency and accountability.

Commissioner Welch supported the Service and Advisory Model as a reasonable compromise, while acknowledging COCA's opposition and indicating that he would support the Board's ultimate consensus. He expressed concern that claims the County was "cutting arts funding" or "gutting COCA" were inaccurate, emphasizing that the discussion concerned oversight and accountability for public funds rather than eliminating support for the arts. He questioned whether the current funding structure provided sufficient accountability, including COCA's receipt of interest earned on County funds, and noted that Leon County's allocation of 20% of TDT revenues to COCA was an outlier among comparable jurisdictions. He asked staff to clarify COCA's funding sources.

- Mr. Cavell reported that approximately 89% of COCA's Fiscal Year 2025 revenue was derived from County TDT and General Revenue funds, with approximately $192,000 contributed by the City of Tallahassee. He explained that the remaining revenue

consisted of grants and other funding sources, including approximately $109,000 in miscellaneous revenues and for NEA grant funding.

- COCA Executive Director Kathleen Spehar explained that a significant portion of County funding is passed directly through to community arts organizations, with approximately 93–94% of County funds distributed back into the community through grants. She further explained that operational funding includes a combination of public support and external funding, with the proportion varying annually depending on grants and other revenue sources.

Commissioner Welch concluded by observing that COCA's funding remains predominantly governmental despite the organization's mission of leveraging both governmental and private resources to support the arts. He indicated that his questions were intended to better understand the organization's funding structure and inform the Board's policy discussion. He asked for the difference between the Status Quo Model and the compromise (Service and Delivery) model.

- Mr. Cavell stated that under the Status Quo Model, the Board does not establish the funding level for arts and culture programming annually; under the Service and Advisory Model, the Board establishes the funding level annually.

Commissioner Welsh expressed support for Option #2 (Service and Advisory Model).

Commissioner Proctor questioned whether it was legally permissible for a private nonprofit organization to exercise control over public funds with limited County oversight, including the rollover of unspent funds from year to year and the accrual of interest on those funds.

- County Attorney O'Steen responded that, as a charter county, Leon County has broad home rule authority and may contract with private entities to perform governmental functions. She explained that the current arrangement was established through a County ordinance and the delegation of administrative responsibilities to COCA. To her knowledge, the arrangement has not been legally challenged and is lawful on its face. She further noted that the existing agreement has not been reviewed in detail regarding the handling of interest earnings or other specific financial practices. She advised that these issues could be addressed during negotiations for a new agreement, regardless of whether the Board ultimately adopts a Service and Advisory Model or a Status Quo Model, as the current contract expires at the end of the fiscal year.

Commissioner Proctor noted that Leon County's approach is unique among Florida counties and stated that the dedicated TDT allocation to COCA was established approximately 13 years ago through Board policy. He argued that the County should consider aligning its practices more closely with those of other counties, particularly in light of anticipated fiscal challenges that may require stronger oversight and stewardship of public funds. He expressed confidence that County staff could successfully administer arts and cultural funding and praised Tourism Director Kerrie Post for her leadership in tourism promotion, cultural programming, and major community events. He stated that the County has the expertise to manage the program while continuing to support arts organizations.

Commissioner Proctor then offered a substitute motion supporting Option #1 (In-House Model).

Vice-Chairman O'Keefe asked whether the approximately $1.9 million in TDT funding for the arts could ever be used for non-tourism purposes.

- County Administrator Long confirmed that TDT revenues are legally restricted to tourism-related uses regardless of the administrative model selected.

Vice-Chairman O'Keefe also asked whether Option #2 (Service and Advisory Model) addressed COCA's concerns during the Board's May meeting.

- Ms. Spehar responded that COCA views its current relationship with the County as a partnership rather than a vendor arrangement. She stated that the existing structure already includes oversight and contractual safeguards, but under Option #2, COCA's role would shift to that of a service provider. While acknowledging progress, she noted that implementation details remain unresolved and suggested additional discussions to refine the proposal, including consideration of a modified version of Option #2.
- County Administrator Long explained that the amount of TDT funding does not change under the proposed models, and the amount of general revenue in Model #2 going to COCA also does not change.
- Mr. Cavell clarified that under Option #2 (Service and Advisory Model), COCA would continue administering the arts grant program, marketing arts and cultural initiatives, and supporting cultural organizations while receiving compensation for those services. He explained that the primary changes would place TDT funds under County custody, provide the Board with approval authority, and increase County oversight of grant guidelines and program administration.

Vice-Chairman O'Keefe asked to clarify the primary objectives of Model #1, noting that the discussion appeared to focus on either Model #1 or Model #3, with Model #2 serving as an intermediate option.

- Mr. Cavell explained that the main goal of Model #1 is to establish the budget and cost savings.

Vice-Chairman O'Keefe asked whether a specific issue or concern prompted the proposed change.

- Mr. Cavell stated no, the proposal was not the result of any malfeasance or misconduct. Instead, the recommendation arose as part of the County's annual budget development process and the review of an expiring vendor contract.

Commissioner Maddox then asked if the Board has the flexibility to change the percentage they give COCA.

- County Attorney O'Steen stated that the current plan provides 20%, so yes, the Board could change the plan, but without changing the plan, no.

Vice-Chairman O'Keefe then requested additional information regarding the Tourism Division's budget, noting that the FY 2026 tourism budget is approximately $9.7 million, with about $1.9 million currently dedicated to arts and culture through COCA, and asked for further details on tourism marketing expenditures.

- Ms. Post stated that approximately $1 million of the Tourism budget is allocated to advertising-related services.

Vice-Chairman O'Keefe requested a detailed breakdown of the $4.5 million marketing budget item allocated under the TDT program.

- Ms. Post explained that the marketing budget includes a broad range of tourism-related activities, including advertising, meetings and conventions, operation of the visitor center, direct sales efforts, and other tourism promotion initiatives. She further confirmed that approximately $1 million is spent on advertising and noted that the County contracts with Zimmerman Agency, a local marketing firm, to provide advertising and marketing services.

Vice-Chairman O'Keefe questioned the proposal to bring arts grant administration in-house to reduce administrative costs while the County continues to contract with outside firms for tourism marketing. He asked whether tourism marketing services had been evaluated for in-house administration and whether similar cost savings could be achieved.

- Ms. Post responded that the Tourism Division routinely evaluates opportunities to perform services in-house when it can do so more effectively and efficiently. She noted that digital and social media functions have been brought in-house in recent years, although staff did not have precise cost savings available and indicated additional review would be needed.

Vice Chairman expressed opposition to the proposed change, stating that the current program is effective and that the potential savings of approximately $200,000 does not justify the risk of altering a successful program. He questioned why this program was being considered for restructuring when other contracted services with higher costs have not been evaluated for potential in-house delivery. He further noted that the proposed options did not appear to fully achieve both stated objectives of cost savings and increased oversight. He stated that while Option #2 may provide additional review processes, it could also add an additional layer of bureaucracy without achieving significant savings, and that Option #3 would not provide the same cost savings or increased oversight benefits. He emphasized that the County faces numerous significant priorities and that resources should be focused accordingly.

Commissioner Minor reiterated that his priorities were preserving Leon County's arts and culture community and maintaining COCA as a viable organization. He praised COCA's longstanding relationships with local artists and cultural organizations and expressed opposition to Option #1 (In-House Model), stating that shifting grant administration, marketing, and related responsibilities to the County could diminish COCA's role, weaken its connection to the arts community, and threaten its long-term sustainability. He urged the Board to reject Option #1 and continue pursuing alternative approaches.

Commissioner Maddox provided historical context, explaining that the current funding model originated around 2015 when discussions regarding a proposed performing arts center shifted toward development of the Cascades Park Amphitheater. As part of that process, the Board established a dedicated TDT allocation for COCA, replacing prior General Revenue support for arts grants. He also reviewed examples of arts funding models used by other Florida counties, noting that some administer programs in-house, others use a service and advisory model, while Leon County's current arrangement remains unique. He then sought clarification regarding whether Option #2 (Service and Advisory Model) would affect COCA's eligibility for NEA funding.

- Ms. Spehar explained that COCA currently participates in a specialized Local Arts Agency grant program with specific eligibility and matching requirements. She noted that while organizations may remain eligible for other NEA grant opportunities, COCA's concern centers on maintaining eligibility for the Local Arts Agency program. She further explained that those grant funds support arts programs that do not qualify for TDT funding because they lack a direct tourism nexus.

Commissioner Maddox emphasized the importance of preserving Leon County's and COCA's eligibility for NEA funding, stating he would not support any proposal that jeopardized access to federal grants.

- Ms. Spehar explained that Option #2 (Service and Advisory Model) could be structured to maintain eligibility through ordinance amendments, service agreements, required matching funds, and continued designation of COCA as the arts and culture service provider. COCA representatives agreed that additional review would be needed to ensure federal grant requirements were preserved. She characterized Option #2 as the beginning

of a collaborative process rather than a final product. She explained that, if approved, staff and COCA would work together to develop ordinance amendments, service agreements, grant administration procedures, funding mechanisms, and protections for continued NEA eligibility before returning those items to the Board for consideration. She further clarified that under Option #2, COCA would remain the designated arts and culture service provider, continue administering the grant program, collaborate with County staff on grant guidelines, and receive funding for grant administration, arts and cultural tourism marketing, approximately $1.9 million in TDT-supported arts funding, and approximately $150,000 in General Revenue support.

Commissioner Maddox stated that while other counties provide useful examples, Leon County should adopt the model that best serves its community rather than simply mirror other jurisdictions. He expressed opposition to Option #1, citing concerns that it would significantly diminish COCA's role and disrupt relationships within the arts community, and to Option #3, concluding that it did not adequately address governance and oversight concerns. He supported Option #2 as a balanced compromise that strengthens County oversight while preserving COCA's expertise, protecting arts funding and grant opportunities, and promoting the long-term stability of the arts community. He emphasized that the discussion centered on governance and accountability rather than reducing arts funding.

Commissioner Cummings shared her support for Option #2 (Service and Advisory Model).

Chairman Caban thanked County staff and COCA for their work and emphasized that the discussion centered on governance, accountability, and stewardship of approximately $2 million in annual arts funding, not on the value of arts and culture, which he stated all Commissioners support. He also asked about COCA's financial reliance on County funding.

- Mr. Cavell explained that approximately $2.3 to $2.4 million of COCA's FY 2025 budget was provided through TDT and General Revenue funding.

Chairman Caban noted that County support has grown significantly over the past decade and now represents the majority of COCA's funding. He questioned COCA's efforts to diversify its revenue sources.

- Ms. Spehar explained that COCA had historically avoided competing with local arts organizations for private donations but had recently expanded its pursuit of grants, foundation support, and other external funding. She reported that COCA receives approximately $30,000 to $40,000 annually in individual donations.

Chairman Caban sought clarification regarding conflicting information about NEA funding. Ms. Spehar clarified that COCA's concern was limited to eligibility for the NEA's Local Arts Agency regranting program, not NEA funding generally, and emphasized COCA's support for additional oversight.

- Mr. Cavell reported that the NEA had advised staff that County custody of funds and Board approval of grant guidelines would not affect eligibility. He added that matching funds did not need to be reflected on COCA's books at the time of application and could be identified through a service agreement.
- County Attorney O'Steen clarified that her office had provided legal guidance concerning differing interpretations of TDT eligibility but had not participated in negotiating or administering the COCA contract.

Chairman Caban expressed concern about a disconnect among stakeholders regarding expectations and oversight.

- Ms. Spehar responded that Option #3 would maintain the existing contract, which already contains substantial oversight provisions, and that additional requirements could be incorporated through amendments. In response to Chairman Caban's question regarding tourism impacts, Ms. Spehar reported that approximately 559,000 people attended grant-supported events in FY 2025, including approximately 129,000 visitors from outside Leon County, across approximately 35 grant recipients. She explained that attendance and visitor information was collected through surveys and grantee reports and analyzed using the Arts & Economic Prosperity economic-impact calculator.
- Ms. Post noted that the County's research consultant, Downs & St. Germain Research, uses visitor-intercept surveys and other recognized methods to measure the economic impact of major tourism events.

Chairman Caban stated that he preferred Option #1 for its increased oversight and reduced administrative costs but recognized that it lacked sufficient Board support. He expressed willingness to support Option #2 with strengthened oversight and accountability, emphasizing that the discussion concerned the responsible administration of public tourism funds rather than reducing arts and cultural funding.

Commissioner Proctor withdrew his substitute motion supporting Option #1 and requested that accountability, transparency, and financial oversight be incorporated into the final governance framework.

- County Administrator Long confirmed that staff had received sufficient direction to prepare the ordinance revisions and service agreement necessary to implement Option #2, including fiduciary oversight, continued COCA participation, and an appropriate governance structure.

Commissioner Maddox emphasized that the Board's action was to establish the framework for Option #2, not to approve every operational detail. He explained that the proposed ordinance and service agreement would be returned to the Board for further review, discussion, and modification. Reiterating his position, he stated that he opposed both Option #1 (In-House Model) and maintaining the current structure unchanged and viewed Option #2 as the most balanced approach.

Commissioner Minor proposed a friendly amendment to Option #2 (Service and Advisory Model) directing staff to structure the agreement to preserve COCA's eligibility for NEA and other external grants, including the use of existing arts funding as matching funds where appropriate.

- Mr. Cavell clarified that no additional County funding would be required and that any matching fund provisions would be addressed through the ordinance and service agreement.

Commissioner Cummings accepted the friendly amendment.

Commissioner Minor also proposed that COCA prepare the initial draft of future grant guidelines before collaborating with County staff.

Commissioner Cummings declined to accept the amendment, stating that her motion already contemplated collaboration and that specific procedures should be addressed during development of the ordinance and service agreement.

Commissioner Proctor noted that COCA's operating costs represented approximately 11.5% of its total funding and that NEA funding comprised only a small portion of its budget compared with County funding.

Commissioner Maddox observed that the administrative cost was within the low-to-middle range for a nonprofit organization.

Commissioner Cummings moved, seconded by Commissioner Maddox, to approve Option #2 (Service and Advisory Model), as amended to direct staff to preserve COCA's eligibility for National Endowment for the Arts (NEA) and other external grants, including appropriate matching fund provisions within existing funding.

The motion carried 6 – 1 with Commissioner Proctor in opposition.

The Board took a recess at 2:03 p.m.

Chairman Caban called the meeting back to order at 2:19 p.m.

3. Establishing the Millage Rates for the FY 2027 Tentative Budget

County Administrator Long stated that, pursuant to Florida Statutes, the Board is required to establish the maximum millage rates for utilization in the Truth in Millage (TRIM) process. Within 35 days of the Property Appraiser providing certified property values to the Board, the Board must notify the Property Appraiser of the proposed millage rate for presentation in the TRIM process. The Property Appraiser provides the certified values to the County on July 1 of each year. Based on the Board's meeting calendar, the last opportunity to establish the proposed FY 2027 millage rate prior to the 35-day deadline is the July 14, 2026, meeting. The ratification for this budget workshop is scheduled for the July 14, 2026, meeting. Once the proposed millage rate is established, it cannot be increased but only decreased at the two required Public Hearings held in September. This item recommends maintaining the current countywide millage rate of 8.3144 and the EMS MSTU at 0.75 mills.

Commissioner Maddox moved, seconded by Commissioner Proctor for Option #1: Establish the maximum countywide millage rate for FY 2027 at 8.3144.

The motion carried 6 – 1 with Chairman Caban in opposition.

Commissioner Maddox moved, seconded by Vice-Chairman O'Keefe, for Option #2: Establish the maximum Emergency Medical Services (EMS) Municipal Services Taxing Unit (MSTU) for FY 2027 at 0.75 mills.

The motion carried 7 – 0.

Commissioner Proctor introduced a motion directing staff to bring back a 4% salary increase for Fiscal Year 2027 employees.

Commissioner Cummings amended the motion to clarify that the proposal should apply to all employees, including those at the top of their pay scale.

Commissioner Maddox further requested that staff also provide information on what a cost-of-living adjustment would look like for comparison purposes.

Vice-Chairman O'Keefe, Commissioner Minor, and Commissioner Welch expressed appreciation for County employees but opposed the proposal, citing fiscal uncertainty, potential future revenue reductions, the recurring nature of salary increases, and the need to preserve flexibility to avoid layoffs or workforce reductions. They also noted that the proposed budget already includes an average 3% merit-based increase.

Commissioner Minor asked how much a 4% increase for all employees in Leon County government would cost.

- Ms. Bradley advised that a 4% across-the-board increase would cost approximately $800,000 more than currently budgeted and would become part of the County's ongoing personnel costs.

Commissioner Minor opposed the 4% increase for all employees in Leon County government.

Commissioner Welch stated he does not support the 4% increase for all employees in Leon County government, noting it can lead to problems.

Commissioner Maddox supported obtaining additional information, emphasizing that employees may soon be expected to do more with fewer resources if staffing reductions occur. He noted the importance of employee retention, competitiveness, and understanding compensation options before future fiscal constraints limit the Board's flexibility.

Chairman Caban stated that he supported directing staff to prepare the requested analysis but cautioned that approving significant salary increases while simultaneously considering workforce reductions could send conflicting fiscal messages. He emphasized that the analysis would inform future decisions rather than commit the Board to a raise.

Commissioner Cummings supported the proposal, stating that employees have earned recognition for their service and that the current budget cycle may represent the best opportunity to address compensation before anticipated fiscal challenges intensify. She cited inflation and rising living costs as additional reasons to invest in the workforce.

Commissioner Proctor urged the Board to support employees through meaningful compensation, arguing that County employees are accountable, perform essential public services, and deserve more than verbal appreciation. He stated that the Board should demonstrate its commitment to employees through tangible action and suggested that evolving fiscal conditions may provide opportunities to offset future budget pressures. He also discussed recent changes affecting minority and women-owned business programs, expressing concern that certain funding reductions could disproportionately impact those businesses. He stated that, despite financial challenges facing the County, he wanted the Commission to demonstrate its commitment to supporting County employees.

Commissioner Proctor revisited concerns regarding staffing within the Clerk of the Court's Office, referencing comments previously made by Chief Judge Frank Allman and the Clerk's original request for an additional position.

- Ms. Bradley explained that the Clerk had initially requested the position but later withdrew the request during budget discussions due to fiscal uncertainty, similar to discussions held with other constitutional officers.

Commissioner Proctor moved, seconded by Commissioner Cummings, to bring back an agenda item analysis regarding what a cost-of-living adjustment would look like for comparison purposes and a 4% raise for all Leon County government employees.

The motion carried 4 – 3 with Commissioner Welch, Commissioner Minor, and Vice-Chairman O'Keefe in opposition.

Commissioner Proctor moved, seconded by Commissioner Maddox, to direct staff to meet with Clerk Gwen Knight, review her original staffing request, and return with recommendations for the Board's consideration.

The motion carried 6 – 1 with Commissioner Welch in opposition.

Commissioner Cummings, moved by Chairman Caban, to request a proclamation recognizing the 50th anniversary of Legal Services of North Florida.

The motion carried 7 – 0.

Chairman Caban thanked County staff, the County Administrator's Office, the Office of Management and Budget, the County Attorney's Office, and all employees who participated in the workshop for their preparation and professionalism. He noted that staff were well prepared, Commissioners' questions were thoroughly addressed, and the workshop provided a productive discussion of challenging fiscal issues.

Adjournment

With no further business before the Board, Chairman Caban adjourned the workshop at 2:48 p.m.

ATTEST:

BY: _____
Christian Caban, Chairman
Board of County Commissioners

BY: _____
Gwen Knight, Clerk of Court
& Comptroller, Leon County, Florida

Leon County
Board of County Commissioners

Notes for Agenda Item #3

Leon County Board of County Commissioners

Agenda Item #3

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Payment of Bills and Vouchers

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Roshaunda Bradley, Director, Office of Management and Budget Georgette Daniels, Budget Manager
Lead Staff / Project Team:	Shawnya Hernandez, Management Analyst

Statement of Issue:

This item requests Board approval of the payment of bills and vouchers submitted for September 15, 2026, and pre-approval of payment of bills and vouchers for the period of September 16, 2026, through October 12, 2026.

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 September 15, 2026, and the pre-approval of payment of bills and vouchers for the period of September 16, 2026, through October 12, 2026.

Report and Discussion

Background:

The Office of Management and Budget (OMB) reviews the bills and vouchers printout, submitted for approval during the September 15th meeting, the morning of Monday, September 14, 2026. If, for any reason, any of these bills are not recommended for approval, OMB will notify the Board.

Analysis:

Since the next regular meeting is scheduled for October 13, 2026, it is advisable for the Board to pre-approve payment of the County's bills for September 16, 2026, through October 12, 2026, so that vendors and service providers will not experience hardship because of delays in payment. In the event the Board meeting is cancelled, the payment of bills/vouchers will be approved until the next scheduled meeting. OMB will continue to review the printouts prior to payment; if for any reason OMB 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 September 15, 2026, and the pre-approval of payment of bills and vouchers for the period of September 16, 2026, through October 12, 2026.
2. Do not approve the payment of bills and vouchers submitted for September 15, 2026, and the pre-approval of payment of bills and vouchers for the period of September 16, 2026, through October 12, 2026.
3. Board direction.

Recommendation:

Option #1

Leon County
Board of County Commissioners

Notes for Agenda Item #4

Leon County Board of County Commissioners

Agenda Item #4

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Request to Schedule a Workshop on Fire Rescue Services

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Chad Abrams, Chief, Emergency Medical Services (EMS) Timothy Carlson, EMS Financial Compliance Manager Brett Davidson, EMS Major

Statement of Issue:

This item seeks Board approval to schedule a workshop on Fire Rescue Services for October 27, 2026, at 3:00 p.m.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

Option #1: Schedule a Workshop on Fire Rescue Services for October 27, 2026, at 3:00 p.m.

Report and Discussion

Background:

This item seeks Board approval to schedule a workshop on Fire Rescue Services for October 27, 2026, at 3:00 p.m. At the Workshop, the Board will receive a presentation on the report conducted by Fitch & Associates (Fitch) on the delivery of fire rescue services in unincorporated Leon County. This will include findings and recommendations on the current fire rescue services delivery model provided by the City of Tallahassee (City) as well as alternative fire rescue services models and cost-effective options for the unincorporated area. Additionally, the Workshop will present the results of the financial analysis requested by the Board and conducted by Alfred Benesch & Company (Benesch) to determine whether the City under collected, and/or underfunded the Fire Services Fund and/or Fire Services Reserve Fund.

The County and City have a long and mutually beneficial history of partnering for the provision of fire rescue services in the unincorporated area of the County and EMS services countywide. In 1988, the County began contracting with the City for fire rescue services in the unincorporated area through an interlocal agreement. In 2009, the first county-wide fire rescue services assessment and fees rate study was adopted, and in FY 2010 it was implemented by Interlocal Agreement to uniformly charge properties for fire rescue services in both the City and unincorporated areas of the County. Under the Interlocal Agreement, the flat fire assessment and fee rates are imposed for a five-year period to provide consistency and certainty to property owners, and revenue assurances for the provision of high-quality fire rescue services.

In April 2023, the Board and the City Commission each approved the results of the current fire assessment and fees rate study (Third Term Rate Study) which updated the flat rates for residential, commercial, industrial/warehouse, and government properties and was incorporated into the Sixth Amendment to the Interlocal Agreement. The rates went into effect on October 1, 2023, and were based on the City's estimated assessable costs at that time to provide fire rescue services through the current term of five years, ending on September 30, 2028 (FY 2024 – FY 2028).

On January 14, 2025, the City notified the County that the current fire assessment and fees rates were expected to be insufficient to cover increased costs identified by the City for the remaining three years of the study period. The City proposed a 22% increase in the rate. Per the Interlocal Agreement, the Board initiated the dispute resolution process and offered a good faith compromise of a 17% increase which the City rejected.

On August 12, 2025, the Board ultimately voted to maintain the fire rescue services assessment and fees rates at the current levels. At that time, the Board also authorized the County Attorney to retain a financial consultant to conduct a review of records to analyze whether the City under collected, and/or underfunded the Fire Services Fund and/or Fire Services Reserve Fund. Subsequently, the County Attorney engaged Nilgun Kamp, AICP, Director of Public Finance and Infrastructure Planning of Benesch to conduct the review which is further described in the Analysis section.

On September 17, 2025, the City Commission unilaterally voted to increase the rates of the fire rescue services assessment and fees for properties only within City limits. This action by the City was contrary to the Interlocal Agreement which only incorporated the current fire rescue services assessment and fee rates based upon the Third Term Rate Study and requires mutual agreement of the County and City to amend the rates. Additionally, the City Commission voted to terminate the Interlocal Agreement at the end of the current term on September 30, 2028. On September 22, 2025, in a letter sent from the City, the County was provided notice that the City is terminating the Interlocal Agreement Regarding the Provision of Fire and Emergency Medical Services.

As a result, on September 23, 2025, the Board authorized the County Administrator to initiate a competitive solicitation process for contractual services to evaluate alternative models that would provide a comparable level of service to meet the community needs and identify the most cost-effective options for fire rescue services in unincorporated Leon County. Subsequently, a Request for Proposals was issued by the County on October 13, 2025, which closed on November 12, 2025.

At the December 9, 2025 meeting, the Board approved the contract award to Fitch for consulting services to evaluate alternative models and cost-effective options for fire rescue services in unincorporated Leon County.

Analysis:

Fitch is widely-recognized as the premier public safety consulting firm specializing in performance management, organizational optimization, and strategic assessment of fire and EMS services. For the past 10 months Fitch has been engaged in a comprehensive evaluation of the current fire rescue services model and alternative models for unincorporated Leon County. The Workshop will present the results of Fitch's evaluation with analysis, findings, and recommendations that would ensure continuity of fire rescue services in the unincorporated area. This will incorporate an overview and analysis of the current fire rescue services model with potential opportunities for greater efficiencies and the evaluation of alternative models and cost-effective options for fire rescue services that include fiscal impact, response time, and potential impacts on property insurance.

In addition to the Fitch report, the Workshop will incorporate the report by Benesch with an analysis on the implementation of fire rescue assessment and fees rates from the Third Term Rate Study and the impact on the Fire Services Fund and Fire Services Reserve Fund. Over the past year, Benesch has been analyzing various aspects of the fire rescue services assessment and fees including: the methodology used to calculate the fire rescue services assessment and fees rates; the amount of the rates imposed and charged by the City; the amount of billing collections (revenue); the City's budgets; existence of shortfalls in billing collections due to exempt properties, underbilling, or under collection; and whether the City used any other revenue sources to fund said shortfall, such as transfers from other accounts.

The Board calendar states that Tuesday, October 27, 2026, at 3:00 p.m., is available to schedule the workshop.

Options:

1. Schedule a Workshop on Fire Rescue Services for October 27, 2026, at 3:00 p.m.
2. Do not schedule a Workshop on Fire Rescue Services for October 27, 2026, at 3:00 p.m.
3. Board direction.

Recommendation:

Option #1

Leon County
Board of County Commissioners

Notes for Agenda Item #5

Leon County Board of County Commissioners

Agenda Item #5

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Request to Schedule the First and Only Public Hearing to Consider an Ordinance Amending Chapter 8, Article VIII, of the Code of Laws of Leon County, Florida and Approval of the Agreement with the State of Florida Agency for Health Care Administration for Participation in the 2026-2027 Local Provider Participation Fund Program

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator
Lead Staff / Project Team:	Roshaunda Bradley, Director, Office of Management and Budget

Statement of Issue:

This item seeks Board approval to schedule the first and only public hearing for October 13, 2026, at 6:00 p.m. to consider an Ordinance amending Chapter 8, Article VIII, of the Code of Laws of Leon County, "Local Provider Participation Fund Non-Ad Valorem Assessment", to support local hospital participation in a new managed care quality incentive program. This item also seeks Board authorization to approve and execute an Agreement with the State of Florida Agency for Health Care Administration for participation in the 2026-2027 Local Provider Participation Fund Program on behalf of local hospitals.

Fiscal Impact:

This item has a fiscal impact. If the proposed Ordinance and agreement are approved, local hospitals may be eligible for additional Federal Medicaid funding next fiscal year at no cost to the County.

Staff Recommendation:

Option #1: Schedule the first and only public hearing to consider an ordinance amending Chapter 8, Article VIII, of the Code of Laws of Leon County, Florida, entitled "Local Provider Participation Fund Non-Ad Valorem Assessment", for October 13, 2026.

Option #2: Authorize the County Administrator to approve and execute an agreement with the State of Florida Agency for Health Care Administration, including any modifications, amendments, or associated agreements thereto, all subject to legal review and revision by the County Attorney.

Report and Discussion

Background:

A public hearing is typically held in September to adopt the new non-ad valorem assessment roll levied on local hospitals for the Local Provider Participation Fund (LPPF). However, this year's assessment rate-setting process will occur later than it has in prior years as the State awaits pending Medicaid waivers that will shape the structure of the upcoming assessment rates. In anticipation of these changes and as requested by local hospitals, this item seeks Board approval to schedule the first and only public hearing for October 13, 2026, at 6:00 p.m. to consider an Ordinance amending Chapter 8, Article VIII, of the Code of Laws of Leon County (Code), "Local Provider Participation Fund Non-Ad Valorem Assessment", to support local hospital participation in a new managed care quality incentive program. This item also seeks Board authorization to approve and execute an agreement with the Agency for Health Care Administration (AHCA), in a form approved by the County Attorney, to effectuate the County's intent to participate in the 2026-2027 LPPF program and satisfy the statutory October 1, 2026, timeline.

On September 14, 2021, the Board adopted Ordinance No. 2021-14, subsequently codified in Chapter 8, Article VIII, of the LCC, which established the LPPF to support local hospitals that provide health services to Medicaid beneficiaries. By way of background, the LPPF is an optional method of finance for the County to generate and collect local funding used as a match to draw down additional federal Medicaid dollars. The special assessments are levied on each participating hospital based on their annual net patient revenue. These payments are deposited in a separate account and, less administrative costs, the funds can only be used as the non-federal portion of the Medicaid match to allow hospitals to draw down additional federal dollars.

In 2025, Congress approved the One Big Beautiful Bill Act ("OBBBA"), which affected how states can finance Medicaid programs in the future. Providers are charged health care-related fees/assessments that states place on hospitals, nursing homes, and managed care organizations to help finance the State's share of Medicaid costs and draw down federal matching funds. Florida is now seeking waivers to exempt certain facilities from the provider fees/assessments in 19 local jurisdictions across the state, including Leon County. If the Centers for Medicare & Medicaid (CMS) grants the waivers, the exempt facilities will no longer be subject to the fees and assessments. While the State and CMS continue to negotiate these waivers, local hospitals have requested an amendment to the current LPPF ordinance language to prepare for the possible exemptions.

Further, AHCA is advocating for the Legislature to open the door for a new program to reward managed care plans that meet specific health quality, efficiency, and outcome goals, furthering state quality objectives. Managed care plans often partner with hospitals to achieve designated program goals and objectives. In a managed care quality incentive program ("MCO"), benefits flow to partnering hospitals as managed care plans make payments to hospitals for their contribution to program objectives.

In jurisdictions with an LPPF non-ad valorem assessment, the assessment may generate sufficient dollars to provide an intergovernmental transfer for this new MCO program, in addition to the existing Medicaid payment programs already funded by the assessment. To allow for the opportunity to participate in this new MCO program, participating jurisdictions must amend existing ordinances to ensure that funds may be applied toward the MCO incentive program, in addition to the Medicaid payment programs already funded.

Analysis:

In 2021, representatives of local hospitals requested that the County establish a special assessment program to leverage additional federal Medicaid funding. Leon County has levied this assessment annually to fund Medicaid payments for hospitals who provide services to low income and Medicaid eligible patients. Hospitals pay the assessments to the County, and the County remits the funds to the State to qualify for federal match. Florida is now seeking waivers to exempt certain facilities from the provider taxes in l9 local jurisdictions, including Leon County, and is requesting the County to alter the existing ordinance language to prepare for possible exemptions. The proposed amendment language addresses the exemption of waiver facilities, the new quality incentive program, and clearly identifies the authorized purposes and programs qualifying under the program, consistent with federal changes implemented through the OBBBA.

Local hospitals not included in the waiver request remain supportive of the assessment and understand the assessment obligation will continue to apply. This item recommends scheduling the first and only public hearing for October 13, 2026, at 6:00 p.m., to consider the proposed ordinance change.

2026 – 2027 LPPF Program Participation

A public hearing is required annually to adopt a Resolution and the new non-ad valorem assessment roll for the LPPF. To ensure deadlines established by AHCA are met, a public hearing is typically held in September. However, this year's assessment rate-setting process will occur later than it has in prior years. Florida is currently awaiting CMS decisions on pending Medicaid waivers that will shape the structure of the upcoming assessment rates. Until those federal approvals are received, the State is unable to finalize the payment methodologies needed to calculate assessment rates for 2026 – 2027. In the meantime, AHCA has advised that placeholder Letters of Agreement (LOAs) will be distributed to reflect the County's intent to participate in the 2026 – 2027 program. To satisfy the statutory timeline for AHCA, the County must execute and return the LOA to AHCA no later than October 1, 2026. This item seeks authorization for the County Administrator to execute the agreement, subject to legal review and revision by the County Attorney.

AHCA anticipates the rate setting process to be finalized by the end of the calendar year, at which time an item will be brought back to the Board to approve the associated non-ad valorem assessment roll for participating hospitals for 2026-2027.

Options:

1. Schedule the first and only public hearing to consider an ordinance amending Chapter 8, Article VIII, of the Code of Laws of Leon County, Florida, entitled "Local Provider Participation Fund Non-Ad Valorem Assessment", for October 13, 2026.
2. Authorize the County Administrator to approve and execute an agreement with the State of Florida Agency for Health Care Administration, including any modifications, amendments, or associated agreements thereto, all subject to legal review and revision by the County Attorney.
3. Board direction.

Recommendation:

Options #1 and #2

Attachment:

1. Proposed Ordinance

LEON COUNTY ORDINANCE NO. 2026-_____

AN ORDINANCE OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, AMENDING CHAPTER 8, ARTICLE VIII OF THE CODE OF LAWS OF LEON COUNTY, FLORIDA; PROVIDING FOR THE ESTABLISHMENT OF A NON-AD VALOREM ASSESSMENT FOR THE DIRECTED PAYMENT PROGRAM AND OTHER MANAGED CARE QUALITY INCENTIVE PROGRAMS OR ARRANGEMENTS FOR INPATIENT AND OUTPATIENT SERVICES TO MEDICAID MANAGED CARE ENROLLEES; AMENDING SECTION 8-201 ENTITLED "DEFINITIONS"; AMENDING SECTION 8-202 ENTITLED "PURPOSE OF ASSESSMENT"; AMENDING SECTION 8-205 ENTITLED "SCOPE OF ASSESSSMENT"; AMENDING SECTION 8-206 ENTITLED "COMPUTATION OF ASSESSMENT"; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; PROVIDING FOR APPLICABILITY; AND PROVIDING AN EFFECTIVE DATE.

RECITALS

WHEREAS, the private for-profit and not-for-profit hospitals in Leon County (the "Hospitals") annually provide millions of dollars of uncompensated care to persons who qualify for Medicaid because Medicaid typically covers only about 60% of the costs of the health care services actually provided by Hospitals to Medicaid-eligible persons, leaving Hospitals with significant uncompensated costs ("Medicaid shortfall"); and

WHEREAS, the Medicaid directed payment program and managed care quality incentive programs are ~~is a~~ federally approved programs that permit~~s~~ States to access federal funds through intergovernmental transfers (the "IGTs") in order to direct the federal funds for managed care plan expenditures to hospitals for plan-covered services and the quality of those services, and to ~~and~~ offset hospitals' Medicaid shortfall; and

WHEREAS, the State of Florida, Agency for Health Care Administration (AHCA), has received federal approval from the Centers for Medicare and Medicaid Services (CMS) to establish the Statewide Medicaid Managed Care hospital directed payment program to help offset hospitals' Medicaid shortfall and improve quality of care provided to Florida's Medicaid population; and

WHEREAS, AHCA has applied for federal approval to establish a managed care quality incentive program to further support improvements in health care quality, efficiency, and outcomes; and

WHEREAS, the only properties to be assessed are certain ~~the~~ real property sites of the Hospitals' licensed facilities; and

WHEREAS, Leon County, Florida (the "County"), recognizes that one or more of the Hospitals' licensed facilities within the County's boundaries may be located upon real property leased from governmental entities and that such Hospitals may be assessed ~~because courts~~ Florida case law does ~~do~~ not ~~make distinctions~~ distinguish ~~on~~ the application of special assessments based on "property interests," but rather on the distinction of the classifications of real property being assessed; and

WHEREAS, the funding raised by the County special assessment will support, through IGTs consistent with federal guidelines, additional funding for Medicaid payments to Hospitals to address the Medicaid shortfall and improve the quality of services rendered; and

WHEREAS, the County acknowledges that the Hospital properties assessed will benefit directly and especially from the special assessment as a result of the additional funding provided to the Hospitals; and

WHEREAS, the County has determined that a logical relationship exists between the Medicaid services provided by the Hospitals, which will be supported by the special assessment, and the special and particular benefit to the real property of the Hospitals; and

WHEREAS, the County has an interest in promoting access to health care for its low-income and under-insured residents; and

WHEREAS, leveraging additional federal support through the IGTs to fund payments to the Hospitals for health care services provided to Medicaid eligible persons directly and specifically benefits the Hospitals' properties and supports the Hospitals' continued ability to provide those services; and

WHEREAS, imposing a special assessment limited to those Hospital properties to help fund the provision of Medicaid services and the achievement of certain quality standards by the Hospitals to residents of the County is a valid public purpose that benefits the health, safety, and welfare of the citizens of the County; and

WHEREAS, the special assessment ensures the financial stability and viability of the Hospitals providing such Medicaid services; and

WHEREAS, the Hospitals are important contributors to the County's economy, and the financial benefit to these Hospitals directly and specifically supports their mission, as well as their ability to grow, expand, and maintain their facilities in concert with the population growth in the jurisdiction of the County; and

WHEREAS, the County finds the special assessment will enhance the Hospitals' ability to grow, expand, maintain, improve, and increase the value of their properties and facilities under all present circumstances and those of the foreseeable future; and

WHEREAS, the County is proposing a properly apportioned special assessment by which all Hospitals will be assessed an ~~uniform~~ amount that is compliant with 42 C.F.R. § 433.68(d); and

WHEREAS, the County adopts this Ordinance ~~enabling~~ revising Chapter 8, Article VIII, Code of Laws of Leon County, Florida (LCC) that enables the County to levy a non-ad valorem assessment, which is fairly and reasonably apportioned among certain Hospitals' properties within the County's jurisdictional limits, to establish and maintain a system of funding for IGTs to support the non-federal share of Medicaid payments that will directly and specially benefit Hospital properties; and

WHEREAS, the County adopts this Ordinance to revise Chapter 8, Article VIII, Sections 8-201, "Definitions"; 8-202, "Purpose of Assessment"; 8-205, "Scope of Assessment"; and 8-206, "Computation of Assessment", LCC, at the request of the Hospitals and as set forth below.

BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, that:

Section 1. Amendments to Code.

Section 8-201 of the Code of Laws of Leon County, Florida, is hereby amended to read as follows:

Sec. 8-201. Definitions

When used in this article, the following terms shall have the following meanings, unless the context clearly requires otherwise:

Annual Final Assessment Resolution means the resolution imposing an Assessment and memorializing the final rate for the non-ad valorem assessment applicable for the Fiscal Year.

Assessed Property(ies) means all parcels of land subject to the Assessment which an Institutional Health Care Provider holds a right of possession and right of use, either through fee ownership or leasehold interest, and which receives a special benefit from the ~~directed payment in an amount up to the uncompensated~~ Medicaid ~~costs~~ Payments.

Assessment means the non-ad valorem assessment imposed by the County on the Assessed Property(ies) located in the County limits to fund the non-federal share of Medicaid and Medicaid managed care payments directed to hospitals providing Local Services in the County.

Assessment Resolution means the resolution described in section 8-207 of this article.

Board means the Leon County Board of County Commissioners.

Comptroller means the Leon County Clerk of Circuit Court and Comptroller, ex officio Clerk to the Board, or other such person as may be duly authorized to act on such person's behalf.

County means Leon County, Florida.

Fiscal Year means the period commencing on October 1 of each year and continuing through the next succeeding September 30, or such other period as may be prescribed by law as the fiscal year for the County.

Institutional Health Care Provider(s) means a private for-profit or not-for-profit entity licensed by the State of Florida, Agency for Health Care Administration ("AHCA") under Part I, chapter 395, Florida Statutes, to operate a hospital, unless the Centers for Medicare and Medicaid Services (CMS) exempts the hospital through an approved or pending health care tax waiver.

Local Services means the provision of inpatient and outpatient hospital services to Medicaid, indigent, and uninsured members of the Leon County community.

Medicaid Payments mean funding received through the Directed Payment Program, and any other supplemental or managed care quality incentive program or arrangement authorized by CMS and expressly designated in an Assessment Resolution as described in section 8-207 of this article.

Non-Ad Valorem Assessment Roll means the assessment roll prepared by the County.

Section 8-202 of the Code of Laws of Leon County, Florida, is hereby amended to read as follows:

Sec. 8-202. Purpose of Assessment.

The Assessment authorized by this article shall be imposed, levied, collected, and enforced against Assessed Properties located within the County. Proceeds from the Assessment shall be used to benefit Assessed Properties through ~~enhanced~~ Medicaid payments for Local Services. When imposed, the Assessment shall constitute a lien upon the Assessed Properties equal in rank and dignity with the liens of all state, county, district, or municipal taxes and other non-ad valorem assessments. Failure to pay an Assessment may cause a lien to be filed against the Assessed Property or the commencement of foreclosure proceedings which could result in loss of title. The Assessment shall be computed and assessed only in the manner provided in this article.

Section 8-205 of the Code of Laws of Leon County, Florida, is hereby amended to read as follows:

Sec. 8-205. Scope of Assessment.

(a) Pursuant to F.S. § 125.01, there is hereby created an Assessment that shall be imposed, levied, collected, and enforced against Assessed Property to fund the non-federal share of Medicaid payments benefitting Assessed Properties providing Local Services in the County.

(b) Funds generated as a result of the Assessment shall be held in a separate account called the local provider participation fund and shall be available to be used only to:

(1) provide to the State of Florida, Agency for Health Care Administration, the non-federal share for Medicaid payments to be made directly or indirectly in support of Institutional Health Care Providers serving Medicaid beneficiaries; and

(2) reimburse the County for administrative costs associated with the implementation of the Assessment authorized by this article, as further specified in the Assessment Resolution.

(c) The Assessment will comport with federal and state requirements for health care-related assessments~~be broad-based, and the amount of the Assessment shall be uniformly imposed on each Assessed Property~~. The Assessment may not hold harmless any Institutional Health Care Provider, as required under 42 U.S.C. § 1396b(w). As set forth in section 8-202, the Assessment shall constitute a lien upon the Assessed Properties equal in rank and dignity with the liens of all state, county, district, or municipal taxes and other non-ad valorem assessments.

(d) The Assessment shall be imposed, levied, collected, and enforced against only Assessed Properties, and the Assessment Resolution shall provide that the County's administrative costs shall be reimbursed from the collected amounts.

(e) The imposition, levy, collection and enforcement of the Assessment is conditioned upon the federal Centers for Medicaid and Medicare Services' (CMS) approval of the Medicaid Directed Payment Program and any other supplemental or managed care quality incentive program, as applicable, and authorization of the Florida Legislature, as may be required from time to time by law.

Section 8-206 of the Code of Laws of Leon County, Florida, is hereby amended to read as follows:

Sec. 8-206. Computation of Assessment.

(a) The annual Assessment shall be specified for each Assessed Property. The Board shall set the Assessment in amounts that, in the aggregate, will generate sufficient revenue to fund the non-federal share of Medicaid payments associated with Local Services to be funded by the Assessment.

(b) The amount of the Assessment required of each Assessed Property may not exceed an amount that, when added to the amount of other required assessments, exceeds the maximum percent of the aggregate net patient revenue of all assessed Institutional Health Care Providers in the ~~County~~State permitted by 42 C.F.R. § 433.68(f)(3)(i)(A). Assessments for each Assessed Property will be derived from data contained in respective Institutional Health Care Provider's cost reports and/or the Florida Hospital Uniform Reporting System, as available from the AHCA.

Section 2. Conflicts.

All ordinances or parts of ordinances 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 2030 Comprehensive Plan as amended, which provisions shall prevail over any parts of this ordinance which are inconsistent, either in whole or in part, with the said Comprehensive Plan.

Section 3. Severability.

If any word, phrase, clause, section, or portion of this ordinance is declared by any court of competent jurisdiction to be void, unconstitutional, or unenforceable, then all remaining provisions and portions of this ordinance shall remain in full force and effect.

Section 4. Effective Date.

This ordinance shall take effect upon being filed with the Florida Department of State.

DONE, ADOPTED AND PASSED by the Board of County Commissioners of Leon County, Florida, this _____ day of _____, 20____.

LEON COUNTY, FLORIDA

By:_____
Christian Caban, Chairman
Board of County Commissioners

ATTESTED BY:
Gwen Knight, Clerk of the Court
& Comptroller, Leon County, Florida

By:_____

APPROVED AS TO FORM:
Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

By:_____

Leon County
Board of County Commissioners

Notes for Agenda Item #6

Leon County Board of County Commissioners

Agenda Item #6

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Nominations to the Governor for Appointment to the Children's Services Council of Leon County

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Lisa Davis, Agenda Coordinator

Statement of Issue:

This item seeks Board approval to nominate 27 eligible applicants to the Governor for consideration of appointment to two seats on the Children's Services Council of Leon County.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

Option #1: Nominate all 27 eligible applicants to the Governor for consideration of appointment to two seats on the Children's Services Council of Leon County.

Report and Discussion

Background:

This item seeks Board approval to nominate 27 eligible applicants to the Governor for appointment to the Children's Services Council of Leon County (CSC Leon) for two seats which have terms that will expire on December 31, 2026. The incumbents for both seats are seeking reappointment. This agenda item facilitates the required statutory process for the Board to provide nominations to the Governor for appointment.

On June 19, 2018, the Board adopted Ordinance No. 18-13, thereby placing a referendum to establish an independent children's services council on the 2020 general election ballot. During the November 2020 general election, over 65% of the electorate voted in favor of establishing the CSC Leon to provide children with early learning and reading skills, development, treatment, preventative, and other children's services in Leon County. The CSC Leon generates funding for these children's services by annually levying ad valorem taxes, not exceeding the maximum millage rate of one-half (1/2) mill. The CSC Leon is not a citizen committee or division of Leon County Government, and has independent oversight and accountability as required by law. Per Section 125.901(1)(a), Florida Statutes (Attachment #1), and Chapter 8, Article VII, Section 8-184 of the Leon County Code of Laws (Attachment #2), the CSC Leon consists of 10 members, including:

- The Superintendent of Schools;
- A school board member as appointed by the Leon County School Board;
- The Department of Children and Families District Administrator, or his or her designee;
- A judge assigned to juvenile cases as appointed by the Chief Judge;
- A County Commissioner as appointed by the Board of County Commissioners (Commissioner Cummings is serving in this capacity); and
- Five members appointed by the Governor from candidates nominated by the Board of County Commissioners to serve a four-year term.

Per Section 125.901(1)(a), Florida Statutes, the Board is required to submit to the Governor at least three recommendations for each gubernatorial appointment, after soliciting nominations from the public. The statute also requires the Governor to make appointments that represent the demographic diversity of the population of the County, to the extent possible. The Governor has 45 days to make appointments or request a new list of candidates.

Over the past several years, the Board has approached the submission of nominations to the Governor in different ways. In January 2021, the Board nominated the minimum of three eligible applicants for each of the five seats. In January 2023, the Board nominated seven eligible applicants to be considered for two seats, which was just one applicant more than the minimum requirement. In December 2023, the Board received notification from the Governor's Office requesting additional candidates for review. Based on that direction, in January 2024, the Board opted to nominate all 20 eligible applicants for the Governor's consideration to fill three seats. In

October 2024, the Board again nominated all 35 eligible applicants for three seats. And most recently in July 2025, the Board nominated all 24 applicants to fill one seat. Accordingly, this item seeks the Board's nomination for all eligible applicants to the Governor for appointment to two seats on the CSC Leon.

The Community & Media Relations Department has solicited applications across multiple social media platforms such as Facebook, Twitter, and LinkedIn. Additionally, an advertisement was featured in the print edition of the May 2026 LINK.

Analysis:

Per Section 125.901(1)(a), Florida Statutes, the Board is required to submit to the Governor at least three recommendations for each gubernatorial appointment.

Expiring Terms: The terms of Brent Johnson and Austyn Van Der Linden will expire on December 31, 2026.

Table #1: Children's Services Council of Leon County Upcoming Vacancies

Expiring Terms *Status*	**Term Expiration**	**Seat Number**
Brent Curtis Johnson *Served 1 partial term Seeking reappointment*	12/31/2026	1
Austyn West Van Der Linden *Served 1 partial term Seeking reappointment*	12/31/2026	5

Applicants: Current members Brent Johnson and Austyn Van Der Linden are both seeking reappointment. In total, there are 27 eligible applicants who are recommended to be nominated by the Board for the Governor's consideration of appointment. Table #2 lists all 27 eligible applicants, and details for each of these individuals along with their applications are included as Attachment #3.

Table #2: CSC Leon Applicants

Marianne Arbulu	William Schack	Cynthia Covington
Barney Bishop, III	Janis Ruth Brown	Kenedria Thurman
Sabrina Melvin	Vitiara Jade Brown	Roosevelt Petithomme
Corey Pendleton	Robert Renzi	Jalecia St. Gerard
Margaret Blake	Paris Geathers	William Simmons
Ina Hawkins	Genise Cooper	Kristy Tillman
Tiffany Gray	Brent Curtis Johnson	Brent Hartsfield
Gavin Wesley Boone	Lyndsay Jenkins	Ursula Weiss
Austyn West Van Der Linden	Stephanie Novenario	Terance Keenan

This item seeks Board approval to nominate all 27 eligible applicants to the CSC Leon for the Governor's consideration. Following the selection of nominees for the two expiring terms, the candidates will be notified of their nomination and directed to complete additional online forms as required by the Governor's Appointments Office. The list of nominees to be considered for appointment to the CSC Leon will then be sent to the Governor's Appointments Office for consideration.

Options:

1. Nominate all 27 eligible applicants to the Governor for consideration of appointment to two seats on the Children's Services Council of Leon County.
2. Nominate the minimum of three eligible applicants (for a total of six) to the Governor for consideration of appointment for each of the two seats with expiring terms on the Children's Services Council of Leon County, as selected by the Board.
3. Board direction.

Recommendation:

Option #1

Attachments:

1. Section 125.901, Florida Statutes
2. Chapter 8, Article VII, Section 8-184 of the Leon County Code of Laws
3. List of applicants and applications

Select Year: 2026 Go

The 2026 Florida Statutes

Title XI	Chapter 125	View Entire Chapter
COUNTY ORGANIZATION AND INTERGOVERNMENTAL RELATIONS	COUNTY GOVERNMENT	

125.901 Children's services; independent special district; council; powers, duties, and functions; public records exemption.—

(1) Each county may by ordinance create an independent special district, as defined in ss. 189.012 and 200.001(8)(e), to provide funding for children's services throughout the county in accordance with this section. The boundaries of such district shall be coterminous with the boundaries of the county. The county governing body shall obtain approval at a general election, as defined in s. 97.021, by a majority vote of those electors voting on the question, to annually levy ad valorem taxes which shall not exceed the maximum millage rate authorized by this section. Any district created pursuant to the provisions of this subsection shall be required to levy and fix millage subject to the provisions of s. 200.065. Once such millage is approved by the electorate, the district shall not be required to seek approval of the electorate in future years to levy the previously approved millage. However, a referendum to increase the millage rate previously approved by the electors must be held at a general election, and the referendum may be held only once during the 48-month period preceding the effective date of the increased millage.

(a) The governing body of the district shall be a council on children's services, which may also be known as a juvenile welfare board or similar name as established in the ordinance by the county governing body. Such council shall consist of 10 members, including the superintendent of schools; a local school board member; the district administrator from the appropriate district of the Department of Children and Families, or his or her designee who is a member of the Senior Management Service or of the Selected Exempt Service; one member of the county governing body; and the judge assigned to juvenile cases who shall sit as a voting member of the board, except that said judge shall not vote or participate in the setting of ad valorem taxes under this section. If there is more than one judge assigned to juvenile cases in a county, the chief judge shall designate one of said juvenile judges to serve on the board. The remaining five members shall be appointed by the Governor, and shall, to the extent possible, represent the demographic diversity of the population of the county. After soliciting recommendations from the public, the county governing body shall submit to the Governor the names of at least three persons for each vacancy occurring among the five members appointed by the Governor, and the Governor shall appoint members to the council from the candidates nominated by the county governing body. The Governor shall make a selection within a 45-day period or request a new list of candidates. All members appointed by the Governor shall have been residents of the county for the previous 24-month period. Such members shall be appointed for 4-year terms, except that the length of the terms of the initial appointees shall be adjusted to stagger the terms. The Governor may remove a member for cause or upon the written petition of the county governing body. If any of the members of the council required to be appointed by the Governor under the provisions of this subsection shall resign, die, or be removed from office, the vacancy thereby created shall, as soon as practicable, be filled by appointment by the Governor, using the same method as the original appointment, and such appointment to fill a vacancy shall be for the unexpired term of the person who resigns, dies, or is removed from office.

(b) However, any county as defined in s. 125.011(1) may instead have a governing body composed of 33 members, including the superintendent of schools, or his or her designee; two representatives of public postsecondary education institutions located in the county; the county manager or the equivalent county officer, or

his or her designee; the district administrator from the appropriate district of the Department of Children and Families, or the administrator's designee who is a member of the Senior Management Service or the Selected Exempt Service; the director of the county health department or the director's designee; the state attorney for the county or the state attorney's designee; the chief judge assigned to juvenile cases, or another juvenile judge who is the chief judge's designee and who shall sit as a voting member of the board, except that the judge may not vote or participate in setting ad valorem taxes under this section; an individual who is selected by the board of the local United Way or its equivalent; a member of a locally recognized faith-based coalition, selected by that coalition; a member of the local chamber of commerce, selected by that chamber or, if more than one chamber exists within the county, a person selected by a coalition of the local chambers; a member of the early learning coalition, selected by that coalition; a representative of a labor organization or union active in the county; a member of the local Parent-Teachers Association/Parent-Teacher-Student Association, selected by that association; a youth representative selected by the local school system's student government; a local school board member appointed by the chair of the school board; the mayor of the county or the mayor's designee; one member of the county governing body, appointed by the chair of that body; a member of the state Legislature who represents residents of the county, selected by the chair of the local legislative delegation; an elected official representing the residents of a municipality in the county, selected by the county municipal league; and five members-at-large, appointed to the council by the majority of sitting council members. The remaining seven members shall be appointed by the Governor in accordance with procedures set forth in paragraph (a), except that the Governor may remove a member for cause or upon the written petition of the council. Appointments by the Governor must, to the extent reasonably possible, represent the geographic and demographic makeup of the population of the county. Members appointed to the council by reason of their position are not subject to the length of terms and limits on consecutive terms as provided in this section. The remaining appointed members of the governing body shall be appointed to serve 3-year terms, except that those members appointed by the Governor shall be appointed to serve 4-year terms, and the youth representative and the legislative delegate shall be appointed to serve 1-year terms. A member may be reappointed; however, a member may not serve for more than three consecutive terms. A member is eligible to be appointed again after a 2-year hiatus from the council.

(c) This subsection does not prohibit a county from exercising such power as is provided by general or special law to provide children's services or to create a special district to provide such services.

(2)(a) Each council on children's services shall have all of the following powers and functions:

1. To provide and maintain in the county such preventive, developmental, treatment, and rehabilitative services for children as the council determines are needed for the general welfare of the county.

2. To provide such other services for all children as the council determines are needed for the general welfare of the county.

3. To allocate and provide funds for other agencies in the county which are operated for the benefit of children, provided they are not under the exclusive jurisdiction of the public school system.

4. To collect information and statistical data and to conduct research which will be helpful to the council and the county in deciding the needs of children in the county.

5. To consult and coordinate with other agencies dedicated to the welfare of children to the end that the overlapping of services will be prevented.

6. To lease or buy such real estate, equipment, and personal property and to construct such buildings as are needed to execute the foregoing powers and functions, provided that no such purchases shall be made or building done unless paid for with cash on hand or secured by funds deposited in financial institutions. Nothing in this subparagraph shall be construed to authorize a district to issue bonds of any nature, nor shall a district have the power to require the imposition of any bond by the governing body of the county.

7. To employ, pay, and provide benefits for any part-time or full-time personnel needed to execute the foregoing powers and functions.

(b) Each council on children's services shall:

1. Immediately after the members are appointed, elect a chair and a vice chair from among its members, and elect other officers as deemed necessary by the council.

2. Immediately after the members are appointed and officers are elected, identify and assess the needs of the children in the county served by the council and submit to the governing body of each county a written description of:

a. The activities, services, and opportunities that will be provided to children.

b. The anticipated schedule for providing those activities, services, and opportunities.

c. The manner in which children will be served, including a description of arrangements and agreements which will be made with community organizations, state and local educational agencies, federal agencies, public assistance agencies, the juvenile courts, foster care agencies, and other applicable public and private agencies and organizations.

d. The special outreach efforts that will be undertaken to provide services to at-risk, abused, or neglected children.

e. The manner in which the council will seek and provide funding for unmet needs.

f. The strategy which will be used for interagency coordination to maximize existing human and fiscal resources.

3. Provide training and orientation to all new members sufficient to allow them to perform their duties.

4. Make and adopt bylaws and rules and regulations for the council's guidance, operation, governance, and maintenance, provided such rules and regulations are not inconsistent with federal or state laws or county ordinances.

5. Provide an annual written report, to be presented no later than January 1, to the governing body of the county. The annual report shall contain, but not be limited to, the following information:

a. Information on the effectiveness of activities, services, and programs offered by the council, including cost-effectiveness.

b. A detailed anticipated budget for continuation of activities, services, and programs offered by the council, and a list of all sources of requested funding, both public and private.

c. Procedures used for early identification of at-risk children who need additional or continued services and methods for ensuring that the additional or continued services are received.

d. A description of the degree to which the council's objectives and activities are consistent with the goals of this section.

e. Detailed information on the various programs, services, and activities available to participants and the degree to which the programs, services, and activities have been successfully used by children.

f. Information on programs, services, and activities that should be eliminated; programs, services, and activities that should be continued; and programs, services, and activities that should be added to the basic format of the children's services council.

(c) The council shall maintain minutes of each meeting, including a record of all votes cast, and shall make such minutes available to any interested person.

(d) Members of the council shall serve without compensation, but shall be entitled to receive reimbursement for per diem and travel expenses consistent with the provisions of s. 112.061.

(3)(a) The fiscal year of the district shall be the same as that of the county.

(b) On or before July 1 of each year, the council on children's services shall prepare a tentative annual written budget of the district's expected income and expenditures, including a contingency fund. The council shall, in addition, compute a proposed millage rate within the voter-approved cap necessary to fund the tentative budget and, prior to adopting a final budget, comply with the provisions of s. 200.065, relating to the method of fixing millage, and shall fix the final millage rate by resolution of the council. The adopted budget and final millage rate shall be certified and delivered to the governing body of the county as soon as possible following the council's adoption of the final budget and millage rate pursuant to chapter 200. Included in each certified budget shall be the millage rate, adopted by resolution of the council, necessary to be applied to raise the funds budgeted for district operations and expenditures. In no circumstances, however, shall any district levy millage to exceed a maximum of 0.5 mills of assessed valuation of all properties within the county which are subject to ad valorem county taxes.

(c) The budget of the district so certified and delivered to the governing body of the county shall not be subject to change or modification by the governing body of the county or any other authority.

(d) All tax money collected under this section, as soon after the collection thereof as is reasonably practicable, shall be paid directly to the council on children's services by the tax collector of the county, or the clerk of the circuit court if the clerk collects delinquent taxes.

(e)1. All moneys received by the council on children's services shall be deposited in qualified public depositories, as defined in s. 280.02, with separate and distinguishable accounts established specifically for the council and shall be withdrawn only by checks signed by the chair of the council and countersigned by either one other member of the council on children's services or by a chief executive officer who shall be so authorized by the council.

2. Upon entering the duties of office, the chair and the other member of the council or chief executive officer who signs its checks shall each give a surety bond in the sum of at least $1,000 for each $1 million or portion thereof of the council's annual budget, which bond shall be conditioned that each shall faithfully discharge the duties of his or her office. The premium on such bond may be paid by the district as part of the expense of the council. No other member of the council shall be required to give bond or other security.

3. No funds of the district shall be expended except by check as aforesaid, except expenditures from a petty cash account which shall not at any time exceed $100. All expenditures from petty cash shall be recorded on the books and records of the council on children's services. No funds of the council on children's services, excepting expenditures from petty cash, shall be expended without prior approval of the council, in addition to the budgeting thereof.

(f) Within 10 days, exclusive of weekends and legal holidays, after the expiration of each quarter annual period, the council on children's services shall cause to be prepared and filed with the governing body of the county a financial report which shall include the following:

1. The total expenditures of the council for the quarter annual period.

2. The total receipts of the council during the quarter annual period.

3. A statement of the funds the council has on hand, has invested, or has deposited with qualified public depositories at the end of the quarter annual period.

4. The total administrative costs of the council for the quarter annual period.

(4)(a) Any district created pursuant to this section may be dissolved by a special act of the Legislature, or the county governing body may by ordinance dissolve the district subject to the approval of the electorate.

(b)1.a. Notwithstanding paragraph (a), the governing body of the county shall submit the question of retention or dissolution of a district with voter-approved taxing authority to the electorate in the general election according to the following schedule:

(I) For a district in existence on July 1, 2010, and serving a county with a population of 400,000 or fewer persons as of that date. . . . . 2014.

(II) For a district in existence on July 1, 2010, and serving a county with a population of 2 million or more persons as of that date, unless the governing body of the county has previously submitted such question voluntarily to the electorate for a second time since 2005. . . . . 2020.

b. A referendum by the electorate on or after July 1, 2010, creating a new district with taxing authority may specify that the district is not subject to reauthorization or may specify the number of years for which the initial authorization shall remain effective. If the referendum does not prescribe terms of reauthorization, the governing body of the county shall submit the question of retention or dissolution of the district to the electorate in the general election 12 years after the initial authorization.

2. The governing body of the district may specify, and submit to the governing body of the county no later than 9 months before the scheduled election, that the district is not subsequently subject to reauthorization or may specify the number of years for which a reauthorization under this paragraph shall remain effective. If the governing body of the district makes such specification and submission, the governing body of the county shall include that information in the question submitted to the electorate. If the governing body of the district does not specify and submit such information, the governing body of the county shall resubmit the question of

reauthorization to the electorate every 12 years after the year prescribed in subparagraph 1. The governing body of the district may recommend to the governing body of the county language for the question submitted to the electorate.

3. Nothing in this paragraph limits the authority to dissolve a district as provided under paragraph (a).

4. Nothing in this paragraph precludes the governing body of a district from requesting that the governing body of the county submit the question of retention or dissolution of a district with voter-approved taxing authority to the electorate at a date earlier than the year prescribed in subparagraph 1. If the governing body of the county accepts the request and submits the question to the electorate, the governing body satisfies the requirement of that subparagraph.

If any district is dissolved pursuant to this subsection, each county must first obligate itself to assume the debts, liabilities, contracts, and outstanding obligations of the district within the total millage available to the county governing body for all county and municipal purposes as provided for under s. 9, Art. VII of the State Constitution. Any district may also be dissolved pursuant to part VII of chapter 189.

(5) After or during the first year of operation of the council on children's services, the governing body of the county, at its option, may fund in whole or in part the budget of the council on children's services from its own funds.

(6) Any district created pursuant to the provisions of this section shall comply with all other statutory requirements of general application which relate to the filing of any financial reports or compliance reports required under part III of chapter 218, or any other report or documentation required by law, including the requirements of ss. 189.015, 189.016, and 189.08.

(7)(a) Each county may by ordinance create a dependent special district within the boundaries of the county for the purpose of providing preventive, developmental, treatment, and rehabilitative services for children. The district is authorized to seek grants from state, federal, and local agencies and to accept donations from public and private sources, provided that the district complies with the provisions of paragraphs (1)(a) and (2)(b), and provided that the district has a budget that requires approval through an affirmative vote of the governing body of the county or may be vetoed by the governing body of the county.

(b) If the provisions of a county charter relating to the membership of the governing board of a dependent special district conflict with paragraph (1)(a), a county may by ordinance create a dependent special district within the boundaries of the county for the purpose of providing preventive, developmental, treatment, and rehabilitative services for children and the district shall be authorized to seek grants from state, federal, and local agencies and to accept donations from public and private sources, provided that the district complies with the provisions of paragraph (2)(b), and provided that the district has a budget that requires approval through an affirmative vote of the governing body of the county or may be vetoed by the governing body of the county.

(8) It is the intent of the Legislature that the funds collected pursuant to the provisions of this section shall be used to support improvements in children's services and that such funds shall not be used as a substitute for existing resources or for resources that would otherwise be available for children's services.

(9) Two or more councils on children's services may enter into a cooperative agreement to share administrative costs, including, but not limited to, staff and office space, if a more efficient or effective operation will result. The cooperative agreement shall include provisions on apportioning costs between the councils, keeping separate and distinct financial records for each council, and resolving any conflicts that might arise under the cooperative agreement.

(10) Two or more councils on children's services may enter into a cooperative agreement to seek grants, to accept donations, or to jointly fund programs serving multicounty areas. The cooperative agreement shall include provisions for the adequate accounting of separate and joint funds.

(11) Personal identifying information of a child or the parent or guardian of the child, held by a council on children's services, juvenile welfare board, or other similar entity created under this section or by special law, or held by a service provider or researcher under contract with such entity, is exempt from s. 119.07(1) and s. 24(a),

Art. I of the State Constitution. This exemption applies to such information held before, on, or after the effective date of this exemption.

History.—ss. 1, 2, 3, 4, 5, ch. 86-197; s. 26, ch. 89-379; s. 30, ch. 90-288; s. 825, ch. 95-147; s. 2, ch. 97-255; s. 12, ch. 99-8; s. 141, ch. 2001-266; s. 1, ch. 2002-238; s. 1, ch. 2004-86; s. 5, ch. 2004-484; s. 24, ch. 2008-4; s. 1, ch. 2009-151; s. 33, ch. 2010-210; s. 35, ch. 2014-19; s. 5, ch. 2014-22; s. 3, ch. 2015-79; s. 68, ch. 2017-116; s. 25, ch. 2017-151; s. 3, ch. 2022-214; s. 4, ch. 2023-157; s. 83, ch. 2024-140; s. 3, ch. 2025-110.

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ARTICLE VII. - CHILDREN'S SERVICES COUNCIL

Footnotes:
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Editor's note— *Ord. No. 18-13, §§ 1—15, adopted June 19, 2018, did not specify manner of inclusion; hence, codification as art. VII, §§ 8-181—8-195 was at the discretion of the editor.*

Sec. 8-181. - Title.

This article may be cited as the "Children's Services Council of Leon County Independent Special District Ordinance."

(Ord. No. 18-13, § 1, 6-19-2018)

Sec. 8-182. - Not exclusionary.

Nothing in this article shall prohibit the county from exercising such power as is provided by general or special law to provide children's services.

(Ord. No. 18-13, § 2, 6-19-2018)

Sec. 8-183. - Creation of independent special district; tax levy.

(a) *Creation.* There is hereby created, subject to the approval of the electorate of the county by referendum, an independent special district as defined in F.S. §§ 189.012 and 200.001(8)(e) to provide funding for children's services throughout the county in accordance with F.S. § 125.901. The independent special district shall be known as the "Children's Services Council of Leon County". The boundaries of the district shall be coterminous with the boundaries of the county.

(b) *Tax levy.* The Board of County Commissioners shall obtain approval, by a majority vote of those electors voting on the question, to allow the Children's Services Council of Leon County to annually levy ad valorem taxes which shall not exceed the maximum millage rate of one-half mill as authorized by F.S. § 125.901. The district shall be required to levy and fix millage subject to the provisions of F.S. § 200.065. Once such millage is approved by the electorate, the district shall not be required to seek approval of the electorate in future years to levy the previously approved millage.

(Ord. No. 18-13, § 3, 6-19-2018)

Sec. 8-184. - Governing body of the district; composition; appointment; term.

(a) *Governing body of district.* The governing body of the Children's Services Special District shall be known as the "Children's Services Council of Leon County."

(b) *Composition; appointment; term.* The Children's Services Council of Leon County shall consist of ten members, including: the superintendent of county public schools; a member of the county school board (as selected by the school board); the district administrator from Circuit 2 of the Northwest Region of the Florida Department of Children and Families, or his or her designee, who is a member of the Senior Management Service or of the Selected Exempt Service; one member of the Board of County Commissioners; and a judge assigned to juvenile cases, who shall sit as a voting member of the board, except that the judge shall not vote or participate in the setting of ad valorem taxes under this article. In the event there is more than one judge assigned to juvenile cases in the county, the chief judge shall designate one of the juvenile judges to serve on the board. The remaining five members shall be appointed by the Governor, and shall, to the extent possible, represent the demographic diversity of the population of the county. After soliciting recommendations from the public, the Board of County Commissioners shall submit to the Governor the names of at least three persons for each vacancy occurring among the five members appointed by the Governor, and the Governor shall appoint members to the council from the candidates nominated by the Board of County Commissioners. The Governor shall make a selection within a 45-day period or request a new list of candidates. All members appointed by the Governor shall have been residents of the county for the previous 24-month period. Such members shall be appointed for four-year terms, except that the length of the terms of the initial appointees shall be adjusted to stagger the terms. The Governor may remove a member for cause or upon the written petition of the Board of County Commissioners. If any of the members of the council required to be appointed by the Governor under the provisions of this section shall resign, die or be removed from office, the vacancy thereby created shall, as soon as practicable, be filled by appointment by the Governor, using the same method as the original appointment, and such appointment to fill a vacancy shall be for the unexpired term of the person who resigns, dies or is removed from office.

(Ord. No. 18-13, § 4, 6-19-2018)

Sec. 8-185. - Council's powers and functions.

The Children's Services Council of Leon County shall have all of the following powers and functions:

(1) To provide and maintain in the county such preventive, developmental, treatment and rehabilitative services for children as the council determines are needed for the general welfare of the county.

(2)

To provide such other services for all children as the council determines are needed for the general welfare of the county.

(3) To allocate and provide funds for other agencies in the county which are operated for the benefit of children, provided they are not under the exclusive jurisdiction of the public school system.

(4) To collect information and statistical data and to conduct research, which will be helpful to the council and the county in deciding the needs of children in the county.

(5) To consult with other agencies dedicated to the welfare of children, to the end that the overlapping of services will be prevented.

(6) To lease or buy such real estate, equipment, and personal property and to construct such buildings as are needed to execute the foregoing powers and functions, provided that no such purchases shall be made or building done unless paid for with cash on hand or secured by funds deposited in financial institutions. Nothing in this subsection shall be construed to authorize the district to issue bonds of any nature, nor shall the district have the power to require the imposition of any bond by the Board of County Commissioners.

(7) To employ, pay, and provide benefits for any part-time or full-time personnel needed to execute the foregoing powers and duties.

(Ord. No. 18-13, § 5, 6-19-2018)

Sec. 8-186. - Organization of council.

The Children's Services Council of Leon County shall:

(1) Immediately after the members are appointed, elect a chairman and a vice chairman from among its members, and elect other officers as deemed necessary by the council.

(2) Immediately after the members are appointed and officers are elected, identify and assess the needs of the children in the county served by the council and submit to the Board of County Commissioners a written description of:

a. The activities, services and opportunities that will be provided to children.

b. The anticipated schedule for providing those activities, services, and opportunities.

c. The manner in which children will be served, including a description of arrangements and agreements which will be made with community organizations, state and local educational agencies, federal agencies, public assistance agencies, the juvenile courts, foster care agencies, and other applicable public and private agencies and organizations.

d. The special outreach efforts that will be undertaken to provide services to at-risk, abused, or neglected children.

e. The manner in which the council will seek and provide funding for unmet needs.

f. The strategy which will be used for interagency coordination to maximize existing human and fiscal resources.

(3) Provide training and orientation to all new members sufficient to allow them to perform their duties.

(4) Make and adopt bylaws and rules and regulations for the council's guidance, operation, governance, and maintenance, provided such rules and regulations are not inconsistent with federal or state laws or county ordinances.

(Ord. No. 18-13, § 6, 6-19-2018)

Sec. 8-187. - Annual report of the council.

The Children's Services Council of Leon County shall provide an annual written report, to be presented no later than January 1, to the Board of County Commissioners. The annual report shall contain, but not be limited to, the following information:

(1) Information on the effectiveness of activities, services, and programs offered by the council, including cost-effectiveness.

(2) A detailed anticipated budget for continuation of activities, services, and programs offered by the council, and a list of all sources of requested funding, both public and private.

(3) Procedures used for early identification of at-risk children who need additional or continued services and methods for ensuring that the additional or continued services are received.

(4) A description of the degree to which the council's objectives and activities are consistent with the goals of this article.

(5) Detailed information on the various programs, services, and activities available to participants and the degree to which the programs, services, and activities have been successfully used by children.

(6) Information on programs, services, and activities that should be eliminated; programs, services and activities that should be continued; and programs, services and activities that should be added to the basic format of the council.

(Ord. No. 18-13, § 7, 6-19-2018)

Sec. 8-188. - Quarterly financial report.

Within ten days, exclusive of weekends and legal holidays, after the expiration of each quarter annual period, the Children's Services Council shall cause to be prepared and filed with the Board of County Commissioners a financial report which shall include the following:

(1) The total expenditures of the council for the quarter annual period.

(2) The total receipts of the council during the quarter annual period.

(3) A statement of the funds the council has on hand, has invested, or has deposited with qualified public depositories at the end of the quarter annual period.

(4) The total administrative costs of the council for the quarter annual period.

(Ord. No. 18-13, § 8, 6-19-2018)

Sec. 8-189. - Minutes of meetings.

The Children's Services Council shall maintain minutes of each meeting, including a record of all votes cast, and shall make such minutes available to any interested person.

(Ord. No. 2018-13, § 9, 6-19-2018)

Sec. 8-190. - Compensation; expenses.

Members of the Children's Services Council shall serve without compensation, but shall be entitled to receive reimbursement for per diem and travel expenses consistent with the provisions of F.S. § 112.061.

(Ord. No. 18-13, § 10, 6-19-2018)

Sec. 8-191. - District fiscal year; budget.

(a) The fiscal year of the district shall be the same as that of the county.

(b) On or before July 1 of each year, the Children's Services Council shall prepare a tentative annual written budget of the district's expected income and expenditures, including a contingency fund. The council shall, in addition, compute a proposed millage rate within the voter-approved cap necessary to fund the tentative budget and, prior to adopting a final budget, comply with the provisions of F.S. § 200.065, relating to the method of fixing millage, and shall fix the final millage rate by resolution of the council. The adopted budget and final millage rate shall be certified and delivered to the Board of County Commissioners as soon as possible following the council's adoption of the final budget and millage rate pursuant to F.S. ch. 200. Included in each certified budget shall be the millage rate, adopted by resolution of the council, necessary to be applied to raise the funds budgeted for district operations and expenditures. In no circumstances, however, shall any district levy millage to exceed a maximum of one-half (½) mill of assessed valuation of all properties within the county which are subject to ad valorem county taxes.

(c) The budget of the district so certified and delivered to the Board of County Commissioners shall not be subject to change or modification by the Board of County Commissioners or any other authority.

(Ord. No. 18-13, § 11, 6-19-2018)

Sec. 8-192. - District reports and documentation required by law.

The district shall comply with all statutory requirements of general application which relate to the filing of any financial reports or compliance reports required under F.S. ch. 218, pt. III, or any other report or documentation required by law, including the requirements of F.S. §§ 189.015, 189.016, and 189.08.

(Ord. No. 18-13, § 12, 6-19-2018)

Sec. 8-193. - Fiscal management; surety bond.

(a) All tax money collected under this article, as soon after the collection thereof as is reasonably practicable, shall be paid directly to the Children's Services Council by the tax collector of the county, or the clerk of the circuit court, if the clerk collects delinquent taxes.

(b) All moneys received by the Children's Services Council shall be deposited in qualified public depositories, as defined in F.S. § 280.02, with separate and distinguishable accounts established specifically for the council and shall be withdrawn only by checks signed by the chairman of the council and countersigned by either one other member of the council or by a chief executive officer who shall be so authorized by the council.

(c) Upon entering the duties of office, the chairman and the other member of the council or chief executive officer who signs its checks shall each give a surety bond in the sum of at least $1,000.00 for each $1,000,000.00 or portion thereof of the council's annual budget, which bond shall be conditioned that each shall faithfully discharge the duties of his or her office. The premium on such bond may be paid by the district as part of the expense of the council. No other member of the council shall be required to give bond or other security.

(d) No funds of the district shall be expended except by check as aforesaid, except expenditures from a petty cash account which shall not at any time exceed $100.00. All expenditures from petty cash shall be recorded on the books and records of the council. No funds of the council, excepting expenditures from petty cash, shall be expended without prior approval of the council, in addition to the budgeting thereof.

(Ord. No. 18-13, § 13, 6-19-2018)

Sec. 8-194. - Optional funding.

After or during the first year of operation of the Children's Services Council of Leon County, the Board of County Commissioners, at its option, may fund in whole or in part the budget of the council from its own funds.

(Ord. No. 18-13, § 14, 6-19-2018)

Sec. 8-195. - Use of funds.

Funds collected pursuant to the provisions of this article shall be used to support improvements in children's services and that such funds shall not be used as a substitute for existing resources or for resources that would otherwise be available for children's services.

(Ord. No. 18-13, § 15, 6-19-2018)

Secs. 8-196—8-200. - Reserved.

Applicants for the Children's Services Council of Leon County

Date Received	Salutation	Name	Employer	Occupation	District	Eligible	Financial Disclosure	County Resident Last 2 Years
5/20/2025	Dr.	Arbulu, Marianne	Retired	Retired	District II	Yes	Yes	Yes
10/2/2025	Mr	Barney Bishop III	Barney Bishop Consulting, LLC	Consultant	District III	Yes	N/A	Yes
5/4/2026	Mrs.	Melvin, Sabrina Stewart	Tallahassee State College	Pre-college Grant Coordinator	District II	Yes	Yes	Yes
5/8/2026	Mr.	Pendleton, Corey	Bethel Christian Academy	Minister / Teacher	District II	Yes	Yes	yes
5/11/2026	Ms.	Blake, Margaret Re'Shaun	Children's Home Society of Florida	Community Partnership School Director	District I	Yes	Yes	Yes
5/15/2026	Ms.	Hawkins, Ina	Leon County Court Administration	Criminal Case Management	District V	Yes	Yes	Yes
5/15/2026	Ms.	Gray, Tiffany	The Proctor Dealerships	HR Manager	District I	Yes	Yes	Yes
5/15/2026	Mr.	Boone, Gavin Wesley	Novonordisk	Sales Representative	District IV	Yes	Yes	Yes
5/16/2026	Mrs.	Van Der Linden, Austyn	Tallahassee Counseling and Consulting	Licensed Clinical Social Worker	District IV	Yes	Yes	Yes
5/17/2026	Mr.	Schack, William	Heart & Skill Connections	President	District V	Yes	Yes	Yes
5/18/2026	Ms.	Brown, Janis Ruth	Retired	Retired	District I	Yes	Yes	Yes
5/18/2026	Ms.	Brown, Vitiara Jade	Biolife	Plasma Technician	District III	Yes	Yes	Yes
5/25/2026	Mr.	Renzi, Robert	Retired	Former CEO Non Profit	District V	Yes	Yes	Yes
6/2/2026	Ms.	Geathers, Paris	Self Employed	Full Specialist	District I	Yes	Yes	Yes
6/10/2026	Mrs.	Cooper, Genise Petit-Homme	Leon County Schools	Educator	N/A	Yes	Yes	Yes
6/17/2026	Mr.	Johnson, Brent Curtis	Four Oaks Community Church, Inc.	Business Administrator	District IV	Yes	Yes	Yes
6/17/2026	Dr.	Jenkins, Lyndsay	FSU	Professor	District II	Yes	Yes	Yes
7/2/2026	Mrs.	Novenario, Stephanie	Florida Legal Services	Appellate Attorney	District I	Yes	Yes	Yes
7/2/2026	Ms.	Covington, Cynthia	Covington & Covington, Inc. dba Tutor Fish	Teacher/Tutor	District II	Yes	Yes	Yes
7/7/2026	Ms.	Thurman, Kenedria	Florida A&M University	Director	N/A	Yes	Yes	Yes
7/7/2026	Mr.	Petithomme, Roosevelt	FloridaCommerce	Public Administrator	District I	Yes	Yes	Yes
7/7/2026	Mrs.	St. Gerard, Jalecia	Florida Department of Health	Accountant II	District I	Yes	Yes	Yes
7/11/2026	Dr.	Simmons, William Patton	Retired	Pediatrician	District V	Yes	Yes	Yes
7/12/2026	Ms.	Tillman, Kristy	Tallahassee Intelligence Company	Founder	District II	Yes	Yes	Yes
7/22/2026	Mr.	Hartsfield, Brent	Retired	Engineer	N/A	Yes	Yes	Yes
7/23/2026	Dr.	Weiss, Ursula Keller	FSU	Director, FSU Health Community Engagement	District I	Yes	Yes	Yes
7/30/2026	Mr.	Keenan, Terance Edward	Gulf Wind Counseling	Owner	District II	Yes	Yes	Yes

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

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Applications will be discarded if no appointment is made after two years.

Name: Dr. Marianne Arbulu | **Date:** 5/20/2025 8:25:07 AM

Home Address:	3045 Harpers Ferry Dr Tallahassee, FL 32308	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	No
		Do you own property in Leon County?	Yes
Home Phone:	(850) 528-5758	**Do you own property in the Tallahassee City Limits?**	No
Primary Email:	m_arbulu@msn.com	**How many years have you lived in Leon County?**	5

(EMPLOYMENT INFORMATION)

Employer:	NA	**Work Address:**	
Occupation:	Retired		
Work/Other Phone:		**Work Email:**	

(OPTIONAL)

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Race: White **Gender:** F **Age:** 74

District: District II **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Jackie Pons	**Name:**	Rocky Hanna
Address:	1490 West Washington St, Monticello, FL 32344	**Address:**	2757 West Pensacola Street, Tallahassee FL 32304
Phone:	(850) 544-1385	**Phone:**	(850) 508-0036

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

(COMMITTEE QUESTIONNAIRE)

Do you know of any circumstances that would result in you having to abstain from voting on the Council due to voting conflicts? *No*

Are you or your employer, or your spouse or child or their employers, currently doing business with the Council to which you are applying for membership? *No*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on the Council? (i.e. would you have frequent or reoccurring voting conflicts?) *No*

Do you foresee participating in any competitive bid process involving business with the Council to which you are applying, during your time serving on that council? *No*

Members on this Council must file a financial Dislosure Form #1 from the Florida Commission on Ethics, per State Statute 112.3145. Financial Disclosure Information - Ethics

Are you willing to complete a financial disclosure form? *Yes*

All members appointed by the Governor shall have been residents of the county for the previous 24-month period.

Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: *Dr. Marianne Arbulu*

The application was electronically sent: 5/20/2025 8:25:07 AM

Marianne Arbulu, Ed.D., MPA

3045 Harpers Ferry Drive, Tallahassee FL 32308
Cell (850) 528-5758
m_arbulu@msn.com

Skills and Strengths

• Project Management • Grant administration • Financial analysis	• Business Solutions • Resource Management	• Organizational Improvement • Budget development

Professional Experience

FEMA – HM Floodplain Management Reservist	01/2023 to present
Jefferson County School Board – Superintendent	11/2016 to 11/2020
Department of Economic Opportunity – Programs Manager	03/2015 to 11/2016
Division of Emergency Management – State Floodplain Manager	08/2013 to 11/2014
Jefferson County School Board – Board Member	11/2008 to 11/2012
Alpha Mortgage Group - Partner	12/2003 to 10/2008

Volunteer Organizations

Member, Leon County Code Enforcement Board

Former Affiliations

Board Member and Education Chair, League of Women Voters Tallahassee
Board Member, Centerville Trace Homeowners Association
Jefferson County Economic Development Council - Board Member
Jefferson County Legislative Committee - 2010 Vice Chair
Monticello Jefferson Chamber of Commerce - 2010 Vice President
Mortgage Bankers Association Tallahassee Chapter - 2007 Past President

Education

Florida State University, Tallahassee Florida
Doctor of Education, July 31, 2021

Florida State University, Tallahassee Florida
Master Public Administration, December 13, 2013

Florida State University, Tallahassee Florida
Bachelor of Science in Social Science, Magna Cum Laude, August 11, 2012

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

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Applications will be discarded if no appointment is made after two years.

Name: Mr. Barney T. Bishop III

Date: 10/2/2025 2:53:34 PM

Home Address: 1454 Vieux Carre Drive
1454 Vieux Carre Drive
Tallahassee, FL 32308

Home Phone: (850) 510-9922

Primary Email: Barney@BarneyBishop.com

Do you live in Leon County?	Yes
Do you live within the City limits?	Yes
Do you own property in Leon County?	Yes
Do you own property in the Tallahassee City Limits?	Yes
How many years have you lived in Leon County?	42

(EMPLOYMENT INFORMATION)

Employer: Barney Bishop Consulting LLC
Occupation: Consultant
Work/Other Phone: (850) 510-9922

Work Address: 1454 Vieux Carre Drive
Tallahassee, FL 32308
Work Email: Barney@BarneyBishop.com

(OPTIONAL)

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Race: White **Gender:** M **Age:** 73
District: District III **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name: Hon. Jeff Kottkamp
Address: Florida TaxWatch
106 North Bronough Street
Tallahassee
Phone: (850) 222-5052

Name: Hon. Cynthia O'Connell
Address: Florida Prepaid College Foundation
1801 Hermitage Boulevard
Tallahassee
Phone: (850) 488-8514

Resume Uploaded? No

If no resume is available, 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. Please attach your resume, if one is available.

(COMMITTEE QUESTIONNAIRE)

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Are you willing to complete a financial disclosure form? *Yes*

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Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: *Mr. Barney T. Bishop III*

The application was electronically sent: 10/2/2025 2:53:34 PM

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

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Applications will be discarded if no appointment is made after two years.

Name: Mrs. Sabrina Stewart Melvin | **Date:** 5/4/2026 6:44:50 PM

Home Address:	4916 Annette Drive Tallahassee, FL 32303	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	No
		Do you own property in Leon County?	Yes
Home Phone:	(850) 294-8080	**Do you own property in the Tallahassee City Limits?**	No
Primary Email:	trclblog@gmail.com	**How many years have you lived in Leon County?**	9

(EMPLOYMENT INFORMATION)

Employer:	Tallahassee State College	**Work Address:**	444 Appleyard Drive Tallahassee, FL 32303
Occupation:	Pre-college Grant Coordinator		
Work/Other Phone:	(850) 201-8442	**Work Email:**	sabrina.stewart@tsc.fl.edu

(OPTIONAL)

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Race: Black or African American **Gender:** F **Age:** 41

District: District II **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Christen Givens	**Name:**	Cherika Medley
Address:	444 Appleyard Drive Tallahassee FL 32304	**Address:**	5490 Hanover Square Drive, Saint Cloud FL 34771
Phone:	(850) 718-5313	**Phone:**	(561) 685-2655

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

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Are you willing to complete a financial disclosure form? *Yes*

All members appointed by the Governor shall have been residents of the county for the previous 24-month period.

Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: Mrs. Sabrina Stewart Melvin

The application was electronically sent: 5/4/2026 6:44:50 PM

Educational Leader | College Access Advocate | Certified School Counselor

SABRINA STEWART MELVIN

Tallahassee, FL | trclblog@gmail.com | 850-294-8080

PROFESSIONAL SUMMARY

Driven and organized educator with 17 years of experience in K-12 and higher education settings. Skilled in leadership, grant management, MTSS process and assessments, college/career advising, school counseling, coaching, and community engagement. Committed to helping students of all ages succeed through creativity, compassion, and strategic planning.

CORE COMPETENCIES

- Leadership & Management
- College/Career Advising & Admissions
- Counseling/Coaching & Student Support
- Community Building Liaison
- Conflict Resolution
- Creative Project Planning
- Customer Service
- Data Reporting & Budgeting

PROFESSIONAL EXPERIENCE

Talent Search Program Director

Tallahassee State College | Oct 2019 – Present

- Plan, schedule, and present at Gadsden County Schools and community events to promote TRIO (income restricted, first gen) Talent Search and pre-college topics.
- Recruit students and build relationships with schools and community partners to support post-secondary enrollment. Primary focus Title I schools and Title I district.
- Organize weekly team meetings and agendas; nominated to President's Leadership Institute.
- Plan and implement college tours, events and STEM experiences for students in 6th-12th grade
- Advise/coach students and families on end to end college/career planning and processes
- Skilled in Blumen data system, budget proposals, and stakeholder engagement.

- Manage 5 year 1.6 million dollar pre-college access grant budget, programming, program social media and staff

K-12 Admissions Recruiter

Tallahassee Community College | Jun 2018 – Oct 2019

- Promoted college admissions process at tri-county high schools and community events.
- Trained/Coached school staff on college admissions processes, dual enrollment and FAFSA.
- Researched, planned and implemented campus and community events

School Counselor

Ruediger Elementary (Title I) | Aug 2014 – Jun 2018

- Delivered classroom guidance lessons (PK-5) on topics such as bullying, respect, and test prep.
- Coordinated and led MTSS and 504 meetings; managed mentor program and food assistance initiatives.
- Organized holiday assistance for families and supervised counseling interns.
- Trained/Coached school staff on SEL and MTSS processes

School Counselor

Gaines Elementary (Title I) | Jul 2012 – Jul 2014

- Led small groups on friendship, school success, and self-esteem; implemented interventions for behavior challenges.
- Coordinated mentor program and career fairs; served on leadership and crisis teams.
- Trained staff on social-emotional regulation and district protocols.

3rd Grade Teacher

Roberts Elementary | Aug 2007 – May 2010

- Achieved 100% passing rate on FCAT; served as Team Leader and union representative.
- Glenn-Howell Minority Educator of the Year 2008-2009
- Taught core subjects to homeroom and Math and Reading ability groups

EDUCATION

Master of Education – Professional Counseling (School Counseling)

The University of Georgia | May 2012 | GPA: 3.8/4.0

Bachelor of Science – Elementary Education

Florida State University | May 2007 | GPA: 3.8/4.0, Magna Cum Laude

CERTIFICATIONS & PROFESSIONAL DEVELOPMENT

- Guidance and Counseling (PK-12), State of Florida (2012–2027)
- Elementary Education (K-6), State of Florida (2007-2027)
- ESOL Endorsement, State of Florida (2007–2027)
- Appreciative Advising (2020)
- National Certified Counselor (NBCC, 2012)
- Mental Health First Aid USA (2018)
- Safe Zone Ally & Trauma-Informed Care (2017)

LEADERSHIP & COMMUNITY INVOLVEMENT

- Florida TRIO – Social Media Committee Lead (2021–Present)
- Licensed Foster Parent, State of Florida (2025-Present)
- Get Schooled Educator Advisory Council (2023-2024)
- Presenter: TRIO Tri-State Conference (2022)
- President, School Counseling Association – University of Georgia (2011–2012)

REFERENCES

Available upon request

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

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Applications will be discarded if no appointment is made after two years.

Name: Mr. Corey Pendleton | **Date:** 5/8/2026 3:18:46 PM

Home Address:	2104 Faulk Drive Tallahassee, FL 32303	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	Yes
Home Phone:	(561) 815-4435	**Do you own property in the Tallahassee City Limits?**	Yes
Primary Email:	cpendleton@alumni.flagler.edu	**How many years have you lived in Leon County?**	5

(EMPLOYMENT INFORMATION)

Employer:	Bethel Christian Academy	**Work Address:**	406 N Bronough St Tallahassee, FL 32303
Occupation:	Minister/Teacher		
Work/Other Phone:	(850) 721-7273	**Work Email:**	cpendleton@bethelvision2030.org

(OPTIONAL)

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Race: Black or African American **Gender:** M **Age:** 54

District: District II **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Dr Michael Fegins	**Name:**	Carl Bryant
Address:	224 N MARTIN LUTHER KING BLVD	**Address:**	224 N MARTIN LUTHER KING BLVD
Phone:	(904) 625-8071	**Phone:**	(404) 788-7042

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

(COMMITTEE QUESTIONNAIRE)

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Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: Mr. Corey Pendleton

The application was electronically sent: 5/8/2026 3:18:46 PM

Corey A. Pendleton

Licensed Minister | Pastoral Candidate | Church & Community Development Leader

Tallahassee, FL • (561) 815-4435 • cpendleton@alumni.flagler.edu • LinkedIn available upon request

PROFESSIONAL SUMMARY

Licensed minister with proven experience in preaching/teaching, pastoral care, prayer-service leadership, and evangelism, alongside executive-level church operations, grants, and partnership development. Track record of securing and stewarding funding, building cross-sector collaborations, and leading youth/family programs that strengthen discipleship, community engagement, and organizational health. Seeking a pastoral role focused on biblically grounded preaching, compassionate care, and mission-driven growth.

CORE COMPETENCIES

Preaching, Teaching & Expository Communication

Pastoral Care, Counseling & Hospital/Family Support

Prayer-Service Leadership & Spiritual Formation

Evangelism Training & Outreach Mobilization

Licensed Minister | Expository Preaching & Pastoral Care | Evangelism, Prayer Leadership, and Community Outreach

PASTORAL PROFILE

- Expository preacher committed to teaching Scripture with clarity, conviction, and Christ-centered application; calls for repentance, discipleship, and faithful action.
- Regularly leads Wednesday night prayer service and delivers special messages on evangelism and spiritual formation.
- Currently enrolled in Pensacola Christian College Master of Divinity (M.Div.) program; anticipated graduation 2028.
- Leading a 6-week Soul-Winning/Evangelism series on Tuesdays (concludes February 17, 2026).
- Certified Mental Health First Aid (2025); equipped to recognize crisis indicators, de-escalate, and connect individuals to appropriate support.
- Community-facing ministry and partnerships including homeless care outreach, mental health program development in underserved ZIP codes, and violence-prevention intervention participation.
- Preaching philosophy often described as a “Two-Fisted Gospel” approach: bold proclamation of the Word paired with practical discipleship and compassionate care.

PASTORAL & PREACHING EXPERIENCE

Bethel Missionary Baptist Church — Minister / Preacher / Prayer Service Leader

- Lead Wednesday night prayer service; deliver special evangelism and discipleship messages as assigned.
- Develop and teach evangelism training content; currently leading a 6-week Soul-Winning series (Tuesdays; ends Feb 17, 2026).
- Support pastoral care through prayer, follow-up, and resource connection; integrate biblical counsel with trauma-aware care practices (within ministry scope).

Guest Preacher — Shiloah Outreach Center

- Preached services as invited; supported midweek prayer service leadership when requested.

Guest Preacher — Macedonia Baptist Church

- Preached services as invited; assisted with Wednesday night prayer service leadership when requested.

EDUCATION

- Pensacola Christian College — Master of Divinity (M.Div.), in progress | Anticipated Graduation: 2028
- Master of Laws (LL.M.), Education Law — Shepard Broad College of Law (2007–2009)
- B.A., Elementary Education — Flagler College (2002–2004)
- A.A., General Studies — Tallahassee Community College (2000–2002)

CERTIFICATIONS

- Mental Health First Aid — Certified (2025)

COMMUNITY & OUTREACH MINISTRY

- Homeless care ministry: delivered clothing and essential supplies to local shelters and partner sites.
- Collaborated with Apalachee Center to develop a mental health program for underserved ZIP codes focused on students, families, domestic violence awareness, and suicide prevention.
- Participated in Leon County Sheriff's Office Community Intervention Program supporting community-based intervention strategies to prevent violence.

MINISTRY LEADERSHIP & ADMINISTRATION

- Grant Writing, Development & Stewardship Reporting
- Strategic Partnerships & Community Engagement
- Secured $180,000 in grants in 2025 and an additional $30,000 in January 2026; instituted stewardship, compliance, and reporting processes to retain and expand funding.
- Lead multi-pillar initiatives (housing, mental health, youth development, education) and align funding pipelines (grants, sponsorships, philanthropy).

- Build and manage cross-organizational partnerships (universities, health systems, nonprofits) to expand services and resources.
- Boosted early literacy by 20% through small-group phonics and home reading partnerships; served on Safety/Discipline Committee.
- GRANTS & PARTNERSHIPS
- Secured $180,000 in grants in 2025 and $30,000 in January 2026 to support education, youth development, and community outreach initiatives.
- Expanded partnerships with universities, health systems, and nonprofits to grow in-kind services, referral pathways, and joint programming.
- Managed grant reporting, donor stewardship, and compliance to maintain funder confidence, renewal prospects, and audit-ready documentation.
- Secured $30,000 in grant funding in January 2026 to advance ministry and community programming.

PUBLICATIONS

- Author of faith-based fiction series featuring Christian heroes, designed to teach biblical virtues and spiritual formation through narrative.
- Author (in development): grief-care resources connected to GriefShare ministry and biblical counseling principles.
- Author (in development): faith-based guidance for men married to survivors of domestic abuse, focused on discipleship, support, and healthy marital leadership.

REFERENCES

Senior Pastor, Deacons/Ministry Leaders, and Partner Church Leaders available upon request.

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

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Applications will be discarded if no appointment is made after two years.

Name: Ms. Margaret Re'Shaun Blake | **Date:** 5/11/2026 9:11:04 AM

Home Address:	5261 Montejo Drive Tallahassee, FL 32305	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	Yes
Home Phone:	(850) 759-3983	**Do you own property in the Tallahassee City Limits?**	Yes
Primary Email:	reshaunblake@gmail.com	**How many years have you lived in Leon County?**	36

(EMPLOYMENT INFORMATION)

Employer:	Children's Home Society of Florida	**Work Address:**	
Occupation:	Community Partnership School Director		
Work/Other Phone:		**Work Email:**	

(OPTIONAL)

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Race: Black or African American **Gender:** F **Age:** 36

District: **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Dr. Camille Lewis	**Name:**	
Address:	1639 Corey Wood Circle Tallahassee, FL 32304	**Address:**	
Phone:	(850) 459-8917	**Phone:**	

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

(COMMITTEE QUESTIONNAIRE)

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Are you or your employer, or your spouse or child or their employers, currently doing business with the Council to which you are applying for membership? *No*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on the Council? (i.e. would you have frequent or reoccurring voting conflicts?) *No*

Do you foresee participating in any competitive bid process involving business with the Council to which you are applying, during your time serving on that council? *No*

Members on this Council must file a financial Dislosure Form #1 from the Florida Commission on Ethics, per State Statute 112.3145. Financial Disclosure Information - Ethics

Are you willing to complete a financial disclosure form? *Yes*

All members appointed by the Governor shall have been residents of the county for the previous 24-month period.

Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: Ms. Margaret Re'Shaun Blake

The application was electronically sent: 5/11/2026 9:11:04 AM

MARGARET RE'SHAUN BLAKE

Phone: (850) 759-3983
RESHAUNBLAKE@GMAIL.COM

5261 Montejo Dr.
TALLAHASSEE, FL 32305

EDUCATION

PhD Florida State University, Curriculum & Instruction — Anticipated Grad.: Dec 2026
Major: Reading Education & Language Arts

MS Florida State University, Curriculum & Instruction — July 2022
Major: Early Childhood Education

BS Florida A & M University, Psychology — May 2017
Minor: English

EXPERIENCE

Children's Home Society of Florida, Monticello, FL — January 2026 – present
Community Partnership School Director – Jefferson K12

- Develop and nurture positive relationships with school administrators and relevant community agencies to operationalize the partnership.
- Identify, develop, and implement programming that supports the collective vision of Community Partnership Schools and outline and promote service direction.

Florida Center for Reading Research, Tallahassee, FL — August 2022-Janunary 2026
Graduate Research Assistant

- Assist in conducting research projects related to reading development and literacy assessment under the supervision of senior researchers
- Collaborate with team members to ensure smooth progress of research projects and contribute to team meetings and discussions

Brownsville Preparatory Institute, Tallahassee, Fl — September 2021-May 2022
Preschool Consultant

- Provided differentiated instruction and brought strategic intervention to low ability reading groups
- Coached teachers on ways to adapt their teaching methods to meet students varying interest, achievement levels, and cultures
- Participated in and led data dialogue meetings to assess and reflect on student growth, and created goals to increase the number of students who are proficient and advanced in reading

Brownsville Preparatory Institute, Tallahassee, FL — October 2019-May 2020
VPK/Kindergarten classroom teacher

- Developed and implemented age-appropriate lesson plans and activities aligned with Florida's VPK Education Standards
- Differentiated instruction to meet the diverse needs of prekindergarten students, ensuring that each child's unique learning style and abilities were considered

Anchor School, Tallahassee, FL January 2014 to July 2019
VPK Lead teacher

- Created a well-rounded curriculum that fosters the development of key skills, including language, motor, cognitive, and social-emotional skills
- Implemented strategies to support students with varying levels of readiness for kindergarten
- Fostered open and regular communication with parents, providing updates on students' progress, sharing insights into their child's development, and offering resources for at-home support

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

It is the applicant's responsibility to keep this information current. To advise the County of any changes please contact Lisa Davis by telephone at (850) 606-5300 or by e-mail at DavisLis@leoncountyfl.gov.

Applications will be discarded if no appointment is made after two years.

Name: Ms. Ina DeShandra Hawkins | **Date:** 5/15/2026 10:40:53 AM

Home Address:	2423 Jim Lee Rd Tallahassee, FL 32301	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	Yes
Home Phone:	(850) 321-0312	**Do you own property in the Tallahassee City Limits?**	Yes
Primary Email:	inasmile74@yahoo.com	**How many years have you lived in Leon County?**	50

(EMPLOYMENT INFORMATION)

Employer:	County Commissioners	**Work Address:**	315 S. Monroe St Tallahassee, FL 32301
Occupation:	Criminal Case Managment		
Work/Other Phone:	(850) 606-4369	**Work Email:**	hawkinsi@leoncountyfl.gov

(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: Black or African American **Gender:** F **Age:** 52

District: District V **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Ramona Fatkin	**Name:**	Patricia Greene
Address:	3023 Ogilvie Rd., Jacksonville, FL 32218	**Address:**	7998 Miles Johnson Rd., Tallahassee, FL 32309
Phone:	(850) 321-4100	**Phone:**	(850) 508-4189

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

(COMMITTEE QUESTIONNAIRE)

Do you know of any circumstances that would result in you having to abstain from voting on the Council due to voting conflicts? *No*

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Are you willing to complete a financial disclosure form? *Yes*

All members appointed by the Governor shall have been residents of the county for the previous 24-month period.

Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: *Ms. Ina DeShandra Hawkins*

The application was electronically sent: 5/15/2026 10:40:53 AM

Ina D. Hawkins, CPM

2423 Jim Lee Road • Tallahassee, Florida 32301
(850) 321-0312 (C)
Email: inasmile74@yahoo.com

Previous and Current Certifications

FEMA – NCIC/FCIC – CCIS – CJIS – DCCM – RMS – CJNET – LEEP – ASM – ICMS * Florida Notary *

Education

March 2019 Keiser University; Tampa, Florida
Masters: Homeland Security (33 Credit hours)
August 2003 Florida A & M University; Tallahassee, Florida
Major Degree: Sociology
Minor Degree: Anthropology (72 Credit hours)
May 1997 Tallahassee Community College; Tallahassee, Florida
Associate of Arts Degree (68 Credit hours)
June 1992 Lincoln High School; Tallahassee, Florida
High School Diploma (4 years)

Professional Organizations

Survive and Thrive Advocacy Center (STAC) – Tallahassee, FL. – Board Member 2019
Honor Society – National Organization – March 2019
Alpha Phi Sigma Honor Society – Keiser University Tampa Branch – Feb. 2019
General Federation of Women's Clubs – International Women's Organization – Oct. 2023
Florida Society of Certified Public Managers – Tallahassee Chapter – July 2024

Professional Experience

Detention Review Coordinator - Court Program Specialist II (Certified Public Manager)
2nd Judicial Circuit
March 26th, 2021 – current (40 hrs. per week)
Leon County Courthouse - Tallahassee, FL

- Prepares various judicial reports for Leon County Court analysis and review.
- Create and maintain record systems for efficient case management in Leon County Courts.
- Review and approve Specialty Court invoices from experts and providers.
- Gives presentations to state-funded and public safety committees for administrative transparency.
- Identifies events and trends negatively impacting the timely progression of cases and provides needed reports to the judiciary and court administration.
- Attends and monitors criminal court hearings and specialty courts to provide information to judges, participants and litigants, when needed.
- Provides assistance to judges in the management of caseloads, maintains an in-house database for open cases and advises the judge of cases needing specific attention.
- Also performs level 1 background checks for all incoming court employees and facilities management.
- Work with in-house IT staff for improvement within case management and reporting systems.
- Educates community stakeholders on delinquency prevention programming and participates in community outreach and engagement initiatives. Coordinates and/or facilitates community events and maintains effective partnerships and affiliations with local community-based organizations, partners, and providers.

Criminal Justice Information Analyst II
Florida Department of Law Enforcement (FDLE)
October 4th, 2019 – March 25th, 2021 (40 hrs. per week)
Uniform Crime Report (UCR) - Tallahassee, FL

- Conducted research to validate submissions of crime reporting data.
- Work with subject matter experts to resolve difficult, unusual or questionable issues in the review and processing of crime statistical data.
- Remain knowledgeable about legislative changes, rules and regulations, policies and operating procedures related to information systems and specific workflow processes.
- Maintained contact with local, state, and federal criminal justice or other criminal justice agencies outside the state, for the purpose of gathering required documentation and clarification management.
- Maintained records of uniform crime reporting agency point-of-contacts.
- Recommended operational policies and procedures changes and updates.
- Assist in training new members and employees on research and workflow tasks.
- Participated in the implementation of a statewide federally mandated records management system to unify law enforcement agency's UCR reporting Statewide (NIBRS/FIBRS).
- Assisting with drafting and publishing articles related to crime data, crime reporting topics of interest, and upcoming procedural changes to crime reporting in a monthly newsletter.

OPS Case Manager - Court Program Specialist II
2nd Judicial Circuit
April 15, 2019 – September 19, 2019 (35 hrs. per week)
Felony Drug Court - Tallahassee, FL

- Participated in felony drug court multi-disciplinary team court staffing.
- Reviewed Felony Drug Court trial cases at the point of entry into the felony drug court program and continues to monitor cases through final disposition.
- Attended felony drug court to provided information to the judge and other court parties.
- Provided assistance for effective management of caseloads.
- Performed clerical tasks, such as creating and maintaining record systems (database and excel spreadsheets) for efficient case management.
- Produced data reports, as required.

Judicial Assistant
Circuit Court Judge- James O. Shelfer (Retired)
April 1st, 2018 – Jan. 7th, 2019 (Retired) (40 hrs. per week)
Circuit Court Judge- Charles A. Francis (Retired Chief)
March 29th, 2017 – March 30th, 2018 (40 hrs. per week)
2nd Judicial Circuit of Florida
Leon County Courthouse- Tallahassee, FL

- Prepared and maintains the judge's court and professional calendar; schedules and coordinates motions, hearings and conferences; assists attorneys with procedures on filing motions and hearing dates.
- Provided organizational support for the judge's caseload, including preparing orders and scheduling trials; maintained trial dockets, continuances and trial orders.
- Screened telephone calls and visitors to the judge's office; provided information, resolved issues, directed caller/visitor to proper personnel or agency, or takes messages.
- Composed and/or edits correspondence, memoranda, directives, notices, orders, e-mails, and other documents observing strict confidentiality.

- Interacted with attorneys and litigants and their family members to resolve problems such as scheduling conflicts or other case-related issues.
- Performed routine clerical tasks such as reviewing, distributing and responding to incoming mail, performing data entry, ordering office supplies, maintaining files/records, faxing or photocopying.

Mortgage Review
Treliant Risk Management Firm
February 4, 2016- March 28th, 2017 (40 hrs. per week)
HMDA Core Team - Tampa, FL

- The primary purpose was to review all mortgages that borrowers asked our client to finance.
- Review paperwork and financial documents for accuracy.
- Report any inaccuracies to the client for follow-up and possible reconsideration.
- Paperless environment with client and borrower's complete discretion.
- This position was extremely confidential in nature and we maintained a high level of security.

Foreclosure Litigation Legal Assistant II
Kass Shuler Law Firm
February 2, 2015- December 11, 2015 (40 hrs. per week)
Summary Final Judgment Team - Tampa, FL

- Prepared correspondence and pleadings for filing with the courts.
- Docket and case search review, looking for any motions or hearings that we might be unaware of.
- Corresponded with clients and courts, about status updates and hearing prep and results.
- Coordinated with departments and attorneys internally, assuring all processes have been completed.
- Reviewed incoming mail and determines actions needed and responds accordingly.
- Updated case management database and client-vendor programs with case status.
- Requested, interpreted and respond to attorney directives, making sure cases move effectively and efficiently.

Foreclosure Litigation Legal Assistant I
Kass Shuler Law Firm
April 1, 2013- February 1, 2015 (40 hrs. per week)
Final Judgment - Trial Team - Tampa, FL

- Prepared and maintained foreclosure files with the sole purpose of making sure the final judgment is entered in favor of our clients.
- Acquired and request documents needed for completion of trial and final judgment.
- Communicated with clients, Judges, and counsel via phone and email as needed.
- Trained new and existing employees on judgment preparation and reading judgment figures.
- Monitored and maintain a calendaring system to meet deadlines.
- Assisted with the revamping of our current final judgment merge.
- Communicated with various teams for document retrieval and subsequent corrections to documents.
- Assisted Attorneys with case management, file issues and concerns that could become problematic.

Court Operations Specialist I
2nd Judicial Circuit of Florida
July 2012 - March 2013 (40 hrs. per week)
Foreclosure Case Management - Office of Court Administration 2nd Circuit - Tallahassee, FL

- Assisted the 2nd Circuits counties with backlogged and current foreclosure cases.
- Reviewed files and make recommendations to the assigned judge for proper case management.
- Prepared orders and notices for the judges' review.

- Reviewed files for chamber hearings and provide the judge with a written summary sheet, as to the status of the file.
- Kept detailed spreadsheets for the chief judge, for various statistics and reports.
- Set all case management hearings.
- Liaison between the judges, clerk's offices and plaintiff's counsel.

Program Manager
Tallahassee Bar Association
April 2011- May 2012 (40 hrs. per week)
Residential Mortgage Foreclosure Mediation Program – Tallahassee, FL

- Knowledgeable of court procedures, current trends, laws, rules, and regulations affecting residential foreclosures.
- Capable of effectively implementing information technology systems and web-based programs.
- Prepared operational reports as required by the Chief Judge, regarding the number of cases mediated.
- Solicited qualified mediators and maintain a current list of mediators.
- Established procedures for disqualifying and replacing mediators with ethical and other conflicts.
- Supervised other co-workers and established job duties.
- Referenced unrepresented parties to legal aid, panels of pro-bono, and/or reduced fee attorneys.
- Answered questions from mediators and parties referencing the mediation process and forms.
- Established a system for resolving complaints against mediators and other persons involved in the Managed Mediation Program.
- Developed the forms and procedures necessary to verify compliance with the residential foreclosure mediation program by lender/servicer representatives, their attorneys, and borrowers.
- Other duties/tasks as assigned.

Administrative Assistant II
2nd Judicial Circuit of Florida
July 2010 – April 2011 (40 hrs. per week)
Mortgage Foreclosure Program (Rocket Docket) – Tallahassee, Fl.

- Responsible for providing advanced administrative skills in the area of coordination, organization, and composition of business correspondence and reports for signature.
- Compiling, examining and evaluating data, often leading to recommended actions for cases based on results.
- Coordinated hearings before Senior Judges, composed correspondence, and prepared reports for hundreds of cases.
- Assignment of work/duties to other office staff.
- Liaison to judiciary judges and staff, outside counsel, plaintiffs and other state or local government offices through oral and written communication.
- Managing multiple projects, priorities, and activities.
- Other varying meticulous duties as required for this complex position.

Police Communications Officer
Miramar Police Department
December 2004 – July 2010 (40 hrs. per week)
City of Miramar – Miramar, FL

- Responsible for efficient and accurate call-taking for emergency protection services.
- Assisted emergency 911 operators with emergency service through the use of radio and/or computerized communication equipment.

- Participated in the training of the Communications Unit personnel including support staff in the proper performance of their duties.
- Processes highly confidential information received from teletypes, field officers, and outside law enforcement agencies.
- Performs background checks for local, state and federal agencies.
- Handles routine call requests for information and/or emergency actions.
- Entering information into and retrieving information from the filing system.
- Maintain various records and files for classification, indexing filing and storing.
- Conducting research on records requests received from the general public, city departments and other governmental agencies, which often involves extensive research.
- Proficient in Records Management Systems (RMS) and National Incident Management Systems.

Secretary/Receptionist
Department of Fire & Arson Forensic Lab
February 2004 – November 2004 (20 hrs. per week)
State of Florida Fire Marshal – Tallahassee, FL

- Assisted in developing photos for crime scene processing and cataloging new and archived evidence.
- Maintaining a multifaceted departmental file system.
- Responsible for answering incoming telephone call from a multi-line phone system and routing them to the proper person or department.
- Operating standard office equipment.
- Receiving and delivering messages.
- Answering routine questions from the public and outside agencies.
- Perform typing assignments and purchase order requests for supplies and equipment.

Administrative Secretary
State of Florida Attorney General Office
March 2001 – September 2002 (40 hrs. per week)
Criminal Appeals Division – Tallahassee, FL

- Drafted documents from written material/instructions for legal correspondence, pleas, briefs, legal opinions, contracts, resolutions, ordinances and affidavits of a confidential nature.
- Established and revised work priorities and production schedule.
- Maintains assigned attorney court/litigation calendar, appointment schedule, assignment list and files.
- Performed receptionist work, taking and screening telephone calls to determine the appropriate information to be given for public record.
- Routing calls to appropriate parties and taking messages.
- Performs general or routine legal research work, including electronic research.
- Checked statutes in the Law Library and correlated other data.

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

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Applications will be discarded if no appointment is made after two years.

Name: Ms. Tiffany Gray | **Date:** 5/15/2026 8:22:18 PM

Home Address:	3655 Meadow Vista Lane Tallahassee, FL 32308	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	Yes
Home Phone:	(850) 264-5120	**Do you own property in the Tallahassee City Limits?**	Yes
Primary Email:	tippgray@gmail.com	**How many years have you lived in Leon County?**	19

(EMPLOYMENT INFORMATION)

Employer:	The Proctor Dealerships	**Work Address:**	1711 NE Capital Circle Tallahassee, FL 32308
Occupation:	HR Manager		
Work/Other Phone:	(850) 702-5144	**Work Email:**	tiffany_gray@proctorcars.com

(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: Black or African American **Gender:** F **Age:** 52

District: District I **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Teresa Baker	**Name:**	Jacqueline "Jackie" Hammond
Address:	Valdosta, GA	**Address:**	
Phone:	(229) 237-4624	**Phone:**	(678) 772-5026

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

N/A

(COMMITTEE QUESTIONNAIRE)

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Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: *Ms. Tiffany Gray*

The application was electronically sent: 5/15/2026 8:22:18 PM

TIFFANY GRAY, FCCM

DIRECTOR OF HUMAN RESOURCES

CAREER PROFILE

A results-driven administrative and operations leader with nearly two decades of experience optimizing organizational performance, streamlining processes, and driving strategic initiatives. Adept at managing cross-functional teams, ensuring compliance, and fostering a culture of excellence. Proven expertise in organizational development, financial management, process improvement, and talent acquisition.

850.264.5120
tippgray@gmail.com
Tallahassee, FL

EDUCATION & CERTIFICATION

MASTER – HR Management
TROY UNIVERSITY
2009

BACHELOR – General Studies
VALDOSTA STATE UNIVERSITY
2002

MINOR – Religious Studies
Valdosta State University
2002

Florida Certified Contract Manager
FCCM
7.19.2023 – 12.31.2028
#9737-23072

SKILLS

- HR Compliance
- Conflict Resolution
- Employee Relations
- Delegation Skills
- Organization
- Unemployment Insurance
- Critical Thinking Skills
- Recruiting & Retention

CAREER EXPERIENCES

Human Resource Manager
The Proctor Dealerships | Acura, Honda, & Subaru

- Lead and oversee all Human Resources functions for a multi-location automotive dealership group supporting approximately 150 employees, including employee relations, compliance, onboarding, benefits administration, performance management, and policy implementation.
- Administer and optimize HRIS and payroll systems, including Paylocity, by streamlining onboarding workflows, improving benefits enrollment processes, and enhancing HR operational efficiency and accuracy.
- Conduct workplace investigations and manage corrective action processes involving employee misconduct, performance concerns, safety violations, and policy compliance while ensuring consistent, legally defensible documentation practices.
- Manage company-wide benefits administration, open enrollment, vendor coordination, and employee communications, including medical, dental, vision, life insurance, 401(k), COBRA, and supplemental benefit programs.
- Develop, revise, and implement HR policies, procedures, and employee communications to support compliance with federal and state employment laws, operational consistency, and positive workplace culture.
- Partner with executive leadership, department managers, and legal counsel to provide strategic guidance on employee relations matters, FMLA, ADA, wage and hour compliance, disciplinary actions, and organizational risk management.
- Improve HR processes and internal controls through audits, reporting, training initiatives, and cross-functional collaboration, resulting in increased compliance, improved employee experience, and stronger operational accountability.

Human Resource Manager

Division of Rehabilitation & Liquidation | 03 2023 – 02 2025

- Lead a team of professionals who have accountability for the development and implementation of HR programs designed to recruit, develop, motivate, and retain a high-performing workforce
- Manage and process information related to recruitment and selection, employee benefits, training, classification, compensation, payroll, attendance and leave, performance management, records management, and organizational development
- Manage the HR functions of companies in receivership, direct and prioritize the work of HR professionals for liquidated companies
- Review, develop, and enforce policies and procedures related to Human Resources
- Advise senior leadership and supervisors regarding strategies, initiatives, policies, and programs related to Human Resources
- Leads a team of professionals who have accountability for overseeing various staffing contracts and memorandums of understanding for companies in receivership
- Maintain strict confidentiality of various types of classified information
- Ensure compliance with local, state and federal laws

TIFFANY GRAY, FCCM

DIRECTOR OF HUMAN RESOURCES

SYSTEMS

- ADP
- Paychex
- Office of Inspector General ((OIG))
- AHCA Background
- Curative ((COVID-19))
- MS Dynamics
- E-Verify
- FieldPrint
- FDIC/NCIC
- DAVID
- People First
- HRTS
- ATMS
- SharePoint
- Blackboard
- CICS
- CostPoint

COMMUNITY INVOLVEMENT

Family Worship & Praise Center

VOLUNTEER | SHOES 4 SCHOOL

YEAR(S): 2021, 2022, 2023

Innovative Community Engagement Foundation ((ICE))

VOLUNTEER | GRIFFIN HEIGHTS

YEAR(S): 2017, 2018, 2019, 2020

CAREER EXPERIENCES CONTINUED

Director of Human Resources

Miracle Hill Nursing & Rehabilitation Center | 10 2021 - 2 2023

- Collaborates with senior leadership to understand the organization's goals and strategy related to staffing, recruiting and retention
- Administers and oversees the administration of human resource programs including, but not limited to, compensation, benefits, leave, disciplinary matters; disputes and investigations; recognition and morale, occupational health and safety and performance and talent management.
- Run analytics and reports to analyze payroll labor costs, turnover and employee demographic information
- Monitors and ensures the facility's compliance with federal, state and local employment laws and regulations, and recommend best practices; review and modifies policies and practices to maintain compliance
- Supervises the payroll department
- Investigate all allegations of sexual harassment, retaliation, and discrimination
- Oversee the life cycle of worker compensation claims

Human Resources Generalist

Nova Technologies an Employee-Owned Company | 1 2021 - 10 2021

- Oversaw the administration of the Affirmative Action Plan ((AAP)) and provided guidance to the leadership team, ensuring adherence to federal and state employment laws
- Managed unemployment claims requests and provided guidance to managers on recruiting, interviewing, and disciplinary matters
- Utilized Google Docs, created monthly emails, company correspondence, auditing spreadsheets and edited the bi-weekly newsletter
- Ensured non-discrimination testing for the 401(k) program was accurate along with timely submission
- Cultivated a team of two; HR Generalist & HR Assistant

***Work Gap – Take care of mom who had back surgery**

Senior Personnel Manager – Non-Security Recruiting

Florida Department of Corrections (FDOC) | 1 2019 - 4 2020

- Responsible for managing the full life-cycle of non-security recruiting for the Department of Corrections
- Established an electronic processing system via SharePoint to gauge the work performance of my employees
- Created a workflow process that streamlined the review and completion of onboarding new employees
- Ensured files were filed properly
- Ensured the proper destruction of files
- Led and managed a team of nine ((9)) from onboarding to performance management
- Responded to public records request ((PRR))

TIFFANY GRAY, FCCM

DIRECTOR OF HUMAN RESOURCES

SYSTEMS

- ADP
- Paychex
- Office of Inspector General ((OIG))
- AHCA Background
- Curative ((COVID-19))
- FL DOH MQA
- E-Verify
- FieldPrint
- FDIC/NCIC
- DAVID
- People First
- HRTS
- ATMS
- SharePoint
- Blackboard
- CICS
- CostPoint

COMMUNITY INVOLVEMENT

Family Worship & Praise Center

VOLUNTEER | SHOES 4 SCHOOL

YEAR(S): 2021, 2022, 2023

Innovative Community Engagement Foundation ((ICE))

VOLUNTEER | GRIFFIN HEIGHTS

YEAR(S): 2017, 2018, 2019, 2020

CAREER EXPERIENCES CONTINUED

Personnel Service Specialist – Non-Security Recruiting

Florida Department of Corrections (FDOC) | 10 2018 - 1 2019

- Responsible for the recruiting and selection process for thirteen correctional institutions
- Posted job advertisements for thirteen correctional institutions in a timely and accurate manner
- Audited new hire files for accuracy
- Utilized People First, SharePoint, FAST, HRTS, CCIS, and FCIC/NCIC systems on a daily basis
- Responsible for managing the full life-cycle of disciplinary matters for eighteen correctional institutions
- In conjunction with FDOC legal department; responded to EEOC and FCHR claims
- Participated in career service grievances and assisted with collective bargaining agreement process
- Ensured compliance with state and federal employment laws
- Utilized multiple databases and other software systems on a daily basis to complete tasks

Personnel Service Specialist – Employee Relations

Florida Department of Corrections | 12 2016-10 2018

- Responsible for managing the full life cycle of disciplinary matters for eighteen ((18)) correctional institutions
- Conferred with DOC's legal department to respond to FCHR and EEOC claims
- Utilized multiple database and other software systems on a daily basis to complete tasks
- Participated in career grievances; assisted with collective bargaining agreement process; and EAP

Director of Human Resources

Tallahassee Developmental Center | 2 2015 - 2 2017

- Oversee all aspects of HR operations, including recruitment, onboarding, training, disciplinary actions, performance management and employee relations.
- Provided guidance and direction to management and employees on employee relations, compensation, benefits, training, EEO/ADA laws, and performance management
- Conducted investigations for sexual harassment, retaliation, discrimination, and violation of company policies and procedures allegations
- Sourced, screened and vetted qualified candidates to present to managers
- Streamlined the onboarding process
- Conferred with legal department for assistance in responding to EEOC claims
- Ensured all potential employees background screenings met AHCA and company policy standards
- Maintained a high level of confidentiality

Chief Executive Officer
Brooklin & Green Company | 11 2016 – Current

- Provide enterprise-level oversight to ensure full compliance with all applicable federal and state employment laws, proactively mitigating organizational risk and exposure.
- Lead and integrate all human capital operations, including workforce planning, recruitment, onboarding, training, performance management, employee relations, and corrective action processes, ensuring alignment with organizational strategy and leadership objectives.
- Serve as principal negotiator for contractual agreements, exercising final decision-making authority and advising executive leadership on risk, cost, and strategic impact.
- Direct governance of employee records and HR information systems, ensuring data integrity, regulatory compliance, and strict confidentiality standards.
- Design and facilitate leadership and employee training on organizational policies, operational standards, and performance expectations to promote consistency and accountability across the organization.
- Manage and oversee regulatory compliance processes related to vehicle buybacks and surrender transactions classified as “lemon law” cases under state and federal statutes, coordinating with legal counsel and operational stakeholders as required.
- Provide executive oversight of all marketing strategy and execution for Brooklin & Green Co., aligning brand positioning, messaging, and outreach efforts with business growth objectives.

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

It is the applicant's responsibility to keep this information current. To advise the County of any changes please contact Lisa Davis by telephone at (850) 606-5300 or by e-mail at DavisLis@leoncountyfl.gov.

Applications will be discarded if no appointment is made after two years.

Name: Mr. Gavin Wesley Boone

Date: 5/15/2026 10:52:04 PM

Home Address:	5864 Dahlgren Trl Tallahassee, FL 32312	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	Yes
Home Phone:	(850) 666-2647	**Do you own property in the Tallahassee City Limits?**	Yes
Primary Email:	gavin.boone@yahoo.com	**How many years have you lived in Leon County?**	46

(EMPLOYMENT INFORMATION)

Employer:	Novonordisk	**Work Address:**	5864 Dahlgren Trl Tallahassee, FL 32312
Occupation:	Sales Representative		
Work/Other Phone:	(850) 274-3811	**Work Email:**	gvbn@novonordisk.com

(OPTIONAL)

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Race: White **Gender:** M **Age:** 56

District: District IV **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	David Jones	**Name:**	Eddie Boone
Address:	2213 tallahassee dr Tallahassee, Fl 32309	**Address:**	2047 Florida Ave
Phone:	(850) 510-7323	**Phone:**	(850) 386-5966

Resume Uploaded? No

If no resume is available, 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. Please attach your resume, if one is available.

Board of Directors for the Ronald McDonald House

Board of Directors for Tallahassee Northside Kiwanis Inc

Board of Directors for Tallahassee Kiwanis Club

Deacon Celebration Baptist Church

Athletic Director, Teacher and Coach at Holy Comforter Episcopal School

District Chair for Florida Aktion Clubs

(COMMITTEE QUESTIONNAIRE)

Do you know of any circumstances that would result in you having to abstain from voting on the Council due to voting conflicts? *No*

Are you or your employer, or your spouse or child or their employers, currently doing business with the Council to which you are applying for membership? *No*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on the Council? (i.e. would you have frequent or reoccurring voting conflicts?) *No*

Do you foresee participating in any competitive bid process involving business with the Council to which you are applying, during your time serving on that council? *No*

Members on this Council must file a financial Dislosure Form #1 from the Florida Commission on Ethics, per State Statute 112.3145. Financial Disclosure Information - Ethics

Are you willing to complete a financial disclosure form? *Yes*

All members appointed by the Governor shall have been residents of the county for the previous 24-month period.

Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: Mr. Gavin Wesley Boone

The application was electronically sent: 5/15/2026 10:52:04 PM

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

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Applications will be discarded if no appointment is made after two years.

Name: Mrs. Austyn Van Der Linden | **Date:** 5/16/2026 4:00:21 PM

Home Address:	6125 Borderline Dr Tallahassee, FL 32312	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	Yes
Home Phone:	(850) 510-8778	**Do you own property in the Tallahassee City Limits?**	Yes
Primary Email:	austyn.vanderlinden@gmail.com	**How many years have you lived in Leon County?**	32

(EMPLOYMENT INFORMATION)

Employer:	Tallahassee Counseling & Consulting (self-employed)	**Work Address:**	
Occupation:	Licensed Clinical Social Worker		
Work/Other Phone:		**Work Email:**	

(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: White **Gender:** F **Age:** 32

District: District IV **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Alexandra O'Brien	**Name:**	Kimberly Ellis
Address:	811 Buena Vista Dr Tallahassee, FL 32304	**Address:**	
Phone:	(407) 406-1256	**Phone:**	(850) 251-2423

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

I am currently a Council Member for this board and I am applying for re-appointment.

(COMMITTEE QUESTIONNAIRE)

Do you know of any circumstances that would result in you having to abstain from voting on the Council due to voting conflicts?
No

Are you or your employer, or your spouse or child or their employers, currently doing business with the Council to which you are applying for membership? *No*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on the Council? (i.e. would you have frequent or reoccurring voting conflicts?) *No*

Do you foresee participating in any competitive bid process involving business with the Council to which you are applying, during your time serving on that council? *No*

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Are you willing to complete a financial disclosure form? *Yes*

All members appointed by the Governor shall have been residents of the county for the previous 24-month period.

Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: Mrs. Austyn Van Der Linden

The application was electronically sent: 5/16/2026 4:00:21 PM

Austyn Van Der Linden, LCSW

2354 Christopher Place, Tallahassee, FL 32308
Phone: (850) 510-8778 E-Mail: Austyn@tlhcc.net

Education

Florida State University, Tallahassee, Florida **May 2018**

- Master's in Social Work

Florida State University, Tallahassee, Florida **December 2015**

- Bachelor of Science in Psychology
- Minor in Biology

Council Member

Children's Service Council of Leon County **November 2025 - Current**

Professional Experience

Tallahassee Counseling & Consulting, Executive Director **August 2021 – Current**

- **Completes** intake assessments, suicide risk assessments, and initial admission diagnostic paperwork.
- **Completes** treatment plans and progress notes per the requirements of funders and insurance companies within established time frames.
- **Provides** individual and family therapy using evidence-based practice approaches.
- **Provides** supervision for registered social work interns for the State of Florida.
- **Conducts** diagnostic evaluations and mental health evaluations for Leon County Probation and other contracted agencies.
- **Provides training** to organizations within the community on mental health and other related topics.
- **Provides consulting** services to organizations (family law attorneys, schools, mental health agencies, etc.) within the community on mental health, best practices, and therapeutic interventions.
- **Provides** assistance in therapeutic interventions, court hearings, as well as school and community meetings as required for the program.
- **Utilizes** quality assurance tools and systems to supervise client and family services and program requirements including monthly report, chart auditing, contract outcomes, and strategic planning benchmarks.
- **Assures** clinical documentation is completed according to Tallahassee Counseling & Consulting policy and procedures, contract requirements, and all other applicable regulations.
- **Assures** all required billing and data paperwork is completed accurately and submitted within required timelines.
- **Represents** Tallahassee Counseling & Consulting in the community and conducts regular referral development activities with funding sources and stakeholders.

Camelot Community Care, Comprehensive Behavioral Health Assessor **August 2019 – Current**

- **Completes** in-depth and detailed assessments for minors who are in the child welfare system.
- **Utilizes** different standardized scales to identify strengths and weaknesses in children's emotional, social, mental, and physical health.
- **Diagnosis** children based off the information collected from the assessment.
- **Testifies** in Dependency Court if needed.

Southern Correctional Medicine, Mental Health Provider **March 2021 – March 2023**

- **Conducts** mental health interviews, screenings, and evaluations and determines appropriate mental health services for inmates in 5 different Florida County Jails.
- **Provides** full-range of supportive mental health services including solution-focused individual counseling, suicide assessments, and crisis intervention.
- **Consults** with Security, Medical, and other departments as needed in inmate related mental health concerns.

Camelot Community Care, Clinical Director **December 2019 – September 2021**

- **Identifies and analyzes** therapeutic program problem areas to improve quality standards, regulations, and policies.
- **Oversees and monitors** the implementations of therapeutic interventions being utilized by staff.
- **Provides** clinical supervision to staff and provides 24/7 on-call support
- **works** directly with the consulting psychiatrist to assure quality of care to clients.
- **Manages** foster care program which includes managing foster care parents, foster care children, compliance with relevant regulations and standards, trainings, arrangement and monitoring of placement matches/respites and completion of all related data tracking and documentation.
- **Provides** assistance in therapeutic interventions, court hearings as well as school and community meetings as required for the program.
- **Utilizes** quality assurance tools and systems to supervise client and family services and program requirements including monthly report, chart auditing, contract outcomes, and strategic planning benchmarks.
- **Assures** clinical documentation is completed according to Camelot policy and procedures, contract requirements, and all other applicable regulations.
- **Assures** all required billing and data paperwork is completed accurately and submitted within required timelines.
- **Represents** Camelot in the community and conducts regular referral development activities with funding sources and stakeholders.
- **Meets** budgetary expectations through utilization management of staff productivity, client authorizations and eligibility, and assuring proper staffing according to the flow of referral and number of clients in the program.

Camelot Community Care, Therapist **January 2019 – December 2019**

- **Completes** Intake Assessments and initial admission diagnostic paperwork.
- **Conducts** treatment plans and progress notes per the requirements of funders and insurance companies within established time frames.
- **Provides** individual and family therapy using evidence-based practice approaches.

Apalachee Center, Mobile Response Counselor **December 2018 – June 2019**

- **Provides** crisis services for clients on-site and in the community while functioning as a practicing clinician.
- **Coordinates** the crisis counseling response per Agency protocol.
- **Conducts** clinical assessments and provides direct clinical intervention and referral services.
- **Travels** between multiple services sites, to the homes or residence of people served, and within the community to provides therapeutic crisis services.

Apalachee Center, Central Receiving Facility Counselor **June 2018 – December 2018**

- **Completed** thorough clinical assessments of all clients entering the CRF.
- **Diagnosed** clients using the DSM-5 based on expressed and observed symptoms.
- **Coordinated** referrals and transfers to the appropriate receiving facility per Agency procedures.
- **Used** therapeutic techniques to provide brief solution-focused counseling and crisis intervention to clients calling or entering the CRF needing such services.
- **Developed** crisis management plans with clients that do not meet the criteria for inpatient services.

Capital Regional Medical Center Inpatient BHU, Tallahassee, Florida **January 2018 – May 2018**

- **Completed** assessments and developed treatment recommendations for individual cases.
- **Coordinated** clinical and administrative paperwork related to client movement through the system.
- **Provided** case management services including coordinating and linking clients to needed community services.
- **Provides** individual counseling/therapy.

Capital Regional Medical Center Outpatient BH, Tallahassee, Florida **January 2017 - May 2017**

- **Worked** in a multidisciplinary team.
- **Lead Therapist** group therapy for PHP and IOP, individual, and family sessions.
- **Performed** diagnostic assessments.
- **Coordinated** discharge planning.
- **Established** treatment plans.

PlayBig Therapy & Learning Center, LLC, Tallahassee, Florida **January 2016-January 2017**

- **Targeted Case Manager** for a caseload of 20.
- **Advocated** for client's emotional, social, and behavioral needs.
- **Provided emotional support** for families.
- **Located and link** resources to clients within the community that will better assist them.
- **Established** treatment plans and strategies for assisting children and families in obtaining goals.

Professional Licensure

- **Qualified Supervisor, State of Florida** — **November 2022**
- **Licensed Clinical Social Worker, State of Georgia** — **August 2021**
- **Licensed Clinical Social Worker, State of Florida** — **November 2020**

Professional Certifications

- **Child & Adolescent Needs and Strengths Certification** — **April 2026**
- **Child & Adolescent Needs and Strengths – Trauma Comprehensive Certification** — **April 2026**
- **Attachment & Trauma Certification** — **January 2025**
- **Adoption Competency Certification** — **April 2021**
- **Trauma Focused-Cognitive Behavioral Therapy Certification** — **January 2021**
- **Clinical ADOS-2 Administer Training** — **July 2019**

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

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Applications will be discarded if no appointment is made after two years.

Name: Mr. William Schack | **Date:** 5/17/2026 2:12:00 PM

Home Address:	3109 Tipperary Drive Tallahassee, FL 32309	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	Yes
Home Phone:	(850) 228-0114	**Do you own property in the Tallahassee City Limits?**	Yes
Primary Email:	billschack@comcast.net	**How many years have you lived in Leon County?**	37

(EMPLOYMENT INFORMATION)

Employer:	Heart & Skill Connections	**Work Address:**	3109 Tipperary Drive Tallahassee, FL 32309
Occupation:	President		
Work/Other Phone:	(850) 228-0114	**Work Email:**	billschack@comcast.net

(OPTIONAL)

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Race: White **Gender:** M **Age:** 58

District: District V **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Art Kirby	**Name:**	Peggy Forbes
Address:	3109 Tipperary Drive	**Address:**	
Phone:	(850) 545-7885	**Phone:**	(330) 635-9299

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

(COMMITTEE QUESTIONNAIRE)

Do you know of any circumstances that would result in you having to abstain from voting on the Council due to voting conflicts? *No*

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Do you foresee participating in any competitive bid process involving business with the Council to which you are applying, during your time serving on that council? *No*

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Are you willing to complete a financial disclosure form? *Yes*

All members appointed by the Governor shall have been residents of the county for the previous 24-month period.

Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: Mr. William Schack

The application was electronically sent: 5/17/2026 2:12:00 PM

William Schack

3109 Tipperary Drive • Tallahassee FL 32309 • (850) 878-1532 • (850) 228-0114-cell • BillSchack@comcast.net

OBJECTIVE

Aspire to contribute to a dynamic and professional atmosphere, where value can be added to a company through hard work and commitment. To utilize my education in marketing, my business experience, and my passion for my community to help support an established or growing organization.

EXPERIENCE

July 2024-Present Florida State University Schools Tallahassee, FL
Florida High Girls Golf Coach
Head Coach of Girls Varsity Golf leading a very competitive golf program. Developing a very young team, and building a new legacy for our school.

January 2023-Present First Teee-Tallahassee Tallahassee, FL
Golf Coach
Golf instructor and mentor for a program using the game of golf to teach valuable life lessons.

April 2021-Present Heart & Skill Connections Tallahassee, FL
Founder/President
Founder of the non-profit Inclusion Cafe, leading in creating a brand-new workforce for the Hospitality Industry. We currently run a Training Academy teaching job/life to those with intellectual disabilities building self-esteem and confidence.

November 2021-Present Social Catering and Events/Social Kitchen
Culinary Logistics Manager/Chef
Responsible for the success of a weekly prepared meal program managing inventory, ensuring profitability, and providing high quality preparation as a Chef. Work on various projects and maintain commissary kitchen cleanliness and organization.

March 2015-July 2021 CESC, INC dba The Kearney Center Tallahassee, FL
Food Services Director
Responsible for all kitchen operations at The Kearney Center. A 24/7 Emergency Services Center housing homeless residents serving 900 meals per day. Organized over 60 groups and thousands of volunteers each month who helped prepare and serve 3 meals a day.

April 2013-August 2014 American Food and Vending Tallahassee, FL
Food Service Director/DM-American Food and Vending
Responsible for all operations in multiple cafes in The Florida Department of Education, Agency for Health Care Administration, and Department of Environmental Protection.

March 2011-January 2013 Brinker International Tallahassee, FL
General Manager-Chili's Grill and Bar
Responsible for all areas of restaurant operations. Made immediate improvement in guest satisfaction, food safety, performance, and sales.

April 1989–November 2010 Applejam Inc/Apple Two Tallahassee, FL
General Manager-Applebee's

Director of Operations-Qdoba Mexican Grill
Oversaw most promotional activities in Tallahassee.
Recognized by The National Restaurant Association as Humanitarian of the Year in 2008 and 2009 for my work with Special Olympics and various charities. Named Franchise Marketing Manager of the Year in 2010. Open 9 Qdoba restaurants.

EDUCATION

1985–1990 Florida State University Tallahassee, FL
B.S., Marketing Communications

INTERESTS

Founder/President, Heart & Skill Connections
Lead Trainer, Inclusion Cafe Academy
Former Guardian ad Litem Child Advocate
Coach/Unified Partner Leon County Special Olympics
Leadership Tallahassee Graduate 2020 Class 37
Past Board Member, Shine Tallahassee
Past Board Member, Killearn Homes Association
Past Board Member, American Cancer Society
Past Board Member, Keep Tallahassee Beautiful
Past School Board Member, Florida State University Schools
Past Executive Director, Widening Adult Vital Experiences Inc
Past President, Tallahassee Chapter-Florida Restaurant and Lodging Association

REFERENCES

References available upon request

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

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Applications will be discarded if no appointment is made after two years.

Name: Ms. Janis Ruth Brown | **Date:** 5/18/2026 10:33:24 AM

Home Address:	1501 Yancey St. Tallahassee, FL 32303	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	Yes
Home Phone:	(419) 704-1759	**Do you own property in the Tallahassee City Limits?**	Yes
Primary Email:	janbrowncs@yahoo.com	**How many years have you lived in Leon County?**	27

(EMPLOYMENT INFORMATION)

Employer:	Retired	**Work Address:**	
Occupation:	Retired		
Work/Other Phone:		**Work Email:**	

(OPTIONAL)

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Race: White **Gender:** F **Age:** 76

District: District I **Disabled?**

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Barbara Boone	**Name:**	Russell Daws
Address:	Tallahassee Chamber of Commerce 300 E. Park Ave Tallahassee, FL 32301	**Address:**	Tallahassee Museum 3945 Museum Dr. Tallahassee, FL 32310
Phone:	(850) 224-2116	**Phone:**	(850) 575-8684

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

(COMMITTEE QUESTIONNAIRE)

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Are you willing to complete a financial disclosure form? *Yes*

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Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: *Ms. Janis Ruth Brown*

The application was electronically sent: 5/18/2026 10:33:24 AM

Janis R. Brown
1501 Yancey St.
Tallahassee, FL 32303

Retired seasoned professional with a variety of experience in nonprofit organizations, higher education, event organization and volunteerism.

Employment

2012-2020 University of Toledo, Master of Public Health Program
Assistant to the program director
Advise graduate students, process admissions, coordinate with university departments.

2009-2012 Assistance Dogs of America, Executive Director
Supervise staff, oversee program activities, raise funds for operations, work closely with board on policy development.

2006-2008 North Florida Financial, Financial Advisor
Achieve Series 66 and Series 6 licenses, advise clients on financial issues.

2005-2006 Chez Pierre, Banquet and Events Director
Organize special events on site and at remote locations, solicit new business.

1998-2005 Cardinal Service, President and Owner
Started from scratch full-service staffing and recruiting firm, developed and promoted new business, supervised employees, maintained books, counseled applicants. Sold business that still exists today.

1992-1998 FSU University Relations, Assistant Vice President
Collaborated directly with Boosters, Foundation, and Alumni Association, oversaw donor events, coordinated invites, food, and activities for President's Box for football; coordinated and lead donors traveling with the football team, member of Football Operations team for home games, functioned as gate keeper for VP.

1989-1991 FSU Foundation, Assistant to President and Director of Research
Researched donor prospects, assisted in cultivation and stewardship of donors, managed all correspondence, functioned as gate keeper for president.

1988-1989 Florida Department of Administration, Lobbyist
Represented DOA to Florida Legislature, monitored legislation affecting State Employee Retirement and Insurance and state government operations.

1986-1988 Florida Special Olympics, Resource Development Director
Raised funds and in-kind for organization across state, organized special events including Law Enforcement Torch Run for Special Olympics and various sports events.

1984-1986 Special Olympics International, Assistant Director of Development

First to hold position, raised funds across country, conducted board training and grass roots fundraising at state and local workshops, wrote instruction manuals for completing national projects, coordinated cause-related marking with national firms.

1976-1983 West Virginia Special Olympics, Executive Director

Huntington Special Olympics, Director

First paid state director, traveled state to grow local programs from 14 to 55, grew staff from 1 to 4, raised all funds for program, built board of directors to function as policy entity,

Past Volunteer Experience

Leadership Tallahassee	Class IX
Leadership Florida	Class 19
Girl Scouts of the Big Bend	Board Chair
Tallahassee Chamber	Board Member
211 Big Bend	Board Member

Current Volunteer Experience

Leon County Sheriff's Citizen Academy	Class 50
Leon County Sheriff's Office Foundation	Board Chair
Tallahassee Sunrise Rotary	Membership Chair, Sgt. At Arms
Osher Lifelong Learning Institute (OLLI)	Instructor

Education

BA Education	University of Toledo
MA Special Education	Marshall University

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

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Applications will be discarded if no appointment is made after two years.

Name: Ms. Vitiara Jade Brown | **Date:** 5/18/2026 8:05:44 PM

Home Address:	837 Golden st. Tallahassee, FL 32304	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	No
Home Phone:	(850) 264-6747	**Do you own property in the Tallahassee City Limits?**	No
Primary Email:	brownvitiara@gmail.com	**How many years have you lived in Leon County?**	28

(EMPLOYMENT INFORMATION)

Employer:	Biolife	**Work Address:**	
Occupation:	Plasma technician		
Work/Other Phone:		**Work Email:**	

(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: Native American Indian or Alaska Native **Gender:** F **Age:** 28

District: District III **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Brian Clark	**Name:**	
Address:	1685 Apalachee pkwy	**Address:**	
Phone:	(478) 213-1797	**Phone:**	

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

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Do you foresee participating in any competitive bid process involving business with the Council to which you are applying, during your time serving on that council? *No*

Members on this Council must file a financial Dislosure Form #1 from the Florida Commission on Ethics, per State Statute 112.3145. Financial Disclosure Information - Ethics

Are you willing to complete a financial disclosure form? *Yes*

All members appointed by the Governor shall have been residents of the county for the previous 24-month period.

Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: Ms. Vitiara Jade Brown

The application was electronically sent: 5/18/2026 8:05:44 PM

Vitiara Brown

Tallahassee, FL 32304
brownvitiara@gmail.com
+1 850 264 6747

Authorized to work in the US for any employer

Work Experience

Background screening specialist

Department of Children and Families, State of Florida - Tallahassee, FL
October 2019 to October 2021

Calls are made to employers, schools and references, for the purpose of verifying applicable skills and experience. Manage inbound/outbound calls for Employment, Education, Reference and Licensing Verification's. Maintain effective record keeping for all calls handled.

Starbucks Barista

Starbucks - Tallahassee, FL
January 2017 to October 2019

Personable and customer-oriented barista with over 3 years experience making coffee beverages at cafes. Passionate about fair trade coffee and exotic blends. Skilled at latte art, multiple espresso machines, and customer service.

Clerk 1

Florida housing Finance Corporation
January 2018 to June 2018

I performed clerical tasks such as answering telephones, handling mail, operating office equipment and maintaining office supplies. Gathers, compiles, and verifies information and performs data entry.

Team member

Whataburger - Tallahassee, FL
2015 to 2017

Education

Associate in Science (AS) in Veterinary technology

Florida A & M University - Tallahassee, FL
August 2015 to Present

Skills

- Customer Service
- Microsoft Office (6 years)
- Cashier

- POS
- Management
- Cash Handling (6 years)
- Data Entry
- Typing (6 years)
- Communications (3 years)
- Food Safety
- Individual / Group Counseling
- Management
- Employment & labor law
- Driving
- Sales
- HIPAA
- Clerical experience
- Veterinary Technician Experience

Certifications and Licenses

Baraista
Present

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

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Applications will be discarded if no appointment is made after two years.

Name: Mr. robert renzi

Date: 5/25/2026 3:14:39 PM

Home Address:	6410 Williams Rd Tallahassee, FL 32311	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	No
		Do you own property in Leon County?	Yes
Home Phone:	(850) 545-5434	**Do you own property in the Tallahassee City Limits?**	No
Primary Email:	jdblack01@aol.com	**How many years have you lived in Leon County?**	21

(EMPLOYMENT INFORMATION)

Employer:	retired	**Work Address:**	2200 s monroe st Tallahassee, FL 32311
Occupation:	former CEO non profit		
Work/Other Phone:	(850) 765-7009	**Work Email:**	jdblack01@aol.com

(OPTIONAL)

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Race: White **Gender:** M **Age:** 65

District: District V **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Paul Mitchell	**Name:**	Dr Jay Reeve
Address:	301 s Monroe st tallahassee fl. 32301 c/o the Southern Group	**Address:**	Apalachee Center, Inc. 2634 Capital Circle NE Tallahassee, FL, 32308
Phone:	(850) 671-4401	**Phone:**	(850) 523-3213

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

(COMMITTEE QUESTIONNAIRE)

Do you know of any circumstances that would result in you having to abstain from voting on the Council due to voting conflicts? *No*

Are you or your employer, or your spouse or child or their employers, currently doing business with the Council to which you are applying for membership? *No*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on the Council? (i.e. would you have frequent or reoccurring voting conflicts?) *No*

Do you foresee participating in any competitive bid process involving business with the Council to which you are applying, during your time serving on that council? *No*

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Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: Mr. robert renzi

The application was electronically sent: 5/25/2026 3:14:39 PM

6410 WILLIAMS RD. PHONE 304-238-4655
TALLAHASSEE, FL 32311 E-MAIL JDblack01@aol.com

Robert Renzi

Summary of qualifications

- 30+ years of nonprofit management in Tallahassee in the healthcare setting
- Well-developed leadership, and organizational skills.
- Experienced in collaborating
- Proven ability to solve complex cases.

Professional experience

5/ 2005 -12/252025 Big Bend Cares / Care Point Health and Wellness
Tallahassee, FL **RETIRED**

CEO

- In 20 year, history raised the annual operating Budget from 1.9 million to over 22 million
- Secured an entire city block of land via fundraising and grant award to build a 27,000 Sq foot medical home model
- Successfully started and managed the agency's 340B pharmacy program from scratch
- Increased the number of clients increased from 364 to over 7,000
- Increased staffing by 300% with all staff paid a living wage.
- 20 years of independent fiscal audits and programmatic audits from state and federal government without findings.

2003 - 2005 Irene Wortham Center Asheville, NC
CEO

- Complete oversight of a 8-million-dollar budget and over 180 staff
- Ensure services to severely disabled children and 0-6 preschool for the disabled
- Acquired multi-million dollar grant to rehab all existing agency buildings

2000 – 2003 Connections CSP Inc Wilmington Delaware
CEO

- Responsible for total operations of over 300 employees and 20-million-dollar budget to provide mental health services and substance abuse services statewide.
- Brought agency into full compliance after issues with state of Delaware contracts.

1978 – 2000 State of Delaware New Castle Delaware

Various positions ending as Mental Health Contract Supervisor

Psy.D and MBA from Widener University West Chester ,PA
BS from University of Delaware Newark, DE

References

Mark O'bryant
Dr Jay Reeve
Paul Mitchell

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

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Applications will be discarded if no appointment is made after two years.

Name: Ms. Paris Geathers | **Date:** 6/2/2026 3:04:31 PM

Home Address:	1833 halstead blvd Tallahassee, FL 32309	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	No
Home Phone:	(850) 242-3472	**Do you own property in the Tallahassee City Limits?**	No
Primary Email:	officialparisg1@gmail.com	**How many years have you lived in Leon County?**	8

(EMPLOYMENT INFORMATION)

Employer:	Self	**Work Address:**	1833 halstead blvd Tallahassee, FL 32309
Occupation:	Full Specialist		
Work/Other Phone:	(850) 242-3472	**Work Email:**	officialparisg1@gmail.com

(OPTIONAL)

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Race: Black or African American **Gender:** F **Age:** 29

District: District I **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Latoya Hall	**Name:**	Shay Dunlap
Address:	2725 lake Mary street Tallahassee, fl	**Address:**	1130 east Clark ave 32344 Monticello, fl
Phone:	(850) 491-0070	**Phone:**	(850) 295-1856

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

(COMMITTEE QUESTIONNAIRE)

Do you know of any circumstances that would result in you having to abstain from voting on the Council due to voting conflicts? *No*

Are you or your employer, or your spouse or child or their employers, currently doing business with the Council to which you are applying for membership? *No*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on the Council? (i.e. would you have frequent or reoccurring voting conflicts?) *No*

Do you foresee participating in any competitive bid process involving business with the Council to which you are applying, during your time serving on that council? *No*

Members on this Council must file a financial Dislosure Form #1 from the Florida Commission on Ethics, per State Statute 112.3145. Financial Disclosure Information - Ethics

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Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: *Ms. Paris Geathers*

The application was electronically sent: 6/2/2026 3:04:31 PM

Paris Geathers
Tallahassee, FL | officialparisg1@gmail.com | 850-242-3472

Education
North Florida Cosmetology Institute — Esthetician Certification (2025)

Experience

Amazon — Warehouse Associate / Problem Solver
March 2024 – December 2025
- Assisted with warehouse operations in a fast-paced environment
- Supported problem-solving tasks to maintain workflow efficiency
- Worked collaboratively with team members to meet productivity goals
- Maintained organization, accuracy, and safety standards

Diana Health — Patient Representative
January 2026 – Present
- Assisted patients with check-in/check-out and appointment scheduling
- Verified insurance information and processed payments
- Provided excellent customer service in a healthcare setting
- Managed phone calls, patient records, and administrative support

Skills
Customer Service, Communication, Organization, Multitasking, Team Collaboration, Administrative Support, Esthetics & Makeup Knowledge

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
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Applications will be discarded if no appointment is made after two years.

Name: Mrs. Genise Petit-Homme Cooper | **Date:** 6/10/2026 2:47:01 PM

Home Address:	2304 Flint Run Tallahassee, FL 32303	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	No
		Do you own property in Leon County?	Yes
Home Phone:	(786) 797-7620	**Do you own property in the Tallahassee City Limits?**	No
Primary Email:	genisepetithomme@yahoo.com	**How many years have you lived in Leon County?**	23

(EMPLOYMENT INFORMATION)

Employer:	Leon County Schools	**Work Address:**	3013 Jim Lee Rd Tallahassee, FL 32303
Occupation:	Educator		
Work/Other Phone:	(850) 414-5500 Ext.3101	**Work Email:**	cooperg2@leonschools.net

(OPTIONAL)

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Race: Black or African American **Gender:** F **Age:**

District: **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Roosevelt Sea	**Name:**	Nija Durden
Address:	PO Box 5421 Tallahassee, FL 32314	**Address:**	1857 Larette Dr Tallahassee, FL 32301
Phone:	(850) 567-8321	**Phone:**	(305) 747-6776

Resume Uploaded? No

If no resume is available, 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. Please attach your resume, if one is available.

Genise
Petit-Homme Cooper

Instructor – IB/AP, English

Profile

Genise is a teacher with a strong dedication to the development of students and a high degree of enthusiasm. Genise excels at motivating students to increase their writing and comprehension skills to become life-long learners and reach their highest potential.

Contact

PHONE:

786-797-7620

EMAIL:

genisecooper@icloud.com

Accolades

- James S. Rickards, Teacher of the Year, 2023 – 2024
- James S. Rickards, Glenn-Howell Distinguished Educator of the Year, 2021 – 2022
- R. Frank Nims, Teacher of the Year, 2014 – 2015

Notable Activities

- James S. Rickards, Golden Dolls Dance Team Coach, 2017 – Present
- English/Language Arts Department Chair, 2022 – Present
- Reading Coach, 2021-2022
- AVID/P.E./JROTC Department Chair, 2018-2021

EDUCATION and Certifications

Florida Agricultural and Mechanical University

B.S., English, December 2009

State of Florida Educator Certifications

English, Grades (6-12)

Exceptional Student Education, Grades (K-12)

Reading, Grades (K-12)

WORK EXPERIENCE

James S. Rickards High School, Teacher

2017 – Present

- English and Language Arts Department Chair.
- Teaches 11th Grade IB LIT 3, 9th Grade Pre-IB English I, 10th-12th Grade AP English Language and Composition, 9th Grade English I Honors, and 9th – 11th Grade Avid.
- Saturday School Instructor, SAT/ACT Tutor, and 21st Century Instructor.

Success Academy, Teacher

2015 – 2017

- Taught 12th Grade English, US History, Economics, and American Government.
- Taught 8th-11th Grade English and Language Arts.
- Served as a Paraprofessional and Co-Teacher.

R. Frank Nims Middle School, Teacher

2012 – 2015

- Taught 8th Grade Language Arts and Reading.
- Taught 6th-8th Grade Avid.
- Served as Saturday School and 21st Century After School Program Instructor.
- Founder and Coach of the Trojan Treasure Auxiliary Team.

Community Service

Brehon House Volunteer, 2021 – Present

Capital City Youth Services Volunteer, 2021-Present

National Hook-Up of Black Women, Scholarship Chair, 2021 – Present

Relay for Life Committee Chair, 2013-2015; 2021 – Present

United Way Fundraiser, 2018-2020

(COMMITTEE QUESTIONNAIRE)

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Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: *Mrs. Genise Petit-Homme Cooper*

The application was electronically sent: 6/10/2026 2:47:01 PM

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

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Applications will be discarded if no appointment is made after two years.

Name: Mr. Brent Curtis Johnson | **Date:** 6/17/2026 11:41:16 AM

Home Address:	7184 Ox Bow Circle Tallahassee, FL 32312	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	No
		Do you own property in Leon County?	Yes
Home Phone:	(850) 294-0813	**Do you own property in the Tallahassee City Limits?**	No
Primary Email:	brent.johnson420@gmail.com	**How many years have you lived in Leon County?**	41

(EMPLOYMENT INFORMATION)

Employer:	Four Oaks Community Church, Inc.	**Work Address:**	4500 W Shannon Lakes Dr, Ste 12 Tallahassee, FL 32312
Occupation:	Business Administrator		
Work/Other Phone:	(850) 385-0297	**Work Email:**	brent.johnson@fouroakschurch.com

(OPTIONAL)

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Race: White **Gender:** M **Age:** 67

District: District IV **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Jon Johnson (unrelated)	**Name:**	Pastor Paul Gilbert
Address:	Johnson & Blanton 537 E. Park Avenue Tallahassee, FL 32301	**Address:**	Four Oaks Community Church 4500 Shannon Lakes Drive, #12 Tallahassee, FL 32309
Phone:	(850) 224-1900	**Phone:**	(850) 570-0305

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

I am seeking re-appointment to the Children's Services Council of Leon County. I am currently serviing out the remaining term of a previous Council member who vacated the role.

Since being appointed I have committed to be actively engaged in the issues and matter of the Council. I have been recognized by fellow Council members by being appointed to the Finance and Budget Committee. Most recently, I was voted Vice-Chairman.

I would sincerely appreciate the opportunity to continue serving our community in this role.

(COMMITTEE QUESTIONNAIRE)

Do you know of any circumstances that would result in you having to abstain from voting on the Council due to voting conflicts? *No*

Are you or your employer, or your spouse or child or their employers, currently doing business with the Council to which you are applying for membership? *Yes*

If yes, please explain. *Subsequent to (and unrelated to) receiving funding from CSC Leon, my wife was appointed to serve on the volunteer board of Making Miracles Haven.*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on the Council? (i.e. would you have frequent or reoccurring voting conflicts?) *No*

Do you foresee participating in any competitive bid process involving business with the Council to which you are applying, during your time serving on that council? *No*

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Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: Mr. Brent Curtis Johnson

The application was electronically sent: 6/17/2026 11:41:16 AM

BRENT C. JOHNSON

7184 Ox Bow Circle – Tallahassee, Florida 32312
850.294.0813(Cell)) – brent.johnson420@gmail.com

PROFESSIONAL PROFILE

Leadership – Vision – Strategic Planner
Team Builder – Communicator
Accountable – Highest Integrity

Seasoned management executive with 40 years of experience that includes serving in senior management roles, leading a start-up shared services company, and practicing as a CPA. Proven strategic thinker. Strengths:

- **Leadership** – Highly rated presentation and facilitation skills. Founding board member and chief staff officer of a national CPA society collaboration. Responsible for all aspects of initial start-up of Shared Services, LLC (financial, operational, and legal).
- **Team Building** – Recruited and developed multiple management teams noted for their competency and integrity.
- **Innovator** – Led large multi-organizational team in the development of an enterprise resource software solution. Previously led teams in development of Internet and intranet strategies.
- **Negotiator** – Routinely negotiate and close complex contracts including software and/or service licenses, application hosting solutions, and commercial relationships.

PROFESSIONAL EXPERIENCE

Four Oaks Community Church, Inc., Tallahassee, FL, 2024 – Present

Business Administrator, Corporate Secretary/Comptroller

Responsible for all aspects of the operations and administration of the church's four congregations in Tallahassee, including:

- Financial reporting and accountability.
- Human resources.

Radey Law Firm, Tallahassee, FL, 2015 – 2024

Executive Director

Responsible for all aspects of the executive operations and administration of the firm including:

- Financial reporting and accountability.
- Human resources.
- Information technology strategy development and implementation.

North Highland Consulting, Tallahassee, FL, 2011 – 2015

Provided consulting services in the areas of:

- Strategic planning.
- Business process re-engineering.

CFO Bean Team, LLC, Tallahassee, FL, 2010 – 2011

Provided outsourced and co-sourced CFO and accounting solutions.

Florida Institute of CPAs, Tallahassee, FL, 2007-2010; 1993-2000

Deputy Executive Director/Sr. Director of Member Services

Responsible for all revenue generating activities including continuing professional education, technical services, member services, communications, and marketing. Reported directly to the CEO.

Shared Services, LLC, New York, NY, 2000 – 2006

A joint venture between the AICPA and state CPA societies founded to lower shareholder operating costs through the development of innovative programs and services. Primary revenue generated through application service provider (ASP) fees and royalties earned from national procurement programs.

COO and Founding Board Member

Responsible for all aspects of this start-up company from funding to operations. Reported to a twelve-member Board consisting of state CPA society CEOs and AICPA senior staff.

Ernst & Young (and predecessor firms), Reston, VA/Tallahassee, FL, 1984-1992

A global provider of professional services. Clients included a publicly traded international energy company, real estate development, various governmental units and not-for-profit entities. One of five employees selected to complete a two-year National Office Residency program in Education.

Audit Manager, Reston, VA (last position)

ACCREDITATION AND EDUCATION

Certified Public Accountant – Florida (Through 2025)
Certified Information Technology Professional (Through 2025)
Chartered Global Management Accountant (Through 2025)
Bachelor of Science with Major in Accounting, Florida State University

PROFESSIONAL MEMBERSHIPS/AFFILIATIONS/VOLUNTEER HISTORY

Children's Services Council of Leon County – Executive and Finance and Budget Committee
Professional Advisory Board – FSU School of Accounting (2002 – 05, 2009)
Active Member and Bible Study Co-Leader – Four Oaks Community Church
Court Appointed Co-Guardian Advocate
Mentor – Children's Home Society

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
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Applications will be discarded if no appointment is made after two years.

Name: Dr. Lyndsay Jenkins | **Date:** 6/17/2026 4:56:01 PM

Home Address:	1406 Lloyds Cove Road Tallahassee, FL 32312	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	No
		Do you own property in Leon County?	Yes
Home Phone:	(618) 554-0044	**Do you own property in the Tallahassee City Limits?**	No
Primary Email:	lyndsayjenkins@gmail.com	**How many years have you lived in Leon County?**	9

(EMPLOYMENT INFORMATION)

Employer:	Florida State University	**Work Address:**	1114 W Call St, 3210 Stb Tallahassee, FL 32312
Occupation:	Professor		
Work/Other Phone:		**Work Email:**	lnjenkins@fsu.edu

(OPTIONAL)

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Race: White **Gender:** F **Age:** 42

District: District II **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Tonja Fitzgerald, Leon County Schools Assistant Superintendent of Intervention Services	**Name:**	Dr. Damon Andrew, Dean of FSU College of Education, Health, and Human Science
Address:	tonja.fitzgerald@leonschools.net 2757 West Pensacola Street, Tallahassee, FL 32304	**Address:**	dandrew@fsu.edu 1100 Stone Building, Tallahassee, FL 32306
Phone:	(859) 487-7309	**Phone:**	(850) 644-6885

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

I am applying for appointment to the Leon County Children's Services Council because I am deeply committed to improving the mental health, safety, and well-being of children and families in our community. As both a psychologist and a parent raising three children in Leon County, I have a personal and professional investment in ensuring that all children have access to the supports they need to thrive.

I am a Professor in the School Psychology Program at Florida State University, where I train future mental health professionals, conduct research on youth mental health and bullying prevention, and lead community-engaged initiatives that directly serve children and families in Leon County. My work has been recognized through Florida State University's Community Engaged Teaching Award, and I have been elected as a Fellow of the American Psychological Association for my professional contributions.

A central focus of my work is expanding access to mental health services for local youth. I direct the Seminoles ASPIRE and STRIDES programs, which provide school-based and community-based mental health services to approximately 150 children and adolescents each year while training more than 20 graduate students in counseling and school psychology. Through these programs, I work closely with local schools, families, and community partners and have developed a firsthand understanding of both the strengths of our community and the challenges families face in accessing services.

I hold several professional credentials relevant to the Council's mission, including Licensed Psychologist in Florida, Nationally Certified School Psychologist, Certified NASP PREPaRE Crisis Prevention and Intervention Trainer, and Youth Mental Health First Aid Instructor.

Although I have not previously served on a citizen advisory committee, my professional experience includes program development, strategic planning, outcome evaluation, consensus building, and data-informed decision making. I would welcome the opportunity to contribute these skills, along with my expertise in child development and mental health, to help ensure that community resources are invested in programs that make a meaningful difference for children and families throughout Leon County.

(COMMITTEE QUESTIONNAIRE)

Do you know of any circumstances that would result in you having to abstain from voting on the Council due to voting conflicts?
No

Are you or your employer, or your spouse or child or their employers, currently doing business with the Council to which you are applying for membership? *No*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on the Council? (i.e. would you have frequent or reoccurring voting conflicts?) *No*

Do you foresee participating in any competitive bid process involving business with the Council to which you are applying, during your time serving on that council? *No*

Members on this Council must file a financial Dislosure Form #1 from the Florida Commission on Ethics, per State Statute 112.3145. Financial Disclosure Information - Ethics

Are you willing to complete a financial disclosure form? *Yes*

All members appointed by the Governor shall have been residents of the county for the previous 24-month period.

Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: *Dr. Lyndsay Jenkins*

The application was electronically sent: 6/17/2026 4:56:01 PM

Lyndsay Jenkins, PhD

Professor of School Psychology | FSU | lnjenkins@fsu.edu

■ PROFESSIONAL SUMMARY

Licensed Psychologist, professor, and community-engaged leader with more than 15 years of experience improving the mental health and well-being of children and their families. Director of community-based programs that provide mental health services to youth in Leon County. Recognized for building partnerships, delivery evidence-based services, and translating research into meaning community impact.

■ PROFESSIONAL EXPERIENCE

Professor — Florida State University *(2024-Present)*
Associate Professor — Florida State University *(2020-2024)*
Assistant Professor — Florida State University *(2017-2020)*
Assistant Professor — Eastern Illinois University *(2013-2017)*

■ EDUCATION

PhD, School Psychology — Northern Illinois University (2012)
MA, Psychology — Northern Illinois University (2009)
BA, Psychology — Northern Illinois University (2006)

■ COMMUNITY LEADERSHIP & SERVICE

- Director, Seminoles ASPIRE (2018-present) — FSUS K-12 mental health partnership
- Director, STRIDES (2023-present) — LCS mental health partnership
- Mental Health Consultant, Trinity Catholic School, Tallahassee (2024-2025)
- Advisory Board Member, Alberti Center for Bullying Abuse Prevention (2018-present)

■ SELECTED PROFESSIONAL CONTRIBUTIONS

- Author of 80+ peer-reviewed publications on youth mental health, bullying prevention, trauma, and school climate
- National and international presenter on youth mental health, bullying prevention, and school-based interventions
- Leader of research and service initiatives that translate evidence into practice for schools and communities.

■ TRAINING & CERTIFICATIONS

- Certified NASP PREPaRE Trainer — school crisis prevention and intervention
- Youth Mental Health First Aid Instructor — training educators and community members

A PERSONAL COMMITMENT

As a psychologist and parent raising three children in Leon County, I am deeply invested in our community's future. I believe every child deserves access to the supports they need to thrive, and I am committed to helping ensure that community resources are invested in programs that make a lasting difference.



CONTACT

lnjenkins@fsu.edu
618-554-0044
Tallahassee, FL

CREDENTIALS

Licensed Psychologist
Nationally Certified School Psychologist
NASP PREPaRE Trainer
Youth Mental Health First Aid Trainer

CORE SKILLS

Youth Mental Health
Trauma-Informed Care
Bullying Prevention
Social-Emotional Learning
School-Based Counseling
Program Development
Grant Writing
Community Partnerships
Clinical Supervision

HONORS

APA Fellow
Graduate Faculty Mentor Award
Graduate Teaching Award
Community Engaged Teaching Award
Michael & Jean Shahnasarian Endowed Professor

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

It is the applicant's responsibility to keep this information current. To advise the County of any changes please contact Lisa Davis by telephone at (850) 606-5300 or by e-mail at DavisLis@leoncountyfl.gov.

Applications will be discarded if no appointment is made after two years.

Name: Mrs. Stephanie Novenario | **Date:** 7/2/2026 11:13:58 PM

Home Address:	5684 Braveheart Way Tallahassee, FL 32317	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	Yes
Home Phone:	(561) 374-0382	**Do you own property in the Tallahassee City Limits?**	Yes
Primary Email:	newhamshter@gmail.com	**How many years have you lived in Leon County?**	2

(EMPLOYMENT INFORMATION)

Employer:	Florida Legal Services	**Work Address:**	
Occupation:	Appellate Attorney		
Work/Other Phone:		**Work Email:**	stephanie.novenario@floridalegal.org

(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: White **Gender:** F **Age:** 36

District: District I **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Laura Lee	**Name:**	Allison Hunter
Address:	PO Box 10628 Tallahassee, FL 32302	**Address:**	
Phone:	(850) 728-7321	**Phone:**	(850) 591-0240

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

(COMMITTEE QUESTIONNAIRE)

Do you know of any circumstances that would result in you having to abstain from voting on the Council due to voting conflicts? *No*

Are you or your employer, or your spouse or child or their employers, currently doing business with the Council to which you are applying for membership? *No*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on the Council? (i.e. would you have frequent or reoccurring voting conflicts?) *No*

Do you foresee participating in any competitive bid process involving business with the Council to which you are applying, during your time serving on that council? *No*

Members on this Council must file a financial Dislosure Form #1 from the Florida Commission on Ethics, per State Statute 112.3145. Financial Disclosure Information - Ethics

Are you willing to complete a financial disclosure form? *Yes*

All members appointed by the Governor shall have been residents of the county for the previous 24-month period.

Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: *Mrs. Stephanie Novenario*

The application was electronically sent: 7/2/2026 11:13:58 PM

STEPHANIE NOVENARIO

ATTORNEY

CONTACT

6386 BelGrand Dr.
Tallahassee, FL 32312
561.374.0382
newhamshter@gmail.com

EDUCATION

JURIS DOCTOR • MAY 2014
Florida State University
Tallahassee, FL

Book Awards:
Supreme Court Role Play
Florida Criminal Practice

BA IN ENGLISH • MAY 2011
University of Central Florida
Orlando, FL

MEMBERSHIP

First District American Appellate Inn of Court

KEY SKILLS

Legal research
Legal writing
Excellent communication and organization

PROFESSIONAL SUMMARY

Accomplished attorney with extensive experience in administrative, trial, and appellate advocacy. Recognized for drafting clear, analytical, and well-supported appellate briefs, orders, and judicial opinion drafts

COMMUNITY VOLUNTEERISM

Committed coach to third- through fifth-grade girls for multiple seasons for both Girls on the Run of the Big Bend and Girls on the Run of Northeast Florida. Active coach in Spring of 2015, Fall of 2016, Spring of 2017, and Fall of 2022.

PRO BONO SERVICE

Current pro bono appellate attorney who drafts briefs for the Statewide Guardian ad Litem Office through the Defending Best Interests program

Current member of the Florida Bar Second Circuit Grievance Committee "A"

CURRENT EMPLOYMENT

APPELLATE ATTORNEY • MAY 2026-PRESENT

Florida Legal Services • Tallahassee, FL

Spearhead appellate representation of survivors of domestic violence in appeals of injunction for protection cases. Create and conduct trainings for pro se applicants and attorneys alike at the trial level regarding creating and maintaining the cleanest and best record on appeal possible.

STEPHANIE NOVENARIO

ATTORNEY

PRIOR EMPLOYMENT

SENIOR ATTORNEY (PROMOTED) • Dec. 2024 - MAY 2026

Florida Commission on Ethics • Tallahassee, FL

Reviewed ethics complaints for legal and technical sufficiency. Drafted orders and opinions for approval by the Commission. Presented motions and opinions to the Commission. Acted as the attorney-of-the-day to handle in-the-moment inquiries from public officers and employees and their counsel.

APPELLATE ATTORNEY • FEB. 2024 – DEC. 2024

Agency for Health Care Administration • Tallahassee, FL

Conducted legal research on various topics ranging from bankruptcy law to Medicaid law. Drafted appellate briefs. Created CLEs on various administrative law topics, including exceptions to proposed recommended orders.

VOLUNTEER MANAGER • NOV. 2023 – FEB. 2024

Ronald McDonald House Charities of Jacksonville • Jacksonville, FL

Communicated effectively with volunteers of all ages and abilities. Created and provided volunteer orientation. Gave tours of the House to various professional and student groups, ensuring to highlight the House's mission, background, and needs.

SENIOR APPELLATE ATTORNEY • DEC. 2022 – DEC. 2023

Statewide Guardian ad Litem Office • Remote

Drafted appellate petitions on behalf of children removed from their parents by DCF. Conducted research on various topics, including parental appellate rights and whether foster parents are parties in dependency cases.

JUDICIAL STAFF ATTORNEY • JUNE 2022—DEC. 2022

Fourth Judicial Circuit • Jacksonville, FL

Drafted and edited judicial opinions, focusing mainly on criminal law and motions under Florida Rule of Criminal Procedure 3.800 and Florida Rule of Criminal Procedure 3.850.

SENIOR APPELLATE ATTORNEY • SEPT. 2021—MAY 2022

Statewide Guardian ad Litem Office • Remote

Drafted appellate petitions on behalf of children removed from their parents by DCF. Conducted research on various topics, including parental appellate rights and whether foster parents are parties in dependency cases.

JUDICIAL STAFF ATTORNEY • JAN. 2020 – AUG. 2021

Fourth Judicial Circuit • Jacksonville, FL

Drafted and edited judicial opinions, focusing mainly on criminal law and motions under Florida Rule of Criminal Procedure 3.800 and Florida Rule of Criminal Procedure 3.850.

PRIOR EMPLOYMENT CONTINUED

SENIOR ATTORNEY • MAY 2019-NOV. 2019

Department of Children and Families • Tallahassee, FL

Represented the State of Florida in all trial of dependency cases, from emergency shelter hearings to dependency hearings to termination of parental rights trials.

GRANTS OFFICER • SEPT. 2018—APRIL 2019

Florida State University • Tallahassee, FL

Checked and corrected professors grant applications to ensure they satisfied each opportunity's specifications.

ASSISTANT STATE ATTORNEY • JUNE 2018—SEPT. 2018

State Attorney's Office of the Second Judicial Circuit • Tallahassee, FL

Prosecuted those accused of misdemeanors.

LAW CLERK • OCT. 2017—MAY 2018

First District Court of Appeal • Tallahassee, FL

Drafted judicial opinions and summaries of cases for the Judge.

ASSISTANT REGIONAL COUNSEL • JULY 2017—OCT. 2017

Capital Collateral Regional Counsel – North • Tallahassee, FL

Represented death row inmates on last chance appeals to the Florida Supreme Court.

LAW CLERK • OCT. 2014—JUNE 2017

First District Court of Appeal • Tallahassee, FL

Drafted judicial opinions and summaries of cases for the Judge.

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

It is the applicant's responsibility to keep this information current. To advise the County of any changes please contact Lisa Davis by telephone at (850) 606-5300 or by e-mail at DavisLis@leoncountyfl.gov.

Applications will be discarded if no appointment is made after two years.

Name: Ms. Cynthia Ann Covington | **Date:** 7/2/2026 1:31:19 PM

Home Address:	770 Appleyard Drive Apt 11A Tallahassee, FL 32304	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	No
Home Phone:	(850) 999-9459	**Do you own property in the Tallahassee City Limits?**	No
Primary Email:	covington.cynthia@gmail.com	**How many years have you lived in Leon County?**	30

(EMPLOYMENT INFORMATION)

Employer:	Covington & Covington, Inc. dba Tutor Fish	**Work Address:**	770 Appleyard Drive St 11A, Tallahassee, FL 32304
Occupation:	Teacher/Tutor		
Work/Other Phone:	(850) 329-0688	**Work Email:**	info@tutorfish.net

(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: White **Gender:** F **Age:** 53

District: District II **Disabled?** Yes

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Dr. Everett Montgomery	**Name:**	Mallika Pant
Address:	444 Appleyard Drive	**Address:**	1011 Burning Tree Way
Phone:	(850) 212-1225	**Phone:**	(850) 339-0706

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

I have served on the Transit Advisory Committee for the past three years. I am a Licensed Practical Nurse and earned my Bachelor of Science in Exceptional Student Education from Tallahassee State College. I am a regular volunteer with Leon County Schools and look forward to being a positive addition to this Committee.

(COMMITTEE QUESTIONNAIRE)

Do you know of any circumstances that would result in you having to abstain from voting on the Council due to voting conflicts?
No

Are you or your employer, or your spouse or child or their employers, currently doing business with the Council to which you are applying for membership? *No*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on the Council? (i.e. would you have frequent or reoccurring voting conflicts?) *No*

Do you foresee participating in any competitive bid process involving business with the Council to which you are applying, during your time serving on that council? *No*

Members on this Council must file a financial Dislosure Form #1 from the Florida Commission on Ethics, per State Statute 112.3145. Financial Disclosure Information - Ethics

Are you willing to complete a financial disclosure form? *Yes*

All members appointed by the Governor shall have been residents of the county for the previous 24-month period.

Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: *Ms. Cynthia Ann Covington*

The application was electronically sent: 7/2/2026 1:31:19 PM

Contact

8503290688 (Work)
covington.cynthia@gmail.com

www.linkedin.com/in/cynthiacovingtonlpn (LinkedIn)

Top Skills

Teaching Reading
Guided Reading
Reading Comprehension

Certifications

Licensed Practical Nurse in Long Term Care (LPN-CLTC)
Advanced Leadership Certification
Certified Peer Educator
Entrepreneurial Excellence Program Certificate

Cynthia Covington

Education Companion and Advocate
Tallahassee, Florida, United States

Summary

With more than 30 years of experience as a Licensed Practical Nurse and a deep-rooted passion for exceptional student education, I've devoted my career to helping individuals of all abilities reach their fullest potential. As a homeschooling parent of four, I honed my skills in individualized instruction, curriculum design, and fostering genuine engagement — meeting each learner right where they are.

Today, as the founder of Tutor Fish, I specialize in supporting students with exceptionalities through personalized, strengths-based tutoring. My approach combines evidence-based educational strategies with a compassionate understanding of developmental and behavioral needs, empowering students to build confidence, master new skills, and love learning again.

With my Bachelor's in Exceptional Student Education (ESE), I'm focused on integrating my healthcare background with my passion for teaching, mentorship, and community advocacy. My mission is simple: to create inclusive, joyful, and impactful learning experiences — in the classroom, the community, and beyond.

I believe education, like healthcare, is a calling — one that requires empathy, innovation, and an unwavering belief that every learner deserves a chance to thrive.

Experience

www.TutorFish.net

Founder
May 2023 - Present (3 years 1 month)
Tallahassee, Florida, United States

As the Founder and Lead Educator of Tutor Fish, we provide personalized tutoring services to students with exceptionalities, offering both in-person and online support. Our team works with a diverse range of students, from

elementary through college level, in subjects including reading, writing, mathematics, science, and test preparation. Through a student-centered approach, we adapt instruction to meet individual learning needs, specializing in working with students with ADHD, dyslexia, autism spectrum disorder (ASD), and other learning challenges. We also offer ESL tutoring, study skills coaching, and assistive technology support. Our goal is to empower each student to reach their full potential and build confidence in their academic abilities.

Lion Rock Gaming
VP of Marketing
November 2022 - Present (3 years 7 months)
Florida, United States

As the Vice President of Marketing for Lion Rock Gaming, I oversee the development and execution of marketing strategies to promote our eSports coaching services. I manage social media campaigns, create content for online platforms, and work to expand our brand presence within the gaming community. I also collaborate with the coaching team to highlight the benefits of gaming, such as teamwork, strategy, and problem-solving, while driving engagement and attracting new clients.

Freelance
Licensed Practical Nurse
November 1994 - Present (31 years 7 months)
United States

As a Licensed Practical Nurse (LPN) with over 30 years of experience, I have worked in various settings, including home health, traveling nursing, and doctor’s offices. In home health, I provided personalized care to patients, including medication management, wound care, and assisting with daily activities. As a traveling nurse, I adapted to diverse healthcare environments, offering critical support across multiple locations. In doctor’s offices, I assisted with patient assessments, administered treatments, and managed patient records, always prioritizing compassionate care.

Homeschool Classroom, Inc.
Education Companion / Tutor
August 2012 - January 2017 (4 years 6 months)

At Homeschool Classroom, Inc., I played a pivotal role in providing full-time tutoring for 25 K-12 students in our home classroom. I designed and implemented personalized lesson plans that catered to diverse learning needs,

including students with exceptionalities. My responsibilities included individual and group instruction, monitoring student progress, and fostering a positive, engaging learning environment. I collaborated with parents to track academic development, ensuring every student received the support needed to succeed.

US Nursing/Travel
Travel Nurse
June 2001 - September 2006 (5 years 4 months)

I provided excellent nursing care to my patients in facilities that were short staffed or going through a strike situation.Travel Nursing involves intensive logistics in traveling as well due to the length of stay. I managed the connection, payment, disconnection, and deposits for utilities, rental furniture and the rental property itself. Upon arrival, the nurses would have their new home ready with everything they needed for a three month stay. Upon move-out, I handled all deposits, returns, and pick-ups.

Gentiva Health Services
Home Health Nurse
January 1998 - June 2001 (3 years 6 months)

I provided exceptional care to my patients in their homes after being discharged from the hospital but still in need of nursing care, while getting to know every nook and cranny of the streets of Tallahassee.

Education

Tallahassee Community College
Bachelor of Science - BS, Exceptional Student Education · (May 2023 - December 2025)

Entrepreneurial Exellence Program
Certificate of EEP Completion Program · (2013 - 2013)

University of Phoenix
Registered Nursing/Registered Nurse · (2007 - 2008)

Lively Technical Center
Licensed Practical/Vocational Nurse Training · (1993 - 1994)

Wakulla High School

College/University Preparatory and Advanced High School/Secondary Diploma Program · (1988 - 1991)

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

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Applications will be discarded if no appointment is made after two years.

Name: Ms. Kenedria Thurman | **Date:** 7/7/2026 11:28:13 AM

Home Address:	815 GOODBREAD LN Tallahassee, FL 32303	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	No
Home Phone:	(850) 264-9074	**Do you own property in the Tallahassee City Limits?**	No
Primary Email:	kenedriathurman@gmail.com	**How many years have you lived in Leon County?**	41

(EMPLOYMENT INFORMATION)

Employer:	Florida A&M University	**Work Address:**	
Occupation:	Director		
Work/Other Phone:	(850) 599-3267	**Work Email:**	kenedria.thurman@famu.edu

(OPTIONAL)

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Race: Black or African American **Gender:** F **Age:** 41

District: **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Becky Bailey	**Name:**	Q'Vaunda Curry
Address:	Drbeckyann@gmail.com	**Address:**	Vqfitclub@gmail.com
Phone:	(407) 810-1961	**Phone:**	(850) 688-5076

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

(COMMITTEE QUESTIONNAIRE)

Do you know of any circumstances that would result in you having to abstain from voting on the Council due to voting conflicts? *No*

Are you or your employer, or your spouse or child or their employers, currently doing business with the Council to which you are applying for membership? *No*

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Do you foresee participating in any competitive bid process involving business with the Council to which you are applying, during your time serving on that council? *No*

Members on this Council must file a financial Dislosure Form #1 from the Florida Commission on Ethics, per State Statute 112.3145. Financial Disclosure Information - Ethics

Are you willing to complete a financial disclosure form? *Yes*

All members appointed by the Governor shall have been residents of the county for the previous 24-month period.

Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: *Ms. Kenedria Thurman*

The application was electronically sent: 7/7/2026 11:28:13 AM

Kenedria S. Thurman

815 Goodbread Lane, Tallahassee, Florida 32303 • Kenedriathurman@gmail.com • 850-264-9074

Education

Nova Southeastern University Ft. Lauderdale, Florida
December 2014
Abraham Fischler School of Education
Master of Science in Brain-Based Teaching

Florida Agricultural and Mechanical University Tallahassee, Florida
December 2008
School of Arts and Sciences
Bachelor of Science in Psychology, Early Childhood Education

Professional Work Experience

Florida Agricultural and Mechanical University Educational Research Center for Child Development (ERCCD), Tallahassee, Florida

Interim Director, Director
October 2014-Present

- Provide oversight to the annual budget of approximately $750,000, supervising 16 staff and providing care for up to 90 children.
- Effectively manage child care licensing and credentials to maintain Florida DCF regulations, Early Learning Coalition School Readiness Provider and Voluntary Pre-Kindergarten Requirements.
- Assessed culture dynamics of existing programs and conducted an action research plan that would improve learning and teaching in early childhood education.
- Modified procedural, environmental and educational aspects to improve the quality of the program and facility features. Continued implementation of initiatives that carried the center into 30+ years of service.
- Revamped a federal grant proposal to secure $1.6 million to provide childcare to student parents and families for 2 additional years. (2015)
- Awarded a new-competition 4-year allocation from the Federal Department of Education Child Access Means Parents in School Grant. (2017)
- Positively impact the affordability of access and quality by advocating for service fees from the Student Government Association to support student parents.
- Founded the Primary program for infants and toddlers; used by the Florida Office of Early Learning for training professionals on Infant and Toddler State Standards. (2015, 2018)
- Network with campus departments and student organizations to unify the program to the University.
- Coordinated student workers, volunteers and researchers from three local institutions with a host of educational disciplines.
- Developed working relationships with professional staff and the community.
- Engaged stakeholders through the Children's Investment Team (CIT), which provided an advisory oversight from families on programming, family engagement, fundraising and special events.
- Designed media advertisements for center enrollment and program promotion and facilitated press releases and planning of center events
- Engaged University leadership in the ERCCD culture and programming.
- Served as a model teacher for staff. Instructed a 3 hour class for VPK children, evaluated with Classroom Assessment Scoring System® (CLASS). (2018 and 2019)
- Organized trauma-informed program assessment and training for all staff and introduced to families through parent workshops.
- Provided staff training and team building workshops within the department, Student Affairs division, Human Resources and community.
- Maintained program accreditation with AdvancED (now Cognia) and participated in Quality Rating Improvements with Early Learning Coalition.
- National presenter for Conscious Discipline and the National Coalition of Campus Children's Centers on

topics related to social emotional development, early childhood best practices and program success.
- Developing a natural, outdoor play space with hands-on gardening, sensory and gross motor activities for children birth to five.
- Supporting a collaborative plan to improve building safety and facility oversight.
- Serve on the Customer Satisfaction Team for Student Affairs.
- Organize the nomination and selection process for the annual Student Affairs employee recognition event and décor for the both the ceremony and division's leadership retreat.

FAMU New Beginnings ERCCD, Tallahassee, Florida

Classroom Teacher, Member of Advisory Board 2013-2014, Assistant Director
January 2012-October 2014

- Using integrated approaches to learning; Creative Curriculum, Beyond Centers and Circle Time and VPK Standards in learning
- Educates staff and families on the research supporting best practice in Early Childhood Programs
- Collaborates with administration and volunteer groups such as the Masters of Occupational Therapy program in implementing curriculum enhancers and introducing age –appropriate play to stimulate 2-5 yr old development in fine motor, gross motor and socio-emotional domains
- Participates on PTCO as a teacher liaison and contributes fundraising ideas that produce revenue for the organization

Walt Disney Corporation Disney English, Beijing, China

Foreign Language Trainer
September 2010- December 2010

- Instructed and planned an English immersion classroom for children 3-9 years. Created class portfolio and presented assessment conclusions to parents.
- Nominated for the 'Disney "Fan"atic ' award of customer service and dedication.
- Served as an Early Childhood Resource for the Mandarin and American staff, observing in classrooms and providing assistance with class management techniques.
- Studied Mandarin language and Chinese culture.

Beginning Steps Ministry, Tallahassee, Florida

Lead Teacher/Assistant Teacher/Substitute
August 2006-July 2010, January 2011-July 2011

- Instructed Florida Voluntary Pre-Kindergarten certified classroom, designing practices and implemented tools which positively impacted the 5-star VPK rating.
- Created and implemented lesson plans using Creative, Wee and Harcourt Curriculums, offering integrated instruction to develop social, intrapersonal and Kindergarten Readiness skills.
- Constructed lasting relationships with families and children through developmental transitions.

Training and Certification

Florida Director's Credential with VPK Endorsement and Trauma Informed Endorsement (exp. 2024), Florida Pre-Kindergarten/Primary Examination Completion, Florida Professional Teacher Examination Completion, Teaching English as a Foreign Language (TEFL) Certification, Trauma-Informed Director Training Completion, *Florida Department of Children and Families Mandated 45-hour Child Care Examination Completion,* Conscious Discipline Certified Instructor
Proficient in MS Office Suite (Word, PowerPoint, Excel, Publisher, Outlook), Adobe Acrobat Pro, Qualtrics, and ProCare childcare management system.

Professional Reference List Available Upon Request

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

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Applications will be discarded if no appointment is made after two years.

Name: Mr. Roosevelt General Petithomme | **Date:** 7/7/2026 3:14:23 PM

Home Address:	867 Medical Commons Ct Tallahassee, FL 32310	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	Yes
Home Phone:	(850) 284-3286	**Do you own property in the Tallahassee City Limits?**	Yes
Primary Email:	iammr.petithomme@gmail.com	**How many years have you lived in Leon County?**	26

(EMPLOYMENT INFORMATION)

Employer:	FloridaCommerce	**Work Address:**	107 E Madison St Tallahassee, FL 32310
Occupation:	Public Administrator		
Work/Other Phone:	(850) 284-3286	**Work Email:**	Roosevelt.Petithomme@commerce.fl.gov

(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: Black or African American **Gender:** M **Age:** 46

District: District I **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Adam Callaway	**Name:**	Alex Kelly
Address:	107 E Madison St, Tallahassee Fl 32399	**Address:**	107 E Madison St, Tallahassee Fl 32399
Phone:	(850) 717-8965	**Phone:**	(850) 443-8626

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

(COMMITTEE QUESTIONNAIRE)

Do you know of any circumstances that would result in you having to abstain from voting on the Council due to voting conflicts? *No*

Are you or your employer, or your spouse or child or their employers, currently doing business with the Council to which you are applying for membership? *No*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on the Council? (i.e. would you have frequent or reoccurring voting conflicts?) *No*

Do you foresee participating in any competitive bid process involving business with the Council to which you are applying, during your time serving on that council? *No*

Members on this Council must file a financial Dislosure Form #1 from the Florida Commission on Ethics, per State Statute 112.3145. Financial Disclosure Information - Ethics

Are you willing to complete a financial disclosure form? *Yes*

All members appointed by the Governor shall have been residents of the county for the previous 24-month period.

Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: Mr. Roosevelt General Petithomme

The application was electronically sent: 7/7/2026 3:14:23 PM

Roosevelt General Petithomme, CPM
867 Medical Commons Ct. Tallahassee Fl, 32310
Phone: 850-284-3286, Email: mr.petithomme@yahoo.com

PROFESSIONAL EXPERIENCE

Florida Department of Commerce (FLCommerce) **October 2025 – Present**
Assistant Deputy Secretary

- Strategic Leadership: Managing teams that provide technical assistance, guidance, and oversight Reemployment assistance and workforce Services.
- Stakeholder Coordination: Working with federal, state, and local agencies, legislators, industry associations, and private sector partners to ensure policy alignment.
- Program Management: Overseeing initiatives related to reemployment assistance and workforce services.
- Grant and Funding Management: Securing and managing state and federal funding reemployment and workforce initiatives.
- Policy Implementation: Facilitating key initiatives to address priority economic issues and fostering innovative approaches to reemployment assistance and workforce services.

Florida Department of Commerce (FLCommerce) **December 2024 – October 2025**
Deputy Director of Reemployment Assistance

- Develop and implement effective reemployment programs and initiatives to assist individuals in finding meaningful employment opportunities.
- Lead and manage a team of professionals to ensure the successful execution of reemployment programs and services.
- Collaborate with internal and external stakeholders to identify and address the needs of job seekers and employers.
- Stay updated on the latest workforce development trends and best practices to continuously improve and innovate reemployment programs.
- Develop and maintain relationships with local employers to understand their hiring needs and create tailored solutions for job seekers.
- Analyze data and metrics to evaluate the effectiveness of reemployment programs and make necessary adjustments for improvement.
- Provide guidance and support to staff in implementing reemployment strategies and services.
- Ensure compliance with state and federal regulations related to reemployment programs.
- Represent the department at conferences, events, and meetings to promote reemployment programs and initiatives.
- Collaborate with other departments and agencies to identify and leverage resources for reemployment programs.
- Develop and manage budgets for reemployment programs and services.
- Develop and maintain partnerships with community organizations, educational institutions, and other stakeholders to enhance the reach and impact of reemployment programs.
- Monitor and report on the progress and outcomes of reemployment programs to department leadership and stakeholders.
- Train and mentor staff to ensure a high level of expertise and knowledge in reemployment strategies and services.
- Develop strategic plans and goals for reemployment programs and work towards achieving them.

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Florida Department of Corrections (FDC) **November 2021 – December 2024**
Bureau Chief

- Manages and leads the daily operations of the Bureau of Contract Management and Monitoring consisting of 41 Full Time Equivalents
- Establishes goals and performance measures to ensure managers and staff are meeting timelines, working efficiently, completing their job duties and responsibilities, working within budgetary guidelines, and providing high levels of customer service.
- Responsible for training, hiring, and performance management of contract management and monitoring staff.
- Oversees the development of training for the Department's Contract Management and Monitoring
- Directs and oversees the management and monitoring of the Food Service, Inmate Telephone, Inmate Tablets, Canteen, and Substance Use Disorder contracts.
- Conducts research to identify best practices and benchmarks.

Position Achievement

- Oversaw the implementation of a statewide food service program with an annual value of $84,000,000.00.
- Oversaw the implementation of a revenue generating contract inmates tablet upgrade program valued at an excess of $14,000,000.00 annually.
- Facilitated a reorganization to promote better customer service and operational efficiency.
- Initiated the development of a Bureau Strategic Plan
- Promoted a culture of partnership, embracing change/innovation, contractor accountability, customer service and agility.
- Introduced agile project management to the Bureau.
- Facilitated an increase in the number of staff earning contract management and negotiation certifications.
- Promoted staff earning Project Management Professional (PMP) designation.

Florida Department of Corrections (FDC) **June 2017 – November 2021**
Operations Manager – Assistant Bureau Chief

- Planed workload, workflows, deadlines, work objectives and time utilization for six employees.
- Motivated employees to improve quality and quantity of work performed.
- Provided training to employees on proper contract management practices.
- Communicated on a regular basis with employees both individually and collectively.
- Supported the Bureau Chief by providing oversight and direction to other sections within the Bureau.
- Maintained an expenditure tracking system database for the allocations related to area of responsibility.
- Assisted with the development of procedure and policy guidelines related to contract management.
- Developed and prepares regular reports as directed by the Bureau Chief and executive leadership.
- Oversaw the development of the quarterly legislative report.
- Developed annual legislative reports.
- Evaluated Contractor proposals and performance.
- Negotiated contract terms and pricing.
- Acted as Bureau Chief in absence of the Bureau Chief
- Developed and conducted training for Contract Managers, Program Offices and Contractors
- Developed and implemented strategic plans.

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Position Achievement

- Established a performance measure monitoring process.
- Developed process maps for procurement and contract management.
- Established an employee mentor rotational program.
- Established a contract manager training program.
- Initiated a contractor training/orientation program.
- Established a community of practice between: FDC, DJJ and the DOH to share ideas and best practices on contract management and monitoring.
- Established a culture of partnership and customer service with program offices.

Florida Department of Corrections (FDC) **December 2016 – June 2017**
Purchasing Manager

- Responsible for writing technical specifications, performance requirements, and evaluation methodologies used in the formal and informal solicitation processes.
- Served as the Procurement Officer for various solicitations.
- Administered the posting of formal competitive solicitations, single sources, and other notices.
- Prepared for, facilitated, and attended public meetings, and reviewed bid responses for acceptability.
- Communicated and consulted with various agency personnel regarding needs for materials, supplies, and required delivery schedules.
- Supervised and monitored Procurement Officers
- Provided training and developed job-aids for employees.
- Screened purchase requisitions for compliance with agency policies, rules, and regulations, correct budgetary coding, and price verification and written quotes (if required)
- Compiled information from various sources; prepared and ensured that required reports were submitted as required.
- Maintained files for competitive solicitations and other projects as required for auditing purposes; provided auditors with purchasing information as needed.
- Stayed abreast of State of Florida and Department of Corrections rules, laws, regulations, policies, and statutes that impacted the purchasing profession.

Position Achievement

- Established Team Strategic Initiatives
- Implemented a bi-weekly Customer Report
- Established a Workload Forecast Report
- Established a customer focused culture.

Florida Department of Transportation (FDOT) **April 2014 – December 2016**
District Local Program Administrator

- Managed various infrastructure projects.
- Established program work plan.
- Reviewed project documentation to ensure compliance with federal and state regulations.
- Developed and conducted training for District staff, federal, and state employees and various subrecipients.
- Developed program strategic maps, logic models and balanced scorecards.
- Conducted quality assurance reviews and performance audits.
- Conducted business process analysis and mapping.
- Assisted in the development of strategies for employee retention.
- Made presentations to various local governments and transportation stakeholders.
- Led a team of design and construction engineering inspection consultants and two employees.

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- Worked to resolve disputes between FDOT, consultants and subrecipients.
- Addresses public project concerns.

Position Achievement

- Increased federal grant subrecipients from 5 to 12 within one year.
- Planned and hosted the first ever Local Agency Transportation Summit
- Led the implementation of an employee mentor and retention program.
- Formed strategic partnership with the Jacksonville Transportation Authority and the Suwannee River Water Management District to deliver projects in support of smaller local entities.
- Hosted the Local Agency Program (LAP) change order and contract change webinar.
- Developed the LAP Balanced Scorecard and Strategy Map
- Piloted an innovative continuing services contract method to streamline project delivery.
- Planned and delivered two Local Agency Project Administration workshops.

Florida Department of Health (FDOH) **November 2013 – February 2014**
Operations Manager

- Administered the Bureau Quality Improvement Plan
- Led a team of program administrators, budget personnel, and contract managers.
- Conducted business process analysis and mapping.
- Developed performance and strategic plans.
- Developed tools to track training.
- Researched best practices for program improvement.

Position Achievement

- Led the Bureau's implementation of SMART goals.
- Implemented the Bureau's Individual Training and Development Tool

Florida Department of Transportation (FDOT) **May 2008 – November 2013**
State Local Agency Program Administrator

- Administered an annual $100 - $120 million federal-aid capital improvement program.
- Led, coached, and mentored an interdisciplinary team of Engineers, Planners and Procurement professionals.
- Conducted quality assurance reviews and performance audits.
- Conducted business process analysis and mapping.
- Developed performance and strategic plans.
- Developed service efforts and accomplishment reports.
- Tracked projects for compliance with budgets.
- Developed procurement policies and procedures.
- Engaged in intergovernmental coordination with federal, state, and local agencies.
- Developed processes and guidance to ensure that local agencies complied with the Department's Disadvantaged Business Enterprise (DBE) program in accordance with 49 CFR Parts 23 and 26
- Chaired an interdisciplinary task team consisting of professionals from right of way, design, construction, and administration.
- Developed career paths and performance goals.
- Developed procedures and training to ensure subrecipients are aware of federal and state regulations and guidelines.

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Position Achievement

- Implemented the LAP quality assurance program.
- Implemented the LAP regional training model.
- Planned, managed, and implemented the Local Agency Program Information Tool (LAPIT):
  - LAPIT is an enterprise web application designed to consolidate, disseminate, and track information on federally funded capital projects.
  - Application supports the Federal Highway Administration (FHWA), Florida Department of Transportation (FDOT), and 245 Local Agencies
  - 18-month project, $1.2 million budget
- Implemented the LAP recertification and performance management program.
- Introduced the LAP small purchase program.
- Developed the LAP Quick Reference Guide
- Wrote the first LAP Annual Service Efforts and Accomplishments Report
- Successfully lobbied for the inclusion of a LAP project category in the Florida Transportation Builders Association Annual Awards
- Chaired the Office of Design Awards and Recognition Committee in 2012

URS Corporation **February 2005 – May 2008**
Transportation Planner/ Program Performance Measures and Agreement Coordinator

- Developed and managed intergovernmental agreements with a $3.9 million budget.
- Monitored environmental program budget expenditures.
- Developed employee position descriptions and budgets.
- Conducted environmental program evaluations and performance audits.
- Served as a liaison between the FDOT and various federal and state regulatory agencies.
- Developed performance measures for the Florida Efficient Transportation Decision Making Program (ETDM)
- Developed environmental streamlining policies and procedures.
- Wrote grant proposals to fund community development projects.
- Wrote planning and community development studies.
- Conducted due diligence studies for the acquisition of cell phone towers.
- Reviewed local government comprehensive land use plans.
- Developed application user requirements, tested applications, and developed user manuals.
- Developed conflict resolution processes.
- Provided oversight of sub-consultants

Position Achievement

- Secured scenic highway designation for State Road 16 through Penney Farms Florida
- Developed the second generation of ETDM funding agreements with various resource agencies.
- Implemented performance audits in the ETDM process.
- Produced the ETDM Quick Reference Guide
- Produced the Sociocultural Effect Performance Measures Report

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Phone: 850-284-3286, Email: mr.petithomme@yahoo.com

Florida Department of Business and Professional Regulations (DBPR) **September 2002 – February 2005**
Regulatory Specialist II

- Served as a liaison between Florida's professional regulatory bodies and Florida's Architects, Contractors, Engineers, and Real Estate Agents
- Managed unit supply purchases and distributions
- Reviewed profession licensing applications for compliance with applicable State rules and regulations.

Position Achievement

- Served as unit expert in corporate amendments.

EDUCATION/CERTIFICATIONS

- Project Management Professional: Project Management Institute, October 2023
- Florida Certified Contract Negotiator Designation: FL Dept. of Management Services, December 2020
- Florida Certified Contract Manager Designation: FL Dept. of Management Services, December 2015
- Master of Public Administration: Florida State University, April 2014
- Master of Science: Urban and Regional Planning: Florida State University, December 2006
- Bachelor of Science: Applied Economics and Political Science: Florida State University, April 2004
- Certificate in Public Financial Management: Florida State University, January 2013
- Certified Public Manager: Arizona State University, June 2011

CIVIC/PROFESSIONAL AFFILIATIONS

- City of Tallahassee Youth Girls Basketball Coach 2017 – present
- Florida State University Graduate Student Mentor 2007 – present

CAREER RECOGNITION AND ACHIEVEMENTS

- 2016 Prudential Productivity Award
- 2016 District Two Innovation Award
- 2013 Production Support Step Up Award
- 2012 FDOT Engineering and Operations Exemplary Contributions Award
- 2010 Civil Rights Advancement Award, American Association of State Highway and Transportation Officials
- 2010 FDOT Production Support Office Employee of The Year
- Served on the National Cooperative Highway Research Program panel: Practices and Performance Measures for Local Public Agency Federally Funded Highway Projects

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

It is the applicant's responsibility to keep this information current. To advise the County of any changes please contact Lisa Davis by telephone at (850) 606-5300 or by e-mail at DavisLis@leoncountyfl.gov.

Applications will be discarded if no appointment is made after two years.

Name: Mrs. Jalecia M St Gerard | **Date:** 7/7/2026 11:53:24 AM

Home Address:	1112 S Magnolia Dr Apt V205 Apt V205 Tallahassee, FL 32301	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	No
Home Phone:	(954) 713-5737	**Do you own property in the Tallahassee City Limits?**	No
Primary Email:	jalecia.thomas13@gmail.com	**How many years have you lived in Leon County?**	7

(EMPLOYMENT INFORMATION)

Employer:	State of FL-Department of Health	**Work Address:**	4052 Bald Cypress Way Tallahassee, FL 32301
Occupation:	Accountant II		
Work/Other Phone:	(850) 245-4963	**Work Email:**	Jalecia.StGerard@flhealth.gov

(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: Black or African American **Gender:** F **Age:** 36

District: District I **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Dominic St. Gerard	**Name:**	Danielle McNeil
Address:	1112 S Magnolia Dr Apt V205 Tallahassee, FL	**Address:**	1913 Jacks Court Tallahassee, FL
Phone:	(850) 373-2091	**Phone:**	(941) 705-1145

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

I did attach my resume', but I am a member of Junior League and I served as PTO president fro Hartsfield Elementary for 3 years.

(COMMITTEE QUESTIONNAIRE)

Do you know of any circumstances that would result in you having to abstain from voting on the Council due to voting conflicts? *No*

Are you or your employer, or your spouse or child or their employers, currently doing business with the Council to which you are applying for membership? *No*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on the Council? (i.e. would you have frequent or reoccurring voting conflicts?) *No*

Do you foresee participating in any competitive bid process involving business with the Council to which you are applying, during your time serving on that council? *No*

Members on this Council must file a financial Dislosure Form #1 from the Florida Commission on Ethics, per State Statute 112.3145. Financial Disclosure Information - Ethics

Are you willing to complete a financial disclosure form? *Yes*

All members appointed by the Governor shall have been residents of the county for the previous 24-month period.

Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: Mrs. Jalecia M St Gerard

The application was electronically sent: 7/7/2026 11:53:24 AM

JALECIA ST.GERARD

ACCOUNTANT II/SALES MANAGER/CUSTOMER SERVICE/COLLECTIONS/CLAIMS/OPERATIONS ANALYST

✧ Jalecia.Thomas13@gmail.com | **(954) 713-5737**

Customer Rapport | Results-Oriented | Diverse | Dependable

Self-Motivated Individual with 2+ Years' Experience in MFMP/AOD

Experienced accountant and claims analyst with proven strength and success in problem solving and collection efforts; adaptable skill-set to leverage resources for optimized results; superb customer service skills with enthusiasm, and superior performance within a less than truckload corporation.

PROFILE OF QUALIFICATIONS

- Working Knowledge of AOD
- Knowledge of Sales
- Team Building & Leadership
- Customer Service & Retention
- Personnel Management
- Relationship Management
- Staff Training & Development
- Flexible; Adaptable
- Effective Interpersonal Skills
- Articulate Communication
- Reliable; Strong Work Ethic
- Sales Experience

EDUCATION

THE FLORIDA STATE UNIVERSITY | BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION | DECEMBER 2013

Minor: Accounting

Proficient in Microsoft Word / Excel / PowerPoint / Outlook /Access/ AOD/ FLAIR

CAREER HIGHLIGHTS

- Experience in processing competitive solicitations, invitation to bids (ITB), request for proposal (RFP), and invitation to negotiate (ITN)
- Experience in processing invoice payments and this includes clocking and scanning invoices to be processed through Ariba on Demand (AOD)
- Review all solicitation documents, ensuring all stages of the process are timely and in accordance with statute, rule, and procedure
- Work closely with program offices and CHDs to ensure purchasing requirements are met in a timely and economical manner
- Currently managing the HEROS grant of $5.5 million while processing pharmacy orders
- Investigate account discrepancies through information received from sales transactions, trade promotions, customer service departments, and from customers
- Resolve collection accounts by examining customer payment plans, payment history, credit line; coordinating efforts with collections department
- Receive and record customer payments, and enter revenue received through lock box and local deposits into secure location
- Generate monthly financial reports detailing the status of our compliance with state and federal regulations
- Calculated and distributed payroll
- Supervised and directed a team of no less than of 7 members, executing assignments to reach company goals
- Monitored operating costs, budgets, and inventory, and oversaw the ordering of products and sanitation supplies
- Assisted the manager in organizing, planning and implementing marketing strategy
- Created reports, analyzed, and interpreted data to improve services
- Drove recruitment processes, training, and development for entire staff

- Developed new items that increased sales by $12,326
- Compiled and distributed leads to employees in my district to cultivate relationships
- Protect organization's value by keeping information confidential
- Answer and solve customer service phone call requests
- Answered and logged telephone calls
- Efficiently operated campus switchboard, and provided prompt and courteous assistance
- Transformed previously manual processes relating to vendor/supplier records into a computerized system

EXPERIENCE

- Accountant II | **Department of Health** | December 2020- Current
- Account Manager/Accounts Receivables/Collections/OSD Clerk | **CENTRAL FREIGHT** / **WILSON TRUCKING**| October 2014-October 2020
- Bookkeeper /Administrative Assistant | **POOL GUARD OF SE FLORIDA** | Temporary Position | July 2014-October 2014
- Assistant Manager Trainee | **WAFFLE HOUSE** | Paid Internship | January 2013- December 2013

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

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Applications will be discarded if no appointment is made after two years.

Name: Dr. William Patton Simmons | **Date:** 7/11/2026 9:05:20 AM

Home Address:	1143 Terrace Street Tallahassee, FL 32303	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	Yes
Home Phone:	(850) 597-4266	**Do you own property in the Tallahassee City Limits?**	Yes
Primary Email:	rynatan@aol.com	**How many years have you lived in Leon County?**	38

(EMPLOYMENT INFORMATION)

Employer:	Retired	**Work Address:**	
Occupation:	Pediatrician		
Work/Other Phone:		**Work Email:**	

(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: White **Gender:** M **Age:** 76

District: District V **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Bishop William Wack, Bishop of Pensacola-Tallahassee	**Name:**	Mr. Tommy Bridges, Principal Trinity Catholic School
Address:	Catholic Diocese of Pensacola-Tallahassee 11 North B Street Pensacola, FL. 32502	**Address:**	Mr. Tommy Bridges, Principal Trinity Catholic School 706 E. Brevard St. Tallahassee, FL 32303
Phone:	(850) 435-3500	**Phone:**	(850) 222-0444

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

(COMMITTEE QUESTIONNAIRE)

Do you know of any circumstances that would result in you having to abstain from voting on the Council due to voting conflicts? *No*

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All members appointed by the Governor shall have been residents of the county for the previous 24-month period.

Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: *Dr. William Patton Simmons*

The application was electronically sent: 7/11/2026 9:05:20 AM

William P. Simmons, M.D., J.D.

EXPERIENCE:

Physician Consultant, Florida Department of Health, Division of Disability Determinations, 2015 – present
Pediatrician, private practice, Tallahassee, FL, 1988 – 2018
Pediatrician, private practice, Tulsa, OK, 1985 – 1988
Litigation Attorney, Department of Health, Education, and Welfare, Social Security Headquarters, SSI Division, Baltimore, MD, 1975 – 1977

CERTIFICATIONS AND AFFILIATIONS:

Board Certified, American Academy of Pediatrics
Florida Medical Association
Oklahoma Bar Association
American College of Legal Medicine

PUBLICATIONS:

Simmons, W. and Jennings, W., Unilateral Acute Scrotal Pain as Initial Finding in Acute Appendicitis. Clin. Peds, 25:352. 1986.
Simmons, W., Moraxella Catarrhalis Pneumonia and Bacteremia. Clin. Peds. 38: 560-561. 1999.

COMMUNITY SERVICE:

Diocese of Pensacola-Tallahassee, Diocesan School Advisory Board 2017 – present
Diocese of Pensacola-Tallahassee, Diocesan Finance Committee 2015 – present
Catholic Charities of NW Florida, Advisory Board 2010 – present
Boys Town of North Florida, Advisory Board, Past member, more than 10 years of service
Saint John Paul II Catholic High School, Advisory Board, Past member, more than 10 years of service
Trinity Catholic School, Advisory Board, Past member, more than 10 years of service.
Joseph House, Re-entry Program, Finance Council 2018 – present.

EDUCATION:

M.D., 1981, University of Oklahoma School of Medicine, Oklahoma City, OK
J.D. with distinction, 1975, Duke University, Durham, NC, Elvin R. Latty Scholar
B.A. 1972, University of Oklahoma, Norman, OK, University Scholar, *Phi Beta Kappa*

MEDICAL TRAINING:

Residency in Pediatrics, University of Oklahoma Tulsa Medical College, Tulsa, OK, 1983 – 1985
Internship in Pediatrics, University of Florida, Gainesville, FL, 1981 - 1982

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

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Applications will be discarded if no appointment is made after two years.

Name: Ms. Kristy Tillman | **Date:** 7/12/2026 6:47:28 PM

Home Address:	9486 Shumard Drive Tallahassee, FL 32305	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	No
		Do you own property in Leon County?	Yes
Home Phone:	(628) 260-1651	**Do you own property in the Tallahassee City Limits?**	No
Primary Email:	ktillman@gmail.com	**How many years have you lived in Leon County?**	6

(EMPLOYMENT INFORMATION)

Employer:	Tallahassee Intelligence Company	**Work Address:**	
Occupation:	Entrepreneur/Founder		
Work/Other Phone:		**Work Email:**	

(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:	Black or African American	**Gender:**	F	**Age:**	
District:	District II	**Disabled?**			

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Rick Minor, Leon County Commissioner	**Name:**	Logan Branch
Address:	301 S. Monroe Street, 5th Floor, Tallahassee, FL 32301	**Address:**	NWF Health Network 525 N Martin Luther King Jr Blvd., Tallahassee, FL 32301
Phone:	(850) 445-1914	**Phone:**	(850) 445-1207

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

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Are you willing to complete a financial disclosure form? *Yes*

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Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: Ms. Kristy Tillman

The application was electronically sent: 7/12/2026 6:47:28 PM

Kristy Tillman

Tallahassee, FL 32305 · ktillman@gmail.com · (628) 260-1651

SUMMARY

Tallahassee native, FAMU graduate, licensed foster parent, and design and technology executive. Career includes senior leadership roles at Netflix, Meta, Slack, MassMutual's Society of Grownups, and IDEO, with oversight of a $500M annual operating budget at Netflix and product design work inside a FINRA-regulated financial services venture. Current civic work in Leon County spans exceptional student education, human relations, early learning advocacy, and AI literacy for older adults.

EDUCATION

Florida Agricultural and Mechanical University — Master's in Applied Social Science, History

Florida Agricultural and Mechanical University — Bachelor's degree, Business Administration

Kansas City Art Institute — Coursework, Graphic Design

COMMUNITY AND CIVIC INVOLVEMENT, LEON COUNTY

Licensed Foster Parent

Leon County (2024 – Present)

Firsthand experience of how the dependency system, early learning access, school-based services, and family court touch the daily lives of children in care.

Active Member

Junior League of Tallahassee (2025 – Present)

Women's civic and community service organization with a long-running presence in Leon County, focused on developing civic leaders and improving the lives of women and children through voluntarism.

Voting Member, Exceptional Student Education District Advisory Committee

Leon County Schools (Nov 2025 – Present)

Voting member of the district advisory committee focused on exceptional student education, family engagement, student needs, and school-based support systems.

Appointed Member, Tallahassee Human Relations Committee

City of Tallahassee (2025 – Present)

Appointed to a City of Tallahassee citizen board focused on human relations, equity, community needs, and public recommendations to local government.

VPK Extended Care Advocacy

Leon County (2026)

Raised concerns about extended care access for working families with Leon County Schools and local elected leaders. Worked with Brooke Brunner, Director of Early Learning for Leon County Schools, and Representative Allison Tant to elevate the issue. Invited by Representative Tant to testify before the Florida House Budget Committee in support of HB 765, which passed committee.

SafeSense AI Literacy Program

Leon County (2025 – 2026)

Helped develop and program manage SafeSense, an AI literacy program created in partnership with Leon County Commissioner Rick Minor and community partners across Tallahassee to support older adults. Contributed to program strategy, partner coordination, curriculum direction, and practical learning goals focused on digital safety, fraud prevention, AI awareness, misinformation, and everyday technology confidence.

BOARD AND ADVISORY POSITIONS

Board Member
Factor (2025 – Present)
New York nonprofit affiliated with Primary Venture Partners that opens pathways into venture-backed startups for young early-career professionals from underrepresented backgrounds.

Advisor
AIR — Collaborative Fund (2025 – Present)
Advises Collaborative Fund's accelerator for early-stage teams building design-led consumer AI technology products.

Founder
Made in the Future (2021)
Founded a mentorship program supporting young designers, emerging creative professionals, and career switchers seeking to enter design and creative fields. Focused on soft skills, professional confidence, portfolio direction, and career-readiness skills needed to pursue employment.

Co-founder
Detroit Water Project (2014 – 2016)
Co-founded a civic technology project connecting Detroit residents at risk of water service shutoff with donors willing to help pay overdue bills.

PROFESSIONAL EXPERIENCE

Founder
Tallahassee Intelligence Company (2026 – Present)
Founder of a project-led education venture preparing young people in Tallahassee for the future of work through hands-on learning in creativity, entrepreneurship, storytelling, product building, AI fluency, and real-world problem solving. Designed to help students build judgment, confidence, empathy, and agency, with future offerings planned for student cohorts, school partnerships, residencies, and educator workshops.

Director of Product Design, Creative Production and Promotion
Netflix (Jan 2022 – Oct 2024)
Led six enterprise design teams (40 designers, 5 managers) covering Netflix's content production, marketing, finance, and global delivery. Co-owned a $500M annual operating budget within a program supporting roughly $20B in annual content spend. Partnered with product, research, engineering, legal, finance, and operations leaders.

- Managed the redesign of a financial planning tool used by finance and production teams, which had previously worked in separate systems. On-time production rates improved and delay-related costs went down.
- Co-led a cross-functional working group on responsible use of generative AI in promotional media and marketing workflows. Co-authored the guidance memo to senior leadership on objectives, risks, and recommended practices.
- Oversaw experimental artwork and trailer optimization tests informed by that work. Trailer content spend dropped 3% through shorter trailers and a new media taxonomy for previews.
- Reduced the size of the marketing technology team by adopting third-party tools where internal builds added complexity without speed.

Creative Director, Social Relevance
Meta / Facebook App (Jan 2021 – Dec 2021)
Led design work on social impact initiatives for young adult users in the United States. Partnered with product management and research to study the social needs, interests, technology habits, and platform expectations of young adults.

- Directed research-informed design strategy focused on how young adults were changing their relationships with technology, community, online platforms, and each other.
- Partnered with product management, research, and design leadership to translate user insights into concepts and strategic recommendations for the app.

- Presented findings and recommendations to Facebook App executive leadership, with focus on social relevance and long-term user needs.

Head of Communication Design
Slack (Oct 2016 – Oct 2020)
Built and led Slack's first multidisciplinary communication and environmental design team — designers, creative technologists, illustrators, copywriters, and design operations. Led brand, communication, product storytelling, accessibility, and customer experience work through Slack's transition from private to public company.

- Led the first significant redesign of slack.com, focused on accessibility, brand continuity, product messaging clarity, pricing plan clarity, conversion, and reduction of technical and design debt.
- Managed internationalization of the website in eight languages, opening a non-sales revenue funnel from international markets.
- Designed a product illustration system and a redesigned pricing page. Conversions on individual and small enterprise plans increased 2.5%.
- Co-led message testing with a recruited audience and ran performance ad landing pages to refine underperforming product messaging. Presented results and recommendations to senior marketing and executive leaders.
- Developed systems, standards, creative practices, and shared vocabulary that helped a fast-growing organization communicate more clearly.

Design Director
Society of Grownups / MassMutual (Jul 2014 – Sep 2016)
Society of Grownups was a venture design project launched out of IDEO Cambridge for MassMutual. It offered financial planning, financial education, digital tools, and in-person learning experiences for adults navigating important life and money decisions. Managed a team of six designers.

- Led design strategy across financial education, service design, digital product development, customer experience, and curriculum.
- Partnered with legal and business stakeholders to design services within a regulated financial services environment. Worked to FINRA and related compliance standards.
- Conducted user research into how people make private, high-stakes decisions about money.
- Designed learning tools and service experiences that helped people engage with complex information in more accessible and less intimidating ways.

Communication Designer
IDEO (Mar 2011 – Jul 2014)
Worked across experience, product, business, healthcare, education, retail, financial services, and civic innovation projects. Supported client teams from early research and community insight through prototyping, strategy, implementation planning, and storytelling.

- Conducted user and stakeholder research to understand people's needs, behaviors, barriers, and decision-making contexts.
- Translated research findings into practical design principles, concepts, prototypes, and implementation recommendations.
- Managed and designed a working prototype for a diabetes management application focused on helping people manage daily health routines.
- Served on the venture design team that created Society of Grownups for MassMutual, contributing to research, strategy, service design, and experience design.

QUALIFICATIONS

- Budget oversight in public and private sectors
- Regulated services design (FINRA experience)
- Community-centered research and needs assessment
- Program design and implementation

- Cross-sector collaboration with schools, government, nonprofits, and community partners
- AI literacy and digital safety education
- Clear executive and public communication

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

It is the applicant's responsibility to keep this information current. To advise the County of any changes please contact Lisa Davis by telephone at (850) 606-5300 or by e-mail at DavisLis@leoncountyfl.gov.

Applications will be discarded if no appointment is made after two years.

Name: Mr. Brent David Hartsfield | **Date:** 7/22/2026 10:04:22 PM

Home Address:	2501 Bluebell Place Tallahassee, FL 32308	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	Yes
Home Phone:	(850) 509-7457	**Do you own property in the Tallahassee City Limits?**	Yes
Primary Email:	bdhartsfield@aol.com	**How many years have you lived in Leon County?**	65

(EMPLOYMENT INFORMATION)

Employer:	retired	**Work Address:**	
Occupation:	Engineer		
Work/Other Phone:	(850) 509-7457	**Work Email:**	

(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: White **Gender:** M **Age:** 69

District: **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Phil Hartsfield	**Name:**	David Marshall
Address:	8912 Winged Foot Drive, Tallahassee, Florida	**Address:**	1260 Highland Dr., Tallahassee, Florida
Phone:	(850) 933-6960	**Phone:**	(850) 528-6629

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

B.S. Environmental Engineering (1978)(with honors)(University of Florida). Licensed Professional Engineer, State of Florida(since 1985).

Big Brothers Big Sisters of America - 2012 National Big Brother of the Year (mentoring kids). Guardian ad Litem 2nd Circuit - mentor of the quarter (2025).

I am a Florida Professional Engineer with experience in indoor air quality, drinking water, and other areas. I have mentored over 100 kids for more than 35 years. I served on the Big Brothers Big Sisters board of directors for 8 years. I am a mentor to kids living in juvenile detention centers under the Department of Juvenile Justice. I am a good public speaker. I have been the Guardian ad Litem volunteer and mentor to a young man for the last 6 years.I served on a Guardian ad Litem committee.

I have a strong interest in serving on the Children's Services Council as a board member because my calling to communty service is helping children. It is my passion! I would contribute to the CSC in many ways as an award winning mentor, Professional Environmental Engineer, public speaker, etc. Governor DeSantis mentored a kid through Big Brothers Big Sisters when he lived in Jacksonville. I am serving as a mentor and chaplain at the Deep Creek Juvenile Detention Center near Jacksonville. I am a Distinquished Toastmaster in leadership and public speaking. I have lived in Leon County for all of my life except for 4 years.

(COMMITTEE QUESTIONNAIRE)

Do you know of any circumstances that would result in you having to abstain from voting on the Council due to voting conflicts? *No*

Are you or your employer, or your spouse or child or their employers, currently doing business with the Council to which you are applying for membership? *No*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on the Council? (i.e. would you have frequent or reoccurring voting conflicts?) *No*

Do you foresee participating in any competitive bid process involving business with the Council to which you are applying, during your time serving on that council? *No*

Members on this Council must file a financial Dislosure Form #1 from the Florida Commission on Ethics, per State Statute 112.3145. Financial Disclosure Information - Ethics

Are you willing to complete a financial disclosure form? *Yes*

All members appointed by the Governor shall have been residents of the county for the previous 24-month period.

Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: Mr. Brent David Hartsfield

The application was electronically sent: 7/22/2026 10:04:22 PM

BRENT D. HARTSFIELD, P.E.

2501 Bluebell Place · Tallahassee, Florida 32308 · (850) 942-6888
BDHartsfield@aol.com

PROFILE

- Environmental Engineer with 22+ years of experience spanning project management, contract management, and supervision
- Expertise in the areas of: hazardous waste cleanup, air quality, recycling, pollution prevention, groundwater, storm water, waste water, and drinking water
- Articulate and concise communicator with extensive experience in technical writing, public speaking, and meeting facilitation
- Computer skills include working knowledge of Word, Excel, Outlook, GIS, Windows, and the Internet

LICENSES & CERTIFICATIONS

- Licensed Professional Engineer, State of Florida, 1985 — present
- OSHA Hazardous Materials Safety

CAREER HISTORY

Environmental Engineer

FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION, Tallahassee, Florida, 2003-2004

- Served as indoor air quality coordinator; assisted in work on rule amendments, air pollution control strategies, air toxics and power plant emissions

Environmental Engineer

ECOLOGY & ENVIRONMENT CONSULTANTS, Tallahassee, Florida, 2002-2003

- Served as **Professional Engineer** for Florida's Petroleum Site Cleanup Program, including feasibility studies, cost evaluations and design reviews

Environmental Engineer

FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION, Tallahassee, Florida, 1981 — 2002

- Promoted from ***Staff Engineer*** to ***Professional Engineer II*** in 1987, assuming supervisory responsibilities with 1994 appointment to position as ***Technical Director*** of the Drycleaner Site Cleanup Program
- Managed projects and provided engineering expertise for hazardous waste site cleanup programs:
  - Served as ***Technical Director*** and ***Professional Engineer*** for Florida's Drycleaner Site Cleanup Program, exercising responsibility for recruiting, hiring, training, supervising and evaluating a 3–member technical team
  - Developed contractor scope-of-works and standard non-technical specifications
  - Designed reviews to assess potential environmental impacts such as air emissions and storm water runoff
  - Oversaw groundwater investigations and risk assessments
  - Provided engineering support in the areas of feasibility studies, cost evaluations, design reviews, contractor selection, and construction management; manage 1 construction consultant
  - Established procedures for feasibility studies, engineering design, public bidding, as well as for the construction, operation, and maintenance phases of hazardous waste site cleanup projects
  - Served as contract manager for a variety of Superfund and state sites, including:
    . landfills . gasoline contamination sites . wood preserving sites . other industrial sites
  - Fostered a strong spirit of cooperation, professional respect, and open communication, which resulted in:
    . ***Division of Waste Management Team Award***, *Team Member*, 1993 — 1994
    . ***Department of Environmental Protection Team Award***, *Team Nominee*, 1993 — 1994
- Previously managed and worked with lake restoration projects under the Federal Clean Lakes Program (1981 — 1982)

Environmental Engineer

CAMP, DRESSER, & MCKEE CONSULTING ENGINEERS, Ft. Lauderdale, Florida, 1979 — 1981

- Functioned as Project Manager for a diverse array of water, waste water, and solid waste projects
- Prepared project designs, construction drawings, specifications, and public bid proposals
- Conducted several environmental studies on storm water runoff and water pollution

Continued

RECENT PROFESSIONAL ACTIVITIES

CONFERENCES:

Technical Organizing Committee Member & Session Moderator
International Containment & Remediation Technology Conference, Orlando, Florida, 2001

PRESENTATIONS:

Invited Speaker
Florida Remediation Conference, Orlando, Florida, 2001

Invited Speaker
Fifth International Symposium & Exhibition on Environmental Contamination in Central and Eastern Europe, Prague, Czech Republic, 2000

Invited Speaker
Annual Meeting of the United States Environmental Protection Agency Resource Conservation and Recovery Act (RCRA), Washington, D. C., 1999

Speaker — Remediation Approaches for Chlorinated Solvents
Annual Meeting of the Association of State and Territorial Solid Waste Management Officials, Washington, D. C., 1997

PUBLICATIONS:

"Fenton-based Remediation of a Chlorinated Solvent Groundwater Plume Using Segmented Injection Wells — A Field Study" (2001), Co-author

Authored over 10 Florida Department of Environmental Protection technical guidance documents, including:

"Remedial Action Plan Checklist for Drycleaner Sites" (2000)

" Remedial Alternatives Evaluation" (1999)

" Considerations for Air Emissions from Hazardous Waste Cleanup Sites" (2000)

EDUCATION

UNIVERSITY OF FLORIDA, Gainesville, Florida
BACHELOR of SCIENCE, 1978 **with honors**
Major: *Environmental Engineering*

ACADEMIC HONORS

- Tau Beta Pi (National Engineering Honor Society)

PROFESSIONAL DEVELOPMENT

- Dale Carnegie Training: Effective Speaking & Human Relations
- Toastmasters (Leadership & Public Speaking Club), Member, 1993 — 2006
  - *Former Club President*
  - *Former Area Governor*

PROFESSIONAL AFFILIATIONS

- State Coalition for Remediation of Dry Cleaners
- Interstate Technology & Regulatory Cooperation Work Group
- Florida Engineering Society
  - Young Engineer of the Year, 1992, Nominee
- National Society of Professional Engineers

COMMUNITY SERVICE

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

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Applications will be discarded if no appointment is made after two years.

Name: Dr. Ursula Keller Weiss | **Date:** 7/23/2026 8:31:36 AM

Home Address:	2925 Edenderry Dr. Tallahassee, FL 32309	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	Yes
Home Phone:	(954) 232-1758	**Do you own property in the Tallahassee City Limits?**	Yes
Primary Email:	ukeller25@gmail.com	**How many years have you lived in Leon County?**	21

(EMPLOYMENT INFORMATION)

Employer:	Florida State University	**Work Address:**	2000 Levy Avenue Research Foundation A; Suite 300, Tallahassee, FL 32309
Occupation:	Director, FSU Health Community Engagement		
Work/Other Phone:	(850) 645-3211	**Work Email:**	Ursula.Weiss@fsu.edu

(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: White **Gender:** F **Age:** 45

District: District I **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Mike McCaffrey	**Name:**	Jordan Sykes Wheeler
Address:	2525 Orange Ave E., Tallahassee, FL, 32311	**Address:**	2817 Cavan Drive, Tallahassee, FL 32309
Phone:	(850) 728-1846	**Phone:**	(772) 332-6137

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

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Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: *Dr. Ursula Keller Weiss*

The application was electronically sent: 7/23/2026 8:31:36 AM

URSULA KELLER WEISS, PHD

ukeller25@gmail.com | 954-232-1758 | https://www.linkedin.com/in/ursula-keller-weiss-phd-b559a397

Executive Summary:

Experienced leader with a proven record of driving clinical operations, research integration, and public health initiatives across healthcare systems, state agencies, and academic institutions. Skilled in organizational management, strategic planning, and policy development, with a focus on improving health outcomes and advancing population health priorities. Recognized for building high-performing teams and fostering a collaborative, mission-driven culture that supports innovation and operational excellence. Brings deep expertise in contract management, regulatory compliance, and program implementation, delivering measurable improvements in stakeholder engagement, community outreach, and public health awareness. A trusted partner, communicator, and strategic ally, adept at navigating the intersection of healthcare, public service, and political administration through cross-sector collaboration to achieve sustainable growth and impact.

Employment History

The Florida State University (FSU), Office of Research. Tallahassee, Florida **August 2025 – present**
Director, FSU Health Community Engagement (CE)

- Spearhead the strategic direction and harmonization of FSU Health CE, aligning community engagement efforts with FSU Health priorities and the UF-FSU Clinical and Translational Science Award (CTSA) to advance translational research across Florida and beyond
- Build and sustain multi-sector partnerships with community organizations, clinical providers, government entities, and academic stakeholders to foster bi-directional research and public impact collaborations
- Lead development and dissemination of community and researcher-facing resources, including evidence-based guides, outreach toolkits, a centralized partnership engagement database, and a research volunteer participant registry
- Oversee creation and execution of the FSU Health community educational programming and community expos, enhancing public trust and awareness of FSU Health healthcare and research initiatives
- Lead multi-platform communications strategy to amplify outreach and engagement, in collaboration with internal and external communications teams
- Design and implement evaluation frameworks to measure engagement outcomes, recruitment success, and dissemination impact across pilot projects
- Support advanced dissemination and implementation science through pilot projects, student involvement, and faculty support, contributing to increased research funding and improved health outcomes
- Represent FSU Health in community and public facing meetings, conferences and presentations

The Florida State University (FSU), College of Medicine, Network for Clinical Research, Training and Community Engagement (NCRT-CE), Department of Behavioral Sciences and Social Medicine. Tallahassee, Florida
Director and Senior Research Associate (responsible for 9 employees) **June 2022 – July 2025**

- Oversaw the consultation and services of clinical and translational research and community engagement activities, including administrative and technical aspects, for the College of Medicine as well as the translational research activities associated with the University of Florida–Florida State University CTSA
- Directed NCRT-CE's clinical and community-engaged, community-based participatory research services and provides consultation to faculty on appropriate and diverse funding opportunities. Services include research navigation, feasibility assessments, connecting faculty with the community, research protocol and Institutional Review Board (IRB) application review and development, IRB management and mentoring (academic and

hospital IRBs), recruitment services, group and individual training, project management, study closeouts and dissemination of findings
- Lead the design and development of FSU Health's research volunteer registry
- Oversaw the administration of *CITI Program Human Subjects Protections and Good Clinical Practice Training* for the College of Medicine faculty, staff, and medical students, and the administration of *REDCap* for FSU
- Responsible for maintenance and expansion of clinical and translational research training and education activities with interdisciplinary research collaborators, community partners, and FSU colleges, including other units across FSU engaged in translational research activities
- Responsible for developing and executing strategies for engaging community partners at the College of Medicine and under the CTSA. Serves as liaison with community partners, nonprofit agencies, and local city and county governments in the Panhandle region and provides direction and a programmatic approach to supporting faculty to effectively impact and engage with key partners. Recent efforts include launching the *Learning Series for Community Leaders, FSU CE Leaders Steering Committee, CE Priority Area Workgroups,* and serving as *a Steering Committee Member for APLU IEP designation*
- Served as lead for the Community Engagement Core of FSU's CTSA program, identifying and addressing health disparities among populations who are minority and underserved, including rural communities, through relevant research, community outreach, engagement, and education, and programs and partnerships
- Lead the FSU Community Engagement Leaders Committee in developing stakeholder groups for many underserved populations in Florida, and establishing relationships with government agencies, institutions, and community health partners

Florida Department of Health (Department), Division of Public Health Statistics and Performance Management. Tallahassee, Florida

Division Director (responsible for 186 employees) **April 2021 – June 2022**

- Oversaw an annual operating budget of over $50 million
- Oversaw Florida's Vital Statistics, Community Health Assessment, Performance Assessment Improvement, and Florida's Offices of Rural Health, Primary Care, and the Volunteer Health Care Provider Program
- Developed and maintained the Department of Health's performance management and continuous improvement system and its infrastructure for strategic planning and state and community health improvement planning
- Responsible for the planning, facilitation, and successful implementation of the Florida State Health Improvement Plan (SHIP), deploying a collaborative process to promote inclusion and foster shared ownership of an actionable plan that included performing assessments of the state's health, identifying priority health areas and defining goals and objectives for advancing the health of Floridians. The process culminated in January 2022 with the development of Florida's 2022-2026 SHIP, which serves as a five-year blueprint for driving efficient and targeted collective action to enhance public health in Florida.
- Oversaw infrastructure for public health statistics, health outcomes data, and research, including FLHealthCHARTS.gov
- Oversaw and maintained the Department of Health's integrated accreditation status by the national Public Health Accreditation Board (PHAB). Florida was the first state to seek accreditation as an integrated public health system, and to this date is the only state with this designation. Notable accomplishments:
    - On May 14, 2021, successfully awarded national accreditation status for the Bureau of Vital Statistics as a nationally accredited Vital Records and Health Statistics (VRHS) unit for the next five years through its VRHS Accreditation program (was only second in the country).
    - On March 9, 2022, successfully awarded national reaccreditation status as an Integrated Local Public Health Department System (all 67 County Health Departments).
- Oversaw registration and maintenance of Florida's vital records and statistics, and publication of the *Vital Statistics Annual Report* and *Vital Statistics Code Books*
- Responsible for the coordination of the annual update of the *Long Range Program Plan*, *Resource Manual*, *Physician Workforce Annual Report*, *Volunteer Health Care Provider Program Annual Report*, *State Health*

Improvement Plan Annual Progress Report, *Agency Strategic Plan Annual Progress Report* and the *Performance Management and Quality Improvement Annual Progress Report*

Florida Department of Health (Department), *Bureau of Community Health Assessment*, Division of Public Health Statistics and Performance Management. Tallahassee, Florida
Bureau Chief of Community Health Assessment (responsible for 25 employees) **May 2019 – March 2021**

- Oversaw an annual operating budget of $2 million
- Responsible for the daily operation of the Bureau of Community Health Assessment; engage in strategic visioning and planning activities to improve workflow in the bureau and increase staff efficiency; develop and mentor staff to achieve their full potential and empower them to carry out the Florida Department of Health mission, vision, values and Department's priorities
- Responsible for the successful direction of projects and initiatives supporting the development of the Agency Strategic Plan (including COVID-19 activities), the Florida State Health Assessment and State Health Improvement Plan, as well as the functions at the division and county levels; leading, facilitating or conducting internal or external stakeholder meetings focused on sharing ideas, enhancing performance and performance measurement techniques
- Defined and identified areas of quality and performance improvement across the agency; collaborated with agency, division, and county health department leaders, and their subject matter experts, to develop successful implementation plans; implemented and managed strategies for improvement across the agency
- Oversaw the Agency's Strategic Planning and Performance Tracking section, including supporting the Agency Performance Management Council (at the executive level) and associated program performance reviews for improvement initiatives; provided timely, actionable status updates to executive leadership and develop next steps for continuous organizational improvement; directed the enhancement and maintenance of the Department's performance management website, *Florida Health Performs*, and the *Health Improvement and Strategic Plan Tracking System*
- Oversaw the Public Health Reporting and Statistics section for the Department; responsible for the development of routine and ad hoc health statistics, related health status reports, and population estimates for the current year and five years in the future for public consumption; ensuring accurate, timely and audience-appropriate data dissemination through *FLHealthCHARTS.gov* and other public health reporting and decision support forums
- Collaborated with the Bureau of Vital Statistics through annual data checking; responsible for the *Vital Statistics Annual Report* and *Vital Statistics Code Books* to support Department analysis and research
- Assured the development and enhancement of complex, specialized reporting needs that require high-level data analysis and data management from a variety of existing data sources both internal and external to the Department
- Designated as the Division's Public Health Accreditation Board (PHAB) Accreditation Coordinator to help ensure successful engagement across the agency for reaccreditation; partnered with the Bureau of Performance Improvement and Assessment in achieving required standards in the PHAB accreditation process for the integrated public health system. Notable accomplishment: State Health Office reaccreditation awarded on September 1, 2020.
- Supported in the planning and development of Agency-level organizational activities surrounding performance management, quality improvement, and technical/analytical assistance
- Represented the Department in local, state or national meetings, conferences, workshops, and seminars
- Served as interim division director from September 2020 through April 2021.

Agency for Health Care Administration, *Bureau of Medicaid Quality*, Division of Medicaid. Tallahassee, Florida
Bureau Chief of Medicaid Quality (responsible for 35 employees) **July 2018 – May 2019**

- Responsible for all administrative work planning, supervising, and coordinating programmatic activities for the Bureau of Medicaid Quality; directly managed highly trained professionals with varied professional and clinical backgrounds; supported the design of innovative quality enhancement initiatives in coordination with outside agencies and stakeholders to create system-wide improvements in outcomes
- Engaged in strategic planning activities to improve workflow in the bureau and increase staff efficiency, and engaged in strategic planning and visioning to improve quality of care in the Florida Statewide Medicaid Managed Care (SMMC) program
- Responsible for directing the appropriate planning, organization, execution, and coordination of clinical quality review and initiatives, quality and performance standard development and analysis, research and evaluation contracting, utilization management, and quality assurance monitoring and review of certain Medicaid services, to ensure consistency in program operation and conformity with goals and objectives of the Agency and state and federal laws, rules, regulations, and guidelines
- Oversaw the Florida Medicaid Comprehensive Quality Strategy, developed and implemented policies for quality and performance standards for Medicaid managed care plans, including receipt and analysis of Medicaid managed care performance measure data (HEDIS, CAHPS surveys, CMS Adult/Child Core Sets, etc.)
- Analyzed and classified risks as to frequency and financial impact of risk on the Agency and prepared operational and risk reports for management analysis
- Oversight of Agency-certified contract managers in the Bureau of Medicaid Quality and ensuring accountability in all contracting functions and compliance with state and Agency contracting rules and policies
- Maintained up-to-date knowledge concerning the Florida Medicaid program, including pertinent Federal laws and regulations, state statutes and rules, the Florida Medicaid State Plan and its amendment processes, Medicaid managed care waivers and Medicaid program manuals
- Represented the Agency in local, state, or national meetings, conferences, workshops, and seminars

Agency for Health Care Administration (AHCA), *Bureau of Medicaid Data Analytics*, Division of Medicaid. Tallahassee, Florida

Administrator of Medicaid Data Solutions Unit (responsible for 9 employees) **Sept. 2017 – July 2018**

- Provided consultative services to the Bureau Chief to assist in the monitoring and management of Florida's $26 billion Medicaid Program
- Assisted the Chief in the development of Medicaid Managed Care performance monitoring tools, budget projections, and cost-based rates for the Program
- Supervised the use of predictive data analytics and data mining to identify fraud and error before payments are made, and encouraged the use of emerging data sources to promote targets for intervention, identify best practices, and maximize efficiencies
- Led the *Data Solutions Unit* of full-time employees and unpaid interns on which all Bureaus and the Agency depend for information regarding budget and payment issues
- Supported Senior Management in policy decision-making via data modeling and sensitivity analysis
- Supervised the data exchange with internal and external entities, including the federal government, state agencies, contractors, and universities; worked closely with the actuary Milliman to help set capitation rates
- Developed and executed strategic planning activities to implement the goals, objectives, and priorities of the Medicaid Program
- Advised the Strategic Enterprise Advisory Services (SEAS) Vendor, The North Highland, and the AHCA Medicaid Enterprise Systems (MES) Procurement team on Agency-wide analytical needs and assisted in formulating deliverables in the transition from a singular to a modular platform MES
- Responsible for establishing and maintaining quality control and productivity tracking processes to ensure accuracy and efficiency of work

Mount Sinai Medical Center, *Performance Improvement*, Miami Beach, Florida
Assistant Director of Quality and Performance Improvement (responsible for 9 employees) **June 2017 – Sept. 2017**

- Assisted the Director of Quality in coordination, management, and reporting quality monitoring and performance activities in a large private independent not-for-profit teaching hospital with over 670 beds
- Project Leader and Data Administrator for the Florida Hospital Association (FHA) - Hospital Improvement Innovation Network (HIIN)
- Directed the participation and monitored the quality of data submission for multiple clinical databases; Society of Thoracic Surgeons (STS), National Cardiovascular Data Registry (NCDR), and scholarly studies
- Oversaw the selection of cases for quality review and physician education, and organized/facilitated all QI meetings with Columbia University
- Facilitated the development of a plan and implemented new tools to restructure the Peer Review process for a more robust, efficient and transparent process
- Actively supported and participated in quality, process improvement, and organizational initiatives for the hospital; assisted in Joint Commission readiness activities
- Led continuous improvements through lessons learned and other initiatives to deliver operational efficiencies and enhanced compliance standards throughout the hospital and satellite facilities
- Established and maintained an internal reporting system based on performance indicators
- Conducted education and communicated with employees regarding policy changes and regulatory requirements
- Collaborated with the Office of Compliance and Office of Research to monitor internal and external IRB submissions/applications

Mount Sinai Medical Center, *Performance Improvement*, Miami Beach, Florida
Clinical Data Manager (responsible for 8 employees) **2013 – May 2017**

- Supervised and managed the collection of data into STS Adult Cardiac Database, STS/ACC Transcatheter Valve Therapy (Transcatheter Aortic Valve Replacement and Mitral Valve Leaflet Clip), NCDR CathPCI, ICD, PVI, and ACTION Registries; submitted timely quarterly harvests to appropriate data warehouses
- Directed the screening, obtaining of informed consent, and performance of health and quality of life follow-ups of heart surgery patients for the *Medtronic, Inc. Product Surveillance Registry* Study
- Coordinated with Catheterization Lab Administrators, Health Information Management, Emergency Department, Operating Room, and physicians to ensure compliance with documentation
- Collaborated with Epic and IT Business Intelligence to incorporate clinical data into the Electronic Health Record and develop, validate reports
- Performed and reviewed statistical analyses for cardiology and internal medicine fellow/resident and physician research projects using the registries and other data sources; ran queries/analyses from databases for hospital and physician-level analytic reports and research
- Identified patient cases for quality review and physician education, and organized and facilitated discussion of the cases in Cardiac Surgery and Cardiovascular Mortality and Morbidity (Interventional, Electrophysiology, Peripheral) section meetings with Columbia University
- Collaborated with Pathology Administrators to reduce unnecessary blood product utilization and managed blood review in committee and peer reviews
- Facilitated and ensured proper adherence to HIPAA regulations and IRB protocols were met for clinical researchers undertaking clinical or scientific projects

McKing Consulting and **Florida Department of Health**, Tallahassee, Florida
Assistant ALS Surveillance Coordinator **2010 – 2012**

Project: State-based Amyotrophic Lateral Sclerosis (ALS) Surveillance Project

- Led program advocacy efforts among ALS providers in Florida to increase disease reporting
- Coordinated communication between ALS providers and program stakeholders to increase disease reporting
- Conducted routine provider visits to stimulate reporting of new ALS cases

- Utilized a database to document and manage advocacy efforts and disease reports among Florida's ALS providers
- Attended provider meetings and conferences to educate ALS providers about the program and encourage their participation in the ALS surveillance program

Education

Ph.D.	**Sociology**, Florida State University, Tallahassee, 2012 *Dissertation***:** "Body Mass Index Trajectories and Health-Risk Behaviors: Transition to Adulthood"
M.S.	**Sociology**, Florida State University, Tallahassee, 2007 *Thesis*: "Post-Secondary Educational Outcomes of Immigrant and Native Youth"
B.A.	**International Affairs**, Florida State University, Tallahassee, 2003 *Magna Cum Laude*
B.S.	**Sociology and Political Science**, Florida State University, Tallahassee, 2003 *Magna Cum Laude*

Professional Training and Certification

Aug 2026	Community Health Worker Stroke Training Program – Florida Stroke Registry, in partnership with the Florida Community Health Worker (CHW) Coalition and the Florida Department of Health
June 2026	Cybersecurity Awareness Certificate – University of South Florida
June 2026	Adult Mental Health First Aid Certificate – National Council for Mental Wellbeing
Jun 2025	CITI (Collaborative Institutional Training Initiative) *Good Clinical Practice*, *Human Subjects Research* – FSU Faculty, Staff and Students-Biomedical/Clinical (exp. 06/28), *Artificial Intelligence (AI) and Human Subjects Protections* (exp. 06/28), *ICH E6(R3)* (exp. 07/27)
May 2025	Wellness Recovery Action Plan (WRAP) – Florida CHW Coalition
May 2025	Motivational Interviewing – FSU Center for Behavioral Health Integration
Oct 2023	Team Science Mini-Series – UF-FSU Clinical and Translational Science Award
Oct 2022	Clinical Research Project/Program Management – SOCRA (Society of Clinical Research Associates)
Apr 2020	Contact Tracing and Phone Interviewing – Florida Department of Health; Bureau of Epidemiology
Nov 2019	Public Health Executive Leadership Program – University of South Florida
Aug 2018	Lean Six Sigma Advanced Yellow Belt Certification – Florida Sterling Council
May 2017	Management Skills for Managers and Supervisors – Dale Carnegie

Professional Affiliations and Leadership Roles

- FSU ICON-Health Member 2026-present
- Nursing Coalition of Florida Community Engagement Committee Member 2026-present
- Tallahassee Chamber of Commerce, Healthcare Industry Council Member 2025-present
- Partners for the Advancement of Community Engaged Research Operations Committee 2024-present
    - CE Badge Workgroup Chair 2025-present
- Florida Research Development Alliance (FloRDA) Member 2023-present
    - Mentorship Co-Chair 2026-present
- Association for Clinical and Translational Science Member 2022-present
- FSU Community Engagement Leaders Committee Lead 2022-present
- College of Medicine, Center for Translational Behavioral Science Affiliate 2022-present
- College of Nursing, Institute on Digital Health and Innovation Affiliate 2022-present
- College of Social Sciences and Public Policy, Department of Sociology Affiliate 2022-present
- Pepper Institute on Aging and Public Policy Affiliate 2022-present
- Society of Clinical Research Associates Member 2022-present

- FSU CTSA Community Engagement Core Lead 2022-2026

Computer Proficiency

Microsoft Office Programs (i.e., Word, Excel, PowerPoint, Access, Outlook, Visio); SPSS (Statistical Package for the Social Sciences); STATA; SAS; Mplus (Statistical Analyses with Latent Variables); REDCap (Research Electronic Data Capture); Qualtrics; GIS (Geographical Information System); Transact-SQL; Business Objects; Visual Basic; Cardiovascular Information Systems (i.e. Lumedx, ARMUS); Electronic Health Systems (EPIC, McKesson, 3M 360 Encompass System, Premier, SMART)

Contracts and Grants

Awarded Contracts and Grants

Weiss, Ursula K. (PI) and McDaniel, Katherine (Co-PI) (October 2025-June 2026) Data Collection, Analysis, and Reporting for the FL Community Health Worker Coalition. Funded by Florida Department of Health. Total award $51,450.

Weiss, Ursula K. (PI) and McDaniel, Katherine (Co-PI) (September 2025-June 2026) Epidemiological Analysis, Surveillance, and Consult for Florida's Environmental Public Health Tracking (EPHT), Behavioral Risk Factor Surveillance System (BRFSS), and Florida Youth Surveys (FYS). Funded by Florida Department of Health. Total award $29,999.

Weiss, Ursula K. (PI) and McDaniel, Katherine (Co-PI) (August 2024-June 2025) Epidemiological Analysis, Surveillance, and Consult for Florida's Environmental Public Health Tracking (EPHT), Behavioral Risk Factor Surveillance System (BRFSS), and Florida Youth Surveys (FYS). Funded by Florida Department of Health. Total award $29,999.

Weiss, Ursula K. (PI) and McDaniel, Katherine (Co-PI) (Oct 2023-June 2024) Epidemiological Analysis, Surveillance, and Consult for Florida's Environmental Public Health Tracking (EPHT), Behavioral Risk Factor Surveillance System (BRFSS), and Florida Youth Surveys (FYS). Funded by Florida Department of Health. Total award $32,300.

Stanwood, Gregg (PI), Rosado, Javier (PI), Hickner, Robert (PI), Grzywacz, Joseph (PI), Uejio, Christopher (PI), **Ursula Weiss** (Co-I), Zhe He (Co-I) (Nov 2023- May 2025). The Bioecological Center for Rural Children's Health. Funded by U.S. Environmental Protection Agency. Total award $1,900,000.

Mitchell, Duane (UF PI), & Wang, Jing (FSU PI). (Jul 2019–Jun 2024). *Together: Transforming and Translating Discovery to Improve Health*. Funded by the National Institutes of Health, Clinical and Translational Science Award. Total award $5,143,330.

Publications

Cottler, Linda B, Luz Carolina Rosales, Vijaya Seegulam, Lori Bilello, Catherine LW Striley, Alexandra Ravenswood, Zoe J Martusewicz, Caitlin E Murphy, Milton Eder, Gia Mudd-Martin, LaToya J O'Neal, Joedrecka Brown Speights, Catalina Lopez-Quintero, Kevin D Everett, Alvin H Strelnick, Sergio Aguilar-Gaxiola, Heather Kitzman, Jane A McElroy, Tamara A Millay, Jessica De Leon, Lynn Warneke, **Ursula K. Weiss**, and Catina O'Leary. 2025. "Characteristics of Persons with Varying Vaccination Personas: Data from the CDC-Funded PANDEMIC Project." Paper. *Discover Public Health* 22(1):326, doi: 10.1186/s12982-025-00703-6.

DuClos, Chris, John Folsom, Jessica Joiner, Melissa Jordan, Keshia Reid, Marie Bailey, Alyssa Cohen, Karen Freeman, Jennifer Johnson, Katherine McDaniel, and **Ursula Weiss**. 2021. "Mapping Chronic Disease Risk Factors with ArcGIS Online in Support of COVID-19 Response Efforts in Florida." *Preventing Chronic Disease* 18:200647, doi: http://dx.doi.org/10.5888/pcd18.200647.

Randolph, Karen, Leah Cheatham, **Ursula Keller Weiss** and Jaclyn Williams. 2017. "Exposure to Parent and Peer Alcohol Use and the Risk of Drinking Onset and Escalation among Adolescents." *Child and Adolescent Social Work Journal* 35: 97-106, doi: https://doi.org/10.1007/s10560-017-0516-2.

Lamelas, Joseph, Maurice Mawad, Roy Williams, **Ursula Weiss Keller**, Qianzi Zhang and Angelo LaPietra. 2017 "Isolated and Concomitant Minimally Invasive Minithoracotomy Aortic Valve Surgery." *The Journal of Thoracic and Cardiovascular Surgery* 155(3):926-936, doi: https://doi.org/10.1016/j.jtcvs.2017.09.044.

Krishna, Rama K, Orlando Santana, Chistos G. Mihos, Andres M. Pineda, **Ursula Keller Weiss**, Joseph Lamelas. 2014. "Minimally Invasive Aortic Valve Replacement in Octogenarians Performed via A Right Anterior Thoracotomy Approach." *Journal of Heart Valve Disease* 23(6): 671-674.

Weiss, Ursula Keller and Kathryn Harker Tillman. 2009. "Risky Sexual Behaviors among Hispanic Young Adults in South Florida: Nativity, Age-at-Immigration, and Gender Differences." *Perspectives on Sexual and Reproductive Health* 41(4): 202-209.

Tillman, Kathryn Harker and **Ursula Keller Weiss**. 2009. "Nativity Status and Depressive Symptoms among Hispanic Young Adults: The Role of Stress Exposure." *Social Science Quarterly* 90(5):1228-1250.

Keller, Ursula and Kathryn Harker Tillman. 2008. "Post-Secondary Educational Attainment of Immigrant and Native Youth." *Social Forces* 87(1):121-152.

Selected Presentations

Mbah-Njei, E., Katherine McDaniel, Brian Fox, Emma Spencer, and **Ursula Weiss**. 2026. "Understanding the Impact of Access to Health Insurance and Preventive Screening Utilization by Florida Veterans: BRFSS 2022 and 2024". Accepted for poster presentation at the 2026 Behavioral Risk Factor Surveillance Survey Conference. Atlanta, Georgia.

Naar, Sylvie, Jessica De Leon, Terra Bradley, and **Ursula Weiss**, Phillip Worts, Dawn Carr and Henna Budhwani. 2026. "Breaking Barriers and Boosting Efficiency: Accelerating Translational Science in the Creation of a New Academic Health Center." Poster Presentation. Translational Science 2026. Milwaukee, Wisconsin.

Naar, Sylvie, Jessica De Leon, Terra Bradley, and **Ursula Weiss**. 2026. "Breaking Barriers and Boosting Efficiency: Accelerating Translational Science in the Creation of a New Academic Health Center." Poster Presentation. Southeast Regional Clinical and Translational Science Conference. Pine Mountain, Georgia.

Weiss, Ursula K., and Ransome Eke. 2025. "Community and Stakeholder Engagement (CSE) at FSU." Poster Presentation. Florida State University Clinical and Translational Science Award Kickoff Event. Tallahassee, Florida.

Sundaramurugan, Suruthi, Katie McDaniel, Elizabeth Mbah-Njei, Brian Fox, Chris Duclos, Emma C. Spencer, and **Ursula Weiss**. 2025. "Using BRFSS 2023 to Explore the Relationship between Disability Status and Mental Health Among Florida Adults." Poster Presentation. Council for State and Territorial Epidemiologists Annual Conference, Grand Rapids, Michigan.

Sapp, Meaghan, Nissa Askins, Kimberly Mattox, Asha Odo, Jessica De Leon and **Ursula Keller Weiss**. 2025. "Advancing Community Trust, Health Literacy, and Research Collaboration through Research Community Health Workers in

Florida's Panhandle." Poster Presentation. Southeastern Regional Clinical and Translational Science Annual Conference, Pine Mountain, Georgia.

Askins, Nissa, Mark S. Peedin, Katie McDaniel, **Ursula Keller Weiss**. 2025. "REDCap User Training for Increasing Support of Innovative Study Design". Poster Presentation. Southeast Regional Clinical & Translational Science Conference.

McDaniel, Katherine**, Ursula Weiss** and Chris DuClos. 2024. "Association of Adverse Childhood Experiences and Chronic Disease Among Florida Adults." Council for State and Territorial Epidemiologists Annual Conference, Pittsburgh, Pennsylvania.

McDaniel, Katherine, Nissa Askins, Meaghan Sapp, Jessica De Leon, **Ursula Weiss**. 2024. "Pilot of a Community Engagement Activity Database in REDCap." Poster Presentation. Southeastern Regional Clinical and Translational Science Annual Conference, Pine Mountain, Georgia.

Gaillard, Trudy, Dawn C. Carr, Julia L. Sheffler, **Ursula K. Weiss**, Donna Neff, Neil Charness, Fern Webb. 2023. "Engaging Diverse Older Adults in Aging Research: Identifying Communication and Community Engagement Strategies." Poster Presentation. Gerontological Society of America Annual Conference. Tampa, Florida.

Weiss, Ursula Keller, Jessica De Leon, Nissa Askins, Kathryn Baughman. 2023. "Development of a Community Engagement Activity Database in REDCap". Poster Presentation. Southeastern Regional Clinical and Translational Science Conference. Pine Mountain, Georgia.

McDaniel, Katherine, Alyssa Cohen, Marie Bailey, **Ursula Keller Weiss**. 2020. "Interactive Subcounty Maps for FLHealthCHARTS.com." Poster Presentation. 2020 Annual Meeting of the National Association of Public Health Statistics and Information Systems, Virtual.

DuClos, Chris, Katherine McDaniel, John Folsom, Alyssa Cohen, Karen Freeman, Marie Bailey, Jessica Joiner, Jennifer Johnson, Melissa Jordan, Keshia Reid, **Ursula Keller Weiss**. 2020. "Using ArcGIS Online for Mapping Risk Factors for COVID-19." National Association of Chronic Disease Directors 2020 Environmental Public Health Tracking Program conference. Virtual.

Krishna, Rama K, Omar Issa, Orlando Santana, Gervasio Lamas, **Ursula Keller Weiss**, Joseph Lamelas. 2014. "Minimally Invasive Isolated Aortic Valve Surgery in Octogenarians." 19th World Cardiology Congress, Boston, Massachusetts.

Randolph, Karen, Leah Cheatham, Jaclyn Williams, and **Ursula Keller Weiss**. 2013. "Exposure to Parent and Peer Alcohol Use and the Risk of Drinking Onset and Escalation among Youth." Society for Social Work and Research, San Diego, California.

Freer, Cecilia and **Ursula Keller Weiss**. 2012. "Implementation of a Surveillance System for a Non-reportable Chronic Disease: Florida's State-based Amyotrophic Lateral Sclerosis Surveillance (ALS) Project." Poster Presentation. Council of State and Territorial Epidemiologists Annual Conference, Omaha, Nebraska.

Weiss, Ursula Keller, John Taylor and Robyn Brown. 2011. "Racial/Ethnic and Gender Contrasts in Weight Anxiety in the Transition to Adulthood." Annual Meetings of the Southern Sociological Society, Jacksonville, Florida.

Weiss, Ursula Keller. 2010. "Obesity and Sexual Risk Behaviors: Transition to Adulthood." Annual Meetings of the Southern Demographic Association, Knoxville, Tennessee.

Bishop, Jessica C. and **Ursula Keller**. 2008. "Birth Outcomes and Neural Tube Defects in the United States Before and After Folic Acid Fortification." Poster Presentation. Annual Meetings of the Population Association of America, New Orleans, Louisiana.

Keller, Ursula and Kathryn H. Tillman. 2008. "Nativity Status and Risky Sexual Behaviors among Hispanic Young Adults." Poster Presentation. Annual Meetings of the Population Association of America, New Orleans, Louisiana.

Keller, Ursula and Kathryn H. Tillman. 2007. "Nativity Status and Risky Sexual Behaviors among Hispanic Young Adults." Annual Meetings of the Southern Demographic Association, Birmingham, Alabama.

Eberstein, Isaac W., **Ursula Keller**, and Chrissy Gest. 2006. "Socioeconomic Status and Low Birth Weight: Three Generations." Annual Meetings of the Southern Demographic Association, Durham, North Carolina.

Keller, Ursula. 2006. "Post-Secondary Educational Outcomes of Immigrant and Native Youth." Annual Meetings of the Population Association of America, Los Angeles, California

Service

- Leon County Commission on the Status of Women and Girls (2026-present)
  - Community Committee Member: Health and Development Committee
- Florida Community Health Worker Coalition (2025-present)
  - Board Member
- Florida State University Vision 2030 representative for Community Engagement with Jarrett Terry, Ed.D. (Office of the Provost) (2024-present)
- Florida Rural Health Association (2023-present)
  - Board Member
- Tallahassee Senior Center (2023-present)
  - Foundation Board Member
  - Estates & Endowments Committee
- Florida Research Development Alliance (FloRDA) (2023-present)
  - Mentoring Workgroup Committee
- Invited speaker, Florida Governor's Cabinet on Youth and Children (2022).
- Manuscript Reviewer

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

It is the applicant's responsibility to keep this information current. To advise the County of any changes please contact Lisa Davis by telephone at (850) 606-5300 or by e-mail at DavisLis@leoncountyfl.gov.

Applications will be discarded if no appointment is made after two years.

Name: Mr. Terance Edward Keenan | **Date:** 7/30/2026 11:48:39 PM

Home Address:	5008 Brill Point Tallahassee, FL 32312	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	No
		Do you own property in Leon County?	Yes
Home Phone:	(850) 445-2476	**Do you own property in the Tallahassee City Limits?**	No
Primary Email:	terance@gulfwindcounseling.com	**How many years have you lived in Leon County?**	19

(EMPLOYMENT INFORMATION)

Employer:	Gulf Wind Counseling	**Work Address:**	2014 Delta Blvd Tallahassee, FL 32312
Occupation:	Owner, Licensed Clinical Social Worker		
Work/Other Phone:	(850) 597-7833	**Work Email:**	terance@gulfwindcounseling.com

(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: White **Gender:** M **Age:** 61

District: District II **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Nat Higdon	**Name:**	Danny Manausa
Address:	2915-501 Kerry Forest Pkwy Tallahassee Fl 32309	**Address:**	1701 Hermitage Blvd #100 Tallahassee FL 32308
Phone:	(850) 296-0030	**Phone:**	(850) 597-7616

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

(COMMITTEE QUESTIONNAIRE)

Do you know of any circumstances that would result in you having to abstain from voting on the Council due to voting conflicts? *No*

Are you or your employer, or your spouse or child or their employers, currently doing business with the Council to which you are applying for membership? *No*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on the Council? (i.e. would you have frequent or reoccurring voting conflicts?) *No*

Do you foresee participating in any competitive bid process involving business with the Council to which you are applying, during your time serving on that council? *No*

Members on this Council must file a financial Dislosure Form #1 from the Florida Commission on Ethics, per State Statute 112.3145. Financial Disclosure Information - Ethics

Are you willing to complete a financial disclosure form? *Yes*

All members appointed by the Governor shall have been residents of the county for the previous 24-month period.

Have you lived in Leon County for the past 24 months? *Yes*

All statements and information provided in this application are true to the best of my knowledge.

Signature: Mr. Terance Edward Keenan

The application was electronically sent: 7/30/2026 11:48:39 PM

Terance Keenan MSW, MPA, LCSW

Licensed Clinical Social Worker, FL License SW19547
Tallahassee, FL
terance@gulfwindcounseling.com
(850) 445-2476

Experienced mental health therapist and group practice owner with background in community-based individual, family and group therapy settings. Competent working with a wide range of mental disorders, providing service to multicultural, LGBTQ+, intellectually disabled and military clients. Social work and mental health skills enriched by experience in human services, government policy-making and military leadership settings.

Work Experience

Owner, Gulf Wind Counseling LLC; Mental Health and Family Therapist

Gulf Wind Counseling LLC - Tallahassee and Apalachicola FL
January 2022 to Present

Founder and president of a therapeutic group practice with 6 skilled providers operating in 3 office locations. Provides high-quality mental health and family therapy to children, adolescents and adults of all socioeconomic and cultural backgrounds. Specializing in family conflict, anger management, depression, anxiety, personality disorders, work related-stress, grief and trauma. Operates multiple locations to maximize opportunity for at-risk families in rural, underserved areas to receive services.

- Built practice into a preferred employer offering group health insurance, paid time off, and paid training
- Served over 1,300 clients in the past 4 years
- Created referral relationships to include juvenile court, Leon and Franklin County Schools, North Florida Medical Centers, and North Florida Pediatrics
- Developed specialized programs for relationship conflict, anger management, and ADHD management
- Provides in-network insurance coverage through all major insurance companies serving North Florida

Master's Level Therapist - Community Action Team

Apalachee Center Inc. - Tallahassee, FL
June 2019 to March 2022

Full-time position, 45 hours per week. Improved the stability and functioning of families with at-risk children and adolescents who have a history of repeated mental health crises, school failures, juvenile justice arrests and child welfare involvement. Worked in an interdisciplinary team of case managers, peer specialists, registered nurses, psychologists and psychiatrists to provide wraparound services for clients and their families with the goal of returning clients to functional daily living.

- Improved the lives of clients coping with depression, suicide ideation, oppositional defiance, explosive anger, family conflict, trauma, social anxiety, negative self esteem, social skill deficits, and attachment pathologies
- Managed a caseload of 30-32 weekly clients located across 6 counties, providing weekly therapy services in homes and schools that focused on improving the clients' highest-risk mental health challenges
- Built relationships with school district counselors, juvenile justice case managers, hospital social workers and child protective services to coordinate family environment betterment
- Successfully graduated numerous clients from the program's intensive services regimen by helping them improve their ability to cope with daily living in the social, school and home domains

Substance Abuse Counselor Intern

DISC Village Inc - Tallahassee, FL
May 2017 to May 2019

Part-time position, 20 hours per week. Secured an unpaid internship with a non–profit organization that partners with local human services providers, as well as state and federal agencies to deliver a continuum of intervention, residential, and aftercare services for clients diagnosed with substance abuse and mental health issues.

- Coordinated with case managers to conduct over 200 hours of new client assessments, implement individualized treatment plans for clients diagnosed with substance dependencies,
- Worked with groups of 5 to 10 outpatients per session, accumulating over 80 hours of group leader experience, acquiring knowledge of client histories to guide them in setting realistic objectives and attaining measurable goals
- Coordinated communications with Case Managers at the Florida Department of Children & Families for clients under court order to receive testing and treatment services
- Acted as a liaison to community partners such as The Kearney Center and Bond Community Health Center to serve homeless and other underserved populations lacking health insurance

Social Work Case Manager Intern

Big Bend Cares - Tallahassee, FL

August 2016 to April 2017

Part-time position, 16 hours per week. Secured an 8-month internship with a 501(c)(3) agency serving eight counties with education, resources, and support to persons infected with or impacted by HIV/AIDS operating as the only such entity in the Florida Panhandle offering case management services.

- Served as an Assistant to the Case Manager to deliver quality care for primarily low–income clients receiving benefits through a federal grant
- Conducted home visits to assess and monitor the conditions of elderly, disabled, and frail clients while inspecting the environment to verify safety, security, and habitability
- Chosen to coordinate the Housing Opportunities for People with AIDS Program (HOPWA) leveraging expertise in real estate to qualify applicants, determine eligibility, prepare purchase orders to provide temporary assistance

Business Lead - Licensed Real Estate Agent

Keller Williams Real Estate - Tallahassee, FL

October 2007 to April 2019

Full-time position, 50 hours per week. Functioned as an independent agent working under the credentials of a Licensed Real Estate Broker and sustaining a record of success in facilitating sales and purchases of residential properties under adverse market conditions to close transactions totaling $30+ million in sales within ten years.

- Maintain administrative control as the principal of a 3-person group, managing accountability for policies, procedures, systems, business development, forecasting, strategic planning, budgeting, financial oversight, scheduling, documentation, reporting, and compliance
- Prospect to identify and develop new business by researching the market, scouting properties, networking in the community, cultivating alliances with industry partners to generate warm leads and direct referrals, and building CRM database to mine information on 500+ key contacts

Co-Owner - Licensed Real Estate Agent

Realty Executives Florida Keys - Key West, FL

July 2006 to October 2007

Full time position, 50 hours per week. Developed strategy and executed sales plans to ensure profitability of the company.

- Played a key role in identifying an opportunity, conducting a market analysis to assess feasibility, forming a four-person partnership that acquired an underperforming franchise, and initiating turnaround strategies that quickly eliminated a $2,000 monthly negative cash flow, drove revenues, and generated net profits
- Assisted in creating policies, procedures, and systems to establish a sound administrative infrastructure and ensure compliance with the franchise agreement, laws, regulations, ethics, and best industry practices

Commissioned Military Officer (Retired)

United States Coast Guard

May 1986 to August 2006

Full-time position, 60 hours per week. Served in the Coast Guard branch of the U. S. military whose mission was to safeguard ports, waterways, and open waters by enforcing maritime laws in domestic and international waters, lead Search and Rescue (SAR) operations, and partner with other agencies to prevent and respond to threats to our national security while holding a series of key positions at various duty stations in Florida, California and Washington DC, including:

- Assistant Director of Intelligence, Department of Defense Joint Interagency Task Force South - Key West Fl
- Director, Coast Guard Maritime Intelligence Center - Miami Fl
- Strategic and Performance Budgeting Planner, Coast Guard Resource Directorate - Washington DC
- Commanding Officer, Coast Guard Cutter Chandeleur - Miami Beach Fl

Education

Master of Social Work in Children, Youth and Families
CASE WESTERN RESERVE UNIVERSITY - Cleveland, OH 2019
Master of Public Administration, State and Local Government
FLORIDA INTERNATIONAL UNIVERSITY - Miami, FL 1996
Bachelor of Science in Chemistry
UNITED STATES COAST GUARD ACADEMY - New London, CT 1986

Social Services Training / Continuing Education

Motivational Interviewing for Substance Use: DISC Village Inc., Tallahassee FL, January 2019
Cognitive Behavioral Therapy: Beck Institute, Bala Cynwyd PA, June 2019
Trauma and Attachment Treatment for Children and Adolescents: PESI Inc., Eau Claire WI, October 2020
Treating Complex Trauma with Internal Family Systems: PESI Inc., Eau Claire WI, December 2020
Transgender and Gender Non-Binary Treatment: PESI Inc., Eau Claire WI, April 2021
Dyslexia Treatment: PESI Inc., Eau Claire WI, April 2021
Internal Family Systems Therapy with Children and Parents: PESI Inc., Eau Claire WI, April 2021
Oppositional Defiant Children and Adolescents Family Treatment: PESI Inc., Eau Claire WI, April 2021
Suicide and Self Harm: PESI Inc., Eau Claire WI, June 2021
Dialectical Behavioral Therapy Certification Training: PESI Inc., Eau Claire WI, July 2021
Acceptance and Commitment Therapy Skills: PESI Inc., Eau Claire WI, August 2021
Treating Children and Adolescents for Anxiety, OCD, Trauma: PESI Inc., Eau Claire WI, January 2022
Structural Family Therapy Techniques: S. Minuchin, February 2022
Critical Incident Stress Management Training: ComPsych Corp., Chicago IL, March 2022
Dependency Law Seminar: Second Judicial Circuit, Tallahassee FL, May 2022
Short Term Single Session Counseling: LifeWorks Inc, Ontario Canada, June 2022
Transformative Approach to Couples Therapy: PESI Inc., Eau Claire WI, November 2022
Gottman Method Couples Therapy - Level 1: Orlando Fl, May 2023
Gottman Method Couples Therapy - Level 2: Tallahassee Fl November 2023
Expert Strategies for Treating Narcissism: NICABM, Storrs Ct December 2023
Complex Trauma and Dissociation: NICABM, Storrs Ct February 2024
Emotionally Focused Therapy for Sex and Bonds of Attachment: NICABM, Storrs Ct April 2025
Diagnosing and Treating OCD: NICABM, Storrs Ct June 2025
Relational Life Therapy Foundations: RLT Institute, Boston MA, January 2026

Community Service

Guardian Ad Litem
Second Judicial Circuit - Tallahassee FL
2018 — present

Completed training and qualified to volunteer with an organization that assesses, protects, and voices the interests of abused and neglected children in a six–county region under the jurisdiction of the Second Judicial Circuit as part of a state–wide alliance of volunteers, community partners, and professionals.

- Act as the advocate for a child in out–of–home placement, overseeing the welfare of a 10 year old boy in temporary placement while parents undergo substance abuse and anger management treatments
- Conduct monthly visits to ensure safety of child by assessing his emotional and physical wellbeing
- Interview caregivers, parents, and teachers, analyzing information and synthesizing findings to write assessments for judicial reviews and guide the Case Advocacy Manager and attorney in justifying recommendations to aid judges in reaching determinations on the most appropriate placement

Scholarship Chair

Leon High School Foundation - Tallahassee, FL

2014 — 2018

Chaired a six–member committee that evaluated applications and reached determinations to annually award a total of 10 scholarships to promising senior students of Leon High School.

- Consulted with allied organizations to identify best practices and optimize outcomes in allocating awards of funds that ranged from $12,000 four–year scholarships to one–time awards of $1,000
- Enhanced efficiency and minimized expenses by initiating a project to convert from a manual, paper–based system to an online process which reduced staff time by 50%, decreased cost of supplies, and promoted sustainability by eliminating waste products dumped in the landfill

Public Presentations

Intro to Children's Mental Health - Tallahassee Fl

Presented to Florida's Second Judicial Circuit Guardian ad Litem volunteers to enhance their ability to recognize family trauma and childhood mental disorders, and advocate for a child's treatment.

Viewing Narcissistic Behaviors as a Trauma Disorder - Orlando Fl

Presented to the Florida Chapter of the National Association of Social Workers' annual conference. 1.5 hour interactive workshop given to 135 attendees to assist therapists and case managers working with this challenging client population.

Leon County
Board of County Commissioners

Notes for Agenda Item #7

Leon County Board of County Commissioners

Agenda Item #7

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Commissioner Appointment to the Science Advisory Committee

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator
Lead Staff / Project Team:	Lisa Davis, Agenda Coordinator

Statement of Issue:

This item seeks Board approval to ratify Commissioner Welch's reappointment of a citizen, Dr. Nasrin Alamdari, to the Science Advisory Committee.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

Option #1: Ratify Commissioner Welch's reappointment of Dr. Nasrin Alamdari to the Science Advisory Committee for a four-year term ending September 30, 2030.

Report and Discussion

Background:

Pursuant to Policy No. 03-15, "Board-Appointed Citizen Committees", a consent item is presented to fill vacancies for individual Commissioner appointment of citizens to Authorities, Boards, Committees, and Councils.

Analysis:

Science Advisory Committee (SAC)

Purpose: The SAC Provides collective input on scientific research and feedback to staff on issues impacting the County.

Composition: The SAC is comprised of nine citizen members; with each County Commissioner making one appointment, and two appointments being made by the City Commission. Members serve four-year terms, expiring on September 30, with a term limit of three consecutive full terms.

Vacancy: The term of SAC member Dr. Nasrin Alamdari is due to expire on September 30, 2026. Dr. Alamdari is eligible for and is seeking reappointment with her application and attendance record included as Attachment #1. Commissioner Welch has reviewed the eligible application and seeks to reappoint Dr. Alamdari as listed in Table #1.

Table #1: Science Advisory Committee

Vacancy *Status*	**Term Expiration**	**Eligible Applicant (Application Attachment #)**	**Recommended Action**
Dr. Nasrin Alamdari *served 1 full and 1 partial term* *Seeking Reappointment*	9/30/2026	1. Dr. Nasrin Alamdari	Ratify Commissioner Welch's reappointment for a four-year term ending September 30, 2030.

Options:

1. Ratify Commissioner Welch's reappointment of Dr. Nasrin Alamdari to the Science Advisory Committee for a four-year term ending September 30, 2030.
2. Board direction.

Recommendation:

Option #1

Attachment:

1. Dr. Nasrin Alamdari application, CV and attendance record

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
SCIENCE ADVISORY COMMITTEE

It is the applicant's responsibility to keep this information current. To advise the County of any changes please contact Lisa Davis by telephone at (850) 606-5300 or by e-mail at DavisLis@leoncountyfl.gov.

Applications will be discarded if no appointment is made after two years.

Name: Dr. Nasrin Alamdari | **Date:** 7/7/2026 1:23:24 PM

Home Address:	4614 WHITETAIL PASS Tallahassee, FL 32309	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	Yes
Home Phone:	(716) 239-9288	**Do you own property in the Tallahassee City Limits?**	Yes
Primary Email:	nalamdari@fsu.edu	**How many years have you lived in Leon County?**	6

(EMPLOYMENT INFORMATION)

Employer:	Florida State University	**Work Address:**	1753 W Paul Dirac Dr Tallahassee, FL 32309
Occupation:	Associate Professor		
Work/Other Phone:	(850) 410-6498	**Work Email:**	nalamdari@fsu.edu

(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: White **Gender:** F **Age:** 39

District: **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Lisa Spainhour	**Name:**	Eren Erman Ozguven
Address:	2525 Pottsdamer St	**Address:**	1753 W Paul Dirac Dr
Phone:	(850) 410-6123	**Phone:**	(850) 410-6146

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

(COMMITTEE QUESTIONNAIRE)

IMPORTANT LEGAL REQUIREMENTS FOR COMMITTEE/BOARD/AUTHORITY MEMBERSHIP

Citizen participation is important in developing Leon County's programs and policies, and in providing quality public services to the community. We appreciate your interest in serving on a committee and would like to bring a few items to your attention. As a member of a committee/board/authority, 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 for violating these applicable laws include criminal penalties, civil fines, and the voiding of any committee/board/authority 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, please take a few minutes to complete the mandatory orientation. Your application will not be deemed complete until you have completed the orientation.

Have you completed the Applicant Orientation for membership on Citizen Committees, Board & Authorities?* *Yes*

Are you currently serving on a County Advisory Committee or other Committee/Authority/Board?* *Yes*

If yes, on what Committee(s) are you a member? *Leon County Science Advisory Committee*

Have you served on any previous Leon County committees?* *Yes*

If Yes, on what Committee(s) have you served? *Leon County Science Advisory Committee*

Are you willing to complete a financial disclosure form if applicable?* *Yes*

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*

Are you or your employer, or your spouse or child or their employers, currently doing business with Leon County?* *No*

Are you or your employer, or your spouse or child or their employers, currently doing business with the Committee/Board/Authority to which you are applying for membership?* *No*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on a Committee/Board/Authority? (i.e. would you have frequent or reoccurring voting conflicts?)* *No*

Do you foresee participating in any competitive bid process for Leon County business during your time serving on this committee/board/authority?* *No*

Do you foresee participating in any competitive bid process involving business with the Committee/Board/Authority to which you are applying, during your time serving on that entity?* *No*

Is your personal information exempt from public records disclosure in accordance with FS 119.071(2)(j)1 or FS 119.071(4)? *No*

The members of the Science Advisory Committee are scientists or individuals who can comprehend qualitative or quantitative information on matters being discussed by the Committee, with a preference towards credentialed scientists.

Are you a credential Scientist? *Yes*

Please explain:

Are you able to comprehend the qualitative or quantitative information on matters discussed by the Science Advisory Committee? *Yes*

If Yes, please explain:

All statements and information provided in this application are true to the best of my knowledge.

Signature: *Dr. Nasrin Alamdari*

The application was electronically sent: 7/7/2026 1:23:24 PM

Nasrin Alamdari

Assistant Professor

Department of Civil and Environmental Engineering | Florida State University

FAMU-FSU College of Engineering

850.410.6498 | nalamdari@fsu.edu

EDUCATION

Ph.D., Biological Systems Engineering (Watershed Science & Engineering)

Virginia Tech • 2018

M.Sc., Civil and Environmental Engineering (Water Resources)

Tennessee Tech University • 2014

M.Sc., Civil and Environmental Engineering (Water Resources)

Sharif University of Technology • 2011

B.Sc., Civil Engineering (Water Resources)

University of Tabriz • 2009

PROFESSIONAL EXPERIENCE

Assistant Professor • 2020 - 2026

Civil and Environmental Engineering, Florida State University, FAMU-FSU College of Engineering

Postdoctoral Research Scholar • 2018 - 2020

Civil and Environmental Engineering, Colorado School of Mines

Graduate Research Assistant • 2015 - 2018

Biological Systems Engineering, Virginia Tech

RESEARCH INTERESTS

Watershed hydrology, stormwater management, harmful algal bloom prediction and mitigation, artificial intelligence and deep learning, sustainable and resilient water systems, natural and nature-based solutions, and impact of nonstationary stressors—climate and land use change on hydrology and biogeochemistry.

AWARDS & HONORS

- **Early-Career Research Fellow (Community Track).** Gulf Research Program, National Academies of Sciences, Engineering, and Medicine. 2026.
- **Connections to Sustain Science in Latin America Symposium**, National Academy of Sciences, Engineering and Medicine (2026)
- **Crosscurrents Incubator,** Gulf Research Program of the National Academies of Sciences, Engineering, and Medicine (2026)
- **NCAR Innovator Lab Program**, NSF (2025)
- **American Water Resources Association's 2025 A. Ivan Johnson Young Professional Award**
- **Natural Hazards Research Summit**, NSF (2024)
- **Editor's Choice Paper**, ASCE (2024)
- **NHERI Summer Institute for Early-Career Faculty**, NSF (2024)
- **Best Case Study Paper**, ASCE (2023)
- **Course Design Institute Workshop**, FSU (2023)
- **Delta Early Career**, ASEE DELTA Junior Faculty Institute (2022)
- **VLWA Scholarship Award**, Virginia Lakes and Watersheds Association (2018)
- **IAAP's Scholarship Award**, Iranian American Academics and Professionals (2018)
- **Outstanding Doctoral Student Award**, College of Agricultural and Life Science, Virginia Tech (2018)
- **Outstanding Doctoral Student Award**, Department of Biological Systems Engineering, Virginia Tech (2018)

- **Mid-Atlantic Coastal Storms Fellowship**, Virginia Institute of Marine Science, Virginia Sea Grant (2016-2017)
- **Pratt Fellowship** - $1,000, Virginia Tech (2015)

FUNDED RESEARCH PROJECTS ($8M) (17 Grants from 7 Agencies)

Environmental Protection Agency

A National Consortium for Just-in-Time, AI-Enhanced, Place-Based Environmental Education Training,

Role: CO-PI • $4.65M • 2027-2029

Environmental Protection Agency

Graph Neural Network Modeling of Nutrient Transport Pathways to Identify High-Leverage Intervention Points for Harmful Algal Bloom Prevention in South Florida Waters

Role: PI • $500,000 • 2026-2030

National Science Foundation / NCAR Faculty Innovator Program

Integrating High-Resolution Atmospheric and Hydrologic Forecasts into AI-Driven Statewide Harmful Algal Bloom Early Warning Systems

Role: PI • $250,000 • 2026-2028

Florida Department of Environmental Protection

AI-Driven Nutrient Prediction and Reduction System for the Freshwater Bodies Across Florida

Role: PI • $375,615 • 2025-2027

Florida Department of Agriculture and Consumer Services

Mapping Agricultural Sustainability: Remote Sensing for BMP Suitability Assessment in Florida

Role: PI • $410,000 • 2025-2029

National Science Foundation (REU Site)

Research Experience for Undergraduates in Resilience Against Extreme Weather Events

Role: CO-PI • $472,310 • 2024-2027

National Science Foundation (RAPID)

Short- and mid-term dynamics of water and sediment quality after Hurricane Idalia in the Apalachicola Bay

Role: CO-PI • $200,000 • 2023-2025

National Science Foundation (EIR)

Understanding the interactions of terrestrial and freshwater systems for developing a data-driven decision-making framework to sustainably manage Algal Blooms in freshwaters

Role: PI • $471,615 • 2022-2026

Environmental Protection Agency

Prediction and Mitigation of Harmful Algal Blooms in Biscayne Bay using Advanced Numerical Methods

Role: PI • $251,055 • 2022-2026

Florida Department of Environmental Protection

Development of a Statewide Decision Support Tool to Control Nutrients in Urban Communities using Stormwater Management Practices

Role: PI • $266,473 • 2021-2025

Florida Department of Environmental Protection

Development of statewide tool to predict Cyanobacteria in freshwater lakes

Role: PI • $338,800 • 2022-2024

Florida Department of Environmental Protection

Development of Green Infrastructure monetary tool to assess the value of a green asset or a proposed green investment across the State

Role: PI • $160,000 • 2023-2027

Tampa Bay Estuary Program

Evaluating the role of green infrastructure for mitigating short- and long-term impacts of climate change and sea level rise in Old Tampa Bay

Role: PI • $98,800 • 2023-2027

Everglades Foundation

Projecting Climate Variables Using the Recent Socioeconomic Pathways—Coupled Model Intercomparison Project Phase 6 (CMIP6)

Role: PI • $25,000 • 2022

Oak Ridge Associated Universities

How does the water flow? Teaching stormwater management and detailing the socio-economic and environmental benefits of green infrastructure to underserved communities and city stakeholders in Florida

Role: Co-PI • $45,000 • 2022

Florida Department of Environmental Protection

Development of Non-Point Source Pollution and Green Infrastructure Education Curriculum for High School Teachers and Students across Florida

Role: PI • $44,843 • 2022-2025

CRC First Year Assistant Professor

Green vs. Gray Infrastructure: Enhancing sustainable communities with green infrastructure planning

Role: PI • $20,000 • 2021

SELECTED REFEREED JOURNAL PUBLICATIONS (43 papers, Citation: 1500, h-index:20, i10 index: 35)

1. **Alamdari, N.** (2026). When Green Infrastructure Becomes Gray: The Case for Lifecycle Performance Modeling in Urban Flood Management. *Journal of Hydrologic Engineering*.
2. **Alamdari, N.** (2026). When nature-based solutions meet their limits: rethinking urban water resilience under climate extremes. *Frontiers in Water*, 8, 1808577.
3. **Alamdari, N.** (2026). Forecasting US land use through 2067 using multi-method projections applied to seven decades of USDA data. *Nature Scientific Reports*.
4. **Alamdari, N.** (2026). Long-term hydrological performance of bioretention systems: Do they age well. *Journal of Environmental Management*, *409*, 129889.
5. **Alamdari N,** Machine Learning Approaches for Harmful Algal Bloom Prediction: Advances, Challenges, and Future Directions (2026)**.** *Journal of Environmental Engineering*.
6. Kamali M, Tansar H, Ahmadisharaf E, **Alamdari N.** (2026) Evaluating the impacts of green infrastructure on urban runoff attributes using detailed fine-scale hydrologic modeling. *Journal of Hydrology- Regional Studies*.
7. Debnath, M., **Alamdari, N**. (2026) Seasonal Groundwater–Salinity Dynamics and Climate-Driven Saltwater Intrusion in Coastal Aquifers: A Multiscale Modeling and Explainable Machine Learning Framework for Miami-Dade County, Florida. *Journal of Hydrology- Regional Studies*.
8. Salou Moumouni, A., Imtiaz, S., Nasr Azadani, M., **Alamdari, N.** (2025). Near Real-time and Next-Day Prediction for Escherichia coli (E. coli) concentrations in Highly Urbanized Watersheds. *Water Research*
9. Rajaei, F., Siroosi, H., & **Alamdari, N**. (2025). Geospatial Analysis of Lake Urmia's Drying: Predicting Land Surface Temperature Changes Using Remote Sensing and Machine Learning. *Advances in Space Research*.
10. Yan, Z., & **Alamdari, N.** (2025). Projecting Future Harmful Algal Blooms in Urban Coastal Areas: A Novel Data-Driven Approach Integrating Bias-Corrected Climate Data. *Journal of Hydrology- Regional Studies*.
11. Imtiaz, S., Azadani, M., **Alamdari, N** (2025). SimCLR-Enabled Wide and Deep Learning for Cyanobacterial Bloom Prediction from NASA's PACE Hyperspectral Mission. *IEEE Geoscience and Remote Sensing Letters*.
12. Azadani, M., Imtiaz, S., **Alamdari, N** (2025). Role of impoundment and irrigation in intensive agriculture watersheds. *Journal of Hydrology*, 134075.
13. Kamanmalek, S., & **Alamdari, N.** (2024). Advancing equitable stormwater management: A decision support tool integrating best practices for nutrient removal and environmental justice. *Ecological*

Informatics.

14. Rahimi, L., Hoque, M., Ahmadisharaf, E., **Alamdari, N**., Misra, V., Maran, A. C., & Talchabhadel, R. (2024). Future climate projections for South Florida: Improving the accuracy of air temperature and precipitation extremes with a hybrid statistical bias correction technique. *Earth's Future*, *12*(8), e2024EF004531.
15. Yan, Z., Kamanmalek, S., **Alamdari, N.**, & Nikoo, M. (2024). Comprehensive insights into harmful algal blooms: A review of chemical, physical, biological, and climatological influencers with predictive modeling approaches. *Journal of Environmental Engineering*.
16. Shojaeezadeh, S. A., Al-Wardy, M., Nikoo, M., Ghorbani, M., Talebbeydokhti, N., **Alamdari, N**., & Gandomi, A. (2024). Historical hazard assessment of climate and land use–land cover effects on soil erosion using remote sensing: Case study of Oman. *Remote Sensing*.
17. Mayo, L., **Alamdari, N**., Ahmadisharaf, E., & Kamali, M. (2024). Impacts of future climate and land use/land cover change on urban runoff using fine-scale hydrologic modeling. *Journal of Environmental Management*.
18. Bahrami, M., Rakhshandehroo, G., Nikoo, M., & **Alamdari, N**. (2024). Integrated Multisource Data Assimilation and NSGA-II Multiobjective Optimization Framework for Streamflow Simulations. *Journal of Hydrologic Engineering*.
19. Yan, Z., & **Alamdari, N**. (2024). Integrating temporal decomposition and data-driven approaches for predicting coastal harmful algal blooms. *Journal of Environmental Management*.
20. Hoque, M., Kamanmalek, S., & **Alamdari, N**. (2024). Large-Scale Geospatial Analysis of Suitable Siting for Green Stormwater Infrastructure: An Open-Source Tool for Promoting Sustainability and Environmental Justice in Urban Communities. *Journal of Environmental Engineering*.
21. Yan, Z., Kamanmalek, S., & **Alamdari, N.** (2024). Predicting coastal harmful algal blooms using integrated data-driven analysis of environmental factors. *Science of The Total Environment*.
22. Nouri Goukeh, M., & **Alamdari, N.** (2024). Removal of Contaminants in Stormwater via Subsurface-Flow Wetlands: A Review with Focus on Nutrients, Heavy Metals, and PFAS. *Journal of Environmental Engineering*.
23. Shojaeezadeh, S. A., Al-Wardy, M., Nikoo, M., Ghorbani, M., Alizadeh, M. R., Adamowski, J. F., Moradkhani, H., **Alamdari, N**., & Gandomi, A. (2024). Soil erosion in the United States: Present and future (2020–2050). *Catena*.
24. Beheshtimal, A., **Alamdari, N**., Wang, B., Kamali, M., & Salehi, M. (2024). Understanding the Dynamics of Microplastics Transport in Urban Stormwater Runoff: Implications for Pollution Control and Management. *Environmental Pollution*.
25. Kamali M, **Alamdari N**, Salehi Esfandarani M, Salehi Esfandarani (2023), Effects of rainfall characteristics on runoff quality parameters within an industrial sector in Tennessee, USA. *Contaminant Hydrology*
26. Majnooni P, Nikoo MR, Nematollahi B, **Alamdari N**, Fooladi M, Gandomi AH (2023). Long-term Precipitation Prediction in Different Climate Divisions of California. *Hydrological Science.*
27. Jafari M, Nikoo MR, Bozorg-Haddad O, **Alamdari N**, Farmani R, Gandomi AH (2023). A robust clustering-based multi-objective model for optimal instruction of pipes replacement based on machine learnings approach. *Urban water.*
28. Vosoughi F, Nikoo MR, Rakhshandehroo G, **Alamdari N**, Gandomi AH, Al-Wardy M (2022). The application of Bayesian model averaging based on artificial intelligent models in estimating multiphase shock flood waves. *Neural Computing and Applications*
29. Shadmani A, Nikoo MR, Al-Raoush RI, **Alamdari N**, Gandomi AH (2022). The Optimal Configuration of Wave Energy Conversions Respective to the Nearshore Wave Energy Potential. *Energies*
30. **Alamdari N,** Hogue TS (2022). Evaluating stormwater control measure effects on net infiltration rate using a high spatial resolution surface model in the Los Angeles Region. *Journal of Cleaner Production*.
31. Zakizade F, Moghaddamnia Ali, **Alamdari N**. (2022). Efficient Urban Runoff Quantity and Quality Modelling Using SWMM Model and Field Data in An Urban Watershed of Tehran Metropolis.

Journal of Sustainability.

32. **Alamdari N**, Sample DJ, Easton Z, Clagette, P (2022). Evaluating the combined effects of climate change and land use change on water quantity and quality in an urban watershed. *Journal of Cleaner Production*.
33. **Alamdari N,** Hogue, TS (2022). Assessing the effects of climate change on urban watersheds: a review and call for future research. *Journal of Environmental Reviews*
34. Salman R, Nikoo MR, Shojaeezadeh S, Hatami P, Sadeq M, Adamowski J**, Alamdari N** (2021). A novel Bayesian maximum entropy-based approach for optimal design of water quality monitoring networks in rivers. *Journal of Hydrology.*
35. Ahmadisharaf E, **Alamdari N**, Tajrishy M, Ghanbari S (2021). Modeling the cost-effectiveness of urban stormwater control measures in Darakeh Catchment, Tehran. *Journal of Sustainable Water In the Built Environment.*
36. **Alamdari N**, Sample DJ, Ross A, Easton Z (2020) Evaluating treatment performance of retention ponds in an urban watershed under a changing climate. *Estuaries and Coasts.*
37. **Alamdari N**, Sample DJ (2019) A multiobjective simulation-optimization tool for assisting in urban watershed restoration planning. *Journal of Cleaner Production* 213, 251-61.
38. Yazdi MN, Sample DJ, Scott D, Owen JS, Ketabchy M, **Alamdari N** (2019) Water quality characterization of storm and irrigation runoff from a container nursery. *Science of the Total Environment* 667, 166-178.
39. **Alamdari N**, Sample DJ, Liu J, Ross A (2018) Assessing climate change impacts on the reliability of rainwater harvesting systems. *Resources, Conservation and Recycling* 132, 178-189.
40. **Alamdari N**, Sample DJ, Liu J, Ross A (2018) Water supply and runoff capture reliability curves for hypothetical rainwater harvesting systems for locations across the US for historical and projected climate conditions. *Data in brief* 18, 441-447.
41. **Alamdari N,** Sample DJ, Steinberg P, Ross AC, Easton ZM (2017) Assessing the effects of climate change on water quantity and quality in an urban watershed using a calibrated stormwater model. *Water* 9(7), 464.
42. Giuffria JM, Bosch DJ, Taylor DB, **Alamdari N** (2017) Costs of water quality goals under climate change in urbanizing watersheds: Difficult Run, Virginia. *Journal of Water Resources Planning and Management* 143(9), 04017055.
43. Ahmadisharaf E, Tajrishy M, **Alamdari N** (2016) Integrating flood hazard into site selection of detention basins using spatial multi-criteria decision-making. *Journal of Environmental Planning and Management* 59(8), 1397-1417.

BOOK CHAPTERS

Published Book Chapters

Choubin B, Rahmati O, Soleimani F, Alilou H, Moradi E, **Alamdari N** (2019). Regional groundwater potential analysis using classification and regression trees. In: *Spatial modeling in GIS and R for earth and environmental sciences*. Editors: Pourghasemi HR, Gokceoglu C. 485-498. Elsevier.

Invited Book Chapters

Sun, X., Rabbie, S., Imtiaz, S. U., Nasr Azadanai, M., Salou, A., Yan, Z., **Alamdari, N.**, & Ahmadisharaf, E. (2026). Application of machine learning methods in water quality modeling. In *Machine Learning and Artificial Intelligence in Toxicology and Environmental Health*. Elsevier.

Imtiaz, S. U., Nasr Azadanai, Yan, Z., **Alamdari, N**. Data-Driven Earth Observation for Harmful Algal Bloom Prediction (2026). In *Data-Driven Earth Observation for Disaster Management: From Theory to Practical Applications*. Elsevier.

CONFERENCE PROCEEDINGS

Alamdari N (2016). Development of a robust automated tool for calibrating a SWMM watershed model. In: *Proceedings of the World Environmental and Water Resources Congress*. Pathak SP, Reinhart D (Eds.), West Palm Beach, FL.

Abrishamchi A, Dashti M, **Alamdari N**, Salavitabar A (2011). A GIS-Google Earth based approach to estimating the flood damage function in large river basins. In: *Proceedings of the World Environmental and Water Resources Congress*. Bighley RE, Killgore MW (Eds.), Palm Springs, CA.

SELECTED PRESENTATIONS

Invited Presentations

- AI-Driven Prediction of Coastal Harmful Algal Blooms: Integrating Environmental Drivers Across Scales, University of Maryland College Park — 2024
- Urban Expansion and Extreme Rainfall: A Modeling Framework for Managing Stormwater in Rapidly Changing Cities, University of Missouri, Columbia— 2024
- AI-Driven Detection and Forecasting of Harmful Algal Blooms Using Satellite Remote Sensing, Gulf of America Conference (GOMCON)— 2023
- Development of a Statewide Tool to Control Nutrients in Urban Communities Using Stormwater BMPs, University of Florida's Institute of Food and Agricultural Sciences (UF/IFAS)— 2023
- Linking Stormwater Dynamics to Harmful Algal Bloom Formation: Insights from AI and Watershed Modeling, Utah State University — 2022
- Sustainable Urban Stormwater Management under Nonstationary, Arizona State University — 2021
- Understanding Stormwater–Groundwater Interactions in Semi-Arid Urban Landscapes, University of California – Los Angles— 2020

Conference Presentations

Note: Full list includes 80+ conference presentations at AGU, EGU, ASCE-EWRI, and other international conferences.

STUDENT SUCCESS AND ACCOMPLISHMENTS

Career Placements

- **Dr. Sara Kamanmalek** secured a tenure-track Assistant Professor position at Howard University and received third place at the FSU Postdoc Appreciation Event (2023)
- **Dr. Zhengxiao Yan** became a postdoctoral researcher at University of North Carolina at Chapel Hill
- **Dr. Mushfiqul Hoque** advanced to Senior Staff Professional at Geosyntec and earned an ASCE Editor's Choice Paper

Student Awards & Recognitions

- **Ali Salou** (Ph.D. student) - Received NSF INTERN funding for research internship at South Florida Water Management District
- **Sheila Opio and Mitra Nasr Azadani** (Ph.D. students) - Received Florida Stormwater Association scholarships
- **Syed Usama Imtiaz and Mitra Nasr Azadani** (Ph.D. students) - Received FSU Graduate Research Excellence Award
- **Syed Usama Imtiaz and Mitra Nasr Azadani** (Ph.D. students) - Received FSU Dissertation Research Awards
- **Syed Usama Imtiaz, Mitra Nasr Azadani, and Ali Salou** (Ph.D. students) - Earned **First Prize** in the American Airlines Aviation Big Data Case Competition, sponsored by NSF and American Airlines
- Mitra Nasr Azadani - Selected participant in the **competitive NASA PACE Data Hackweek**, hosted at the University of Maryland Baltimore County.

TEACHING EXPERIENCE

- **Water Resources Engineering** - Undergraduate Level, Florida State University, Spring 2025
- **Engineering Hydrology** - Undergraduate Level, Florida State University, Spring 2021, 2022, 2023, 2024
- **Urban Stormwater Runoff** - Graduate Level, Florida State University, Fall 2021, 2023, 2024, 2025
- **Fluid Mechanics** - Undergraduate Level, Colorado School of Mines, Spring 2020
- **Climate Change and Urban Resilience** - Graduate Level, Colorado School of Mines, Fall 2019 (Grade: 4/4)

STUDENT SUPERVISION

Current Students

Student Name	Institution	Role
Sara Kamanmalek	FAMU-FSU College of Eng	Postdoctoral Researcher
Mohana Debnath	FAMU-FSU College of Eng	PhD Student
Mitra Nasr Azadani	FAMU-FSU College of Eng	PhD Student
Shariar Sarkar	FAMU-FSU College of Eng	PhD Student
Md Akramuzzaman Sojib	FAMU-FSU College of Eng	PhD Student
Sheila Opio	FAMU-FSU College of Eng	PhD Student
Syed Usama Imtiaz	FAMU-FSU College of Eng	PhD Student
Ali Salou	FAMU-FSU College of Eng	PhD Student
Jesse Yeboah	FAMU-FSU College of Eng	PhD Student

Graduated Students

- **Mushfiqul Hoque** - PhD student (Graduated)
- **Zhengxiao Yan** - PhD student (Graduated)
- **Mohammad Sadeq Ahmadi** - MSc student (Graduated)
- **Parnian Abdi** - MSc student (Graduated)

SERVICE & PROFESSIONAL ACTIVITIES

Editorial Positions

- Associate Editor, Water Resources Planning and Management Journal (2026-Present)
- Associate Editor, Hydrological Sciences Journal (2026-Present)
- Editorial Board Member: Nature Scientific Reports (2023-Present)
- Guest Editor: Nature Scientific Reports - Monitoring land usage changes (2025)
- Guest Editor: Nature Scientific Reports - Impact of climate change to marginalized populations (2024)

Advisory Positions

- Appointed Member: Florida Water Quality and Quantity Enhanced Synthesis Tools (FLOW QU^{2}EST) leadership committee.
- Appointed Member: Leon County Science Advisory Committee (Appointed by the Leon County Board of Commissioners).

Review Activities

- **Journal Reviewer:** Scientific Report, Water Resources Research, Earth's Future, Journal of Environmental Management, Journal of Cleaner Production, Resources, Conservation and Recycling, Science of the Total Environment, Stochastic Environmental Research and Risk Assessment, Journal of Hydrology, Journal of Hydrologic Engineering
- **Grant Panelist:** NSF, NASA, NOAA, Maryland Sea Grant, California Sea Grant, and New York Sea Grant
- **Session Chair:** 2019-2025 AGU Fall Meeting; 2024 EWRI

Professional Memberships

- Elected Member: ASCE-EWRI Urban Water Resources Research Council (2015-Present)
- Elected Member: ASCE-EWRI Curve Number Committee (2025-Present)
- Elected Member: ASCE-EWRI Watershed Committee (2025-Present)

- Elected Member: AGU Catchment Hydrology Technical Committee (2019-Present)
- Member: ASCE, AWWA, AWRA and AGU (2013-Present), EGU (2025-Present)

SELECTED MEDIA COVERAGE

- **Community April 2017**. Idea Stations. Researcher develops models to help urban areas plan for increased pollution of Chesapeake Bay.
- **WTXL ABC 27**. Over $300,000 going into FSU research tool to predict harmful algae blooms in freshwater lakes, 2024.
- **AZoCleantech**. The Impact of Microplastics: A Growing Concern, 2025.
- **Environmental News Networ**k, Tracking Microplastics: FAMU-FSU College of Engineering Researcher Helps Discover how Microplastics Move for Better Storm Water Management, 2025

SOFTWARE DEVELOPMENT

- Statewide HAB prediction tool. AI-driven tool to predict cyanobacterial harmful algal blooms in freshwater lakes across Florida., Florida State University. 2022-2025
- iPlanGreenS^2: Integrated Planning Tool for Green Infrastructure Siting and Selection, Florida State University, 2021-2025
- RSWMM-Cost: Multi-Objective optimization tool to perform autocalibration, sensitivity analysis and cost optimization for urban best management practices. Virginia Tech, 2015-2018.
- Equitable Nutrient Reduction Decision Support Tool: The tool addresses nutrient pollution management by assessing stormwater BMPs' effectiveness and incorporating environmental justice considerations in decision making. 2022-202

LEON COUNTY SCIENCE ADVISORY COMMITTEE
ATTENDANCE REPORT

Committee Name: Science Advisory Committee
Committee Member Name: Alamdari, Nasrin
Appointment Date: December 12, 2023

12/23	*01/24*	*02/24*	*03/24*	*04/24*	*05/24*	*06/24*	*07/24*	*08/24*	*09/24*	*10/24*	*11/24*	*12/24*	*01/25*	*02/25*	*03/25*	*04/25*	*05/25*	*06/25*
X	*X*	*MC*	*MC*	*X*	*X*	*MC*	*X*	*MC*	*MC*	*X*	*X*	*MC*	*MC*	*X*	*A*	*MC*	*A*	*MC*

07/25	*08/25*	*09/25*	*10/25*	*11/25*	*12/25*	*01/26*	*02/26*	*03/26*	*04/26*	*05/26*	*06/26*	*07/26*	*08/26*	*09/26*	*10/26*	*11/26*	*12/26*
MC	*MC*	*MC*	*X*	*A*	*MC*	*MC*	*MC*	*MC*	*X*	*A*	*MC*	*MC*					

X – Member in attendance.
A – Member absent
A/E – Member absent/excused
MC – Meeting cancelled
TE- Term Expired

Leon County
Board of County Commissioners

Notes for Agenda Item #8

Leon County Board of County Commissioners
Agenda Item #8
September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Department of Health in Leon County Fiscal Year 2027 Public Health Agreement and Proposed Resolution Amending the Leon County Health Department Fee Schedule

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator Abigail Thomas, Director, Office of Human Services and Community Partnerships
Lead Staff / Project Team:	Shauna Houston, Health Care Services Coordinator

Statement of Issue:

As required by Florida Statutes, this item seeks Board authorization to approve, enter into and execute an agreement with the Department of Health in Leon County to provide state-mandated public health services for Fiscal Year (FY) 2027. Additionally, as requested by the Florida Department of Health in Leon County, the item also seeks Board adoption of a resolution for adjustments in the Leon County Health Department Fee Schedule administered by the Health Department to support ongoing essential public health services. Florida Statutes require Board approval of Health Department Fees.

Fiscal Impact:

This item has a fiscal impact. The FY 2027 Tentative Budget includes $237,345 for the Department of Health in Leon County's provision of state-mandated public health services. The proposed amendments to the Leon County Health Department Fee Schedule are expected to generate approximately $300,000 annually to the Health Department to maintain service levels following a reduction in State revenue and expand eligibility of clinical services to more residents.

Staff Recommendation:

Option #1: Authorize the County Administrator to approve and execute an agreement with the Department of Health in Leon County for the provision of state-mandated public health services for FY 2027, and all necessary documents related to the implementation of the agreement, and approve and execute any necessary modifications, amendments, or associated agreements thereto, all subject to legal review and revision by the County Attorney.

Option #2: Adopt the resolution amending the Leon County Health Department Fee Schedule (Attachment #1).

Report and Discussion

Background:

As required by Florida Statutes, this item seeks Board authorization to approve, enter into and execute an agreement with the Department of Health in Leon County (Health Department) to provide state-mandated public health services for FY 2027. Additionally, as requested by the Florida Department of Health in Leon County, the item also seeks Board adoption of a resolution for adjustments in the Leon County Health Department Fee Schedule that would be administered by the Health Department to support ongoing essential public health services. Florida Statutes require Board approval of Health Department Fees.

The Agreement will advance the following FY 2022 – FY 2026 Strategic Initiative:

- *Continue County support of primary healthcare through participation in Carenet in order to increase access to affordable healthcare for those in need. (2022-24)*

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

- *(Q4) Support and promote access to basic healthcare, mental health, affordable housing, and homeless prevention services to our community members most in need.*

Section 154.01, Florida Statutes, requires the execution of an annual agreement between the Health Department and Leon County, stipulating the services that will be provided by the county health department. Per Florida Statutes, the county health department is charged by the State with providing the following public health services:

- Communicable disease control services
- Primary care services
- Environmental health services

Consistent with previous years, the County's FY 2027 Tentative Budget includes a $237,345 contribution for the state-mandated public health services for FY 2027 as described later in this item. In addition, as detailed further in the Analysis section, in July 2026, the Health Department requested increases to the Health Department Fee Schedule in order to maintain current service levels to ensure public health following a $300,000 revenue loss resulting from recent actions taken by the Florida Legislature which transferred the Onsite Sewage Program from the Health Department to the Florida Department of Environmental Services.

The proposed adjustments to the fee schedule will help ensure that the Health Department can continue to provide critical environmental and public health services including food safety inspections, testing and monitoring of drinking water, and oversight of biomedical waste disposal. Consistent with other health departments around the state, the amended Health Department Fee Schedule would establish and/or increase application and inspection fees for various services (Attachment #2). Section 154.06, Florida Statutes, authorizes that each county health department may collect fees, provided that a schedule of fees is established by resolution of the Board. Florida

Statutes require fees collected to remain with the Health Department for health department services. Additionally, Chapter 8, Article I, Section 8-1, of the Leon County Code of Laws, authorizes the Board to prescribe a schedule for health department fees by resolution. Therefore, a resolution is provided to amend the Health Department Fee Schedule upon Board approval.

Analysis:

The Health Department is a state agency mandated to provide health services. As mentioned earlier, Florida Statutes requires the Health Department to enter and execute an agreement with the County to provide state-mandated public health services. Section 154.01, Florida Statutes, outlines the requirements of the Agreement. Under this Agreement, the Health Department is mandated to provide services in the following three categories of services to ensure a full-time, functional county health department system: communicable disease control, primary care, and environmental health services.

Communicable Disease Control Services

Communicable disease control services are those services that protect the health of the general public through the detection, control, and eradication of diseases that are transmitted primarily by human beings. Such services include but are not limited to, epidemiology, sexually transmissible disease (STD) detection and control, HIV/AIDS, immunization, tuberculosis control and maintenance of vital statistics.

Primary Care Services

Primary care services are acute care and preventive services that are made available to well and sick persons who are unable to obtain such services due to lack of income or other barriers beyond their control. These services are provided to benefit individuals, improve the collective health of the public, and prevent and control the spread of disease. The primary care services offered by the Health Department include family planning, breast and cervical cancer screenings, school health services, supplemental food assistance for Women, Infants, and Children (WIC), and children's dental services.

Environmental Health Services

Environmental health services are those services which are organized and operated to protect the health of the general public by monitoring and regulating activities in the environment which may contribute to the occurrence or transmission of disease. Examples of environmental health services include, but are not limited to, food hygiene, safe drinking water supply, public swimming pools, group care facilities, migrant labor camps, toxic material control, radiological health, occupational health, and entomology. These services make up the Environmental Public Health Program. In addition, the Environmental Public Health Program sets standards and conducts inspections to ensure the safety of drinking water, the operation of public swimming pools, and to monitor water quality at selected beaches and public bathing places.

Similar to previous years, the agreement between the County and the Health Department will be developed by the State of Florida Department of Health and then provided to the County by the local health department which is reviewed by the County Attorney prior to execution. Therefore, it is recommended that the Board authorize the County Administrator to enter and execute the agreement with the Health Department, subject to the legal review and revision of the County Attorney, once it is provided to the County.

Fee Schedule

As previously mentioned, the proposed adjustments to the Health Department fee schedule will ensure that the Health Department maintains the current service levels for critical environmental and public health services required by the State as well as provide cost savings for clinical services to Leon County residents. Therefore, the Health Department is requesting fee adjustments, which include increases to inspection fees for food services, drinking water, and group care to be comparable to other counties; the establishment of application fees for all inspections consistent with neighboring counties including Gadsden, Jefferson, Madison, Taylor and Wakulla; additional inspection requirements for pool maintenance to comply with State law; and establishment of fees for the Health Department's new lead inspection program which will start in early 2027 to monitor lead levels in water and buildings.

According to the Health Department, the fee schedule adjustments are necessary following a $300,000 reduction in annual revenue due to state legislative action that transferred the Onsite Sewage Program from the Health Department to DEP. This funding was utilized by the Health Department to support the operating expenses and all aspects of its Environmental Health Services Program.

The fee adjustments will allow the Health Department to continue to provide the current level of service for critical state-mandated public health activities in the community including food safety inspections to prevent foodborne illness; testing and monitoring for unsafe metals in drinking water to prevent severe and chronic health problems, and oversight of biomedical waste disposal to prevent contamination and the spread of infectious diseases. Additionally, collected funds are also used to support primary care and communicable disease control services.

As reflected in the memorandum provided by the Health Department, the proposed fee adjustments to the Leon County Health Department Fee Schedule (Attachment #2) will generate an estimated $300,000 in annual revenue to maintain public health services, which is equivalent to the Health Department's loss of funding from the realignment of the Onsite Sewage Program to DEP.

Further, the proposed fee adjustments will allow the Health Department to reduce out-of-pocket costs for more citizens for clinical services by increasing the income eligibility for patients from 200% to 250% federal poverty level (FPL). The revisions will also update language that will accurately reflect the Health Department's utilization of Medicaid reimbursement rates rather than Medicare reimbursement rates for services.

Florida Statutes requires Board approval of Health Department Fees. Furthermore, Chapter 8, Article I, Section 8-1, Leon County Code of Laws (Attachment #3) authorizes the Board to prescribe a schedule for health department fees by resolution. The amended fee schedule would take effect on October 1, 2026, upon Board adoption of the resolution.

Options:

1. Authorize the County Administrator to approve and execute an agreement with the Department of Health in Leon County for the provision of state-mandated public health services for FY 2027, and all necessary documents related to the implementation of the agreement, and approve and execute any necessary modifications, amendments, or associated agreements thereto, all subject to legal review and revision by the County Attorney.
2. Adopt the resolution amending the Leon County Health Department Fee Schedule (Attachment #1).
3. Do not authorize the County Administrator to approve and execute an agreement with the Department of Health in Leon County for the provision of state-mandated public health services for FY 2027.
4. Do not adopt the resolution amending the Leon County Health Department Fee Schedule.
5. Board direction.

Recommendation:

Options #1 and #2

Attachments:

1. Resolution Amending the Leon County Health Department Fee Schedule
2. Leon County Health Department Memorandum and Updated Fee Schedule
3. Chapter 8, Article I, Section 8-1, Leon County Code of Laws

LEON COUNTY RESOLUTION NO. _____

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, REVISING THE HEALTH DEPARTMENT FEE SCHEDULE FOR ENVIRONMENTAL HEALTH SERVICES RELATED TO POOLS, BIOMEDICAL WASTE, FOOD HYGIENE, GROUP CARE FACILITIES, LIMITED WATER USE, TATOOING AND NEW LEAD PROGRAM AS INDICATED ON THE ATTACHED DOCUMENT ENTITLED "REVISED FLORIDA DEPARTMENT OF HEALTH IN LEON COUNTY FEE SCHEDULE;" REPLACING AND SUPERSEDING RESOLUTION 24-58; AND PROVIDING AN EFFECTIVE DATE.

RECITALS

WHEREAS, Section 154.06, Florida Statutes, and Chapter 8, Article, Section 8-1, Leon County Code of Laws, provides that fees for the Leon County Health Department will be periodically established by Resolution of the Board of County Commissioners; and

WHEREAS, the Board of County Commissioners is hereby authorized to prescribe a schedule of services rendered by the County health unit for which fees and charges should be made and to prescribe the fee and charges to be made for such services by the adoption of a resolution.

BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, that:

Section 1. Proposed Fee Schedule.

1. As requested by the Leon County Health Department on July 30, 2026, the proposed revised Health Department Fee Schedule supports ongoing essential public health services after the transfer of the Onsite Sewage Program from the Department of Health to the Department of Environmental Protection. The Fee Schedule consists of two attachments, herein as follows:

    a. The fees set forth in the "Revised Florida Department of Health in Leon County Fee Schedule" attached and incorporated herein as Attachment A, are hereby adopted, and include fees for vital statistics, clinic fees, return check charges, late fees. The fees in Attachment A are not increasing and remain consistent with the fees approved by the Board on September 17, 2024.

    b. The fees set forth for in the "Environmental Public Health Program Fee Schedule" attached and incorporated herein as Attachment B, are hereby adopted, and include the establishment or associated increase of local fees for environmental health services related to pools, biomedical waste, food hygiene, group care facilities, limited water use, and tattooing.

2. Resolution No. R24-58 is hereby repealed and replaced in its entirety by this Resolution and the fees are set forth as in Exhibits A and B.

Section 2. Effective Date.

This resolution shall become effective immediately upon its adoption.

DONE, ADOPTED AND PASSED by the Board of County Commissioners of Leon County, Florida, this 15th day of September 2026.

LEON COUNTY, FLORIDA

By:_____
Christian Caban, Chairman
Board of County Commissioners

ATTESTED BY:
Gwen Knight, Clerk of Court
& Comptroller, Leon County, Florida

By:_____

APPROVED AS TO FORM:
Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

By:_____

Ron DeSantis
Governor

Joseph A. Ladapo, MD, PhD
State Surgeon General

Mission:
To protect, promote and improve the health of all people in Florida through integrated state, county and community efforts.

Vision: To be the **Healthiest State** in the Nation

Date: July 30, 2026

To: Abigail Thomas
Director, Office of Human Services and Community Partnerships

From: Brandi Knight
Administrator, Florida Department of Health in Leon County

Subject: Proposed Local Service Fee and Language Changes

The following information is provided in support of proposed adjustments to existing fees and the introduction of new fees within the Department of Health in Leon County (DOH-Leon) Environmental Public Health program. These changes are intended to strengthen the department's ability to sustain and expand essential public health services. The resulting increase in fee revenue will enhance the Department's capacity to fund service growth and meet evolving community needs.

Additionally, we propose updated language for clinic fees to more accurately reflect the Department's reimbursement structure and the application of a sliding fee scale for individuals and families. This approach ensures that fees are aligned with actual service costs while maintaining affordability and access for residents based on their ability to pay.

Environmental Health Facilities Inspection Fee

The Florida Department of Health in Leon County (DOH-Leon) proposes to revise existing fees and implement new fees within its Environmental Public Health Program. These adjustments are necessary to support the continued delivery of essential services and to help the program become more financially self-sustaining following the transfer of the Onsite Sewage Program (OSP) to the Florida Department of Environmental Protection (DEP).

In 2020, the Florida Legislature enacted the Clean Waterways Act (CWA), which initiated the phased transition of OSP responsibilities from county health departments to DEP. Leon County was included in the first phase of this transition, which became effective on December 30, 2024. Historically, DOH-Leon relied on revenue from the OSP to support a broad range of Environmental Public Health activities. With the loss of this funding stream, the department conducted a comprehensive review of its current fee schedule, and the labor required to deliver services in other program areas, including public swimming pools, biomedical waste, food hygiene, group care facilities, limited use water systems, and tattooing.

Based on this assessment, DOH-Leon has determined that fee increases are warranted at this time (see Attachment I). These changes will help offset the revenue loss and ensure the department can continue to meet regulatory responsibilities and community expectations.
Notably, DOH-Leon is the only county in the region—including Wakulla, Taylor, Madison, Jefferson, and Gadsden—that has not established local fees in several key permit categories. This has placed additional strain on staffing and operations. Additional revenue is essential to retain current personnel

and maintain a balanced workload. Furthermore, recent legislative changes related to pool maintenance and permitting are expected to increase inspection demands, creating the need for two additional environmental health inspectors.

The proposed fee adjustments are projected to generate approximately $300,000 in annual revenue. While this will not fully replace the funding lost through the OSP transition, it will significantly reduce the gap and support the sustainability of the Environmental Public Health Program.

Clinic Fees Language Change

The Florida Department of Health in Leon County (DOH-Leon) proposes a revision to the clinic fee language to better reflect current operational practices and ensure alignment with the Department's commitment to accessible, affordable care.

Historically, the Department's clinic fee structure has referenced Medicare reimbursement rates. However, this does not accurately represent the financial model used by DOH-Leon. The Department follows Medicaid reimbursement rates, which are more appropriate given the population we serve and the nature of our public health services. Updating the language to reflect this distinction will provide greater transparency and consistency in how fees are determined and communicated.

Additionally, DOH-Leon proposes to increase the maximum income eligibility threshold for sliding fee scale adjustments from 200% to 250% of the Federal Poverty Level (FPL). This change is intended to expand access to care for working individuals and families who may not qualify for full subsidies but still face financial barriers to receiving essential health services. By raising the threshold, we aim to reduce out-of-pocket costs for more residents and promote preventive care utilization.

The revised language will ensure that clinic fees:

- Accurately reflect the Department's use of Medicaid reimbursement rates
- Align with updated eligibility criteria for income-based discounts
- Support equitable access to care for a broader segment of the community

Strikethrough and updated language are provided in the attached document for reference.

Sincerely,

Brandi Knight

Brandi Knight, MPH
Administrator/Health Officer
DOH-Leon

Revised Florida Department of Health in Leon County Fee Schedule

Return check charge:	$15.00 or 5% of the value of the check whichever is greater
Vital statistics:	
Birth records: Certified Birth Certificate	$15.00
Death records: Certified Death Certificate	$15.00

Clinic Fees:

1. Fees for all clinic services shall be equivalent to the current published ~~Medicare~~ Medicaid reimbursement rate.
2. Fees equivalent to the actual cost of service plus the applicable visit fee will be charged for non-Medicaid reimbursable services.
3. Clinic services are provided at no charge to those individuals and families below the poverty level. Clinic services will be discounted and charged on a "sliding fee" scale for individuals and families between 100% and ~~200%~~ 250% of the poverty level. The Department of Health and Human Services current official Poverty Income Guidelines shall be used for this purpose.

Late fees:
A $25.00 late fee shall be assessed to all applications for renewal of the annual operating permit received after the expiration date. Where a state fee has been established by rule or statute for this purpose, the state fee shall be assessed.

Attachment B

DIVISION	DESCRIPTION OF SERVICES	CURRENT COST	ADJUSTED COST
Service Fees	Copies of Records (per page)	$ 0.15	$ 0.15
	Double Sided Copies (per page)	$ 0.20	$ 0.20
	Copies Faxed to Contractors/Clients (per copy)	$ 0.15	$ 0.15
	Research Fee (per hour)	$ 10.00	$ 10.00
	Credit Card Convenience Fee	3% of payment	3% of payment
	Notary Fee	$ 10.00	$ 10.00
Food Service	Application Fee	$ -	$ 200.00
	Plan Review (per hour)	$ 40.00	$ 40.00
	Food Worker Training (per person)	$ 10.00	$ 10.00
	Request for Inspection	$ 40.00	$ 40.00
	Reinspection (1st Free)	$ 75.00	$ 100.00
	Late Fee	$ 75.00	$ 100.00
	Alcoholic Beverage Approval Inspection	$ 60.00	$ 30.00
	Annual Permit for After School Meal Program	$ 253.00	$ 287.00
	Annual Permit for Fraternal/Civic Organization	$ 271.00	$ 359.00
	Annual Permit for Cafeteria (9 months or less)	$ 253.00	$ 287.00
	Annual Permit for Cafeteria (over 9 months)	$ 280.00	$ 320.00
	Annual Permit for Movie Theater	$ 271.00	$ 309.00
	Annual Permit for Detention/Jail/Prison	$ 325.00	$ 375.00
	Annual Permit for Bars/Lounges	$ 271.00	$ 359.00
	Annual Permit for Residential Facilities	$ 222.00	$ 252.50
	Annual Permit for Limited Food Service	$ 200.00	$ 110.00
	Annual Permit for Concession Stand	$ 190.00	$ 100.00
	Annual Permit for Catering Operation	$ 262.00	$ 180.00
	Annual Permit for Mobile Food Unit	$ 262.00	$ 180.00
	Annual Permit for Vending Machine Dispensing	$ 176.50	$ 100.00
Temporary Food Service Event	Application Fee	$ -	$ 50.00
	Temporary Event at DOH Lisenced Facility	$ 25.00	$ 25.00
	Sponsor without Existing Sanitation Certificate	$ 100.00	$ 200.00
	Vendor at Est. w/o an Existing Sanitation Certificate	$ 50.00	$ 100.00
	Plan Review (per hour)	$ 40.00	$ 40.00

	Late Fee	$ 75.00	$ 100.00
	Reinspection Fee	$ 70.00	$ 100.00
Mobile Home and RV Parks/Camps	Application Fee	$ -	$ 50.00
	Annual Permit Fee 5-25 Spaces	$ 100.00	$ 200.00
	Annual Permit Fee 26 -149 Spaces (per space)	$ 4.00	$ 4.00
	Annual Permit Fee 150+ Spaces	$ 600.00	$ 700.00
	Plan Review (per hour)	$ 40.00	$ 40.00
	Late Fee	$ 25.00	$ 100.00
Drinking Water	Application Fee	$ -	$ 150.00
	Water Testing (fecal or bacti, per sample)	$ 35.00	$ 35.00
	1st Year Public Water Annual Operations Permit - Construction Permit, Limited Use	$ 131.00	$ 160.00
	2nd Year Public Water Annual Operations Permit - Limited Use	$ 131.00	$ 160.00
	Multi-family Water Construction Permit Serving 3-4 Non-Rental Residences	$ 131.00	$ 160.00
	Bacterial Sample Collection	$ 50.00	$ 50.00
	Chemical Sample Collection	$ 60.00	$ 60.00
	Combined Chemical Microbiological	$ 70.00	$ 70.00
	Reinspection Fee	$ 65.00	$ 100.00
	Plan Review (per hour)	$ 25.00	$ 40.00
	Late Fee	$ 25.00	$ 100.00
Swimming Pools	Application Fee	$ -	$ 125.00
	Initial Operating Permit	$ 310.00	$ 310.00
	Annual Permit </=25000 Gallons	$ 200.00	$ 288.00
	Annual Permit >25000 Gallons	$ 325.00	$ 475.00
	Spa Type Pools	$ 200.00	$ 288.00
	Exempted Condo Pools	$ 85.00	$ 50.00
	Exempted Condo/Homeowners' Assoc. Pools (32 Units or Less)	$ 35.00	$ 130.00
	Reinspection Fee (1st Free)	$ 100.00	$ 100.00
	Variance Application Fee	$ 385.00	$ 385.00
	Variance Processing Fee	$ 75.00	$ 75.00
	Change of Name and/or Owner Application Processing Fee	$ 45.00	$ 45.00
	Plan Review (per hour)	$ 25.00	$ 40.00
	Late Fee	$ 50.00	$ 100.00

Tanning	Application Fee	$ -	$ 175.00
	Annual Permit Fee	$ 230.00	$ 315.00
	Plan Review (per hour)	$ 40.00	$ 40.00
	Each Additional Device (max of $315)	$ 55.00	$ 55.00
	Late Fee	$ -	$ 100.00
	Reinspection Fee	$ -	$ 100.00
Body Piercing	Application Fee	$ -	$ 175.00
	Annual Permit Fee	$ 150.00	$ 221.00
	Temporary Establishment Permit Fee	$ 150.00	$ 221.00
	Plan Review (per hour)	$ 40.00	$ 40.00
	Reinspection Fee	$ -	$ 100.00
	Late Fee	$ -	$ 100.00
Tattooing	Application Fee (Artist)	$ -	$ 65.00
	Application Fee (Establishment)	$ -	$ 75.00
	Annual Artist Permit Fee	$ 90.00	$ 166.00
	Annual Establishment Permit Fee	$ 215.00	$ 420.00
	Guest Tattoo Artist Permit Fee	$ 67.00	$ 67.00
	Temporary Establishment Permit Fee	$ 215.00	$ 420.00
	Reactivation Tattoo Artist Permit Fee	$ 114.00	$ 114.00
	Reactivation Tattoo Establishment Permit Fee	$ 290.00	$ 290.00
	Reinspection Fee	$ 25.00	$ 100.00
	Late Fee	$ 50.00	$ 100.00
Biomedical Waste	Application Fee	$ -	$ 50.00
	Annual Permit Fee	$ 185.00	$ 244.00
	Reinspection Fee	$ 25.00	$ 100.00
	Late Fee	$ -	$ 100.00
	Additional Vehicles (Transporter)	$ 10.00	$ 10.00
	Application Fee	$ -	$ 200.00
	Adult Family Care Home Annual Permit	$ 55.00	$ 200.00
	Assisted Living Facility 1-10 Beds Annual Permit	$ 55.00	$ 150.00
	Assisted Living Facility > 10 Beds Annual Permit	$ 110.00	$ 200.00
	Community Based Residential 1-10 Beds Annual Permit	$ 55.00	$ 75.00

Group Care	Community Based Residential > 10 Beds Annual Permit	$ 110.00	$ 150.00
	Hospice Annual Permit	$ 55.00	$ 100.00
	Intermediate Care Facility Annual Permit	$ 77.00	$ 100.00
	School > 100 Students Annual Permit	$ 110.00	$ 150.00
	School </= 100 Students Annual Permit	$ 77.00	$ 100.00
	Residential Treatment Facility </= 10 Beds Annual Permit	$ 55.00	$ 100.00
	Residential Treatment Facility > 10 Beds Annual Permit	$ 110.00	$ 150.00
	Reinspection Fee	$ 27.50	$ 100.00
	Late Fee	$ 27.50	$ 100.00
New Lead Program	Single Family Lead Inspection	$ -	$ 375.00
	Multi-Family Lead Inspection	$ -	$ 335.00
	Limited - Hazard Confirmation Inspection	$ -	$ 270.00
	Interior Building Inspection	$ -	$ 215.00
	Single Family Comprehensive Clearance	$ -	$ 385.00
	Multi-Family Comprehensive Clearance	$ -	$ 350.00
	Single Clearance	$ -	$ 200.00
	Interior Clearance	$ -	$ 200.00
	Exterior Common Clearance	$ -	$ 180.00
	Soil Only Clearance	$ -	$ 180.00
	Return Inspection Site Visit (by request)	$ -	$ 135.00

Note:

A $0 and/or highlighted catergory listed in the current cost column indicates either a newly established fee, increased fee or decreased fee.

The Lead Program is a new initiative launched by the Leon County Health Department.

Sec. 8-1. - Health department fees.

The Board of County Commissioners is hereby authorized to prescribe a schedule of services rendered by the county health unit for which fees and charges should be made and to prescribe the fees and charges to be made for such services by the adoption of a resolution by the Board of County Commissioners.

(Code 1992, § 8-1; Ord. No. 91-12, § 1(10-1), 8-13-1991; Ord. No. 07-22, §§ 1, 2, 9-11-2007)

State Law reference— Fees for public health services rendered by public health units, F.S. § 154.06.

Leon County
Board of County Commissioners

Notes for Agenda Item #9

Leon County Board of County Commissioners

Agenda Item #9

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Local Funding Match for the Low-Income Pool for Bond Community Health Center, Inc., Neighborhood Medical Center Inc., and Apalachee Center, Inc.

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator Abigail Thomas, Director, Office of Human Services & Community Partnerships
Lead Staff / Project Team:	Shauna Houston, Healthcare Services Coordinator

Statement of Issue:

As requested by the County's primary healthcare partners, this item seeks Board approval to allow Bond Community Health Center, Inc., Neighborhood Medical Center Inc., and Apalachee Center, Inc., to utilize funding already budgeted in the County's FY 2027 tentative budget as the required local match to draw down federal Low Income Pool funding.

Fiscal Impact:

This item has a fiscal impact. Bond Community Health Center, Inc. is requesting up to $158,647 and Neighborhood Medical Center Inc. is requesting up to $158,156 in local match funding ($316,803 in total), which is available in the County's FY 2027 tentative budget for the Leon County Health Care Program Competitive Provider Reimbursement Pool. Apalachee Center, Inc., is requesting a local match for up to $471,834, which is available in the County's FY 2027 tentative budget for Baker and Marchman Acts funds. The local funding match is required to allow the providers to leverage an estimated $994,513 in Low-Income Pool funds from the State of Florida Agency for Health Care Administration.

Staff Recommendation:

Option #1: Approve up to $316,803 in Health Care Competitive Provider Reimbursement Pool funding as a local match for the Low-Income Pool funding for Bond Community Health Center, Inc., in the amount of up to $158,647, and Neighborhood Medical Center Inc., in the amount of up to $158,156.

Option #2: Approve up to $471,834 in Baker Act and Marchman Act funding as a local match for the Low-Income Pool funding for Apalachee Center, Inc.

Option #3: Authorize the County Administrator to execute all necessary documents related to the implementation of the Low-Income Pool funding, and approve and execute any necessary modifications, amendments, or associated agreements, all subject to legal review and revision by the County Attorney.

Report and Discussion

Background:

As requested by the County's healthcare partners, this item seeks Board approval to allow Bond Community Health Center, Inc., (Bond) Neighborhood Medical Center Inc., (NMC) and Apalachee Center, Inc., (Apalachee) to utilize funding already budgeted in the County's FY 2027 tentative budget as required local match to draw down federal Low-Income Pool (LIP) funding. The FY 2027 tentative budget has allocated funding that can be utilized for the local match through the Health Care Program Competitive Provider Reimbursement Pool (Health Care Pool) for Bond and NMC and through Baker and Marchman Acts funds for Apalachee. Leon County's collective local match of $788,637 will secure an additional $994,513 for uninsured and underinsured County residents for primary health and mental health services.

This item advances the following FY 2022 – FY 2026 Strategic Initiative:

- *Continue County support of primary healthcare through participation in Carenet in order to increase access to affordable healthcare for those in need. (2022-24)*

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

- *(Q4) Support and promote access to basic healthcare, mental health, affordable housing, and homeless prevention services to our community members most in need.*

In Florida, the LIP program provides federal funds to healthcare safety net providers for the costs of care to uninsured and underinsured patients. These funds are available to hospitals, rural health clinics, and federally qualified health centers (FQHCs) like Bond and NMC and behavioral health service providers like Apalachee. In order for health care agencies to receive LIP funding from AHCA, a local match is required. The local match is transferred to the Agency for Health Care Administration (AHCA), and AHCA subsequently distributes the LIP funding and local matches to the health care agencies. To leverage the County's investment and commitment to increasing access to affordable healthcare to residents, the County has consistently provided the required local match on behalf of Bond, NMC, and Apalachee.

During FY 2026, the County allocated a total of $753,290 as the required local match for Bond, NMC, and Apalachee to leverage an additional $1,005,599 in federal funds to provide primary health care and behavioral health services to uninsured and low-income Leon County residents. In August 2026, Apalachee, Bond, and NMC, respectively, requested that the County provide a local match to draw down LIP funding for FY 2027 (Attachments #1, #2, and #3).

Analysis:

AHCA determines the amount of LIP funds available for each healthcare provider based on a formula that includes the amount of uninsured costs incurred by the agency's charity care and the percentage of its privately insured patient care costs. Thus, the LIP funding amount and required local match fluctuates annually. Apalachee, Bond, and NMC are each eligible for Florida's FY 2027 LIP funds as reflected in Table #1. Leon County's collective local match of up to $788,637 will secure up to an additional $994,513 for uninsured County residents for primary and mental health care for a combined total of up to $1,783,150.

Table #1: FY 2027 LIP Funding

Health Care Provider	County Match	AHCA LIP Funds	Total Funds Available for Health Care Services
Bond Community Health Center, Inc.	$158,647	$197,303	$355,950
Neighborhood Medical Center Inc.	$158,156	$196,693	$354,849
Apalachee Center, Inc.	$471,834	$600,517	$1,072,351
Total	**$788,637**	**$994,513**	**$1,783,150**

Each health care provider receives their respective total allocation (local match and LIP funds) directly from AHCA. Upon approval by the Board, the County submits a letter of commitment to AHCA to affirm the County's intent to provide local match funding for each provider. Upon receipt of the letter of commitment, AHCA sends a Letter of Agreement to the County that must be executed before the distribution of funding. Once the Letter of Agreement is executed, the County will transfer the local match to AHCA. When AHCA receives the County funds, AHCA will provide the total allocation, including LIP funds and the local match, to each health care provider.

Similar to previous years, the County's Health Care Pool would be utilized for the local match for Bond and NMC. The County contracts annually with Bond and NMC to provide primary healthcare services to uninsured and indigent residents. Per the agreements, each provider is reimbursed for each healthcare patient visit through the Health Care Pool. Upon adoption of the FY 2027 budget, up to $316,803 of the Health Care Pool would be utilized for the Bond ($158,647) and NMC's ($158,156) required local matches. The FY 2027 agreements with Bond and NMC would stipulate that the funding provided as the LIP match will be treated as advance funding from the Health Care Pool and the respective providers would be required to report visits equivalent to the LIP match prior to any further reimbursements.

The County's Baker Act and Marchman Act funding would be utilized as the local match for Apalachee. Florida Statutes, under the Baker Act and Marchman Act, require the County to fund and contract with Apalachee to provide alcohol and drug detoxification and crisis stabilization services to uninsured County residents. Upon adoption of the FY 2027 budget, up to $471,834 of the funds allocated for Baker Act and Marchman Act services would be used as the local match for Apalachee. The FY 2027 Baker and Marchman Acts Agreement with Apalachee will reflect that a portion of the funds will be provided for the LIP match.

The FY 2027 annual contracts with Bond, NMC, and Apalachee will be presented at a subsequent Board meeting and will include the LIP matching requirements approved by the Board. As previously mentioned, before each health care provider receives their total allocation, a letter of agreement and intergovernmental transfer must be executed between the County and AHCA. Once the letters of agreement are executed with AHCA for each health care provider, the County will transfer its matching funds through invoice to AHCA. After these actions, AHCA will transfer the matching funds along with the LIP funds to the three healthcare providers.

Options:

1. Approve up to $316,803 in Health Care Competitive Provider Reimbursement Pool funding as a local match for the Low-Income Pool funding for Bond Community Health Center, Inc., in the amount of up to $158,647, and Neighborhood Medical Center Inc., in the amount of up to $158,156.
2. Approve up to $471,834 in Baker Act and Marchman Act funding as a local match for the Low-Income Pool funding for Apalachee Center, Inc.
3. Authorize the County Administrator to approve and execute all necessary documents related to the implementation of the Low-Income Pool funding, and any modifications, amendments, or associated agreements, all subject to legal review and revision by the County Attorney.
4. Do not approve up to $316,803 in Health Care Competitive Pool Reimbursement Pool funding as a local match for the Low-Income Pool funding for Bond Community Health Center, Inc., and Neighborhood Medical Center Inc.
5. Do not approve up to $471,834 in Baker and Marchman Acts funding as a local match for the Low-Income Pool funding for Apalachee Center, Inc.
6. Board direction.

Recommendation:

Options #1 through #3

Attachments:

1. Apalachee Center, Inc., Low-Income Pool Funding Request Letter
2. Bond Community Health Center, Inc., Low-Income Pool Funding Request Letter
3. Neighborhood Medical Center, Inc., Low-Income Pool Funding Request Letter

APALACHEE CENTER

CHIEF EXECUTIVE OFFICER
Jay A. Reeve, Ph.D.

August 5, 2026

Leon County Board of County Commissioners
301 S. Monroe Street
Tallahassee, FL 32301

Re: Budget Request for Low Income Pool Funding

To Whom It May Concern:

Apalachee Center, Inc. would like to request Low Income Pool match funding in the amount of $471,834 for the 26/27 fiscal year. This request will not require any additional dollars from the county as the annual Baker/Marchman act funding of $829,598 will be split with the $471,834 being paid directly to ACHA in the name of Apalachee Center and the remaining $357,764 being paid directly to Apalachee Center. This match funding will allow the agency to bring in an additional $600,517 of Medicaid dollars into the community to provide mental health services to uninsured patients.

Please contact me at (850)523-3333 if you need any additional information.

Sincerely,

Dean Hilton
CFO

SERVING: FRANKLIN, GADSDEN, JEFFERSON, LEON, LIBERTY, MADISON, TAYLOR & WAKULLA COUNTIES
Center Administration: 2634 Capital Circle, N.E. / Tallahassee, FL 32308 / (850) 523-3333
Services Accredited by the Joint Commission

Bond Community Health Center, Inc.

Providing access to quality health care for all people in our community.

August 27, 2026

Abigail Sanders, Director
Office of Human Services and Community
Partnerships 615 Paul Russell Road
Tallahassee, Florida 32301

Dear Ms. Sanders,

Once again Bond Community Health Center has the opportunity to participate in the Low-Income Pool. This letter is generated to request that the Leon County Board of County Commissioners provide a Letter of Commitment for cash matching funds in the amount of **$158,647.00** to The Agency for Health Care Administration (AHCA) on behalf of Bond Community Health Center, Inc. for SFY 2026-27. These funds, to be provided via an Intergovernmental Transfer, will permit Bond to leverage additional federal funds, anticipated at **$197,303.00**, to care for underserved residents of Leon County.

Thank you for your continued support of the Bond Community Health Center.

Temple O. Robinson, MD
Chief Executive Officer

Cc: Shauna Houston

NEIGHBORHOOD MEDICAL CENTER

August 27, 2026

Abigail Sanders, Director
Leon County Human Services & Community Partnerships
615 Paul Russell Road
Tallahassee, FL 32301

Mrs. Sanders,

Neighborhood Medical Center (NMC) is a Federally Qualified Health Center in Tallahassee, Florida that provides primary care, maternal health, dental services, case management and mental health services to the residents of the Big Bend Area. NMC has a very productive and collaborative relationship with the Leon County Board of County Commissioners and because of this continued partnership, NMC is asking for continued commitment of providing IGT/local match funds to leverage Low Income Pool Funding through the Agency for Health Care Administration. A commitment of $158,156.00 will allow NMC to draw down a total of $354,849.00 to further our mission of primary care services.

The Low-Income Pool (LIP) is a program operated under Florida's 1115 Medicaid Waiver to ensure continuing support for the safety net providers that furnish uncompensated care to the Medicaid, uninsured and underinsured populations. LIP provides local governments the opportunity to leverage funds to draw down additional matching dollars, which results in even greater resources provided for uncompensated care. Florida's Agency for Health Care Administration oversees the Low-Income Pool and coordinates between local entities, providers, and CMS in securing letters of agreement, invoices, and distribution of funds.

These funds demonstrate a partnership aimed at increasing access to, stabilizing, and strengthening providers that serve uninsured, low-income populations in the community. Neighborhood Medical Center appreciates your continued partnership to help us care for our most vulnerable residents of Leon County. Thank you for your consideration in this matter. Please feel free to contact me if you need any further information.

Sincerely,

Jeanne' S. Freeman, MSP, MSW
Chief Executive Officer
Neighborhood Medical Center, Inc.

438 West Brevard Street
Tallahassee, FL 32301
850.224.2469 (Phone) 850.513.3277 (Fax)

Leon County
Board of County Commissioners

Notes for Agenda Item #10

Leon County Board of County Commissioners

Agenda Item #10

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Community Human Services Partnership Fiscal Year 2027 Agency Funding

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Abigail Thomas, Director, Office of Human Services and Community Partnerships Jackie Fortmann, Human Services Analyst

Statement of Issue:

This item seeks Board approval of the Fiscal Year (FY) 2027 Community Human Services Partnership grant recommendations to local not-for-profit agencies in the amount of $1,445,000. The allocation represents year one of the two-year funding cycle and includes line-item funding in the Homeless Services category for emergency homeless shelters.

Fiscal Impact:

This item has a fiscal impact. A total of $1,445,000 is recommended to be awarded to the service agencies through the Community Human Services Partnership grants and is included in the FY 2027 Tentative Budget.

Staff Recommendation:

Option #1: Approve the FY 2027 funding allocation of $1,445,000 to the Community Human Service Partnership agencies and emergency homeless shelters (Attachment #1).

Option #2: Authorize the County Administrator to approve and execute the agreements and any necessary modifications, amendments, or associated agreements for FY 2027, with the Community Human Service Partnership funded agencies and emergency homeless shelters, all subject to legal review and revision by the County Attorney.

Report and Discussion

Background:

This item seeks Board approval of the Fiscal Year (FY) 2027 Community Human Services Partnership grant recommendations to local not-for-profit agencies in the amount of $1,445,000. The allocation represents year one of the two-year funding cycle and includes line-item funding in the Homeless Services category for emergency homeless shelters.

This status report advances the following FY 2022 – FY 2026 Strategic Initiative:

- *Establish and implement line-item funding for local emergency homeless shelters in coordination and collaboration with community stakeholders including the City of Tallahassee and Children's Services Council of Leon County. (2024-72)*

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

- *(Q4) Support and promote access to basic healthcare, mental health, affordable housing, and homeless prevention services to our community members most in need.*

For nearly 30 years, the County and the City of Tallahassee (City) have partnered to plan, coordinate, and invest in human services needs through CHSP which utilizes a competitive grant process to fund human services programs delivered by local not-for-profit organizations. Over the past several years, the County, in partnership with the City, has made improvements to CHSP to better address evolving community needs such as the adoption of uniform outcome measures, and the establishment of a Homeless Services Category. Further, the Board established line-item funding for the emergency homeless shelters in partnership with the City through CHSP to reduce the number of individuals and families experiencing homelessness in the community and provide greater local oversight of the shelters policies and operations.

On March 10, 2026, the Board maintained the level of funding for CHSP in the amount of $1,445,000 for FY 2027. FY 2027 represents the first year of the upcoming two-year CHSP funding cycle (FY 2027 and FY 2028). Further, at the April 14, 2026, meeting, the Board ratified the membership of the Citizen Review Teams (CRTs) which are comprised of Leon County residents that evaluate agency CHSP applications and make funding recommendations for the County and City Commissions' considerations.

The following Analysis section provides a summary of the programs and services recommended for funding by the CRTs for CHSP funding for the upcoming two-year funding cycle as well as a summary of the line-item funding provided by the County and City through CHSP for the emergency homeless shelters to reduce homelessness in the community.

Analysis:

FY 2027 CHSP Funding

For FY 2027, the funding allocation to CHSP agencies will total $4.8 million in County and City funding to address the needs of the community ($1,445,000 County). This total funding includes $1.1 million split equally by the County and City to the emergency homeless shelters through line-item funding.

CHSP funding is organized into 12 human services categories reflected in Table #1. One CRT is assigned to each human service category to evaluate agency applications, review agency presentations and make funding recommendations.

Table #1: CHSP Funding Categories

1. Children's Services	2. Community Support
3. Persons with Disabilities	4. Basic Needs and Emergency Services
5. Family Support Services	6. Physical Health Services
7. Senior Services	8. Youth Recreation, Character Building & Mentorship
9. Youth Education, Employment & Training	10. Promise Zone
11. Homeless Services	12. Gun Violence (City-funded Only)

As recommended by the CRTs, CHSP funds will support 44 agencies that provide a total of 78 human services programs for direct services such as food, legal aid, and disaster preparedness. Funds provided by the County and City are distributed across the 12 human services funding categories. Although CHSP utilizes a two-year funding cycle, the agreements with agencies are for one year to align with the Board's consideration of the CHSP funding allocations each fiscal year.

This item proposes funding for the first year of the two-year funding cycle (FY 2027). However, as previously reported to the Board, the Florida Legislature placed on the November ballot a constitutional amendment on property tax that would significantly reduce County revenue beginning in FY 2028. As a result, this could impact the second year of the two-year CHSP funding cycle.

Given the magnitude of the potential revenue reduction that would result from passage of the property tax amendment, staff has begun the systematic process of gathering and evaluating all of the financial, service level, and organizational information necessary to help guide the Board's decision making on the financial and organizational restructuring of County government. Based on the outcome of the property tax referendum, a FY 2028 budget calendar will be presented to the Board for adoption at the November regular meeting. The Board's decision-making process to mitigate the anticipated revenue loss would begin with the Board's annual retreat in January, followed by budget workshops, as necessary, so the Board can provide guidance to staff early in the FY 2028 budget development process on programs and services including CHSP.

Line-Item Funding Agreements with Emergency Homeless Shelters

As previously mentioned, through CHSP the County and City provide line-item funding for shelter operations and case management to the five local emergency homeless shelters in coordination with the Children Services Council of Leon County (CSC Leon). Emergency homeless shelters provide immediate, short-term shelter for individuals and families experiencing homelessness. In addition to housing, the shelters provide meals, showers, and case management to their clients 24 hours a day, seven days a week.

As reflected in Attachment #1, a total of $559,130 in County funding would continue to be utilized to support more than 500 beds at the five emergency homeless shelters. Line-item funding helps ensure that these critical emergency shelter services remain available to individuals and families experiencing homelessness throughout the community. In addition to County funding, the City and CSC Leon have allocated $559,130 and $500,000 respectively, resulting in $1,618,260 total provided to the five emergency homeless shelters. However, CSC Leon does not provide funding to the Kearney Center because it does not provide services for children.

As part of line-item funding, greater oversight of the emergency shelters has been established in coordination with the City, CSC Leon, and the Big Bend Continuum of Care (BBCoC). This includes requirements to enhance their respective operations, policies, and procedures, better engage with unsheltered individuals and families to reduce loitering and homeless encampments; and secure permanent housing for existing shelter clients. As part of these efforts, the unsheltered homeless population decreased from 215 in 2025, to 189 in 2026, according to the annual Point in Time count conducted in January 2026, which is down from a high of 269 in January 2023, prior to line-item funding for emergency homeless shelters. Further, so far in FY 2026, the emergency shelters have connected over 430 clients with permanent housing.

Additionally, to ensure the community is aware of the emergency shelters and available services, the shelters coordinate with hospitals, schools, and other human services. In addition, homeless outreach street teams connect individuals and families who may be living outside or in cars with the emergency homeless shelters to access extensive services, such as case management, to help stabilize individuals and families and eventually connect clients with permanent housing.

Upon Board approval of the FY 2027 allocation, staff will prepare the respective agreements with agencies allocated County funding as reflected in Attachment #1. The agreements will include program descriptions, performance metrics, and reimbursement requirements, and will undergo legal review by the County Attorney's Office and be executed by the County Administrator.

Options:

1. Approve the FY 2027 funding allocation of $1,445,500 to the Community Human Service Partnership agencies and emergency homeless shelters (Attachment #1).
2. Authorize the County Administrator to approve and execute the agreements and any necessary modifications, amendments, or associated agreements for FY 2027, with the Community Human Service Partnership funded agencies and emergency homeless shelters, all subject to legal review and revision by the County Attorney.
3. Do not approve the FY 2027 funding allocation of $1,445,500 to the Community Human Service Partnership agencies and emergency homeless shelters.
4. Do not authorize the County Administrator to approve and execute the agreements with the Community Human Service Partnership funded agencies and emergency homeless shelters.
5. Board direction.

Recommendation:

Options #1 and #2

Attachment:

1. FY 2027 Community Human Service Partnership Recommended Allocations

FY 2027 County CHSP Allocations	
Agency / Program(s)	**County Allocation**
American Red Cross	**$50,000.00**
Disaster Cycle Services	$50,000.00
Americas Second Harvest of the Big Bend, Inc.	**$170,919.00**
Food Bank Operations	$90,919.00
Feeding the Promise Zone	$80,000.00
Big Bend Habitat for Humanity, Inc.	**$25,000.00**
Big Bend Habitat Affordable Home Construction	$25,000.00
Elder Care Services, Inc.	**$80,269.00**
Nutrition Services	$80,269.00
Emergency Care Help Organization, Inc.	**$84,000.00**
Emergency Resources Program	$48,000.00
Furniture Bank	$36,000.00
Family Promise Big Bend	**$119,317.00**
BBHC Diversion Services	$119,317.00
Good News Outreach	**$52,823.00**
Maercy House Re-Entry	$15,000.00
Food Pantry	$21,119.00
Maryland Oaks	$16,704.00
Legal Aid Foundation of Tallahassee	**$18,500.00**
Pro Bono Legal Services	$18,500.00
Legal Services of North Florida	**$19,974.00**
Closing Gaps in Legal Aid	$19,974.00
Pace Center for Girls, Inc.	**$69,218.00**
Outreach	$25,279.00
Spirtited Girls	$43,939.00
Refuge House, Inc.	**$67,185.00**
24-Hour Crisis Response	$25,000.00
Courthouse	$42,185.00
Survive and Thrive Advocacy Center	**$15,000.00**
Comprehensive Services to Victims of Trafficking	$15,000.00
The Center for Independent Living of North Florida, Inc.	**$56,000.00**
Access to Independence	$21,000.00
Step Into Success	$35,000.00
The Oasis Center for Women and Girls	**$57,665.00**
Womens Program* *Will serve homeless women	$57,665.00
TOTAL	**$885,870.00**

Line-Item Emergency Shelter Funding	
Agency	**County Allocation**
Brehon Institute for Family Services, Inc.	$29,004.00
Capital City Youth Services, Inc.	$41,338.00
CESC Inc.	$369,831.00
Family Promise Big Bend	$104,431.00
Refuge House	$14,526.00
TOTAL	**$559,130.00**

TOTAL COUNTY ALLOCATION	**$1,445,000.00**

Leon County
Board of County Commissioners

Notes for Agenda Item #11

Leon County Board of County Commissioners

Agenda Item #11

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Proposed Amendments to the Leon County State Housing Initiative Partnership Local Housing Assistance Plan

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator Abigail Thomas, Director, Human Services & Community Partnerships
Lead Staff / Project Team:	Jelani Marks, Housing Services Manager

Statement of Issue:

As required by Florida Statutes, this item seeks Board approval of amendments to two Leon County State Housing Initiatives Partnership Local Housing Assistance Plans (previous and current) to establish a new program that will provide relocation and rent lot assistance to income-eligible residents of manufactured homes (i.e., mobile homes). In addition, this item also proposes revisions to the County's existing affordable housing strategies to facilitate greater use of manufactured housing, as allowed by Florida Statutes.

Fiscal Impact:

This item has a fiscal impact. The State Housing Initiatives Partnership (SHIP) is the dedicated and primary funding source for the County's Housing Program and would be utilized to implement the new program and expand existing programs to manufactured home residents and owners.

Staff Recommendations:

Option #1: Adopt the Resolution approving the revised FY 2024 – FY 2026 Leon County State Housing Initiatives Partnership Local Housing Assistance Plan (Attachment #1).

Option #2: Adopt the Resolution approving the revised FY 2027 – FY 2029 Leon County State Housing Initiatives Partnership Local Housing Assistance Plan (Attachment #2).

Report and Discussion

Background:

As required by Florida Statutes, this item seeks Board approval of amendments to the Leon County State Housing Initiatives Partnership Local Housing Assistance Plan (SHIP-LHAP) to establish a new program that will provide relocation and rent lot assistance to income-eligible residents of manufactured homes (i.e., mobile homes). In addition, as recently enacted by the Florida Legislature, this item proposes revisions to the County's existing affordable housing programs to expand assistance to residents of manufactured homes as authorized by Florida Statutes.

The proposed revisions to the County's SHIP-LHAP advance the following FY 2022 – FY 2026 Strategic Initiatives:

- *Work with the City of Tallahassee on the development and implementation of the Neighborhood First Program to engage residents and develop plans to address poverty and inequity in targeted neighborhoods including 32304. (2022-33)*
- *Continue to leverage County funding in partnership with local stakeholders to secure state and federal funding to build affordable rental housing for very low- and low-income families. (2023-61)*

These Strategic Initiatives align with the Board's Quality of Life Strategic Priority:

- *(Q4) Support and promote access to basic healthcare, mental health, affordable housing, and homeless prevention services to our community members most in need.*

SHIP is the dedicated and primary funding source of the County's Housing Programs which include Down Payment Assistance, Rental Development, Emergency Home Repair, Home Rehabilitation, Home Replacement, Disaster Recovery and Homeownership Development. The SHIP Program is funded by the Florida Legislature and administered by the Florida Housing Finance Corporation (FHFC) based on local jurisdiction population size. Per Florida Statutes, in order to participate in SHIP, local governments must maintain an LHAP, which serves as Board policy governing the provision of SHIP funded affordable housing programs. Per the FHFC, a SHIP-LHAP generally covers three fiscal years. The Board recently approved the adoption of the County's SHIP-LHAP for FY 2027 – FY 2029 in April 2026.

During the 2026 session, the Florida Legislature enacted Chapter 2026-173, Laws of Florida (also known as Senate Bill 594), which amended Sections 420.9072 and 420.9075, Florida Statutes, to require local governments receiving SHIP funds to adopt a program in their LHAPs to provide lot rental assistance to owners of manufactured homes, and temporary relocation assistance to households affected by mobile home park closures. According to the FHFC, local governments are required to adopt the new program in their respective SHIP-LHAPs by October 2026. The revisions to Section 420.9075, Florida Statutes, repealed a previous limitation to the amount of SHIP funds that local governments can spend on manufactured housing. As detailed in the Analysis section, the proposed revisions to the County's SHIP-LHAPs will address requirements recently adopted by the Florida Legislature and will allow the County to expand housing assistance to residents of manufactured homes for services such as home rehabilitation, down payment assistance, and rental development.

Analysis:

Leon County is committed to growing and preserving the stock of affordable housing in the community. Utilizing its annual SHIP allocations, the County consistently works to increase the stock of affordable housing through the development of new homes, rental units, and down payment assistance to new homeowners, as well as preserving homes of low-income families through home rehabilitation and replacements.

Traditionally, Florida Statutes has limited the ability of local governments to invest in manufactured homes with SHIP funds due to concerns of the quality and longevity of such housing products. However, according to FHFC, updates to the Florida Building Code have improved quality, safety and resiliency of manufactured homes. As a result, during the 2026 legislative session the Legislature enacted Chapter 2026-173, Laws of Florida, which expands the use of SHIP funds to assist residents of manufactured homes through new programs focused on relocation and rent lot assistance as well as existing housing programs such as home rehabilitation and down payment assistance.

These recommendations will expand assistance to residents, including seniors, who have not previously been eligible for County programs due to the funding restrictions on manufactured homes. In order to address the demand for services by manufactured homeowners, the County has been supportive of changes to SHIP, and it is recommended that the Board approve the updates to the SHIP-LHAP.

Manufactured Housing Assistance Program

Section 420.9075, Florida Statutes, as amended by Chapter 2026-173, Laws of Florida, requires every local government receiving SHIP funding to add a program to address manufactured housing to their LHAP, including relocation assistance for owners/tenants who have been evicted due to a closure of a mobile home park, as well as lot rent assistance to owners of manufactured housing.

In order to meet this requirement, two of the County's SHIP-LHAPs (for years of FY 2024 – FY 2026 and FY 2027 – FY 2029) are recommended to be revised to establish the Manufactured Housing Assistance Program (Program). As proposed, and consistent with Florida Statutes, the Program would provide up to $10,000 in relocation assistance for owners or tenants that have recently been evicted due to a mobile home park closure, or up to $5,000 (not to exceed six months) of lot rental assistance for owners of manufactured homes that have been installed on rented parcels of land. The Program would serve low-income households, at or below 80% of the area median income (AMI), residing in Unincorporated Leon County. In accordance with Section 420.9075, Florida Statutes, as amended by Chapter 2026-173, Laws of Florida, the City of Tallahassee will also provide a similar program for eligible residents within its jurisdiction.

The addition of the Program in the County's SHIP-LHAPs are based on policy guidance provided by the FHC and has been preliminarily approved by FHFC. Applications for the County's Manufactured Housing Assistance Program would be received via the Division of Housing Services webpage, and funds would be awarded to income eligible households as a grant.

Expansion of County Housing Program for Manufactured Home Residents

In addition to establishing the Manufactured Housing Assistance Program, this item also recommends amendments to several of the existing programs in the County's SHIP-LHAPs, in order to expand services to residents of manufactured homes. Prior to the enactment of Chapter 2026-173, Laws of Florida, local governments were limited to expending no more than 20 percent of their annual SHIP allocations on manufactured housing units. However, Chapter 2026-173, Laws of Florida, eliminated the limit on SHIP funding for manufactured homes. As a result, the following existing programs would be updated in the SHIP-LHAP to assist eligible residents of manufactured homes.

- ***Home Rehabilitation Programs:*** The County's comprehensive Home Rehabilitation Program covers major repairs including full home replacement for health, safety, resiliency, insurability, and code compliance. Currently, the County's SHIP-LHAPs require that only site-built units can be constructed through the Home Replacement Program. The recommended changes to the County's Home Rehabilitation Program would allow eligible dilapidated manufactured homes to be replaced with brand new manufactured units, rather than requiring eligible manufactured homes to be replaced with site-built units.

- ***First-Time Homebuyer Programs:***
    - The Down Payment Assistance Program provides low- to moderate-income first-time homebuyers with financial assistance for down payment and closing costs associated with the purchase of a home in unincorporated Leon County.
    - The Homeownership Development (HOD) Program awards funding to developers to pay down the development costs associated with the construction of housing units and reduces the purchase cost to low-income first-time homebuyers. The recommended changes to the County's first-time homebuyer programs would allow manufactured homes to be purchased with County SHIP funds through the Down Payment Assistance or HOD Programs, as long as the units are brand new and installed on parcels that are either owned by the buyer, or part of the Tallahassee-Leon County Community Land Trust (CLT). The CLT was established by the County and City through the Tallahassee Lenders' Consortium to construct new single and multifamily homes for low-income households that will remain affordable in perpetuity.

- ***Rental Development Program:*** The County's Rental Development Program provides gap financing (funding required to complete a project) to developers to build new affordable rental units for low, very low, and extremely low-income renters. The recommended changes to the County's SHIP-LHAPs include revising the Rental Development Program guidelines to allow the County to award SHIP funding for the purchase and installation of manufactured homes for low, very low and extremely-low-income renters.

In order to effectuate the new Manufactured Housing Assistance Program and the proposed changes to the existing programs highlighted above, the County's SHIP-LHAPs must be amended. This would include the FY 2024 – FY 2026 SHIP-LHAP and the FY 2027 – FY 2029 SHIP-LHAP to ensure current SHIP funds and remaining SHIP funds from previous fiscal years can be

utilized to assist residents of manufactured homes (Attachments #1 and #2). The amendments to the two SHIP-LHAPs would be implemented upon the adoption of the resolutions by the Board and those proposed revisions are displayed in the draft versions attached to this item (Attachments #3 and #4). According to FHFC, local governments are required to adopt the new programs in their respective SHIP-LHAPs by October 2026. The proposed revisions have been preliminarily approved by FHFC.

Outreach

Following Board approval, the Division of Housing Services will promote the updates to the County's Housing Program to the public utilizing the County's website and during the annual housing workshops. The workshops are held each fall to provide citizens with information on the available programs, eligibility requirements, and application process. These workshops are publicly noticed in the local newspapers (*Tallahassee Democrat* and *Capital Outlook*) with information about the available programs and how to sign up for the workshops. In addition, staff will reach out directly to individuals and families on the housing waitlist to ensure they are aware of the changes to the County's Housing Program and to sign up for a workshop. The Division of Housing Services is also coordinating with local organizations, including the Tallahassee Lenders' Consortium, Legal Services of North Florida, housing developers, and lenders to promote the expansion of the County's Housing Program to residents of manufactured homes.

Options:

1. Adopt the Resolution approving the revised FY 2024 – FY 2026 Leon County State Housing Initiatives Partnership Local Housing Assistance Plan (Attachment #1).
2. Adopt the Resolution approving the revised FY 2027 – FY 2029 Leon County State Housing Initiatives Partnership Local Housing Assistance Plan (Attachment #2).
3. Do not approve the proposed amendments to the Leon County State Housing Initiatives Partnership Local Housing Assistance Plans.
4. Board direction.

Recommendation:

Options #1 and #2

Attachments:

1. Resolution approving FY 2024 – FY 2026 Leon County SHIP-LHAP
2. Resolution approving FY 2027- FY 2029 Leon County SHIP-LHAP
3. Proposed Revised FY 2024– FY 2026 Leon County SHIP-LHAP (in draft form to show proposed revisions)
4. Proposed Revised FY 2027– FY 2029 Leon County SHIP-LHAP (in draft form to show proposed revisions)

LEON COUNTY RESOLUTION NO. _____

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, APPROVING THE LOCAL HOUSING ASSISTANCE PLAN AS REQUIRED BY THE STATE HOUSING INITIATIVES PARTNERSHIP PROGRAM ACT, SECTIONS 420.907-420.9079, FLORIDA STATUTES; AND RULE CHAPTER 67-37, FLORIDA ADMINISTRATIVE CODE; AUTHORIZING AND DIRECTING THE COUNTY ADMINISTRATOR TO EXECUTE ANY NECESSARY DOCUMENTS AND CERTIFICATIONS NEEDED BY THE STATE; AUTHORIZING THE SUBMISSION OF THE LOCAL HOUSING ASSISTANCE PLAN FOR FINAL REVIEW AND APPROVAL BY THE FLORIDA HOUSING FINANCE CORPORATION; REPLACING AND SUPERSEDING RESOLUTIONS NO. 23-05, NO. 23-15, NO. 23-43, NO. 24-35, NO. 24-71, NO. 25-39 AND NO. 25-70, AND PROVIDING AN EFFECTIVE DATE.

RECITALS

WHEREAS, the State of Florida enacted the William E. Sadowski Affordable Housing Act, Chapter 92-317, Laws of Florida, now codified predominately in Chapter 420, Florida Statutes, allocating a portion of documentary stamp taxes on deeds to local governments for the development and maintenance of affordable housing; and

WHEREAS, the State Housing Initiatives Partnership (SHIP) Act, ss. 420.907-420.9079, Florida Statutes (2026), and Rule Chapter 67-37, Florida Administrative Code, requires local governments to develop a one- to three-year Local Housing Assistance Plan outlining how funds will be used; and

WHEREAS, the SHIP Act requires local governments to establish the maximum SHIP funds allowable for each strategy; and

WHEREAS, the SHIP Act further requires local governments to establish an average area purchase price for new and existing housing benefiting from awards made pursuant to the Act. The methodology and purchase prices used are defined in the attached Local Housing Assistance Plan; and

WHEREAS, it is found that 5 percent of the local housing distribution plus 5 percent of program income is insufficient to adequately pay the necessary costs of administering the local housing assistance plan. The cost of administering the program may not exceed 10 percent of the local housing distribution plus 5 percent of program income deposited into the trust fund; and

WHEREAS, the Leon County Department of Human Services and Community Partnerships has prepared a three-year Local Housing Assistance Plan for years 2023 – 2024, 2024 – 2025 and 2025 – 2026 for submission to the Florida Housing Finance Corporation, which was adopted by the Board of County Commissioners of Leon County, Florida (Board), in Resolution No. 25-70; and

WHEREAS, the Board of County Commissioners of Leon County, Florida, finds that it is in the best interest of the public for Leon County Government to submit the Local Housing Assistance Plan for review and approval so as to qualify for documentary stamp tax funds; and

WHEREAS, Rule Chapter 67-37, Florida Administrative Code, requires an approved local housing assistance plan be adopted by resolution; and

WHEREAS, Sections 420.9072 and 420.9075, Florida Statutes (2026), were recently amended to require local governments receiving SHIP funds to adopt a program in their Local Housing Assistance Plans to provide lot rental assistance to owners of manufactured homes, and temporary relocation assistance to households affected by mobile home park closures; and

WHEREAS, Leon County's Local Housing Assistance Plan is being revised to establish a new program to assist income-eligible residents of manufactured homes and to update the guidelines for existing affordable housing programs to expand assistance to residents of manufactured homes as authorized by Florida Statutes.

BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, that:

Section 1. Approve the Local Housing Assistance Plan.

1. The Board previously approved the Local Housing Assistance Plan for years 2023 – 2024, 2024 – 2025 and 2025 – 2026 in Resolutions No.23-05, No. 23-15, No. 23-43, No. 24-35, No. 24-71, No. 25-39 and No. 25-70 .

2. Leon County's Local Housing Assistance Plan is being revised to establish a new program to assist income-eligible residents of manufactured homes and to update the guidelines for existing affordable housing programs to expand assistance to residents of manufactured homes as authorized by Florida Statutes, specifically, the recently amended Sections 420.9072 and 420.9075, Florida Statutes (2026).

3. This Resolution replaces and supersedes Resolution No. 25-07The Board , hereby approves the revised Local Housing Assistance Plan for years 2023 – 2024, 2024 – 2025 and 2025 – 2026, as attached and incorporated hereto and Exhibit 1 for submission to the Florida Housing Finance Corporation as required by Sections420.907 – 420.9079, Florida Statutes.

4. The County Administrator is hereby designated and authorized to execute any documents and certifications required by the Florida Housing Finance Corporation as related to the Local Housing Assistance Plan, and to do all things necessary and proper to carry out the term and conditions of said program.

Section 2. Effective Date.

This Resolution shall become effective immediately upon its adoption.

DONE, ADOPTED AND PASSED by the Board of County Commissioners of Leon County, Florida, this 15th day of September 2026.

LEON COUNTY, FLORIDA

By:_____
Christian Caban, Chairman
Board of County Commissioners

ATTESTED BY:
Gwen Knight, Clerk of Court
& Comptroller, Leon County, Florida

By:_____

APPROVED AS TO FORM:
Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

By:_____

LEON COUNTY

SHIP LOCAL HOUSING ASSISTANCE PLAN (LHAP)

2023 – 2024, 2024 – 2025, 2025 – 2026

As Revised by the Leon County Board of County Commissioners on September 15, 2026

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A. Administrative Budget for each fiscal year covered in the Plan B. Timeline for Estimated Encumbrance and Expenditure C. Housing Delivery Goals Chart (HDGC) For Each Fiscal Year Covered in the Plan D. Signed LHAP Certification E. Signed, dated, witnessed or attested adopting resolution F. Community Land Trust Purchase Assistance Additional Information G. Interlocal Agreement, Leon County, Florida & the City of Tallahassee, Florida	

Section I. Program Details:

A. LG(s)

Name of Local Government	Leon County
Does this LHAP contain an interlocal agreement?	No
If yes, name of other local government(s)	N/A

B. Purpose of the program:

- To meet the housing needs of the very low, low and moderate-income households;
- To expand production of and preserve affordable housing; and
- To further the housing element of the local government comprehensive plan specific to affordable housing.

C. Fiscal years covered by the Plan: 2023 – 2024, 2024 – 2025, 2025 – 2026

D. Governance: The SHIP Program is established in accordance with Section 420.907-9079, Florida Statutes and Chapter 67-37, Florida Administrative Code. Cities and Counties must be in compliance with these applicable statutes, rules and any additional requirements as established through the Legislative process.

E. Local Housing Partnership: The SHIP Program encourages building active partnerships between government, lending institutions, builders and developers, not-for-profit and community-based housing providers and service organizations, providers of professional services related to affordable housing, advocates for low-income persons, real estate professionals, persons or entities that can provide housing or support services and lead agencies of the local continuums of care.

F. Leveraging: The Plan is intended to increase the availability of affordable residential units by combining local resources and cost saving measures into a local housing partnership and using public and private funds to reduce the cost of housing. SHIP funds may be leveraged with or used to supplement other Florida Housing Finance Corporation programs and to provide local match to obtain federal housing grants or programs.

G. Public Input: Public input was solicited via advertising of public meetings and the Public Hearing for the Affordable Housing Advisory Committee to adopt their Report of Recommendations. Public input was also obtained through meetings with housing providers, social service providers, local lenders, neighborhood associations and Affordable Housing Advisory Committee meetings.

H. Advertising and Outreach: SHIP funding availability shall be advertised in a newspaper of general circulation and periodicals serving ethnic and diverse neighborhoods, at least 30 days before the beginning of the application period. If no funding is available due to a waiting list, no notice of funding availability is required.

I. Waiting List/Priorities: A waiting list will not be established when there are eligible applicants for strategies that no longer have funding available.

Priorities: The following priorities for funding described/listed here apply to all strategies unless otherwise stated in an individual strategy in Section II: The County will accept applications during the advertised "Application Period" which will be at least 30 days. Once the application period ends, eligible applications will be categorized based on the most appropriate program strategy to address their needs and prioritized based upon the following ranking priority:

1. Special Needs Households
    a. Very low
    b. Low
    c. Moderate (If Applicable)
2. Essential Services Personnel
    a. Very low
    b. Low
    c. Moderate (If Applicable)
3. Non-Special Needs and Non-ESP
    a. Very Low
    b. Low
    c. Moderate (If Applicable)

If funds are available after applications are categorized and set asides have been met, funds will be expended on a first qualified first served basis.

J. **Discrimination:** In accordance with the provisions of Section 760.20-760.37 Fla. Stat., it is unlawful to discriminate on the basis of race, color, religion, sex, national origin, age, handicap, or marital status in the award application process for eligible housing.

K. **Support Services and Counseling:** Support and counseling services are available from various sources in the community. The County will provide Homeownership Counseling (Pre and Post), Credit Counseling, Tenant Counseling, and Foreclosure Counseling through referral to qualified HUD approved agencies, which includes, but is not limited to, Tallahassee Lenders' Consortium. The County will provide title clearing and estate planning services through referral to qualified legal aid agencies.

L. **Purchase Price Limits:** The sales price or value of new or existing eligible housing may not exceed 90% of the average area purchase price in the statistical area in which the eligible housing is located. Such average area purchase price may be that calculated for any 12-month period beginning not earlier than the fourth calendar year prior to the year in which the award occurs. The sales price of new and existing units, which can be lower but may not exceed 90% of the median area purchase price established by the U.S. Treasury Department or as described above.

The methodology used is:

U.S. Treasury Department	X
Local HFA Numbers	

M. **Income Limits, Rent Limits and Affordability:** The Income and Rent Limits used in the SHIP Program are updated annually by the Department of Housing and Urban Development and posted at www.floridahousing.org.

"Affordable" means that monthly rents or mortgage payments including taxes and insurance do not exceed 30 percent of that amount which represents the percentage of the median annual gross income for the households as indicated in Sections 420.9071, Florida Statutes. However, it is not the intent to limit an individual household's ability to devote more than 30% of its income for housing, and housing for which a household devotes more than 30% of its income shall be deemed Affordable if the first institutional mortgage lender is satisfied that the household can afford mortgage payments in excess of the 30% benchmark and in the case of rental housing does not exceed those rental limits adjusted for bedroom size.

N. **Welfare Transition Program:** Should an eligible sponsor be used, a qualification system and selection criteria for applications for Awards to eligible sponsors shall be developed, which includes a description that demonstrates how eligible sponsors that employ personnel from the Welfare Transition Program will be given preference in the selection process.

O. **Monitoring and First Right of Refusal:** In the case of rental housing, the staff and any entity that has administrative authority for implementing the local housing assistance plan assisting rental developments shall annually monitor and determine tenant eligibility or, to the extent another governmental entity provides periodic monitoring and determination, a municipality, county or local housing financing authority may rely on such monitoring and determination of tenant eligibility. However, any loan or grant in the original amount of $10,000 or less shall not be subject to these annual monitoring and determination of tenant eligibility requirements. Tenant eligibility will be monitored annually for no less than 15 years or the term of assistance whichever is longer, when required as specified above.

Eligible sponsors that offer rental housing for sale before 15 years or that have remaining mortgages funded under this program must give a first right of refusal to eligible non-profit organizations for purchase at the current market value for continued occupancy by eligible persons.

P. **Administrative Budget:** A line-item budget of proposed Administrative Expenditures is attached as Exhibit A. Leon County finds that the moneys deposited in the local housing assistance trust fund are necessary to administer and implement the local housing assistance plan.

Section 420.9075(7), Florida Statutes states: *"A county or an eligible municipality may not exceed the 5 percent limitation on administrative costs, unless its governing body finds, by resolution, that 5 percent of the local housing distribution plus 5 percent of program income is insufficient to adequately pay the necessary costs of administering the local housing assistance plan."*

Section 420.9075(7) Florida Statutes further states: ***"****The cost of administering the program may not exceed 10 percent of the local housing distribution plus 5 percent of program income deposited into the trust fund, except that small counties, as defined in s. 120.52(19), and eligible municipalities receiving a local housing distribution of up to $350,000 may use up to 10 percent of program income for administrative costs."*

The applicable local jurisdiction has adopted the above findings in the resolution attached as Exhibit E.

Q. **Program Administration:** Administration of the local housing assistance plan will be performed by:

Entity	Duties	Admin. Fee Percentage
Local Government	All Strategies Other than Down Payment Assistance	8%
Third Party Entity/Sub-recipient	Down Payment Assistance Program Strategies	2%

R. **First-time Homebuyer Definition:** For any strategies designed for first-time homebuyers, the following definition will apply: *An individual who has had no ownership in a principal residence during the 3-year period ending on the date of purchase of the property. This includes a spouse (if either meets the above test, they are considered first-time homebuyers). A single parent who has only owned a home with a former spouse while married. An individual who is a displaced homemaker and has only owned with a spouse. An individual who has only owned a principal residence not permanently affixed to a permanent foundation in accordance with applicable regulations. An individual who has only owned a property that was not in compliance with state, local or model building codes and which cannot be brought into compliance for less than the cost of constructing a permanent structure.*

S. **Project Delivery Costs:** The County will charge a reasonable project delivery cost that will not exceed three percent (3%) of the contracted SHIP award and will be included in the amount of the recorded mortgage and note.

1. Title Search
2. Recordation Fee
3. The County will utilize a contractor to assess the appropriate level of housing rehabilitation necessary to improve accessibility and enhance independence for participating households having special needs.
4. The County may utilize a contractor to assess home(s) and provide a professional Home Inspection Report to be used to generate a scope of work.
5. To determine post-Home Replacement or post-Home Rehabilitation (when livable square footage is added to the home), the County may:
    i. contract with a Real Estate Agent/Realtor to provide a Broker Price Opinion and/or
    ii. contract with a Certified Residential Appraiser to provide an appraisal.

T. **Essential Service Personnel Definition (ESP):** ESP includes teachers and educators, other school district, community college, and university employees, police and fire personnel, health care personnel, skilled building trades personnel and active U.S. Armed Forces Service Members.

U. **Describe efforts to incorporate Green Building and Energy Saving products and processes:** The County will require participating homeowners to obtain a Home Energy Audit from their electric service provider if they are eligible for Home Rehabilitation and/or whenever a Heating, Ventilation and Cooling unit is being considered for replacement. The findings of the audit will be used to incorporate repairs into a cost-effective scope of work that are intended to increase the energy efficiency of the home and possibly lead to lower heating and cooling costs.

Additionally, the County and/or sponsors will, when economically feasible, employ the following Green Building requirements on Home Rehabilitation, Home Replacement, Emergency Repairs & Disaster Resilience, Homeownership Development or Rental Development:

1. Low-flow water fixtures in bathrooms—WaterSense labeled products or the following specifications:
   a. Toilets: 1.4 gallons/flush or less;
   b. Faucets: 1.5 gallons/minute or less;
   c. Showerheads: 2.0 gallons/minute or less;
2. Energy Star certified exhaust/ventilation fans in all bathrooms;
3. Energy Star certified water heater minimum efficiency specifications;
4. Energy Star certified lighting and ceiling fans with lighting;
5. Energy Star certified Air Conditioning unit(s) with minimum SEER of 15 (or 14.3 SEER2). Packaged units are allowed in studios and one-bedroom units with a minimum of 14 SEER (or 13.4 SEER2);
6. Low or No-VOC paint for all interior walls (Low-VOC means 50 grams per liter or less for flat paint; 150 grams per liter or less for non-flat paint);
7. Energy Star certified refrigerator;
8. Energy Star certified dishwasher, if provided;
9. Energy Star certified washing machine, if provided in units.

V. **Describe efforts to meet the 20% Special Needs set-aside:** The County will continue to obtain referrals from partner social service agencies serving the targeted population to achieve the goal of the special needs set-aside. The goal will be met through Housing Rehabilitation, Home Replacement, Down Payment Assistance, Emergency Housing Repair & Housing Resilience, Homeownership Development, Rental Development, and Rental Assistance program strategies. The County will utilize a contractor to identify ways to improve the accessibility of homes and enhance independence for participating households having special needs through the Home Rehabilitation and Home Replacement program strategies.

W. **Describe efforts to reduce homelessness:** The County will collaborate with the Big Bend Continuum of Care and other agencies serving the target population to assist in rapid rehousing and to prevent homelessness primarily through the Rental Subsidy program strategy, the Leon County Direct Emergency Assistance Program (DEAP) and the Leon County Veteran Emergency Assistance Program (VEAP). When funding is available, Leon County may use SHIP funds to place this target population in rental or transitional housing for the purpose of providing a stable housing situation pursuant to applicable program strategies herein.

Section II. LHAP Strategies:

A.	**Down Payment Assistance**	Code 1, 2

a. Summary: Funds will be awarded to First Time Homebuyers for down payment and closing costs for new and existing homes, including homes purchased from a community land trust (CLT).

b. Fiscal Years Covered: 2023 – 2024, 2024 – 2025, 2025 – 2026

c. Income Categories to be served: Very low, low and moderate (Moderate not eligible for purchase in CLT)

d. Maximum award:

Income Category	Existing Homes not Rehabilitated OR not in a CLT	CLT Homes	Newly Constructed or Rehabilitated Homes
Very Low	$10,000	$20,000	$25,000
Low	$10,000	$20,000	$25,000
Moderate	$7,500	N/A	$20,000

- Newly constructed homes are defined as homes that have never been occupied; and have obtained a certificate of occupancy within the 12-months preceding the purchase; or was built as a model home.
- Rehabilitated homes are defined as existing homes that receive repairs or rehabilitation needed for safe or sanitary habitation, correction of substantial code violations, the creation of additional living space or other repairs approved by the Leon County Division of Housing Services and are paid by the seller, the buyer or another source. Proof that the repair or rehabilitation was completed within the 12-months preceding purchase must be provided prior to closing unless a first mortgage renovation loan (FHA 203k, Freddie Mac, Fannie Mae or similar lender managed renovation purchase and renovation loan) is used to pay for the rehabilitation. When a first mortgage renovation loan is used, the project must be completed, including proof of payment, and the home must be occupied within six months of closing.

e. Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred subordinate loan secured by a recorded subordinate mortgage and note.
2. Interest Rate: 0%
3. Years in loan term: 10 years for Fee Simple; 30 years for CLT
4. Forgiveness: If the loan remains in good standing, assistance will be forgiven at the end of the loan term.
5. Repayment: Not required as long as the loan is in good standing.
6. Default: The loan will be determined to be in default if any of the following occurs:
   - Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.). If sold in a CLT, the loan will not be determined to be in default if the sale is approved by the CLT and provision is made for the subsequent income eligible purchaser to assume the loan to ensure homes remain affordable;
   - Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
   - Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.

- Homeowner fails to maintain homeowner's insurance.
- Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
  - purpose of preventing foreclosure;
  - lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable rate mortgage (ARM) to a fixed rate mortgage;
  - for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Recipient Selection Criteria:
   - Applications will be ranked for assistance based on a first-qualified, first-ready-to-close basis.
   - A recipient must secure a first mortgage by an approved lender.
   - A recipient must be able to contribute five hundred dollars ($500.00) towards the transaction but their total liquid assets (liquid assets include all assets that can be accessed without penalty) may not exceed Thirty Thousand Dollars ($30,000). However, the asset limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.
   - Homebuyer Education:
     - Fee Simple homebuyers must complete an approved homebuyer education class from a HUD certified agency and obtain a certificate of completion.
     - CLT homebuyers must complete a homebuyer education class from a HUD certified agency that contains a community land trust component and/or session with the CLT in addition to a homebuyer education class that requires CLT buyers to demonstrate and attest to a clear understanding of the terms of community land trust homeownership and obtain a certificate of completion.

g. Sponsor Selection Criteria: N/A

h. Additional Information:
   - All eligible units must be in unincorporated Leon County.
   - Manufactured homes purchased through this program must be new units and must either be installed on parcels that are either owned by a CLT or the purchaser of the unit.
   - Households receiving Down Payment assistance must obtain and maintain homeowner's insurance for the duration of the lien period.

- Homes in a 100-year flood plain or properties required by a first mortgage lender to be covered by flood insurance are not eligible for this program.
- Leon County will be placed in second lien position behind the first mortgage for all Down Payment Assistance transactions unless authorization is received from the Leon County Division of Housing Services to be placed in third (3rd) or fourth (4th).
- Down Payment Assistance can be used on properties previously assisted with SHIP funds that have a Land Use Restriction Agreement (LURA), deed restriction and/or an assumable conveyance agreement with affordability covenants if the maximum subsidy was not provided to the previous homebuyer(s).
- Except for Disaster Recovery, previous Down Payment Assistance recipients are not eligible to receive additional SHIP assistance until ten (10) years after lien origination. Down Payment Assistance may be provided simultaneously with Home Ownership Development to a recipient eligible for both strategies.

Terms for CLT home purchases: Purchase assistance is assumable by an income-eligible purchaser. The terms of the Note and Mortgage shall allow subsequent purchasers to assume the loan with approval by the CLT. Otherwise, no repayment is required during the term of the loan, provided the loan remains in good standing.

Please see Exhibit F for additional instructions and information for CLT purchases.

B.	**Home Ownership Development**	Code 10

a. Summary: SHIP funds will be awarded to for-profit and not-for-profit organizations, including Community Land Trusts (CLT), for land acquisition, infrastructure and development costs, and all other associated fees and permits for the construction of housing units to pay-down the development costs to further reduce the sale price to income eligible First Time Homebuyers.

b.

b. Fiscal Years Covered: 2023 – 2024, 2024 – 2025, 2025 – 2026

c. Income Categories to be served: Very low, low

d. Maximum award: $100,000 per unit

One hundred percent (100%) of the County's investment shall be converted to an assumable mortgage with a Land Use Restriction Agreement (LURA), deed restriction, and/or other affordability restrictions or covenants to the benefit of the prospective homebuyer subordinate to the first mortgage to ensure homes remain affordable for at least 30 years. A CLT will satisfy this requirement. Please see Additional Terms and Exhibit F for additional instructions and information.

e. Terms:

Sponsor Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded subordinate mortgage, note and restrictive covenant.
2. Interest Rate: 0%

3. Years in loan term: Up to 18 months
4. Forgiveness: If the loan is in good standing upon sale of the property to an eligible homebuyer with affordability restrictions and/or covenants (homes built on land in a CLT satisfies this requirement) to ensure homes remain affordable in for at least 30 years, the loan will be considered paid in full, the loan will be reflected in the contract for sale to the benefit of the eligible homebuyer and the County will satisfy the promissory note and release restrictive covenant with the Developer.
5. Repayment: Not required if the loan is in good standing.
6. Default: The loan will be in default if: the developer fails to construct and sell the assisted unit(s) with affordability restrictions and/or covenants recorded on the property to an eligible homebuyer within six (6) months after the final certificate of occupancy is issued and within the contractual timeframe. The County will recapture the subsidy and/or property within ninety (90) days of maturity of the recorded Mortgage Agreement.

Homebuyer Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded subordinate mortgage and note.
2. Interest Rate: 0%
3. Years in loan term: 30 years
4. Forgiveness: If the loan remains in good standing, forgiveness is prorated at 5% per year following the tenth year in the loan term.
5. Repayment: Not required if the loan is in good standing.
6. Default: The loan will be determined to be in default if any of the following occurs:
    - Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.). The loan will not be considered in default if the loan to be assumed is reflected in the contract for sale, the loan is assumed by an income-eligible purchaser, and the sale is approved by the County or CLT to ensure homes remain affordable for at least 30 years;
    - Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
    - Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.
    - Homeowner fails to maintain homeowner's insurance.
    - Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
        - purpose of preventing foreclosure;

- lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable-rate mortgage (ARM) to a fixed rate mortgage;
- for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Homebuyer Selection Criteria:

- Applications will be ranked for assistance based on a first-qualified, first-ready-to-close basis.
- Recipients must secure a first mortgage by an approved lender.
- Recipients' total liquid assets (liquid assets include all assets that can be accessed without penalty) may not exceed Thirty Thousand Dollars ($30,000). However, the asset limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.
- Homebuyer Education:
  - Fee Simple homebuyers must complete an approved homebuyer education class from a HUD certified agency and obtain a certificate of completion.
  - CLT homebuyers must complete an approved homebuyer education class from a HUD certified agency that contains a community land trust component and/or session with the CLT in addition to a homebuyer education class that requires CLT buyers to demonstrate and attest to a clear understanding of the terms of community land trust homeownership and obtain a certificate of completion.

g. Sponsor Selection Criteria: Applications from potential sponsors will be reviewed on an ongoing basis.

Sponsors/developers are required to be awarded construction financing through other local, state, federal, private programs, or show sufficient liquid assets necessary to construct new affordable homes. Funding for each project will be based upon the gap demonstrated by the developer in the project budget. The project gap is the difference between the cost incurred by the developer to construct the unit and the sales price the market will bear to sell the unit to an eligible buyer.

Not-for-profit sponsors used to implement this program must have received a tax-exempt ruling as a non-profit agency from the IRS under Section 501(c) of the Internal Revenue Code. The not-for-profit must have in its mission statement, Articles of incorporation, or bylaws that it is dedicated to the provision of housing and services for eligible households.

For-profit sponsors administering the program must have experience performing housing activities for eligible households.

The criteria to select for-profit or non-profit agencies may include, but is not limited to, the following:

- Consistency of the project with basic goals and objectives of the County;
- The financial strength of the sponsor, including the ability to leverage funds from other sources;
- The ability of the sponsor to complete the project by the deadlines established by the County;
- The capacity of the sponsor;
- The quantity and quality of experience in affordable housing development;
- Willingness to contractually commit to SHIP and other County requirements;
- Agreement to select recipients based on compliance with all eligibility requirements imposed by the program;
- Preference shall be given to 1) Community Land Trusts and 2) not-for-profit entities; and
    - Sponsors with verified site control;
    - Sponsors with membership in the Homeownership Pool Program; and
    - Sponsors that employ personnel from the Welfare Transition Program.

h. Additional Information:

- All eligible units must be in Leon County.
- Units to be developed shall be site-built; or block structures; or modular homes; or manufactured housing.
- Manufactured homes purchased through this program must be new units and must either be installed on parcels that are either owned by a CLT or the purchaser of the unit.
- Homes may not be developed in a 100-year flood plain or on properties that a first mortgage lender would require to be covered by flood insurance.
- Leon County will be placed in second lien position behind the first mortgage for all homebuyer transactions unless authorization is received from the Leon County Division of Housing Services to be placed in third (3rd) or fourth (4th).
- SHIP funds may be used alone or in conjunction with CDBG and any other Housing funds to cover the cost of repairs described under this strategy.
- Homebuyer may not be a family or household member of any principal member of the awarded developer's organization. "Family or household member" includes spouses, former spouses, non-cohabitating partners, persons related by blood or marriage, persons who are presently residing together as if a family or who have resided together in the past as if a family, and persons who have a child in common regardless of whether they have been married or have resided together at any time.
- Except for Disaster Recovery, previous Homeownership Development homebuyers are not eligible to receive additional SHIP assistance until ten (10) years after lien origination. Down Payment Assistance maybe provided simultaneously with Home Ownership Development by a recipient eligible for both strategies if needed.

- If funds are given to an entity that is not a CLT, a Land Use Restriction Agreement (LURA) deed restriction, and/or other affordability restrictions or covenants shall be recorded in the county records ensuring permanent affordability.

Homeownership Development assistance is assumable to an income-eligible purchaser. The terms of the Note and Mortgage shall allow subsequent purchasers to assume the loan with approval by the County or the CLT. The loan to be assumed will be reflected in the contract for sale to the benefit of the eligible subsequent homebuyer and the County will satisfy the existing mortgage & promissory note.

Please see Exhibit F for additional instructions and information for CLT purchases.

C.	**Home Rehabilitation**	Code 3

a. Summary: SHIP funds will be awarded to owner-occupied households in need of repairs for health, safety, insurability, correct code violations and to prepare for future disasters. This will include structural improvements, accessibility rehabilitation, repairs to support aging in place and water and sewer connections including tap fees. If the county finds that rehabilitation of the home is expected to surpass 50% of the current value of the home, replacement of the home will be considered. For homes that are at least 50 years old, replacement will be considered if rehabilitation of the home is expected to surpass 30% of the current value of the home.

b.

b. Fiscal Years Covered: 2023 – 2024, 2024 – 2025, 2025 – 2026

c. Income Categories to be served: Very low, low

d. Maximum award: $100,000 (which includes Emergency Repair assistance received while on the waitlist prior to December 14, 2021) for rehabilitation and may include $2,500 for temporary relocation.

e. Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded mortgage and note.
2. Interest Rate: 0%
3. Years in loan term: Five (5) years: $0 - $30,000; Ten (10) years: $30,001 - $100,000
4. Forgiveness: If the loan remains in good standing, forgiveness is prorated in the following manner:
    a. Five-year loans on a prorated basis of 20% per year
    b. Ten-year loans on a prorated basis of 10% per year
5. Repayment: Not required if the loan is in good standing.
6. Default: The loan will be determined to be in default if any of the following occurs:
    - Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.);

- Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
- Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.
- Homeowner fails to maintain homeowner's insurance and flood insurance, if in a 100-year flood plain or required by a first mortgage lender to be covered by flood insurance.
- Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
  - purpose of preventing foreclosure;
  - lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable rate mortgage (ARM) to a fixed rate mortgage;
  - for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Recipient/Tenant Selection Criteria: Applicants will be ranked for assistance based on a first-qualified, first-served basis with the priorities for Special Needs, Essential Services Personnel, applicants who have not previously received rehabilitation assistance from Leon County and income groups as referenced in Program Details (I).

- A recipient must be the owner occupant of a home in an unincorporated area of Leon County (unless administering Disaster Recovery) for at least a year prior to application and qualify for Homestead Property Tax Exemption; or if the property has not been owned for at least a year, the needed repair, improvement or modification must be related to a circumstance that could not have reasonably been known prior to purchase of the property.
- A recipient must household qualify to meet the Special Needs set aside as established in Florida Statutes or have at least one-member age 55 years or older.
- A recipient must be current on all property taxes (including assessments), mortgages, debts, or other security instruments associated with the property that may bring threat of foreclosure, tax lien, default, clouded title or other loss of ownership.
- Prior to participation, a recipient will be required to make code related improvements that are not repair oriented (i.e., nuisance, trash, environmental or health codes). Such improvements must be made if there is an active code complaint.

- A recipient may not have total liquid assets (liquid assets include all assets that can be accessed without penalty) that exceed Thirty Thousand Dollars ($30,000). However, the asset limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.
- Rehabilitation projects of $20,000 or more will be eligible for relocation assistance.

g. Sponsor Selection Criteria: N/A

h. Additional Information:

- Eligible units shall be either site-built or block structures; or modular homes; or mobile homes (built after June 1994). Mobile homes assisted with SHIP funds must be registered as real property with the Leon County Tax Collector's Office and the household must qualify as "Special Needs" in accordance with Section 420.0004, Florida Statutes.
- A recipient must participate in a Leon County homeowner and SHIP program education workshop.
- Recipients who have homeowner's insurance in place may be required to submit a claim to the insurer and use proceeds for repairs if the needed repairs are related to an event reasonably believed to be insurable.
- Homes older than 50 years may not be eligible if determined to be of historical significance.
- Homeowner must obtain and/or maintain homeowner's insurance.
- Homes in a 100-year flood plain or properties required by a first mortgage lender to be covered by flood insurance must have and maintain sufficient flood insurance coverage.
- Properties with a reverse mortgage are not eligible. However, the reverse mortgage limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.
- The actual project quote may not exceed ninety percent (90%) of the value of the property or the maximum award.
- SHIP funds may be used alone or in conjunction with CDBG and any other Housing funds to cover the cost of repairs described under this strategy.
- No contractor may have more than five home replacement/rehabilitation contracts at one time unless the contractor is the sole bidder for a home replacement/rehabilitation project.
- Except for Disaster Recovery, previous Home Rehabilitation recipients are not eligible to receive additional SHIP assistance until ten (10) years after lien origination or after the lien matures, whichever is less.

D.	**Home Replacement**	Code 4

a. Summary: SHIP funds will be awarded for the demolition and replacement of existing owner-occupied single-family homes to homeowners who qualify for Home Rehabilitation if the county finds that rehabilitation of the home surpasses 50% of the current value of the home. For homes that are at least 50 years old, replacement will be considered if rehabilitation of the home is expected to surpass 30% of the current value of the home.

b. Fiscal Years Covered: 2023 – 2024, 2024 – 2025, 2025 – 2026

c. Income Categories to be served: Very low, low

d. Maximum award: $300,000 (which includes Emergency Repair assistance received while on the waitlist prior to December 14, 2021) for site built and modular homes, which includes $2,500 for temporary relocation.

e. Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded subordinate mortgage and note.
2. Interest Rate: 0%
3. Years in loan term: 20 years
4. Forgiveness: If the loan remains in good standing, forgiveness is prorated at 5% per year
5. Repayment: Not required if the loan is in good standing
6. Default: The loan will be determined to be in default if any of the following occurs:

- Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.);
- Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
- Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.
- Homeowner fails to maintain homeowner's insurance and flood insurance, if in a 100-year flood plain.
- Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
  - purpose of preventing foreclosure;
  - lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable rate mortgage (ARM) to a fixed rate mortgage;

- for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Recipient/Tenant Selection Criteria: Applicants will be ranked for assistance based on a first-qualified, first-served basis with the priorities for Special Needs, Essential Services Personnel and income groups as referenced in Program Details (I).

- A recipient must be the owner occupant of a home in an unincorporated area of Leon County (unless administering Disaster Recovery) for at least a year prior to application and qualify for Homestead Property Tax Exemption; or if the property has not been owned for at least a year, the needed repair, improvement or modification must be related to a circumstance that could not have reasonably been known prior to purchase of the property.
- A recipient must household qualify to meet the Special Needs set aside as established in Florida Statutes or have at least one-member age 55 years or older.
- A recipient must be current on all property taxes (including assessments), mortgages, debts, or other security instruments associated with the property that may bring threat of foreclosure, tax lien, default, clouded title or other loss of ownership.
- Prior to participation, a recipient will be required to make code related improvements that are not repair oriented (i.e., nuisance, trash, environmental or health codes). Such improvements must be made if there is an active code complaint.
- A recipient may not have total liquid assets (liquid assets include all assets that can be accessed without penalty) that exceed Thirty Thousand Dollars ($30,000). However, the asset limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.

g. Sponsor Selection Criteria: N/A

h. Additional Information:

- Eligible units, including Mobile Homes, shall be replaced with either site-built; or block structures; or modular homes; or manufactured homes. Eligible mobile/manufactured homes will be replaced with new manufactured units.
- A recipient must participate in a Leon County homeowner and SHIP program education workshop.
- Recipients who have homeowner's insurance in place may be required to submit a claim to the insurer and use proceeds for repairs if the needed repairs are related to an event reasonably believed to be insurable.
- Homes older than 50 years may not be eligible if determined to be of historical significance.
- The property may not be encumbered by an existing mortgage to be eligible for Home Replacement.

- Homeowner must obtain and maintain homeowner's insurance.
- Homes in a 100-year flood plain must obtain and maintain sufficient flood insurance coverage. No part of a replacement home shall be built in a 100-year flood plain.
- The actual project quote may not exceed ninety percent (90%) of the value of the property or the maximum award.
- SHIP funds may be used alone or in conjunction with CDBG and any other Housing funds to cover the cost of repairs described under this strategy.
- No contractor may have more than five home replacement/rehabilitation contracts at one time unless the contractor is the sole bidder for a home replacement/rehabilitation project.
- Except for Disaster Recovery, previous Home Replacement recipients are not eligible to receive additional SHIP assistance until ten (10) years after lien origination.

E.	**Emergency Housing Repair & Housing Resilience**	Code 6

a. Summary: SHIP Funds will be awarded to owner-occupied households in need of rehabilitation or repair of their home related to a dire situation that needs to be mitigated immediately. Eligible rehabilitation or repairs are:

- remediation of an immediate health hazard to the occupants;
- elimination of a developing threat to the dwelling or infrastructure; or
- improving the home's resilience to the impact of a future disaster.

SHIP funds may be awarded to applicants requiring emergency power generator installation if: 1. a member of the household meets the Special Needs set-aside criterion; and 2. a written statement from a healthcare provider indicating that electricity is a bona fide medical necessity.

b.

b. Fiscal Years Covered: 2023 – 2024, 2024 – 2025, 2025 – 2026

c. Income Categories to be served: Very low, low

d. Maximum award: $30,000

e. Terms:

1. Repayment loan/deferred loan/grant:
   - Projects funded for more than $1,650 will be awarded as a deferred loan secured by a recorded subordinate mortgage and note.
   - Projects funded for $1,650 or less will be awarded as a grant. As a result, the following terms (2-6) only apply to deferred loans.
2. Interest Rate: 0%
3. Years in loan term: Five (5) years
4. Forgiveness: If the loan remains in good standing, forgiveness is prorated at 20% per year
5. Repayment: Not required if the loan is in good standing

6. Default: The loan will be determined to be in default if any of the following occurs:

   - Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.);
   - Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
   - Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.
   - Homeowner fails to maintain homeowner's insurance and flood insurance, if in a 100-year flood plain or required by a first mortgage lender to be covered by flood insurance.
   - Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
     - purpose of preventing foreclosure;
     - lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable rate mortgage (ARM) to a fixed rate mortgage;
     - for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

   If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Recipient/Tenant Selection Criteria: Applicants will be ranked for assistance based on a first-qualified, first-served basis with the priorities for Special Needs, Essential Services Personnel and income groups as referenced in Program Details (I).

   - A recipient must be the owner occupant of a home in an unincorporated area of Leon County (unless administering Disaster Recovery) for at least a year prior to application and qualify for Homestead Property Tax Exemption; or if the property has not been owned for at least a year, the needed repair, improvement or modification must be related to a circumstance that could not have reasonably been known prior to purchase of the property.
   - A recipient must be current on all property taxes (including assessments), mortgages, debts, or other security instruments associated with the property that may bring threat of foreclosure, tax lien, default, clouded title or other loss of ownership.
   - Prior to participation, a recipient will be required to make code related improvements that are not repair oriented (i.e., nuisance, trash, environmental or health codes). Such improvements must be made if there is an active code complaint.

- A recipient may not have total liquid assets (liquid assets include all assets that can be accessed without penalty) that exceed Thirty Thousand Dollars ($30,000). However, the asset limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.

g. Sponsor Selection Criteria: N/A

h. Additional Information:

- Eligible units shall be either site-built or block structures; or modular homes; or mobile homes (built after June 1994). Mobile homes assisted with SHIP funds must be registered as real property with the Leon County Tax Collector's Office and the household must have at least one resident who qualifies as "Special Needs" as defined in Section 420.0004 (13), Florida Statutes.
- Recipients who have homeowner's insurance in place may be required to submit a claim to the insurer and use proceeds for repairs if the needed repairs are related to an event reasonably believed to be insurable.
- A recipient must review a Leon County homeowner and SHIP program education workshop.
- Homes older than 50 years may not be eligible if determined to be of historical significance.
- Homeowner must obtain and/or maintain homeowner's insurance.
- Homes in a 100-year flood plain or properties required by a first mortgage lender to be covered by flood insurance must have and maintain sufficient flood insurance coverage.
- Properties with a reverse mortgage are not eligible. However, the reverse mortgage limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.
- The actual project quote may not exceed ninety percent (90%) of the value of the property or the maximum award.
- SHIP funds may be used alone or in conjunction with CDBG and any other Housing funds to cover the cost of repairs described under this strategy.
- Other than Disaster Recovery and Home Rehabilitation (only if Emergency Repairs were received while on the waitlist prior to December 14, 2021, and will be counted towards the maximum award if the applicant receives subsequent assistance), previous Emergency Housing Repair & Housing Resilience recipients are not eligible to receive additional SHIP assistance until five (5) years after lien origination.

F.	**Disaster Recovery**	Code 5, 16

a. Summary: The Disaster Strategy provides assistance to owner-occupied households following a disaster as declared by the President of the United States or Governor of the State of Florida. This strategy will only be implemented in the event of a disaster using any funds that have not yet been encumbered or with additional disaster funds allocated by Florida Housing Finance Corporation. SHIP funds may be used for activities such as, but not limited to the following:

1. purchase of emergency supplies for eligible households to weatherproof damaged homes;
2. rental assistance (including security deposit) for eligible recipients that have been displaced from their homes due to a disaster;
3. purchase assistance for eligible recipients that have been displaced from their homes due to a disaster;
4. temporary utility, mortgage and/or rent payments for citizens financially impacted by a declared disaster.

SHIP funds may also be used for Home Repair, Rehabilitation and Replacement activities that benefit homeowners in Leon County such as, but not limited to, the following:

1. post-disaster interim repairs to avoid further damage and to make the individual housing unit habitable, such as roof repair and tree and debris removal;
2. payment of insurance deductibles for rehabilitation of homes covered under homeowners' insurance policies;
3. elevation and/or rehabilitation or waterproofing of the structure or critical components to comply with local housing code and with Chapter 553, F.S.; and
4. post-disaster repair, rehabilitation, demolition and/or replacement for structural and non-structural damages.

If the maximum award herein is not sufficient to fully repair the structure, funds may be administered under the applicable Home Rehabilitation or Home Replacement Strategy established in this Plan.
b.

b. Fiscal Years Covered: 2023 – 2024, 2024 – 2025, 2025 – 2026

c. Income Categories to be served: Very low, low and moderate

d. Maximum award: $30,000

e. Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a grant.
2. Interest Rate:
3. Years in loan term: N/A
4. Forgiveness: N/A
5. Repayment: N/A
6. Default: N/A

f. Recipient/Tenant Selection Criteria: Applicants will be awarded assistance on a first-qualified, first-served: however, Special Needs households, Very-Low and Low-income categories will be prioritized to meet SHIP requirements.

To benefit from Home Rehabilitation and Home Replacement activities, a recipient must be the owner occupant of a home. If the maximum award herein is not sufficient to fully repair the structure, a recipient household otherwise eligible for the Home Rehabilitation or Home Replacement strategies in this plan are not required to meet the Special Needs set aside or have at least one-member age 55 years or older.

g. Sponsor/Sub-recipient Selection Criteria: Sponsors used to implement this program must have received a tax-exempt ruling as a non-profit agency from the IRS under Section 501(c) of the Internal Revenue Code. The non-profit agency must have in its mission statement, Articles of Incorporation, or bylaws that it is dedicated to provision of these services. In reviewing proposals from potential sponsor, the County shall consider the following criteria:

- The financial strength of the sponsor;
- The ability of the sponsor to complete repairs efficiently and meet the deadlines established by the County, SHIP rule or statute;
- The capacity of the sponsor;
- The level of experience;
- Willingness to contractually commit to SHIP and other County requirements; and
- Agreement to select recipients based on compliance with all eligibility requirements imposed by the program.

Eligible sponsors may assist in screening applicants, determining what disaster-resilient measures are necessary, and assisting applicants, directly or through subcontractors with disaster-resilient measures including installation, repair and construction. The County shall announce the availability of funding for this strategy on its website and/or in the local newspaper.

h. Additional Information:

- Eligible units shall be either site-built or block structures; or modular homes; or mobile homes (built after June 1994).
- Recipients who have homeowner's insurance in place may be required to submit a claim to the insurer and use proceeds for repairs if the needed repairs are related to an event reasonably believed to be insurable.
- Additional retrofitting activities that are eligible include, but are not limited to: waterproofing, elevating structures, elevating water heaters and heating/cooling units in flood prone areas; demolition; replacement; removal of trees and limbs which represent a hazard during high wind events; and other approved improvements.
- As established in the Interlocal agreement between the County and the City of Tallahassee, the County may, in its discretion, administer its Disaster Recovery Program in coordination with the City and, as a result, may align its program rules with the City for equitable administration.
- SHIP funds may be used alone or in conjunction with CDBG and any other Housing funds to cover the cost of repairs described under this strategy.

G.	**Foreclosure Avoidance**	Code 7

a. Summary: SHIP Funds will be awarded to owner-occupant households to bring the existing first mortgage of their primary residences current to avoid foreclosure.

b. Fiscal Years Covered: 2023 – 2024, 2024 – 2025, 2025 – 2026

c. Income Categories to be served: Very low, low and moderate

d. Maximum award: $7,500

e. Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded subordinate mortgage and note.

2. Interest Rate: 0%

3. Years in loan term: Ten (10) years

4. Forgiveness: If the loan remains in good standing, assistance will be forgiven at the end of the loan term.

5. Repayment: Not required if the loan is in good standing.

6. Default: The loan will be determined to be in default if any of the following occurs:

- Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.);
- Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
- Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.
- Homeowner fails to maintain homeowner's insurance and flood insurance, if in a 100-year flood plain or required by a first mortgage lender to be covered by flood insurance.
- Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
  - purpose of preventing foreclosure;
  - lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable rate mortgage (ARM) to a fixed rate mortgage;
  - for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Recipient/Tenant Selection Criteria: Applicants will be ranked for assistance based on a first-qualified, first-served basis with the priorities for Special Needs, Essential Services Personnel and income groups.

- A recipient must be the owner occupant of a home in an unincorporated area of Leon County for at least a year prior to application and qualify for Homestead Property Tax Exemption; or if the property has not been owned for at least a year, the needed repair, improvement or modification must be related to a circumstance that could not have reasonably been known prior to purchase of the property.
- A recipient may not have a reverse mortgage and must be current on all property taxes (including assessments), or other obligations associated with the property that may bring threat of tax lien, default, clouded title or other loss of ownership.
- Prior to participation, a recipient will be required to make code related improvements that are not repair oriented (i.e., nuisance, trash, environmental or health codes). Such improvements must be made if there is an active code complaint.
- A recipient may not have total liquid assets (liquid assets include all assets that can be accessed without penalty) that exceed Thirty Thousand Dollars ($30,000).
- Applicant(s) must be at least two (2) months, but not more than six (6) months, in arrears in mortgage payments and have received notification in writing from their lender that proceeding to foreclosure is eminent. The maximum arrears for eligibility will be determined by the Lender's willingness to accept program maximum award to solve the client's issue via direct payment, modification, repayment plan, reinstatement, or any other viable solution acceptable to the client and Lender.
- Applicant(s) must have received in writing, from their lender, a denial of default resolution, forbearance, or payment arrangement.
- Applicant(s) must provide proof of sufficient income to maintain all mortgages and property taxes after foreclosure assistance is received. The ability to pay the affordable mortgage after receiving program assistance. Affordable means that monthly mortgage payments including taxes and insurance do not exceed 30 percent of that amount which represents the percentage of the median annual gross income for the households as indicated in Section 420.9071 (20), (21) and (30), Fla. Stat.
- A hardship letter, as detailed in the Qualification Criteria must demonstrate the nonpayment of the mortgage is due to: sudden loss of income, sudden medical expenses, divorce or separation, death of spouse or joint-property owner, or unforeseen home repair bills.
- If approved to receive assistance, the applicant(s) must demonstrate:
    - Proof of completion in a credit counseling/budgeting course offered by an approved local provider.
    - Proof of residency in the unincorporated area of Leon County.
    - Assistance being sought is for the applicant(s) primary residence.
    - Applicant(s) must demonstrate proof of extraordinary hardship. Assistance will be provided where an extraordinary hardship exists and has been demonstrated through adequate documentation, resulting in the delinquency on the first mortgage. If the applicant(s) has a variable rate mortgage, the applicant(s) must agree and show proof of approval for a modified fixed rate mortgage. Examples of an extraordinary hardship include, but are not limited to:

- Loss of employment, through no fault of the applicant; however, the applicant has secured new employment.
- Substantial decrease in the household income, through no fault of the applicant(s).
- Temporary or permanent disability that reduces income.
- Changes in the household composition that reduces income.
- Demonstrated medical hardship.
- Weather events such as fire, hurricane, or other disaster, resulting in unforeseen home repair bills not covered by the Federal Emergency Management (FEMA).
- Substantial increase of the mortgage payment due to participation in an adjustable-rate mortgage or "ramp up" mortgage.
- Substantial increase in payment due to escrow shortages.

g. Sponsor Selection Criteria: N/A

h. Additional Information:

- Eligible units shall be either site-built or block structures; modular homes; or mobile homes (built after 1994). Mobile homes assisted with SHIP funds must be registered as real property with the Leon County Tax Collector's Office and the household must have at least one resident who qualifies as "Special Needs" in accordance with Section 420.0004, Fla. Stat.
- Homeowner must obtain and/or maintain homeowner's insurance.
- Homes in a 100-year flood plain or properties required by a first mortgage lender to be covered by flood insurance must have and maintain sufficient flood insurance coverage.
- Combined loan-to-value, including the anticipated SHIP lien, may not exceed one-hundred twenty percent (120%) of the value of the property. However, the loan-to-value limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.
- Properties with a reverse mortgage are not eligible.
- Except for Disaster Recovery, previous Foreclosure Avoidance recipients are not eligible to receive additional SHIP assistance until ten (10) years after lien origination.

H.	**Rental Development & Rehabilitation**	Code 14, 21

a. Summary: SHIP Funds will be awarded to developers that are awarded financing through other programs to build new or to rehabilitate affordable rental units (single family detached, manufactured or multi-family).

b. Fiscal Years Covered: 2023 – 2024, 2024 – 2025, 2025 – 2026

c. Income Categories to be served: Extremely low, very low, low

d. Maximum award: $300,000

e. Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded subordinate mortgage and note.
2. Interest Rate: 0%
3. Years in loan term: Coterminous with the project's first mortgage.
4. Forgiveness: If the loan remains in good standing, assistance will be forgiven at the end of the loan term.
5. Non-profit developers: Loan is forgiven on a prorated basis.
6. Repayment: Not required if the loan is in good standing.
7. Default: The loan will be due and payable before the end of the term only if the units are sold or are no longer occupied by income-eligible households or used to house eligible households or persons who are homeless (if homeless rental development). Applicant must commit to long term affordability restrictions that set-aside a portion of rental units within the development for very low-income and/or extremely low-income households. .

If the property is foreclosed by a superior mortgage holder, the County will make every effort to recapture funds through the legal process if it is determined that adequate funds may be available after satisfaction of all superior liens.

In the event the sponsor ceases to use the property to house eligible households or persons who are homeless, does not maintain the property to meet minimum housing quality standards, or offers the property for sale prior to the end of the term of the loan, the sponsor must give a right of first refusal to the Community Land Trust then an eligible not-for-profit, for purchase at the current market value for continued occupancy by eligible persons.

f. Recipient/Tenant Selection Criteria: Applications from potential tenants will be reviewed for eligibility by the program sponsors and will be ranked for assistance based on a first-qualified, first-served basis with the priorities for eligible households or persons who are homeless (if homeless rental development), Special Needs, Essential Services Personnel and income groups as referenced in Program Details (I).

g. Developer Selection Criteria: Notices of funding availability will be issued annually at the beginning of the County's fiscal year by the Housing Finance Authority (HFA) of Leon County. Applications from developers will be reviewed on an ongoing basis by the Housing Finance Authority of Leon County, as long as funding is available.

Developers are required to be awarded financing through the Florida Housing Finance Corporation to construct new affordable rental units (except CLT projects). This funding may be used as gap financing required for the project. Developers seeking funding for the construction of multifamily projects are required to set aside units for very low and extremely low-income households.

Not-for-profit sponsors used to implement this program must have received a tax-exempt ruling as a non-profit agency from the IRS under Section 501(c) of the Internal Revenue Code. The not-for-profit must have in its mission statement, Articles of incorporation, or bylaws that it is dedicated to the provision of housing and services for eligible households or persons who are homeless (if homeless rental development).

For-profit sponsors administering the program must have experience performing housing activities for eligible households or persons who are homeless (if homeless rental development).

Sponsors/developers seeking funding for the construction of multifamily rental developments are required to set aside a minimum of five percent 5% of units for individuals or families exiting homelessness.

The criteria to select for-profit or non-profit agencies may include, but is not limited to, the following:

- Project feasibility as determined by:
  - Applicant's development and construction experience;
  - Applicant's management experience;
  - Financial feasibility to complete and operate the project (including, but not limited to, cost estimates, cash flows, debt service, coverage ratios, the percentage of public monies requested compared to project cost; leveraging);
  - Reasonableness of total development cost per unit;
  - Readiness to proceed (with respect to entitlements including but not limited to zoning, approvals and permits);
  - Overall quality of the site
  - Demonstrated need for gap financing.
- Applicant's performance and/or compliance (including any prior defaults) of any prior loans or contracts with the Housing Finance Authority, County or the City of Tallahassee;
- Unit and Development amenities and Energy Efficiency (at a minimum, must meet HFA's minimum requirements for bond financing);
- Proximity to employment opportunities and public transportation;
- Developments that provide maximum impact on the quality of life of the residents;
- The extent to which there is temporary (for any rehabilitation projects) or permanent displacement of existing tenants (then in which event either shall be scored as a negative factor);
- Preference shall be given to
  - Developers that commit to affordability restrictions in perpetuity; and
  - Developers that commit to exceeding the minimum set aside requirements of the Florida Housing Finance Corporation for very low and extremely-low-income households; and

h. Additional Information: Eligible units shall be either site-built or block structures; modular homes.

The County shall rely on the monitoring reports resulting from monitoring visits conducted as a requirement for the Florida Housing Finance Corporation to verify that the development is compliant with County affordable housing rules, requirements, and the terms herein.

To the maximum extent possible, the County and all contracted agencies shall encourage the incorporation of energy efficiency features, and green building and design techniques into rehabilitation or construction projects for sustainability and affordability.

All eligible units must be in Leon County. Any homes on the National Registry of Historic Places may not be eligible.

I.	**Housing Rental Assistance**	Code 13,23,26

a. Summary: SHIP funds will be awarded for: (1) first and last month's rent, security and utility deposit assistance, moving costs and storage fees; and (2) past due rent and late fees not to exceed six months' rent to prevent eviction and (3) Rent Subsidies paying the monthly rent for up to 12 months. To be eligible for Rent Subsidies, the household receiving assistance must include at least one adult who is a person with special needs as defined in Section 420.0004 (13), Florida Statutes, or homeless as defined in Section 420.621, Florida Statutes, and be considered very-low income.

b. Fiscal Years Covered: 2023 – 2024, 2024 – 2025, 2025 – 2026

c. Income Categories to be served: Very low and Low

d. Maximum award: $10,000

e. Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a grant.
2. Interest Rate: N/A
3. Years in loan term: N/A
4. Forgiveness: N/A
5. Repayment: N/A
6. Default: N/A

f. Recipient/Tenant Selection Criteria: Applicants who are homeless or at risk of homelessness (i.e., seeking eviction prevention) will be referred to the local Continuum of Care Coordinated Entry system, as appropriate and be assisted on a first-qualified, first-served basis. Applicants with one or more special needs household members may apply directly to the Leon County Housing Division or may be referred by a special needs service provider. If applications are received simultaneously, priority will be given to the household with the lowest income.

g. Sponsor Selection Criteria: Sponsors may be selected to administer the Rental Subsidies program. Criteria for selection of sponsor organization will include:

1. Past experience working with the target population;
2. Past experience administering similar rental assistance programs;
3. Financial and human resource capacity to administer the program;
4. Participation in the Continuum of Care Coordinated Entry system; and
5. Such other criteria as may be determined appropriate.

h. Additional Information:

- All eligible units must be in unincorporated Leon County.

- A twelve (12) month lease is required.
- Rent Subsidy is provided to households once in a lifetime.
- Reentry and Eviction Prevention recipients are eligible to receive additional SHIP assistance one (1) year after assistance is provided.

J.	**Manufactured Housing (Mobile Homes)**	Code 28, 29

a. Summary: The manufactured housing strategy may provide funds for:
   1. Relocation assistance for owners/tenants who have been evicted due to closure of a mobile home park in accordance with 723.003, F.S. (code 28)
   2. Lot rent assistance to owners of manufactured housing/mobile homes not to exceed six months (code 29)

b. Fiscal Years Covered: 2026 – 2027, 2027 – 2028, 2028 – 2029

c. Income Categories to be served: Very low and low

d. Maximum award: $10,000 (relocation assistance); $5,000 (lot rental assistance)

e. Terms:
   1. For relocation assistance and lot rent assistance, the funds are awarded as a grant.
   2. Years in loan term: N/A
   3. Forgiveness: N/A
   4. Repayment: N/A
   5. Default: N/A

f. Recipient/Tenant Selection Criteria: Applicants will be assisted on a first-qualified, first-served basis with priorities detailed in Section I.I being met first.

g. Sponsor Selection Criteria: N/A

h. Additional Information: Manufactured housing constructed after June 1994 is eligible.

Section III. LHAP Incentive Strategies

In addition to the **required Incentive Strategy A and Strategy B**, include all adopted incentives with the policies and procedures used for implementation as provided in Section 420.9076, Florida Statutes.:

A. Expedited Permitting

Permits as defined in Section 163.3177(6)(f)(3), Florida Statutes, for affordable housing projects are expedited to a greater degree than other projects.

The procedures used to implement this strategy are as follows:

- Leon County expedites permitting of affordable housing projects by administrative direction, close coordination and teamwork. Specific processes that have been established include:

1) Using pre-permitting review to determine project status, identify and resolve potential legal problems that might preempt permitting, and otherwise expedite affordable housing.
2) Obtain assistance and cross-training from Building Inspection with the initial inspection of rehabilitation projects to ensure all code compliance issues are addressed in write-ups and permit applications. This expedites plan review and minimizes changes that delay permitting and project completion.
3) The Director of the Office of Human Services & Community Partnerships and the staff are the designated liaisons with the Affordable Housing Program and assists with the resolution of difficult permitting issues.

These processes will promote a reduction in building permitting time for affordable housing projects by 50% from the average of ten (10) days to an average of five (5) days.

B. Ongoing Review Process

An ongoing process for review of local policies, ordinances, regulations and plan provisions that increase the cost of housing prior to their adoption.

The procedures used to implement this strategy:

- By administrative direction, all Local Comprehensive Plan and Land Development Regulations (LDR) with the potential to impact the cost of affordable housing are referred to the Leon County Division of Housing Services. Any of these Plan or LDR amendments potentially affecting affordable housing costs can be brought up to a meeting of the Department of Development Support and Environmental Management, the Planning Department, and the Division of Housing Services for modification and transmittal to the Board of County Commissioners or other appropriate review or approval entities.

C. Flexibility in Densities

The allowance of flexibility in densities for affordable housing.

The procedures used to implement this strategy:

- The Land Development Code (LDC) provides incentives for affordable housing regarding the required review level. For example, projects with 50% or more affordable housing units can have their review threshold increased by 50% thereby potentially allowing a lower review level leading to potentially lower permitting costs. [Section 10-7.402(4)(h) of the LDC]

D. Modification of Impact Fee Requirements

The modification of impact-fee requirements, including reduction or waiver of fees and alternative methods of fee payment for affordable housing.

The procedures used to implement this strategy:

- The County eliminated its transportation impact fee in 1995; therefore, housing developers do not pay any county impact fees. The Public Works Department supports affordable housing by waiving landfill dumping (tipping) fees for disposal of construction debris by the County's affordable housing contractors.

E. Allowance of Accessory Dwelling Units

The allowance of affordable accessory residential units in residential zoning districts.

The procedures used to implement this strategy:

- The LDC allows accessory dwelling units in conjunction with the following principal structures: single-family detached dwellings; retail establishments; offices; and principal industrial structures. [Section 10-6.803(b) of the LDC]

F. Inventory of Public Lands Suitable for Affordable Housing

The preparation of a printed inventory of locally owned public lands suitable for affordable housing.

The procedures used to implement this strategy:

- County staff prepares, and makes available to the public, a printable inventory of County-owned lands suitable for affordable housing.

Section IV. EXHIBITS:

A. Administrative Budget for each fiscal year covered in the Plan.

B. Timeline for Estimated Encumbrance and Expenditure.

C. Housing Delivery Goals Chart (HDGC) For Each Fiscal Year Covered in the plan.

D. Signed LHAP Certification.

E. Signed, dated, witnessed or attested adopting resolution.

F. Community Land Trust Additional Instructions and Information.

G. Interlocal Agreement, Leon County, Florida & the City of Tallahassee, Florida

ADMINISTRATIVE BUDGET FOR EACH FISCAL YEAR

Exhibit A (2023)

Leon County		
Fiscal Year: 2023-2024		
Estimated SHIP Funds for Fiscal Year:	$	1,135,109.00
Salaries and Benefits	$	90,300.00
Office Supplies and Equipment	$	-
Travel Per diem Workshops, etc.	$	-
Advertising	$	-
Other*	$	-
Total	$	90,300.00
Admin %		7.96%
		OK
Fiscal Year 2024-2025		
Estimated SHIP Funds for Fiscal Year:	$	759,021.00
Salaries and Benefits	$	60,900.00
Office Supplies and Equipment	$	
Travel Per diem Workshops, etc.	$	
Advertising	$	
Other*	$	15,000.00
Total	$	75,900.00
Admin %		10.00%
		OK
Fiscal Year 2025-2026		
Estimated SHIP Funds for Fiscal Year:	$	698,493.00
Salaries and Benefits	$	53,719.00
Office Supplies and Equipment	$	
Travel Per diem Workshops, etc.	$	
Advertising	$	
Other*	$	15,000.00
Total	$	68,719.00
Admin %		9.84%
		OK
*All "other" items need to be detailed here and are subject to review and approval by the SHIP review committee. Project Delivery Costs that are outside of administrative costs are not to be included here, but must be detailed in the LHAP main document.		
Details: "Other" administrative costs include contractual fees associated with the administration of the purchase assistance strategy.		

Exhibit B
Timeline for SHIP Expenditures

Leon County affirms that funds allocated for these fiscal years will meet the following deadlines:

Fiscal Year	Encumbered	Expended	Interim Report	Closeout Report
2023-2024	6/30/2025	6/30/2026	9/15/2025	9/15/2026
2024-2025	6/30/2026	6/30/2027	9/15/2026	9/15/2027
2025-2026	6/30/2027	6/30/2028	9/15/2027	9/15/2028

If funds allocated for these fiscal years is not anticipated to meet expenditure deadlines, Florida Housing Finance Corporation will be notified according to the following chart:

Fiscal Year	Funds Not Expended	Closeout AR Not Submitted
2023-2024	3/30/2026	6/15/2026
2024-2025	3/30/2027	6/15/2027
2025-2026	3/30/2028	6/15/2028

Requests for Expenditure Extensions (close-out year ONLY) must be received by FHFC by June 15 of the year in which funds are required to be expended. The extension request shall be emailed to robert.dearduff@floridahousing.org and cameka.gardner@floridahousing.org and include:

1. A statement that "(city/county) requests an extension to the expenditure deadline for fiscal year _____.
2. The amount of funds that is not expended.
3. The amount of funds that is not encumbered or has been recaptured.
4. A detailed plan of how/when the money will be expended.

Note: an extension to the expenditure deadline (June 30) does not relieve the requirement to submit (September 15) the annual report online detailing all funds that have been expended. Please email cameka.gardner@floridahousing.org when you are ready to "submit" the AR.

Other Key Deadlines:

AHAC reports are now due annually by December 31. Local governments receiving the minimum (or less) allocation may choose not to report.

LHAP Exhibit C 2023

FLORIDA HOUSING FINANCE CORPORATION

HOUSING DELIVERY GOALS CHART

2023-2024

Name of Local Government:	Leon
Estimated Funds (Anticipated allocation only):	$ 1,135,109

Code	Strategies Homeownership	Qualifies for 75% set-aside	VLI Units	Max. SHIP Award	LI Units	Max. SHIP Award	Mod Units	Max. SHIP Award	Construction	Without Construction	Total	Units
1	Purchase Assistance with Rehab	Yes	0	$25,000	1	$25,000	0	$20,000	$25,000.00	$0.00	$25,000.00	1
2	Purchase Assistance without Rehab	No	0	$10,000	5	$10,000	2	$7,500	$0.00	$65,000.00	$65,000.00	7
10	New Construction	Yes	0	$100,000	2	$100,000	0	$0	$200,000.00	$0.00	$200,000.00	2
3	Owner Occupied Rehabilitation	Yes	1	$100,000	1	$100,000	0	$0	$200,000.00	$0.00	$200,000.00	2
4	Demolition/Reconstruction	Yes	1	$300,000	0	$300,000	0	$0	$300,000.00	$0.00	$300,000.00	1
6	Emergency Repair	Yes	0	$30,000	0	$30,000	0	$0	$0.00	$0.00	$0.00	0
5	Disaster Assistance	Yes	0	$30,000	0	$30,000	0	$30,000	$0.00	$0.00	$0.00	0
7	Foreclosure Prevention	No	0	$7,500	0	$7,500	0	$7,500	$0.00	$0.00	$0.00	0
									$0.00	$0.00	$0.00	0
									$0.00	$0.00	$0.00	0
	Total Homeownership		2		9		2		$725,000.00	$65,000.00	$790,000.00	13
Purchase Price Limits:			New	$ 349,526	Existing	$ 349,526						
			OK		OK							

Code	Rental	Qualifies for 75% set-aside	VLI Units	Max. SHIP Award	LI Units	Max. SHIP Award	Mod Units	Max. SHIP Award	Construction	Without Construction	Total	Units
14	Rehabilitation	Yes	0	$75,000	0	$75,000	0	0	$0.00	$0.00	$0.00	0
21	New Construction	Yes	2	$50,000	3	$50,000	0	0	$250,000.00	$0.00	$250,000.00	5
13	Rental Assistance (Tenant)	No	0	$10,000	0	$10,000	0	0	$0.00	$0.00	$0.00	0
23	Rental Assistance (Tenant)	No	0	$10,000	0	$10,000	0	0	$0.00	$0.00	$0.00	0
26	Rental Assistance (Tenant)	No	0	$10,000	0	$10,000	0	0	$0.00	$0.00	$0.00	0
16	Disaster Assistance	Yes	0	$30,000	0	$30,000	0	$30,000	$0.00	$0.00	$0.00	0
	Total Rental		2		3		0		$250,000.00	$0.00	$250,000.00	5
	Administration Fees		$ -		0%		OK					
	Home Ownership Counseling		$ -									
	Total All Funds		$ 1,040,000	OK								

Set-Asides

Percentage Construction/Rehab (75% requirement)		85.9%	OK
Homeownership % (65% requirement)		69.6%	OK
Rental Restriction (25%)		22.0%	OK
Very-Low Income (30% requirement)	$ 500,000	44.0%	OK
Low Income (30% requirement)	$ 375,000	33.0%	OK
Moderate Income	$ 15,000	1.3%	

LHAP Exhibit C 2023

FLORIDA HOUSING FINANCE CORPORATION

HOUSING DELIVERY GOALS CHART

2024-2025

Name of Local Government:	**Leon**
Estimated Funds (Anticipated allocation only):	**$ 759,021**

Code	Strategies Homeownership	Qualifies for 75% set-aside	VLI Units	Max. SHIP Award	LI Units	Max. SHIP Award	Mod Units	Max. SHIP Award	Construction	Without Construction	Total	Units
1	Purchase Assistance with Rehab	Yes	0	$25,000	0	$25,000	0	$20,000	$0.00	$0.00	$0.00	0
2	Purchase Assistance without Rehab	No	0	$10,000	5	$10,000	0	$7,500	$0.00	$50,000.00	$50,000.00	5
10	New Construction	Yes	0	$100,000	2	$100,000	0	$0	$169,000.00	$0.00	$169,000.00	2
3	Owner Occupied Rehabilitation	Yes	2	$100,000	1	$100,000	0	$0	$300,000.00	$0.00	$300,000.00	3
4	Demolition/Reconstruction	Yes	0	$300,000	0	$300,000	0	$0	$0.00	$0.00	$0.00	0
6	Emergency Repair	Yes	0	$30,000	0	$30,000	0	$0	$0.00	$0.00	$0.00	0
5	Disaster Assistance	Yes	0	$30,000	0	$30,000	0	$30,000	$0.00	$0.00	$0.00	0
7	Foreclosure Prevention	No	0	$7,500	0	$7,500	0	$7,500	$0.00	$0.00	$0.00	0
									$0.00	$0.00	$0.00	0
									$0.00	$0.00	$0.00	0
	Total Homeownership		2		8		0		$469,000.00	$50,000.00	$519,000.00	10
Purchase Price Limits:			New	$ 349,526	Existing	$ 349,526						
			OK		OK							

Code	Rental	Qualifies for 75% set-aside	VLI Units	Max. SHIP Award	LI Units	Max. SHIP Award	Mod Units	Max. SHIP Award	Construction	Without Construction	Total	Units
14	Rehabilitation	Yes	0	$75,000	0	$75,000	0	0	$0.00	$0.00	$0.00	0
21	New Construction	Yes	2	$50,000	0	$50,000	0	0	$114,000.00	$0.00	$114,000.00	2
13	Rental Assistance (Tenant)	No	0	$10,000	0	$10,000	0	0	$0.00	$0.00	$0.00	0
23	Rental Assistance (Tenant)	No	0	$10,000	0	$10,000	0	0	$0.00	$0.00	$0.00	0
26	Rental Assistance (Tenant)	No	0	$10,000	0	$10,000	0	0	$0.00	$0.00	$0.00	0
16	Disaster Assistance	Yes	0	$30,000	0	$30,000	0	$30,000	$0.00	$0.00	$0.00	0
	Total Rental		2		0		0		$114,000.00	$0.00	$114,000.00	2
	Administration Fees		$ 15,000		2%		OK					
	Home Ownership Counseling		$ 50,000									
	Total All Funds		$ 698,000	OK								

Set-Asides

Percentage Construction/Rehab (75% requirement)		76.8%	OK
Homeownership % (65% requirement)		68.4%	OK
Rental Restriction (25%)		15.0%	OK
Very-Low Income (30% requirement)	$ 314,000	41.4%	OK
Low Income (30% requirement)	$ 319,000	42.0%	OK
Moderate Income	$ -	0.0%	

LHAP Exhibt C 2023

FLORIDA HOUSING FINANCE CORPORATION												
HOUSING DELIVERY GOALS CHART												
2025-2026												
Name of Local Government:			Leon									
Estimated Funds (Anticipated allocation only):			$ 698,493									
Code	Strategies / Homeownership	Qualifies for 75% set-aside	VLI Units	Max. SHIP Award	LI Units	Max. SHIP Award	Mod Units	Max. SHIP Award	Construction	Without Construction	Total	Units
1	Purchase Assistance with Rehab	Yes	0	$25,000	0	$25,000	0	$20,000	$0.00	$0.00	$0.00	0
2	Purchase Assistance without Rehab	No	0	$10,000	5	$10,000	0	$7,500	$0.00	$50,000.00	$50,000.00	5
10	New Construction	Yes	0	$100,000	1	$100,000	0	$0	$114,493.00	$0.00	$114,493.00	1
3	Owner Occupied Rehabilitation	Yes	2	$100,000	1	$100,000	0	$0	$300,000.00	$0.00	$300,000.00	3
4	Demolition/Reconstruction	Yes	0	$300,000	0	$300,000	0	$0	$0.00	$0.00	$0.00	0
6	Emergency Repair	Yes	0	$30,000	0	$30,000	0	$0	$0.00	$0.00	$0.00	0
5	Disaster Assistance	Yes	0	$30,000	0	$30,000	0	$30,000	$0.00	$0.00	$0.00	0
7	Foreclosure Prevention	No	0	$7,500	0	$7,500	0	$7,500	$0.00	$0.00	$0.00	0
									$0.00	$0.00	$0.00	0
									$0.00	$0.00	$0.00	0
	Total Homeownership		2		7		0		$414,493.00	$50,000.00	$464,493.00	9
Purchase Price Limits:			New	$ 349,526	Existing	$ 349,526						
			OK		OK							

Code	Rental	Qualifies for 75% set-aside	VLI Units	Max. SHIP Award	LI Units	Max. SHIP Award	Mod Units	Max. SHIP Award	Construction	Without Construction	Total	Units
14	Rehabilitation	Yes	0	$75,000	0	$75,000	0	0	$0.00	$0.00	$0.00	0
21	New Construction	Yes	2	$50,000	0	$50,000	0	0	$114,000.00	$0.00	$114,000.00	2
13	Rental Assistance (Tenant)	No	0	$10,000	0	$10,000	0	0	$0.00	$0.00	$0.00	0
23	Rental Assistance (Tenant)	No	0	$10,000	0	$10,000	0	0	$0.00	$0.00	$0.00	0
26	Rental Assistance (Tenant)	No	0	$10,000	0	$10,000	0	0	$0.00	$0.00	$0.00	0
16	Disaster Assistance	Yes	0	$30,000	0	$30,000	0	$30,000	$0.00	$0.00	$0.00	0
	Total Rental		2		0		0		$114,000.00	$0.00	$114,000.00	2
	Administration Fees		$ 15,000		2%		OK					
	Home Ownership Counseling		$ 50,000									
	Total All Funds		$ 643,493	OK								

Set-Asides				
Percentage Construction/Rehab (75% requirement)		75.7%		OK
Homeownership % (65% requirement)		66.5%		OK
Rental Restriction (25%)		16.3%		OK
Very-Low Income (30% requirement)		$ 314,000	45.0%	OK
Low Income (30% requirement)		$ 264,493	37.9%	OK
Moderate Income		$ -	0.0%	

Exhibit D
67-37.005(1), F.A.C.
2023

CERTIFICATION TO
FLORIDA HOUSING FINANCE CORPORATION

Local Government or Interlocal Entity: The Leon County Board of County Commissioners

Certifies that:

(1) The availability of SHIP funds will be advertised pursuant to program requirements in 420.907-420.9079, Florida Statutes.

(2) All SHIP funds will be expended in a manner which will ensure that there will be no discrimination on the basis of race, color, national origin, sex, handicap, familial status, or religion.

(3) A process to determine eligibility and for selection of recipients for funds has been developed.

(4) Recipients of funds will be required to contractually commit to program guidelines and loan terms.

(5) Florida Housing will be notified promptly if the local government /interlocal entity will be unable to comply with any provision of the local housing assistance plan (LHAP).

(6) The LHAP provides a plan for the encumbrance of funds within twelve months of the end of the State fiscal year in which they are received and a plan for the expenditure of SHIP funds including allocation, program income and recaptured funds within 24 months following the end of the State fiscal year in which they are received.

(7) The LHAP conforms to the Local Government Comprehensive Plan, or that an amendment to the Local Government Comprehensive Plan will be initiated at the next available opportunity to insure conformance with the LHAP.

(8) Amendments to the approved LHAP shall be provided to the Florida Housing for review and/or approval within 21 days after adoption.

(9) The trust fund exists with a qualified depository for all SHIP funds as well as program income or recaptured funds.

(10) Amounts on deposit in the local housing assistance trust fund shall be invested as permitted by law.

Exhibit D
67-37.005(1), F.A.C.
2023

(11) The local housing assistance trust fund shall be separately stated as a special revenue fund in the local governments audited financial statements (CAFR). An electronic copy of the CAFR or a hyperlink shall be provided to Florida Housing by June 30 of the applicable year.

(12) Evidence of compliance with the Florida Single Audit Act, as referenced in Section 215.97, F.S. shall be provided to Florida Housing by June 30 of the applicable year.

(13) SHIP funds will not be pledged for debt service on bonds.

(14) Developers receiving assistance from both SHIP and the Low-Income Housing Tax Credit (LIHTC) Program shall comply with the income, affordability and other LIHTC requirements, similarly, any units receiving assistance from other federal programs shall comply with all Federal and SHIP program requirements.

(15) Loans shall be provided for periods not exceeding 30 years, except for deferred payment loans or loans that extend beyond 30 years which continue to serve eligible persons.

(16) Rental Units constructed or rehabilitated with SHIP funds shall be monitored for compliance with tenant income requirements and affordability requirements or as required in Section 420.9075 (3)(e). To the extent another governmental entity provides periodic monitoring and determination, a municipality, county or local housing financing authority may rely on such monitoring and determination of tenant eligibility.

(17) The LHAP meets the requirements of Section 420.907-9079 FS, and Rule Chapter 67-37 FAC.

(18) The provisions of Chapter 83-220, Laws of Florida have not been implemented (except for Miami-Dade County).

Witness

Chief Elected Official or designee

Witness

County Administrator
Type Name and Title

3/9/23
Date

OR

Attest:

STEPHANIE HOLLOWAY
MY COMMISSION # HH 009240
EXPIRES: July 27, 2024
Bonded Thru Notary Public Underwriters

(Seal)

EXHIBIT F
Community Land Trust Additional Instructions and Information

General Standards for Community Land Trusts

To qualify, homes must be purchased from a County-approved community land trust (CLT). The CLT will execute a 99-year ground lease with the homebuyer. A memorandum of that ground lease is recorded in the public records immediately following the deed. The terms of the ground lease restrict the resale of the property to an income eligible household and provide a right of repurchase to the CLT in the event of default. The CLT must approve the subsequent homebuyer. In the event of a default, the CLT must notify the County whether it intends to exercise its right of repurchase. In the event the CLT is not willing or able to exercise its right of repurchase, it shall transfer its right of repurchase to County, giving County the right, but not the obligation to purchase the property.

The assistance shall be treated as a development cost pay-down to further reduce the sales price to the homebuyer. The assistance amount shall be excluded from the Base Price and Formula Price as defined in the ground lease. The balance of the assistance must be included in the Purchase Option Price as defined in the ground lease to repay the funds to the County in the event of default.

Down Payment Assistance for Homes in a Community Land Trust

If the maximum subsidy was not provided to the first homebuyer, the County may provide additional assistance to a subsequent buyer to ensure that the property remains affordable, up to the amount of the maximum subsidy allowable at the time of subsequent purchase minus the original subsidy amount provided to the first homebuyer. Any additional SHIP investment will extend the original loan term. At the end of the loan term, the loan will be forgiven, and the lien released. However, the CLT ground lease will remain in effect and the requirements for residency, resale price, and subsequent buyer's income eligibility will continue. The CLT may request satisfaction of a loan and release of the lien during the term of the loan on behalf of a homeowner or seller, and under certain defined circumstances, with approval granted by the County on a case-by-case basis.

Sale of Community Land Trust Homes

When selling a CLT home, the seller must notify the CLT. The CLT will then enter into a purchase and sale agreement with the seller, that will get assigned to the subsequent homebuyer. The Purchase Option Price for the CLT will be calculated as follows:

Purchase Option Price = Formula Price + Payoff Amount of Deferred Payment Loans

The Formula Price is calculated using a Base Price calculated by subtracting the amount of all SHIP subsidies from the purchase price. For example:

Purchase Price:	$185,000
MINUS Assistance Provided (maximum):	- $55,000
EQUALS Base Price (sales price) for first buyer:	**$130,000**

Base price is the amount the buyer would need to finance (plus transaction costs) and is used to calculate the Formula Price in the ground lease.

Suppose the Formula (re-sale) Price in the ground lease is calculated by a 1% annual increase to the Base Price, compounded. Suppose the home is sold after 5 years. To calculate the Purchase Option Price (price that will go in the purchase and sale agreement between the CLT and the seller), first calculate the Formula Price:

Formula Price = Base Price x Compound Rate

Calculated as follows:

Year 1 = $130,100 x 1.01 = $131,300
Year 2 = $131,300 x 1.01 = $132,613
Year 3 = $131,613 x 1.01 = $133,939
Year 4 = $133,939 x 1.01 = $135,379
Year 5 = $135,379 x 1.01 = $136,631

Formula Price = $136,631

Purchase Option Price = $136,631 + $55,000 = $191,631

The price to the subsequent buyer equals the Purchase Option price minus the total of SHIP subsidies:

Purchase Option Price:	$191,631
Total Subsidy Assumed:	- $55,000
Sales price for subsequent buyer:	**$136,631** (New Base Price for Formula Price)

The new price should be affordable to the subsequent buyer without additional subsidy.

At the end of the loan term, the value of the Purchase Option Price will be equal to the Formula Price.

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INTERLOCAL AGREEMENT

THIS INTERLOCAL AGREEMENT ("Agreement"), is made and entered into as of the date of last signature below ("Effective Date"), by and between Leon County, Florida, a charter county and a political subdivision of the State of Florida (the "County") and the City of Tallahassee, a municipal corporation of the State of Florida ("City"). The County and City may be referenced herein individually as a "Party" or collectively as "Parties".

WHEREAS, the County and City are dedicated to promoting, maintaining, and providing safe, sanitary, and affordable homes for low to moderate-income citizens of Leon County; and

WHEREAS, the State Housing Initiatives Partnership (SHIP) Act, Sections 420.907 through 420.9079, Florida Statutes, provides for the establishment of local housing assistance programs; and

WHEREAS, the County is a participant of the SHIP and the City is an eligible municipality within the County; and

WHEREAS, the SHIP Act encourages the establishment of partnerships to further affordable housing; and

WHEREAS, the Parties desire to address the housing needs of their respective residents, promote the efficient location, design, and provision of affordable housing in their respective jurisdictions; and

WHEREAS, on February 22, 2022, at their joint workshop on affordable housing, the Parties expressed a mutual commitment to the coordination and collaboration of the development of new affordable housing units in the community; and

WHEREAS, the Parties have determined that it is in the best interests of the citizens of the County and City to enter into this Agreement to express the Parties' responsibilities for the utilization of a portion of the County's SHIP Program Funds to address housing needs within the boundaries of the City.

NOW THEREFORE, the Parties agree to the following:

1. Purpose and Objective

    a. The purpose of this Agreement is to establish the administration of County SHIP funded affordable housing efforts inside the limits of the City.

2. Definitions

    As used herein, the following terms (whether or not such terms are capitalized) shall have the following meanings:

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a. "Affordable" shall have the meaning ascribed to same at Section 420.9071(2), Florida Statutes, as may be amended from time to time.
b. "AHAC" shall have the meaning ascribed to the term "Affordable Housing Advisory Committee" at Section 420.9071(3), Florida Statutes, as may be amended from time to time.
c. "Corporation" means the Florida Housing Finance Corporation.
d. "Disaster Recovery Program" means a program authorized by section 420.9073(5), Florida Statutes, and Rule 67-37.007(2), Florida Administrative Code, both as may be amended from time to time, which provides various forms of assistance to citizens affected by a disaster, such as relocation assistance, home repairs and rehabilitation.
e. "Housing Program(s)" means a program(s) that increases the inventory of housing that is affordable to low income-eligible residents for affordable housing such as the County's current programs titled homeownership development and rental development.
f. "Local Housing Assistance Plan" shall have the meaning ascribed to same at Section 420.9071(15), Florida Statutes, as may be amended from time to time.
g. "SHIP Program Funds" means the funding provided by the SHIP program administered by the Florida Housing Finance Corporation, including funding for disaster recovery, as established in Chapter 67-37, Florida Administrative Code and the State of Florida annual budget.
h. "SHIP Program Income" shall have the meaning ascribed to "Program income" at Section 420.9071(26), Florida Statutes, as may be amended from time to time.

3. Responsibilities of the Parties

The responsibilities of the Parties for the coordination and collaboration of Housing Programs will be as follows:

a. Mutual Responsibilities
    i. Each respective Party shall be responsible for the administration and implementation of its SHIP Program Funds received from the Corporation for Housing Programs in accordance with the SHIP Act and Chapter 67-37, Florida Administrative Code, including the following:
        1. Each respective Party shall be responsible for all files, monitoring, annual reports, audits, release or satisfaction of liens, and all other requirements under the SHIP Act and Chapter 67-37, Florida Administrative Code.
        2. Each respective Party shall retain the maximum amounts allowable for administrative expenses from all funds related to the SHIP Program Funds, including, but not limited to, SHIP Program Income for each fiscal year.
        3. All SHIP Program Income shall be the property of the originating party as identified in funding agreements with the recipient of SHIP Program Funds.

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ii. The County and City shall mutually agree to the administrative criteria and requirements necessary to implement any portion of the County's Housing Programs utilized inside City limits including, but not limited to, total budget for each Housing Program, the maximum individual award for each Housing Program, eligibility criteria for the Housing Program participants, and advertising requirements for the availability of SHIP Program Funds no later than the start of the fiscal year (October 1).

iii. The County AHAC and City AHAC shall hold at least one joint meeting each calendar year for the purpose of identifying opportunities for greater collaboration and coordination of County and City policies and operations focused on increasing the stock of affordable housing in Tallahassee-Leon County.

iv. Each Party shall submit an individual Annual Report to the Corporation pursuant to Section 420.9075(10), Florida Statutes, and provide a copy thereof to the other Party.

b. County Responsibilities
   i. The County may, in its discretion, administer its Housing Programs using SHIP Program Funds within City limits.
   ii. The County may, in its discretion, administer its Disaster Recovery Program using SHIP Program Funds within City limits and in coordination with the City.
   iii. The County will ensure that all recipients of funds meet all eligibility requirements established by the SHIP program and administered by the Corporation and as authorized by the Board of County Commissioners in its Local Housing Assistance Plan.

c. City Responsibilities
   i. The City authorizes the County to administer its Housing Programs and Disaster Recovery Program using SHIP Program Funds within City limits.

   ii. The City and its AHAC shall have an Affordable Housing Incentive Plan which is established in the third section of its Local Housing Assistance Plan and agree that there shall be coordination, monitoring, and implementation of said Plan with the County and its AHAC.

4. <u>Changes in Responsibilities</u>

   a. Changes in the responsibilities of either Party will be mutually agreed upon by the Parties and will be incorporated by written amendments to this Agreement.

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5. Funding and Budgeting

    a. Nothing contained herein shall be deemed or otherwise construed to modify the distribution and allocation of SHIP Program Funds by the Corporation to the Parties, and such SHIP Program Funds shall continue to be allocated by the Corporation to each Party according to population pursuant to Sections 420.9072(4) and 420.9073, Florida Statutes, as may be amended.
    b. Prior to the start of each fiscal year (October 1), the County will determine, in its sole discretion, the County Housing Programs to be administered inside City limits.
    c. Prior to the start of each fiscal year (October 1), the County will determine, in its sole discretion, the amount of SHIP Program Funds to be administered inside City limits. The County is authorized, but not obligated to appropriate such funding, and any funding shall further be subject to the following limitations:
        i. Funding for projects that support the development of rental units inside City limits shall not exceed 20% of each annual amount of County SHIP Program Funds.
            1. Funding for projects that leverage City SHIP Program Funds shall be prioritized.
        ii. Funding for projects that support development of units for homeownership inside City limits shall not exceed 30% of each annual amount of County SHIP Program Funds.

6. Required Information

    a. Each Party agrees to provide the other Party with any and all information necessary to meet their respective obligations as identified herein.

7. Term

    a. The term of this Agreement (the "Term") will commence on the Effective Date and will be for a term of four (4) years.
    b. If either Party does not desire to renew this Agreement at the expiration of its Term, notice in writing must be given at least thirty (30) calendar days before expiration by such Party to the other Party informing it that the Agreement is not to be renewed; otherwise the Agreement shall be automatically renewed for another four (4) years. This requirement of 30-day notice will also apply to any subsequent renewals; otherwise, it shall be construed that the Agreement shall be automatically renewed for each subsequent four (4) year term.

8. Termination

    a. Either the City or the County may terminate this Agreement without cause by giving at least thirty (30) calendar days written notice to the other Party.

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b. The City's authorization for the expenditure of County SHIP Program Funds for Housing Program(s) within the City limits shall survive termination of this Agreement for all SHIP Program Funds which have been allocated by the County for such purpose prior to the date of termination.

9. Audits, Records and Records Retention

a. The Parties agree to establish and maintain its own respective books, records, and documents (including electronic storage media) in accordance with generally accepted accounting procedures and practices which sufficiently and properly reflect all revenues and expenditures of funds. The Parties further agrees to retain all financial records, supporting documents, statistical records, and any other documents (including electronic storage media) pertinent to this Agreement for a period of five (5) years after termination, or if an audit has been initiated and audit findings have not been resolved at the end of five (5) years, the records will be retained until resolution of the audit findings or any litigation which may be based on the terms of this Agreement.

10. Dispute Resolution

a. The Parties shall attempt to resolve any disputes that arise under this Agreement in good faith and in accordance with this section. The provision of the "Florida Governmental Conflict Resolution Act" shall not apply to disputes under this Agreement, as an alternative dispute resolution process is hereby set forth in this section.
b. The aggrieved Party shall give written notice to the other Party in writing, setting forth the nature of the dispute, date of occurrence (if known), and proposed resolution, hereinafter referred to as the "Dispute Notice."
c. Should the Parties be unable to reconcile any dispute, the City Manager and County Administrator, or their designees, shall meet at the earliest opportunity, but in any event within ten (10) days from the date that the Dispute Notice is received, to discuss and resolve the dispute. If the dispute is resolved to the mutual satisfaction of the Parties, they shall report their decision, in writing, to the City Commission and Board of County Commissioners. If the City Manager and County Administrator, or their designees, are unable to reconcile the dispute, they shall report their impasse to the City Commission and Board of County Commissioners.
d. If a dispute is not resolved by the foregoing step, within forty-five (45) days after receipt of the Dispute Notice, unless such time is extended by mutual agreement of the Parties, then either Party may require the dispute to be submitted to mediation by delivering written notice thereof (the "Mediation Notice") to the other Party. The Mayor shall represent the City and the Chair shall represent the County. The mediator shall meet the qualifications set forth in Rule 10.100(d), Florida Rules for Mediators, and shall be selected by the Parties within ten (10) days following receipt of the Mediation Notice. The mediator shall also have sufficient knowledge and experience in the subject of the dispute. If agreement on a mediator cannot be reached in that ten (10) day period, then either Party can request that a mediator be

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selected by an independent conflict resolution organization, and such selection shall be binding on the Parties. The costs of the mediator shall be borne equally by the Parties.

e. If an amicable resolution of a dispute has not been reached within sixty (60) calendar days following selection of the mediator, or by such later date as may be mutually agreed upon by the Parties, then, upon the agreement of both Parties, such dispute may be referred to binding arbitration; otherwise, each Party may pursue whatever remedies may be available at law, in equity, or otherwise. If the dispute is so referred, such arbitration shall be conducted in accordance with the Florida Arbitration Code (Chapter 682, Florida Statutes).
    i. Such arbitration shall be initiated by delivery, from one Party (the "Petitioner") to the other (the "Respondent"), of a written Arbitration Notice therefore containing a statement of the nature of the dispute involved. The Respondent, within ten (10) days following its receipt of such Arbitration Notice, shall deliver an answering statement to the Petitioner. After the delivery of such statements, either Party may make new or different claims by providing the other with written notice thereof specifying the nature of such claims involved.
    ii. Within ten (10) days following the delivery of such Arbitration Notice, each Party shall select an arbitrator and shall deliver written notice of that selection to the other. If either Party fails to select an arbitrator within such time, the other Party may make application to the court for such appointment in accordance with the Florida Arbitration Code. Within ten (10) days following delivery of the last of such written notices, the two arbitrators so selected shall confer and shall select a third arbitrator.
    iii. The arbitration hearing shall be commenced in Leon County, Florida within sixty (60) days following selection of the third arbitrator. Except as may be specifically provided herein, the arbitration shall be conducted in accordance with Rules R-23 - R-48 of the Commercial Arbitration Rules of the American Arbitration Association.

11. Choice of Law, Venue, and Severability

a. This Agreement shall be construed and interpreted in accordance with Florida law. Venue for any actions brought in relation to this Agreement shall be placed in a court of competent jurisdiction in Leon County, Florida. If any provision of this Agreement is subsequently held invalid, the remaining provisions shall continue in effect.

12. Amendment

a. This Agreement may be amended in writing from time to time by mutual consent of the Parties. All amendments to this Agreement will be in writing and fully executed by the Parties.

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13. Public Bodies.

a. It is expressly understood between the Parties that the City is a duly incorporated municipal corporation of the State of Florida and that the County is a charter county and a political subdivision of the State of Florida. Nothing contained herein shall be construed as a waiver or relinquishment by either of the Parties to claim such exemptions, privileges or immunities as may be provided to that Party by law.

14. Notice

a. If written notice is required in this Agreement, such notice shall be given in writing and personally delivered or mailed, by prepaid, certified mail or overnight courier, or transmitted by electronic mail transmission, to the Party to whom such notice is directed, to the mailing address or regularly monitored electronic mail address of such Party representative as follows:

As to the County:

Office of Human Services and Community Partnerships
Housing Services Division
Attention: Housing Division Manager
615 Paul Russell Road
Tallahassee, FL 32301
Via email to: HSCP-HousingServices@leoncountyfl.gov
850-606-1900

As to the City:

Department of Housing and Community Resilience
Housing Division
Attention: Housing Division Manager
300 South Adams Street, B-27
Tallahassee, FL 32301
Via email to: housing@talgov.com
850-891-6566

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IN WITNESS WHEREOF, the Parties hereto, through their duly authorized representative, have executed this Agreement as of the date last written below.

Leon County, Florida

DocuSigned by:
Vincent S. Long
A8432971C740415...
Vincent S. Long, County Administrator
Date: 8/15/2022

City of Tallahassee, Florida

DocuSigned by:
Christian Doolin for Reese Goad, City M
E7EE0FF35839411...
Reese Goad, City Manager
Date: 8/11/2022

ATTESTED BY:

DocuSigned by:
Gwendolyn Marshall Knight
178D7F95C3774F4...
Gwendolyn Marshall Knight, Clerk of Court & Comptroller, Leon County, Florida

DS

DocuSigned by:
James O. Cooke IV
8B0AA4D03E354D4...
Jim Cooke, Treasurer-Clerk
City of Tallahassee

AS APPROVED TO LEGAL SUFFICIENCY:

Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

By: DocuSigned by:
Kyle Kemper
D501E6C2DB3940D...
Kyle L. Kemper, Assistant County Attorney

Cassandra Jackson, City Attorney
City of Tallahassee's Attorney's Office

By: DocuSigned by:
kristen McCrae for
3F03100DAF4B402...

LEON COUNTY RESOLUTION NO. 2026-_____

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, APPROVING THE LOCAL HOUSING ASSISTANCE PLAN AS REQUIRED BY THE STATE HOUSING INITIATIVES PARTNERSHIP PROGRAM ACT, SECTIONS 420.907-420.9079, FLORIDA STATUTES; AND RULE CHAPTER 67-37, FLORIDA ADMINISTRATIVE CODE; AUTHORIZING AND DIRECTING THE COUNTY ADMINISTRATOR TO EXECUTE ANY NECESSARY DOCUMENTS AND CERTIFICATIONS NEEDED BY THE STATE; AUTHORIZING THE SUBMISSION OF THE LOCAL HOUSING ASSISTANCE PLAN FOR FINAL REVIEW AND APPROVAL BY THE FLORIDA HOUSING FINANCE CORPORATION; REPLACING AND SUPERSEDING RESOLUTION NO. 26-11; AND PROVIDING AN EFFECTIVE DATE.

RECITALS

WHEREAS, the State of Florida enacted the William E. Sadowski Affordable Housing Act, Chapter 92-317, Laws of Florida, now codified predominately in Chapter 420, Florida Statutes, allocating a portion of documentary stamp taxes on deeds to local governments for the development and maintenance of affordable housing; and

WHEREAS, the State Housing Initiatives Partnership (SHIP) Act, ss. 420.907-420.9079, Florida Statutes (2026), and Rule Chapter 67-37, Florida Administrative Code, requires local governments to develop a one- to three-year Local Housing Assistance Plan outlining how funds will be used; and

WHEREAS, the SHIP Act requires local governments to establish the maximum SHIP funds allowable for each strategy; and

WHEREAS, the SHIP Act further requires local governments to establish an average area purchase price for new and existing housing benefiting from awards made pursuant to the Act. The methodology and purchase prices used are defined in the attached Local Housing Assistance Plan; and

WHEREAS, it is found that 5 percent of the local housing distribution plus 5 percent of program income is insufficient to adequately pay the necessary costs of administering the local housing assistance plan. The cost of administering the program may not exceed 10 percent of the local housing distribution plus 5 percent of program income deposited into the trust fund; and

WHEREAS, the Leon County Department of Human Services and Community Partnerships has prepared a three-year Local Housing Assistance Plan for years 2026 – 2027, 2027 – 2028 and 2028 – 2029 for submission to the Florida Housing Finance Corporation, which was adopted by the Board of County Commissioners of Leon County, Florida (Board), in Resolution No. 26-11; and

WHEREAS, the Board finds that it is in the best interest of the public for Leon County Government to submit the Local Housing Assistance Plan for review and approval so as to qualify for documentary stamp tax funds; and

WHEREAS, Rule Chapter 67-37, Florida Administrative Code, requires an approved local housing assistance plans be adopted by resolution; and

WHEREAS, Sections 420.9072 and 420.9075, Florida Statutes (2026), were recently amended to require local governments receiving SHIP funds to adopt a program in their Local Housing Assistance Plans to provide lot rental assistance to owners of manufactured homes, and temporary relocation assistance to households affected by mobile home park closures; and

WHEREAS, Leon County's Local Housing Assistance Plan is being revised to establish a new program to assist income-eligible residents of manufactured homes and to update the guidelines for

existing affordable housing programs to expand assistance to residents of manufactured homes as authorized by Florida Statutes.

BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, that:

Section 1. Approve the Local Housing Assistance Plan.

1. The Board previously approved the Local Housing Assistance Plan for years 2026 – 2027, 2027 – 2028 and 2028 – 2029 in Resolution No. 26-11.

2. Leon County's Local Housing Assistance Plan is being revised to establish a new program to assist income-eligible residents of manufactured homes and to update the guidelines for existing affordable housing programs to expand assistance to residents of manufactured homes to comply with Florida Statutes, specifically, the recently amended Sections 420.9072 and 420.9075, Florida Statutes (2026).

3. This Resolution replaces and supersedes Resolution No. 26-11. The Board approves the revised Local Housing Assistance Plan for years 2026 – 2027, 2027 – 2028 and 2028 – 2029 as attached and incorporated hereto as Exhibit 1, for submission to the Florida Housing Finance Corporation as required by Sections 420.907 – 420.9079, Florida Statutes.

4. The County Administrator is hereby designated and authorized to execute any documents and certifications required by the Florida Housing Finance Corporation as related to the Local Housing Assistance Plan, and to do all things necessary and proper to carry out the term and conditions of said program.

Section 2. Effective Date.

This Resolution shall become effective immediately upon its adoption.

DONE, ADOPTED AND PASSED by the Board of County Commissioners of Leon County, Florida, this 15th day of September 2026.

LEON COUNTY, FLORIDA

By:_____
Christian Caban, Chairman
Board of County Commissioners

ATTESTED BY:
Gwen Knight, Clerk of Court
& Comptroller, Leon County, Florida

By:_____

APPROVED AS TO FORM:
Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

By:_____

Leon County

SHIP LOCAL HOUSING ASSISTANCE PLAN (LHAP)

2026-2027, 2027-2028, 2028-2029

As Revised by the Leon County Board of County Commissioners on September 15, 2026

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A. Administrative Budget for each fiscal year covered in the Plan B. Timeline for Estimated Encumbrance and Expenditure C. Housing Delivery Goals Chart (HDGC) For Each Fiscal Year covered in the Plan D. Signed LHAP Certification E. Signed, dated, witnessed or attested adopting resolution F. Community Land Trust Purchase Assistance Additional Information G. Interlocal Agreement, Leon County, Florida & the City of Tallahassee, Florida	

I. Program Details:

A. LG(s)

Name of Local Government	Leon County
Does this LHAP contain an interlocal agreement?	No
If yes, name of other local government(s)	N/A

B. Purpose of the program:

- To meet the housing needs of the very low, low and moderate-income households;
- To expand production of and preserve affordable housing; and
- To further the housing element of the local government comprehensive plan specific to affordable housing.

C. Fiscal years covered by the Plan: 2026 – 2027, 2027 – 2028, 2028 – 2029

D. Governance: The SHIP Program is established in accordance with Section 420.907-9079, Florida Statutes and Chapter 67-37, Florida Administrative Code. Cities and Counties must be in compliance with these applicable statutes, rules and any additional requirements as established through the Legislative process.

E. Local Housing Partnership: The SHIP Program encourages building active partnerships between government, lending institutions, builders and developers, not-for-profit and community-based housing providers and service organizations, providers of professional services related to affordable housing, advocates for low-income persons, real estate professionals, persons or entities that can provide housing or support services and lead agencies of the local continuums of care.

F. Leveraging: The Plan is intended to increase the availability of affordable residential units by combining local resources and cost saving measures into a local housing partnership and using public and private funds to reduce the cost of housing. SHIP funds may be leveraged with or used to supplement other Florida Housing Finance Corporation programs and to provide local match to obtain federal housing grants or programs.

G. Public Input: Public input was solicited via advertising of public meetings and the Public Hearing for the Affordable Housing Advisory Committee to adopt their Report of Recommendations. Public input was also obtained through meetings with housing providers, social service providers, local lenders, neighborhood associations and Affordable Housing Advisory Committee meetings.

H. Advertising and Outreach: SHIP funding availability shall be advertised in a newspaper of general circulation and periodicals serving ethnic and diverse neighborhoods, at least 30 days before the beginning of the application period. If no funding is available due to a waiting list, no notice of funding availability is required.

I. Waiting List/Priorities: A waiting list will not be established when there are eligible applicants for strategies that no longer have funding available.

Priorities: The following priorities for funding described/listed here apply to all strategies unless otherwise stated in an individual strategy in Section II: The County will accept applications during the advertised "Application Period" which will be at least 30 days. Once the application period ends, eligible applications will be categorized based on the most appropriate program strategy to address their needs and prioritized based upon the following ranking priority:

1. Special Needs Households
    a. Very low
    b. Low
    c. Moderate (If Applicable)
2. Essential Services Personnel
    a. Very low
    b. Low
    c. Moderate (If Applicable)
3. Non-Special Needs and Non-ESP
    a. Very Low
    b. Low
    c. Moderate (If Applicable)

If funds are available after applications are categorized and set asides have been met, funds will be expended on a first qualified first served basis.

J. Discrimination: In accordance with the provisions of Section 760.20-760.37 Fla. Stat., it is unlawful to discriminate on the basis of race, color, religion, sex, national origin, age, handicap, or marital status in the award application process for eligible housing.

K. Support Services and Counseling: Support and counseling services are available from various sources in the community. The County will provide Homeownership Counseling (Pre and Post), Credit Counseling, Tenant Counseling, and Foreclosure Counseling through referral to qualified HUD approved agencies, which includes, but is not limited to, Tallahassee Lenders' Consortium. The County will provide title clearing and estate planning services through referral to qualified legal aid agencies.

L. Purchase Price Limits: The sales price or value of new or existing eligible housing may not exceed 90% of the average area purchase price in the statistical area in which the eligible housing is located. Such average area purchase price may be that calculated for any 12-month period beginning not earlier than the fourth calendar year prior to the year in which the award occurs. The sales price of new and existing units, which can be lower but may not exceed 90% of the median area purchase price established by the U.S. Treasury Department or as described above.

The methodology used is:

U.S. Treasury Department	X
Local HFA Numbers	

M. Income Limits, Rent Limits and Affordability: The Income and Rent Limits used in the SHIP Program are updated annually by the Department of Housing and Urban Development and posted at www.floridahousing.org.

"Affordable" means that monthly rents or mortgage payments including taxes and insurance do not exceed 30 percent of that amount which represents the percentage of the median annual gross income for the households as indicated in Sections 420.9071, Florida Statutes. However, it is not the intent to limit an individual household's ability to devote more than 30% of its income for housing, and housing for which a household devotes more than 30% of its income shall be deemed Affordable if the first institutional mortgage lender is satisfied that the household can afford mortgage payments in excess of the 30% benchmark and in the case of rental housing does not exceed those rental limits adjusted for bedroom size.

N. Welfare Transition Program: Should an eligible sponsor be used, a qualification system and selection criteria for applications for Awards to eligible sponsors shall be developed, which includes a description that demonstrates how eligible sponsors that employ personnel from the Welfare Transition Program will be given preference in the selection process.

O. Monitoring and First Right of Refusal: In the case of rental housing, the staff and any entity that has administrative authority for implementing the local housing assistance plan assisting rental developments shall annually monitor and determine tenant eligibility or, to the extent another governmental entity provides periodic monitoring and determination, a municipality, county or local housing financing authority may rely on such monitoring and determination of tenant eligibility. However, any loan or grant in the original amount of $10,000 or less shall not be subject to these annual monitoring and determination of tenant eligibility requirements. Tenant eligibility will be monitored annually for no less than 15 years or the term of assistance whichever is longer, when required as specified above.

Eligible sponsors that offer rental housing for sale before 15 years or that have remaining mortgages funded under this program must give a first right of refusal to eligible non-profit organizations for purchase at the current market value for continued occupancy by eligible persons.

P. Administrative Budget: A line-item budget of proposed Administrative Expenditures is attached as Exhibit A. Leon County finds that the moneys deposited in the local housing assistance trust fund are necessary to administer and implement the local housing assistance plan.

Section 420.9075(7), Florida Statutes states: *"A county or an eligible municipality may not exceed the 5 percent limitation on administrative costs, unless its governing body finds, by resolution, that 5 percent of the local housing distribution plus 5 percent of program income is insufficient to adequately pay the necessary costs of administering the local housing assistance plan."*

Section 420.9075(7) Florida Statutes further states: "*The cost of administering the program may not exceed 10 percent of the local housing distribution plus 5 percent of program income deposited into the trust fund, except that small counties, as defined in s. 120.52(19), and eligible municipalities receiving a local housing distribution of up to $350,000 may use up to 10 percent of program income for administrative costs."*

The applicable local jurisdiction has adopted the above findings in the resolution attached as Exhibit E.

Q. Program Administration: Administration of the local housing assistance plan will be performed by:

Entity	Duties	Admin. Fee Percentage
Local Government	All Strategies Other than Down Payment Assistance	8%
Third Party Entity/Sub-recipient	Down Payment Assistance Program Strategies	2%

R. First-time Homebuyer Definition: For any strategies designed for first-time homebuyers, the following definition will apply: *An individual who has had no ownership in a principal residence during the 3-year period ending on the date of purchase of the property. This includes a spouse (if either meets the above test, they are considered first-time homebuyers). A single parent who has only owned a home with a former spouse while married. An individual who is a displaced homemaker and has only owned with a spouse. An individual who has only owned a principal residence not permanently affixed to a permanent foundation in accordance with applicable regulations. An individual who has only owned a property that was not in compliance with state, local or model building codes and which cannot be brought into compliance for less than the cost of constructing a permanent structure.*

***S.* Project Delivery Costs:** The County will charge a reasonable project delivery cost that will not exceed three percent (3%) of the contracted SHIP award and will be included in the amount of the recorded mortgage and note.

1. Title Search
2. Recordation Fee
3. The County will utilize a contractor to assess the appropriate level of housing rehabilitation necessary to improve accessibility and enhance independence for participating households having special needs.
4. The County may utilize a contractor to assess home(s) and provide a professional Home Inspection Report to be used to generate a scope of work.
5. To determine post-Home Replacement or post-Home Rehabilitation (when livable square footage is added to the home), the County may:
    i. contract with a Real Estate Agent/Realtor to provide a Broker Price Opinion and/or
    ii. contract with a Certified Residential Appraiser to provide an appraisal.

T. Essential Service Personnel Definition (ESP): ESP includes teachers and educators, other school district, community college, and university employees, police and fire personnel, health care personnel, skilled building trades personnel and active U.S. Armed Forces Service Members.

U. Describe efforts to incorporate Green Building and Energy Saving products and processes: The County will require participating homeowners to obtain a Home Energy Audit from their electric service provider if they are eligible for Home Rehabilitation and/or whenever a Heating, Ventilation and Cooling unit is being considered for replacement. The findings of the audit will be used to incorporate repairs into a cost-effective scope of work that are intended to increase the energy efficiency of the home and possibly lead to lower heating and cooling costs.

Additionally, the County and/or sponsors will, when economically feasible, employ the following Green Building requirements on Home Rehabilitation, Home Replacement, Emergency Repairs & Disaster Resilience, Homeownership Development or Rental Development:

1. Low-flow water fixtures in bathrooms—WaterSense labeled products or the following specifications:
   a. Toilets: 1.4 gallons/flush or less;
   b. Faucets: 1.5 gallons/minute or less;
   c. Showerheads: 2.0 gallons/minute or less;
2. Energy Star certified exhaust/ventilation fans in all bathrooms;
3. Energy Star certified water heater minimum efficiency specifications;
4. Energy Star certified lighting and ceiling fans with lighting;
5. Energy Star certified Air Conditioning unit(s) with minimum SEER of 15 (or 14.3 SEER2). Packaged units are allowed in studios and one-bedroom units with a minimum of 14 SEER (or 13.4 SEER2);
6. Low or No-VOC paint for all interior walls (Low-VOC means 50 grams per liter or less for flat paint; 150 grams per liter or less for non-flat paint);
7. Energy Star certified refrigerator;
8. Energy Star certified dishwasher, if provided;
9. Energy Star certified washing machine, if provided in units.

V. **Describe efforts to meet the 20% Special Needs set-aside:** The County will continue to obtain referrals from partner social service agencies serving the targeted population to achieve the goal of the special needs set-aside. The goal will be met through Housing Rehabilitation, Home Replacement, Down Payment Assistance, Emergency Housing Repair & Housing Resilience, Homeownership Development, Rental Development, and Rental Assistance program strategies. The County will utilize a contractor to identify ways to improve the accessibility of homes and enhance independence for participating households having special needs through the Home Rehabilitation and Home Replacement program strategies.

W. Describe efforts to reduce homelessness: The County will collaborate with the Big Bend Continuum of Care and other agencies serving the target population to assist in rapid rehousing and to prevent homelessness primarily through the Rental Subsidy program strategy, the Leon County Direct Emergency Assistance Program (DEAP) and the Leon County Veteran Emergency Assistance Program (VEAP). When funding is available, Leon County may use SHIP funds to place this target population in rental or transitional housing for the purpose of providing a stable housing situation pursuant to applicable program strategies herein.

Section II. LHAP Strategies:

A. Down Payment Assistance	Code 1, 2

a. Summary: Funds will be awarded to First Time Homebuyers for down payment and closing costs for new and existing homes, including homes purchased from a community land trust (CLT).

b. Fiscal Years Covered: 2026 – 2027, 2027 – 2028, 2028 – 2029

c. Income Categories to be served: Very low, low and moderate (Moderate not eligible for purchase in CLT)

d. Maximum award:

Income Category	Existing Homes not Rehabilitated OR not in a CLT	CLT Homes	Newly Constructed or Rehabilitated Homes
Very Low	$10,000	$20,000	$25,000
Low	$10,000	$20,000	$25,000
Moderate	$7,500	N/A	$20,000

- Newly constructed homes are defined as homes that have never been occupied; and have obtained a certificate of occupancy within the 12-months preceding the purchase; or were built as a model home.
- Rehabilitated homes are defined as existing homes that receive repairs or rehabilitation needed for safe or sanitary habitation, correction of substantial code violations, the creation of additional living space or other repairs approved by the Leon County Division of Housing Services and are paid by the seller, the buyer or another source. Proof that the repair or rehabilitation was completed within the 12-months preceding purchase must be provided prior to closing unless a first mortgage renovation loan (FHA 203k, Freddie Mac, Fannie Mae or similar lender managed renovation purchase and renovation loan) is used to pay for the rehabilitation. When a first mortgage renovation loan is used, the project must be completed, including proof of payment, and the home must be occupied within six months of closing.

e. Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred subordinate loan secured by a recorded subordinate mortgage and note.
2. Interest Rate: 0%
3. Years in loan term: 10 years for Fee Simple; 30 years for CLT
4. Forgiveness: If the loan remains in good standing, assistance will be forgiven at the end of the loan term.
5. Repayment: Not required as long as the loan is in good standing.
6. Default: The loan will be determined to be in default if any of the following occurs:
   - Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.). If sold in a CLT, the loan will not be determined to be in default if the sale is approved by the CLT and provision is made for the subsequent income eligible purchaser to assume the loan to ensure homes remain affordable;
   - Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
   - Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.

- Homeowner fails to maintain homeowner's insurance.
- Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
  - purpose of preventing foreclosure;
  - lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable-rate mortgage (ARM) to a fixed rate mortgage;
  - for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Recipient Selection Criteria:
- Applications will be ranked for assistance based on a first-qualified, first-ready-to-close basis.
- A recipient must secure a first mortgage by an approved lender.
- A recipient must be able to contribute five hundred dollars ($500.00) towards the transaction but their total liquid assets (liquid assets include all assets that can be accessed without penalty) may not exceed Thirty Thousand Dollars ($30,000). However, the asset limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.
- Homebuyer Education
  - Fee Simple homebuyers must complete an approved homebuyer education class from a HUD certified agency and obtain a certificate of completion.
  - CLT homebuyers must complete a homebuyer education class from a HUD certified agency that contains a community land trust component and/or session with the CLT in addition to a homebuyer education class that requires CLT buyers to demonstrate and attest to a clear understanding of the terms of community land trust homeownership and obtain a certificate of completion.

g. Sponsor Selection Criteria: N/A

h. Additional Information:
- All eligible units must be in unincorporated Leon County.
- Manufactured homes purchased through this program must be new units and must either be installed on parcels that are either owned by the CLT or the purchaser of the unit
- Households receiving Down Payment assistance must obtain and maintain homeowner's insurance for the duration of the lien period.
- Homes in a 100-year flood plain or properties required by a first mortgage lender to be covered

by flood insurance are not eligible for this program.

- Leon County will be placed in second lien position behind the first mortgage for all Down Payment Assistance transactions unless authorization is received from the Leon County Division of Housing Services to be placed in third (3rd) or fourth (4th).
- Down Payment Assistance can be used on properties previously assisted with SHIP funds that have a Land Use Restriction Agreement (LURA), deed restriction and/or an assumable conveyance agreement with affordability covenants if the maximum subsidy was not provided to the previous homebuyer(s).
- Except for Disaster Recovery, previous Down Payment Assistance recipients are not eligible to receive additional SHIP assistance until ten (10) years after lien origination. Down Payment Assistance may be provided simultaneously with Home Ownership Development to a recipient eligible for both strategies.

Terms for CLT home purchases: Purchase assistance is assumable by an income-eligible purchaser. The terms of the Note and Mortgage shall allow subsequent purchasers to assume the loan with approval by the CLT. Otherwise, no repayment is required during the term of the loan, provided the loan remains in good standing.

Please see Exhibit F for additional instructions and information for CLT purchases.

B. Home Ownership Development	Code 10

a. Summary: SHIP funds will be awarded to for-profit and not-for-profit organizations, including Community Land Trusts (CLT), for land acquisition, infrastructure and development costs, and all other associated fees and permits for the construction of housing units to pay-down the development costs to further reduce the sale price to income eligible First Time Homebuyers.

b. Fiscal Years Covered: 2026 – 2027, 2027 – 2028, 2028 – 2029

c. Income Categories to be served: Very low, low

d. Maximum award: $100,000 per unit

One hundred percent (100%) of the County's investment shall be converted to an assumable mortgage with a Land Use Restriction Agreement (LURA), deed restriction, and/or other affordability restrictions or covenants to the benefit of the prospective homebuyer subordinate to the first mortgage to ensure homes remain affordable for at least 30 years. A CLT will satisfy this requirement. Please see Additional Terms and Exhibit F for additional instructions and information.

e. Terms:

Sponsor Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded subordinate mortgage, note and restrictive covenant.

2. Interest Rate: 0%
3. Years in loan term: Up to 18 months
4. Forgiveness: If the loan is in good standing upon sale of the property to an eligible homebuyer with affordability restrictions and/or covenants (homes built on land in a CLT satisfies this requirement) to ensure homes remain affordable in for at least 30 years, the loan will be considered paid in full, the loan will be reflected in the contract for sale to the benefit of the eligible homebuyer and the County will satisfy the promissory note and release restrictive covenant with the Developer.
5. Repayment: Not required if the loan is in good standing.
6. Default: The loan will be in default if: the developer fails to construct and sell the assisted unit(s) with affordability restrictions and/or covenants recorded on the property to an eligible homebuyer within six (6) months after the final certificate of occupancy is issued and within the contractual timeframe. The County will recapture the subsidy and/or property within ninety (90) days of maturity of the recorded Mortgage Agreement.

Homebuyer Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded subordinate mortgage and note.
2. Interest Rate: 0%
3. Years in loan term: 30 years
4. Forgiveness: If the loan remains in good standing, forgiveness is prorated at 5% per year following the tenth year in the loan term.
5. Repayment: Not required if the loan is in good standing.
6. Default: The loan will be determined to be in default if any of the following occurs:
    - Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.). The loan will not be considered in default if the loan to be assumed is reflected in the contract for sale, the loan is assumed by an income-eligible purchaser, and the sale is approved by the County or CLT to ensure homes remain affordable for at least 30 years;
    - Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
    - Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.
    - Homeowner fails to maintain homeowner's insurance.
    - Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
        - purpose of preventing foreclosure;

- lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable-rate mortgage (ARM) to a fixed rate mortgage;
- for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Homebuyer Selection Criteria:
   - Applications will be ranked for assistance based on a first-qualified, first-ready-to-close basis.
   - Recipients must secure a first mortgage by an approved lender.
   - Recipients' total liquid assets (liquid assets include all assets that can be accessed without penalty) may not exceed Thirty Thousand Dollars ($30,000). However, the asset limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.
   - Homebuyer Education
     - Fee Simple homebuyers must complete an approved homebuyer education class from a HUD certified agency and obtain a certificate of completion.
     - CLT homebuyers must complete an approved homebuyer education class from a HUD certified agency that contains a community land trust component and/or session with the CLT in addition to a homebuyer education class that requires CLT buyers to demonstrate and attest to a clear understanding of the terms of community land trust homeownership and obtain a certificate of completion.

g. Sponsor Selection Criteria: Applications from potential sponsors will be reviewed on an ongoing basis.

Sponsors/developers are required to be awarded construction financing through other local, state, federal, private programs, or show sufficient liquid assets necessary to construct new affordable homes. Funding for each project will be based upon the gap demonstrated by the developer in the project budget. The project gap is the difference between the cost incurred by the developer to construct the unit and the sales price the market will bear to sell the unit to an eligible buyer.

Not-for-profit sponsors used to implement this program must have received a tax-exempt ruling as a non-profit agency from the IRS under Section 501(c) of the Internal Revenue Code. The not-for-profit must have in its mission statement, Articles of incorporation, or bylaws that it is dedicated to the provision of housing and services for eligible households.

For-profit sponsors administering the program must have experience performing housing activities for eligible households.

The criteria to select for-profit or non-profit agencies may include, the following:

- Consistency of the project with basic goals and objectives of the County;
- The financial strength of the sponsor, including the ability to leverage funds from other sources;
- The ability of the sponsor to complete the project by the deadlines established by the County;
- The capacity of the sponsor;
- The quantity and quality of experience in affordable housing development;
- Willingness to contractually commit to SHIP and other County requirements;
- Agreement to select recipients based on compliance with all eligibility requirements imposed by the program;
- Preference shall be given to 1) Community Land Trusts and 2) not-for-profit entities; and
    - Sponsors with verified site control;
    - Sponsors with membership in the Homeownership Pool Program; and
    - Sponsors that employ personnel from the Welfare Transition Program.

h. Additional Information:

- All eligible units must be in Leon County.
- Units to be developed shall be site-built; or block structures; or modular homes; or manufactured housing.
- Manufactured homes purchased through this program must be new units and must either be installed on parcels that are either owned by the CLT or the purchaser of the unit.
- Homes may not be developed in a 100-year flood plain or on properties that a first mortgage lender would require to be covered by flood insurance.
- Leon County will be placed in second lien position behind the first mortgage for all homebuyer transactions unless authorization is received from the Leon County Division of Housing Services to be placed in third (3rd) or fourth (4th).
- SHIP funds may be used alone or in conjunction with CDBG and any other Housing funds to cover the cost of repairs described under this strategy.
- Homebuyer may not be a family or household member of any principal member of the awarded developer's organization. "Family or household member" includes spouses, former spouses, non-cohabitating partners, persons related by blood or marriage, persons who are presently residing together as if a family or who have resided together in the past as if a family, and persons who have a child in common regardless of whether they have been married or have resided together at any time.
- Except for Disaster Recovery, previous Homeownership Development homebuyers are not eligible to receive additional SHIP assistance until ten (10) years after lien origination. Down Payment Assistance maybe provided simultaneously with Home Ownership Development by a recipient eligible for both strategies if needed.
- If funds are given to an entity that is not a CLT, a Land Use Restriction Agreement (LURA) deed

restriction, and/or other affordability restrictions or covenants shall be recorded in the county records ensuring permanent affordability.

Homeownership Development assistance is assumable to an income-eligible purchaser. The terms of the Note and Mortgage shall allow subsequent purchasers to assume the loan with approval by the County or the CLT. The loan to be assumed will be reflected in the contract for sale to the benefit of the eligible subsequent homebuyer and the County will satisfy the existing mortgage & promissory note.

Please see Exhibit F for additional instructions and information for CLT purchases.

C. Home Rehabilitation	Code 3

a. Summary: SHIP funds will be awarded to owner-occupied households in need of repairs for health, safety, insurability, correct code violations and to prepare for future disasters. This will include structural improvements, accessibility rehabilitation, repairs to support aging in place and water and sewer connections including tap fees. If the county finds that rehabilitation of the home is expected to surpass 50% of the current value of the home, replacement of the home will be considered. For homes that are at least 50 years old, replacement will be considered if rehabilitation of the home is expected to surpass 30% of the current value of the home.

b. Fiscal Years Covered: 2026 – 2027, 2027 – 2028, 2028 – 2029

c. Income Categories to be served: Very low, low

d. Maximum award: $100,000 (which includes Emergency Repair assistance received while on the waitlist prior to December 14, 2021) for rehabilitation and may include up to $2,500 for temporary relocation.

e. Terms:
   1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded mortgage and note.
   2. Interest Rate: 0%
   3. Years in loan term: Five (5) years: $0 - $30,000; Ten (10) years: $30,001 - $100,000
   4. Forgiveness: If the loan remains in good standing, forgiveness is prorated in the following manner:
      a. Five-year loans on a prorated basis of 20% per year
      b. Ten-year loans on a prorated basis of 10% per year
   5. Repayment: Not required if the loan is in good standing.
   6. Default: The loan will be determined to be in default if any of the following occurs:
      - Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.);

- Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
- Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.
- Homeowner fails to maintain homeowner's insurance and flood insurance, if in a 100-year flood plain or required by a first mortgage lender to be covered by flood insurance.
- Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
  - purpose of preventing foreclosure;
  - lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable rate mortgage (ARM) to a fixed rate mortgage;
  - for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Recipient/Tenant Selection Criteria: Applicants will be ranked for assistance based on a first-qualified, first-served basis with the priorities for Special Needs, Essential Services Personnel, applicants who have not previously received rehabilitation assistance from Leon County and income groups as referenced in Program Details (I).

- A recipient must be the owner occupant of a home in an unincorporated area of Leon County (unless administering Disaster Recovery) for at least a year prior to application and qualify for Homestead Property Tax Exemption; or if the property has not been owned for at least a year, the needed repair, improvement or modification must be related to a circumstance that could not have reasonably been known prior to purchase of the property.
- A recipient must household qualify to meet the Special Needs set aside as established in Florida Statutes or have at least one-member age 55 years or older.
- A recipient must be current on all property taxes (including assessments), mortgages, debts, or other security instruments associated with the property that may bring threat of foreclosure, tax lien, default, clouded title or other loss of ownership.
- Prior to participation, a recipient will be required to make code related improvements that are not repair oriented (i.e., nuisance, trash, environmental or health codes). Such improvements must be made if there is an active code complaint.
- A recipient may not have total liquid assets (liquid assets include all assets that can be accessed without penalty) that exceed Thirty Thousand Dollars ($30,000). However, the asset limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the

President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.

- Rehabilitation projects of $20,000 or more will be eligible for relocation assistance.

g. Sponsor Selection Criteria: N/A

h. Additional Information:

- Eligible units shall be either site-built or block structures; or modular homes; or mobile homes (built after June 1994). Mobile/manufactured homes assisted with SHIP funds must be registered as real property with the Leon County Tax Collector's Office and the household must qualify as "Special Needs" in accordance with Section 420.0004 (13), Florida Statutes.
- A recipient must participate in a Leon County homeowner and SHIP program education workshop.
- Recipients who have homeowner's insurance in place may be required to submit a claim to the insurer and use proceeds for repairs if the needed repairs are related to an event reasonably believed to be insurable.
- Homes older than 50 years may not be eligible if determined to be of historical significance.
- Homeowner must obtain and/or maintain homeowner's insurance.
- Homes in a 100-year flood plain or properties required by a first mortgage lender to be covered by flood insurance must have and maintain sufficient flood insurance coverage.
- Properties with a reverse mortgage are not eligible. However, the reverse mortgage limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.
- The actual project quote may not exceed ninety percent (90%) of the value of the property or the maximum award.
- SHIP funds may be used alone or in conjunction with CDBG and any other Housing funds to cover the cost of repairs described under this strategy.
- No contractor may have more than five home replacement/rehabilitation contracts at one time unless the contractor is the sole bidder for a home replacement/rehabilitation project.
- Except for Disaster Recovery, previous Home Rehabilitation recipients are not eligible to receive additional SHIP assistance until ten (10) years after lien origination or after the lien matures, whichever is less.

D. Home Replacement	Code 4

a. Summary: SHIP funds will be awarded for the demolition and replacement of existing owner-occupied single-family homes to homeowners who qualify for Home Rehabilitation if the county finds that rehabilitation of the home surpasses 50% of the current value of the home. For homes that are at least 50 years old, replacement will be considered if rehabilitation of the home is expected to surpass 30% of the current value of the home.

b. Fiscal Years Covered: 2026 – 2027, 2027 – 2028, 2028 – 2029

c. Income Categories to be served: Very low, low

d. Maximum award: $300,000 (which includes Emergency Repair assistance received while on the waitlist prior to December 14, 2021) for site built and modular homes, which includes up to $2,500 for temporary relocation.

e. Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded subordinate mortgage and note.
2. Interest Rate: 0%
3. Years in loan term: 20 years
4. Forgiveness: If the loan remains in good standing, forgiveness is prorated at 5% per year
5. Repayment: Not required if the loan is in good standing
6. Default: The loan will be determined to be in default if any of the following occurs:
   - Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.);
   - Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
   - Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.
   - Homeowner fails to maintain homeowner's insurance and flood insurance, if in a 100-year flood plain.
   - Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
     - purpose of preventing foreclosure;
     - lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable rate mortgage (ARM) to a fixed rate mortgage;
     - for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Recipient/Tenant Selection Criteria: Applicants will be ranked for assistance based on a first-qualified, first-served basis with the priorities for Special Needs, Essential Services Personnel and income groups as referenced in Program Details (I).

- A recipient must be the owner occupant of a home in an unincorporated area of Leon County (unless administering Disaster Recovery) for at least a year prior to application and qualify for Homestead Property Tax Exemption; or if the property has not been owned for at least a year, the needed repair, improvement or modification must be related to a circumstance that could not have reasonably been known prior to purchase of the property.
- A recipient must household qualify to meet the Special Needs set aside as established in Florida Statutes or have at least one-member age 55 years or older.
- A recipient must be current on all property taxes (including assessments), mortgages, debts, or other security instruments associated with the property that may bring threat of foreclosure, tax lien, default, clouded title or other loss of ownership.
- Prior to participation, a recipient will be required to make code related improvements that are not repair oriented (i.e., nuisance, trash, environmental or health codes). Such improvements must be made if there is an active code complaint.
- A recipient may not have total liquid assets (liquid assets include all assets that can be accessed without penalty) that exceed Thirty Thousand Dollars ($30,000). However, the asset limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.

g. Sponsor Selection Criteria: N/A

h. Additional Information:

- Eligible units, including Mobile Homes, shall be replaced with either site-built; or block structures; or modular homes; or manufactured homes. Eligible mobile/manufactured homes will be replaced with new manufactured units.
- A recipient must participate in a Leon County homeowner and SHIP program education workshop.
- Recipients who have homeowner's insurance in place may be required to submit a claim to the insurer and use proceeds for repairs if the needed repairs are related to an event reasonably believed to be insurable.
- Homes older than 50 years may not be eligible if determined to be of historical significance.
- The property may not be encumbered by an existing mortgage to be eligible for Home Replacement.
- Homeowner must obtain and maintain homeowner's insurance.
- Homes in a 100-year flood plain must obtain and maintain sufficient flood insurance coverage. No part of a replacement home shall be built in a 100-year flood plain.
- The actual project quote may not exceed ninety percent (90%) of the value of the property or the maximum award.

- SHIP funds may be used alone or in conjunction with CDBG and any other Housing funds to cover the cost of repairs described under this strategy.
- No contractor may have more than five home replacement/rehabilitation contracts at one time unless the contractor is the sole bidder for a home replacement/rehabilitation project.
- Except for Disaster Recovery, previous Home Replacement recipients are not eligible to receive additional SHIP assistance until ten (10) years after lien origination.

E. Emergency Housing Repair & Housing Resilience	Code 6

a. Summary: SHIP Funds will be awarded to owner-occupied households in need of rehabilitation or repair of their home related to a dire situation that needs to be mitigated immediately. Eligible rehabilitation or repairs are:

- remediation of an immediate health hazard to the occupants;
- elimination of a developing threat to the dwelling or infrastructure; or
- improving the home's resilience to the impact of a future disaster.

SHIP funds may be awarded to applicants requiring emergency power generator installation if: 1. a member of the household meets the Special Needs set-aside criterion; and 2. a written statement from a healthcare provider indicating that electricity is a bona fide medical necessity.

b. Fiscal Years Covered: 2026 – 2027, 2027 – 2028, 2028 – 2029

c. Income Categories to be served: Very low, low

d. Maximum award: $30,000

e. Terms:

1. Repayment loan/deferred loan/grant:
   - Projects funded for more than $1,650 will be awarded as a deferred loan secured by a recorded subordinate mortgage and note.
   - Projects funded for $1,650 or less will be awarded as a grant. As a result, the following terms (2-6) only apply to deferred loans.
2. Interest Rate: 0%
3. Years in loan term: Five (5) years
4. Forgiveness: If the loan remains in good standing, forgiveness is prorated at 20% per year
5. Repayment: Not required if the loan is in good standing
6. Default: The loan will be determined to be in default if any of the following occurs:
   - Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.);
   - Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;

- Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.
- Homeowner fails to maintain homeowner's insurance and flood insurance, if in a 100-year flood plain or required by a first mortgage lender to be covered by flood insurance.
- Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
  - purpose of preventing foreclosure;
  - lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable rate mortgage (ARM) to a fixed rate mortgage;
  - for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Recipient/Tenant Selection Criteria: Applicants will be ranked for assistance based on a first-qualified, first-served basis with the priorities for Special Needs, Essential Services Personnel and income groups as referenced in Program Details (I).
   - A recipient must be the owner occupant of a home in an unincorporated area of Leon County (unless administering Disaster Recovery) for at least a year prior to application and qualify for Homestead Property Tax Exemption; or if the property has not been owned for at least a year, the needed repair, improvement or modification must be related to a circumstance that could not have reasonably been known prior to purchase of the property.
   - A recipient must be current on all property taxes (including assessments), mortgages, debts, or other security instruments associated with the property that may bring threat of foreclosure, tax lien, default, clouded title or other loss of ownership.
   - Prior to participation, a recipient will be required to make code related improvements that are not repair oriented (i.e., nuisance, trash, environmental or health codes). Such improvements must be made if there is an active code complaint.
   - A recipient may not have total liquid assets (liquid assets include all assets that can be accessed without penalty) that exceed Thirty Thousand Dollars ($30,000). However, the asset limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.

g. Sponsor Selection Criteria: N/A

h. Additional Information:

- Eligible units shall be either site-built or block structures; or modular homes; or mobile homes (built after June 1994). Mobile homes assisted with SHIP funds must be registered as real property with the Leon County Tax Collector's Office and the household must have at least one resident who qualifies as "Special Needs" as defined in Section 420.0004 (13), Florida Statutes.
- Recipients who have homeowner's insurance in place may be required to submit a claim to the insurer and use proceeds for repairs if the needed repairs are related to an event reasonably believed to be insurable.
- A recipient must review a Leon County homeowner and SHIP program education workshop.
- Homes older than 50 years may not be eligible if determined to be of historical significance.
- Homeowner must obtain and/or maintain homeowner's insurance.
- Homes in a 100-year flood plain or properties required by a first mortgage lender to be covered by flood insurance must have and maintain sufficient flood insurance coverage.
- Properties with a reverse mortgage are not eligible. However, the reverse mortgage limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.
- The actual project quote may not exceed ninety percent (90%) of the value of the property or the maximum award.
- SHIP funds may be used alone or in conjunction with CDBG and any other Housing funds to cover the cost of repairs described under this strategy.
- Other than Disaster Recovery and Home Rehabilitation (only if Emergency Repairs were received while on the waitlist prior to December 14, 2021, and will be counted towards the maximum award if the applicant receives subsequent assistance), previous Emergency Housing Repair & Housing Resilience recipients are not eligible to receive additional SHIP assistance until five (5) years after lien origination.

F. Disaster Recovery	Code 5, 16

a. Summary: The Disaster Strategy provides assistance to owner-occupied households following a disaster as declared by the President of the United States or Governor of the State of Florida. This strategy will only be implemented in the event of a disaster using any funds that have not yet been encumbered or with additional disaster funds allocated by Florida Housing Finance Corporation. SHIP funds may be used for activities such as, but not limited to the following:

1. purchase of emergency supplies for eligible households to weatherproof damaged homes;
2. rental assistance (including security deposit) for eligible recipients that have been displaced from their homes due to a disaster;
3. purchase assistance for eligible recipients that have been displaced from their homes due to a disaster;
4. temporary utility, mortgage and/or rent payments for citizens financially impacted by a declared disaster.

SHIP funds may also be used for Home Repair, Rehabilitation and Replacement activities that benefit homeowners in Leon County such as, but not limited to, the following:

1. post-disaster interim repairs to avoid further damage and to make the individual housing unit habitable, such as roof repair and tree and debris removal;
2. payment of insurance deductibles for rehabilitation of homes covered under homeowners' insurance policies;
3. elevation and/or rehabilitation or waterproofing of the structure or critical components to comply with local housing code and with Chapter 553, F.S.; and
4. post-disaster repair, rehabilitation, demolition and / or replacement for structural and non-structural damages.

If the maximum award herein is not sufficient to fully repair the structure, funds may be administered under the applicable Home Rehabilitation or Home Replacement Strategy established in this Plan.

b. Fiscal Years Covered: 2026 – 2027, 2027 – 2028, 2028 – 2029

c. Income Categories to be served: Very low, low and moderate

d. Maximum award: $30,000

e. Terms:
   1. Repayment loan/deferred loan/grant: Funds will be awarded as a grant.
   2. Interest Rate:
   3. Years in loan term: N/A
   4. Forgiveness: N/A
   5. Repayment: N/A
   6. Default: N/A

f. Recipient/Tenant Selection Criteria: Applicants will be awarded assistance on a first-qualified, first-served however, Special Needs households, Very-Low and Low-income categories will be prioritized to meet SHIP requirements.

   To benefit from Home Rehabilitation and Home Replacement activities, a recipient must be the owner occupant of a home. If the maximum award herein is not sufficient to fully repair the structure, a recipient household otherwise eligible for the Home Rehabilitation or Home Replacement strategies in this plan are not required to meet the Special Needs set aside or have at least one-member age 55 years or older.

g. Sponsor/Sub-recipient Selection Criteria: Sponsors used to implement this program must have received a tax-exempt ruling as a non-profit agency from the IRS under Section 501(c) of the Internal Revenue Code. The non-profit agency must have in its mission statement, Articles of Incorporation,

or bylaws that it is dedicated to provision of these services. In reviewing proposals from potential sponsor, the County shall consider the following criteria:

- The financial strength of the sponsor;
- The ability of the sponsor to complete repairs efficiently and meet the deadlines established by the County, SHIP rule or statute;
- The capacity of the sponsor;
- The level of experience;
- Willingness to contractually commit to SHIP and other County requirements; and
- Agreement to select recipients based on compliance with all eligibility requirements imposed by the program.

Eligible sponsors may assist in screening applicants, determining what disaster-resilient measures are necessary, and assisting applicants, directly or through subcontractors with disaster-resilient measures including installation, repair and construction. The County shall announce the availability of funding for this strategy on its website and/or in the local newspaper.

h. Additional Information:

- Eligible units shall be either site-built or block structures; or modular homes; or mobile homes (built after June 1994).
- Recipients who have homeowner's insurance in place may be required to submit a claim to the insurer and use proceeds for repairs if the needed repairs are related to an event reasonably believed to be insurable.
- Additional retrofitting activities that are eligible include, but are not limited to: waterproofing, elevating structures, elevating water heaters and heating/cooling units in flood prone areas; demolition; replacement; removal of trees and limbs which represent a hazard during high wind events; and other approved improvements.
- As established in the Interlocal agreement between the County and the City of Tallahassee, the County may, in its discretion, administer its Disaster Recovery Program in coordination with the City and, as a result, may align its program rules with the City for equitable administration.
- SHIP funds may be used alone or in conjunction with CDBG and any other Housing funds to cover the cost of repairs described under this strategy.

G. Foreclosure Avoidance	Code 7

a. Summary: SHIP Funds will be awarded to owner-occupant households to bring the existing first mortgage of their primary residences current to avoid foreclosure.

b. Fiscal Years Covered: 2026 – 2027, 2027 – 2028, 2028 – 2029

c. Income Categories to be served: Very low, low and moderate

d. Maximum award: $7,500

e. Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded subordinate mortgage and note.
2. Interest Rate: 0%
3. Years in loan term: Ten (10) years
4. Forgiveness: If the loan remains in good standing, assistance will be forgiven at the end of the loan term.
5. Repayment: Not required if the loan is in good standing.
6. Default: The loan will be determined to be in default if any of the following occurs:
   - Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.);
   - Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
   - Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.
   - Homeowner fails to maintain homeowner's insurance and flood insurance, if in a 100-year flood plain or required by a first mortgage lender to be covered by flood insurance.
   - Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
     - purpose of preventing foreclosure;
     - lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable rate mortgage (ARM) to a fixed rate mortgage;
     - for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Recipient/Tenant Selection Criteria: Applicants will be ranked for assistance based on a first-qualified, first-served basis with the priorities for Special Needs, Essential Services Personnel and income groups.

- A recipient must be the owner occupant of a home in an unincorporated area of Leon County for at least a year prior to application and qualify for Homestead Property Tax Exemption; or if the property has not been owned for at least a year, the needed repair, improvement or modification must be related to a circumstance that could not have reasonably been known prior to purchase

of the property.

- A recipient may not have a reverse mortgage and must be current on all property taxes (including assessments), or other obligations associated with the property that may bring threat of tax lien, default, clouded title or other loss of ownership.
- Prior to participation, a recipient will be required to make code related improvements that are not repair oriented (i.e. nuisance, trash, environmental or health codes). Such improvements must be made if there is an active code complaint.
- A recipient may not have total liquid assets (liquid assets include all assets that can be accessed without penalty) that exceed Thirty Thousand Dollars ($30,000).
- Applicant(s) must be at least two (2) months, but not more than six (6) months, in arrears in mortgage payments and have received notification in writing from their lender that proceeding to foreclosure is eminent. The maximum arrears for eligibility will be determined by the Lender's willingness to accept program maximum award to solve the client's issue via direct payment, modification, repayment plan, reinstatement, or any other viable solution acceptable to the client and Lender.
- Applicant(s) must have received in writing, from their lender, a denial of default resolution, forbearance, or payment arrangement.
- Applicant(s) must provide proof of sufficient income to maintain all mortgages and property taxes after foreclosure assistance is received. The ability to pay the affordable mortgage after receiving program assistance. Affordable means that monthly mortgage payments including taxes and insurance do not exceed 30 percent of that amount which represents the percentage of the median annual gross income for the households as indicated in Section 420.9071 (20), (21) and (30), Fla. Stat.
- A hardship letter, as detailed in the Qualification Criteria must demonstrate the nonpayment of the mortgage is due to: sudden loss of income, sudden medical expenses, divorce or separation, death of spouse or joint-property owner, or unforeseen home repair bills.
- If approved to receive assistance, the applicant(s) must demonstrate:
    - Proof of completion in a credit counseling/budgeting course offered by an approved local provider.
    - Proof of residency in the unincorporated area of Leon County.
    - Assistance being sought is for the applicant(s) primary residence.
    - Applicant(s) must demonstrate proof of extraordinary hardship. Assistance will be provided where an extraordinary hardship exists and has been demonstrated through adequate documentation, resulting in the delinquency on the first mortgage. If the applicant(s) has a variable rate mortgage, the applicant(s) must agree and show proof of approval for a modified fixed rate mortgage. Examples of an extraordinary hardship include, but are not limited to:
        - Loss of employment, through no fault of the applicant; however, the applicant has secured new employment.
        - Substantial decrease in the household income, through no fault of the applicant(s).
        - Temporary or permanent disability that reduces income.
        - Changes in the household composition that reduces income.

- Demonstrated medical hardship.
- Weather events such as fire, hurricane, or other disaster, resulting in unforeseen home repair bills not covered by the Federal Emergency Management (FEMA).
- Substantial increase of the mortgage payment due to participation in an adjustable-rate mortgage or "ramp up" mortgage.
- Substantial increase in payment due to escrow shortages.

g. Sponsor Selection Criteria: N/A

h. Additional Information:

- Eligible units shall be either site-built or block structures; modular homes; or mobile homes (built after 1994). Mobile homes assisted with SHIP funds must be registered as real property with the Leon County Tax Collector's Office and the household must have at least one resident who qualifies as "Special Needs" in accordance with Section 420.0004, Fla. Stat.
- Homeowner must obtain and/or maintain homeowner's insurance.
- Homes in a 100-year flood plain or properties required by a first mortgage lender to be covered by flood insurance must have and maintain sufficient flood insurance coverage.
- Combined loan-to-value, including the anticipated SHIP lien, may not exceed one-hundred twenty percent (120%) of the value of the property. However, the loan-to-value limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.
- Properties with a reverse mortgage are not eligible.
- Except for Disaster Recovery, previous Foreclosure Avoidance recipients are not eligible to receive additional SHIP assistance until ten (10) years after lien origination.

H. Rental Development & Rehabilitation	Code 14, 21

a. Summary: SHIP Funds will be awarded to developers that are awarded financing through other programs to build new or to rehabilitate affordable rental units (single family detached, manufactured or multi-family).

b. Fiscal Years Covered: 2026 – 2027, 2027 – 2028, 2028 – 2029

c. Income Categories to be served: Extremely low, very low, low

d. Maximum award: $300,000 per project

e. Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded subordinate mortgage and note.
2. Interest Rate: 0%

3. Years in loan term: Coterminous with the project's first mortgage.
4. Forgiveness: If the loan remains in good standing, assistance will be forgiven at the end of the loan term.
5. Non-profit developers: Loan is forgiven on a prorated basis.
6. Repayment: Not required if the loan is in good standing.
7. Default: The loan will be due and payable before the end of the term only if the units are sold or are no longer occupied by income-eligible households or used to house eligible households or persons who are homeless (if homeless rental development). Applicant must commit to long term affordability restrictions that set-aside a portion of rental units within the development for very low-income and/or extremely low-income households.

If the property is foreclosed by a superior mortgage holder, the County will make every effort to recapture funds through the legal process if it is determined that adequate funds may be available after satisfaction of all superior liens.

In the event the sponsor ceases to use the property to house eligible households or persons who are homeless, does not maintain the property to meet minimum housing quality standards, or offers the property for sale prior to the end of the term of the loan, the sponsor must give a right of first refusal to the Community Land Trust then an eligible not-for-profit, for purchase at the current market value for continued occupancy by eligible persons.

f. Recipient/Tenant Selection Criteria: Applications from potential tenants will be reviewed for eligibility by the program sponsors and will be ranked for assistance based on a first-qualified, first-served basis with the priorities for eligible households or persons who are homeless (if homeless rental development), Special Needs, Essential Services Personnel and income groups as referenced in Program Details (I).

g. Developer Selection Criteria: Notices of funding availability will be issued annually at the beginning of the County's fiscal year by the Housing Finance Authority (HFA) of Leon County. Applications from developers will be reviewed on an ongoing basis by the Housing Finance Authority of Leon County, as long as funding is available.

Developers are required to be awarded financing through the Florida Housing Finance Corporation to construct new affordable rental units (except CLT projects). This funding may be used as gap financing required for the project. Developers seeking funding for the construction of multifamily projects are required to set aside units for very low and extremely low-income households.

Not-for-profit sponsors used to implement this program must have received a tax-exempt ruling as a non-profit agency from the IRS under Section 501(c) of the Internal Revenue Code. The not-for-profit must have in its mission statement, Articles of incorporation, or bylaws that it is dedicated to the provision of housing and services for eligible households or persons who are homeless (if homeless rental development).

For-profit sponsors administering the program must have experience performing housing activities for

eligible households or persons who are homeless (if homeless rental development).

Sponsors/developers seeking funding for the construction of multifamily rental developments are required to set aside a minimum of five percent 5% of units for individuals or families exiting homelessness.

The criteria to select for-profit or non-profit agencies may include, but is not limited to, the following:

- Project feasibility as determined by:
  - Applicant's development and construction experience;
  - Applicant's management experience;
  - Financial feasibility to complete and operate the project (including, but not limited to, cost estimates, cash flows, debt service, coverage ratios, the percentage of public monies requested compared to project cost; leveraging);
  - Reasonableness of total development cost per unit;
  - Readiness to proceed (with respect to entitlements including but not limited to zoning, approvals and permits);
  - Overall quality of the site
  - Demonstrated need for gap financing.
- Applicant's performance and/or compliance (including any prior defaults) of any prior loans or contracts with the Housing Finance Authority, County or the City of Tallahassee;
- Number of units produced;
- Unit and Development amenities and Energy Efficiency (at a minimum, must meet HFA's minimum requirements for bond financing);
- Proximity to employment opportunities and public transportation;
- Developments that provide maximum impact on the quality of life of the residents;
- The extent to which there is temporary (for any rehabilitation projects) or permanent displacement of existing tenants (then in which event either shall be scored as a negative factor);
- Preference shall be given to
  - Developers that commit to affordability restrictions in perpetuity; and
  - Developers that commit to exceeding the minimum set aside requirements of the Florida Housing Finance Corporation for very low and extremely-low-income households.

h. Additional Information: Eligible units shall be either site-built or block structures; modular homes; or brand-new manufactured units.

The County shall rely on the monitoring reports resulting from monitoring visits conducted as a requirement for the Florida Housing Finance Corporation to verify that the development is compliant with County affordable housing rules, requirements, and the terms herein.

To the maximum extent possible, the County and all contracted agencies shall encourage the

incorporation of energy efficiency features, and green building and design techniques into rehabilitation or construction projects for sustainability and affordability.

All eligible units must be in Leon County. Any homes on the National Registry of Historic Places may not be eligible.

I. Housing Rental Assistance	Code 13,23,26

a. Summary: SHIP funds will be awarded for: (1) first and last month's rent, security and utility deposit assistance, moving costs and storage fees; and (2) past due rent and late fees not to exceed six months' rent to prevent eviction and (3) Rent Subsidies paying the monthly rent for up to 12 months. To be eligible for Rent Subsidies, the household receiving assistance must include at least one adult who is a person with special needs as defined in Section 420.0004 (13), Florida Statutes, or homeless as defined in Section 420.621, Florida Statutes, and be considered very-low income.

b. Fiscal Years Covered: 2026 – 2027, 2027 – 2028, 2028 – 2029

c. Income Categories to be served: Very low and Low

d. Maximum award: $10,000

e. Terms:
   1. Repayment loan/deferred loan/grant: Funds will be awarded as a grant.
   2. Interest Rate: N/A
   3. Years in loan term: N/A
   4. Forgiveness: N/A
   5. Repayment: N/A
   6. Default: N/A

f. Recipient/Tenant Selection Criteria: Applicants who are homeless or at risk of homelessness (i.e., seeking eviction prevention) will be referred to the local Continuum of Care Coordinated Entry system, as appropriate and be assisted on a first-qualified, first-served basis. Applicants with one or more special needs household members may apply directly to the Leon County Housing Division or may be referred by a special needs service provider. If applications are received simultaneously, priority will be given to the household with the lowest income.

g. Sponsor Selection Criteria: Sponsors may be selected to administer the Rental Subsidies program. Criteria for selection of sponsor organization will include:
   1. Past experience working with the target population;
   2. Past experience administering similar rental assistance programs;
   3. Financial and human resource capacity to administer the program;
   4. Participation in the Continuum of Care Coordinated Entry system; and

5. Such other criteria as may be determined appropriate.

h. Additional Information:

- All eligible units must be in unincorporated Leon County.
- A twelve (12) month lease is required.
- Rent Subsidy is provided to households once in a lifetime.
- Reentry and Eviction Prevention recipients are eligible to receive additional SHIP assistance one (1) year after assistance is provided.

J. Manufactured Housing (Mobile Homes)	Code 28, 29

a. Summary: The manufactured housing strategy may provide funds for:

1. Relocation assistance for owners/tenants who have been evicted due to closure of a mobile home park in accordance with 723.003, F.S. (code 28)
2. Lot rent assistance to owners of manufactured housing/mobile homes not to exceed six months (code 29)

b. Fiscal Years Covered: 2026 – 2027, 2027 – 2028, 2028 – 2029

c. Income Categories to be served: Very low and low

d. Maximum award: $10,000 (relocation assistance)
$5,000 (lot rental assistance)

e. Terms:

1. For relocation assistance and lot rent assistance, the funds are awarded as a grant.
2. Years in loan term: N/A
3. Forgiveness: N/A
4. Repayment: N/A
5. Default: N/A

f. Recipient/Tenant Selection Criteria: Applicants will be assisted on a first-qualified, first-served basis with priorities detailed in Section I.I being met first.

g. Sponsor Selection Criteria: N/A

h. Additional Information: Manufactured housing constructed after June 1994 is eligible.

III. LHAP Incentive Strategies

In addition to the **required Incentive Strategy A and Strategy B**, include all adopted incentives with the policies and procedures used for implementation as provided in Section 420.9076, Florida Statutes.:

A. **Expedited Permitting**

Permits as defined in Section 163.3177(6)(f)(3), Florida Statutes, for affordable housing projects are expedited to a greater degree than other projects.

The procedures used to implement this strategy are as follows:

Leon County expedites permitting of affordable housing projects by administrative direction, close coordination and teamwork. Specific processes that have been established include:

1) Using pre-permitting review to determine project status, identify and resolve potential legal problems that might preempt permitting, and otherwise expedite affordable housing.

2) Obtain assistance and cross-training from Building Inspection with the initial inspection of rehabilitation projects to ensure all code compliance issues are addressed in write-ups and permit applications. This expedites plan review and minimizes changes that delay permitting and project completion.

3) The Director of the Office of Human Services & Community Partnerships and the staff are the designated liaisons with the Affordable Housing Program and assists with the resolution of difficult permitting issues.

These processes will promote a reduction in building permitting time for affordable housing projects by 50% from the average of ten (10) days to an average of five (5) days.

B. **Ongoing Review Process**

An ongoing process for review of local policies, ordinances, regulations and plan provisions that increase the cost of housing prior to their adoption.

The procedures used to implement this strategy:

By administrative direction, all Local Comprehensive Plan and Land Development Regulations (LDR) with the potential to impact the cost of affordable housing are referred to the Leon County Division of Housing Services. Any of these Plan or LDR amendments potentially affecting affordable housing costs can be brought up to a meeting of the Department of Development Support and Environmental Management, the Planning Department, and the Division of Housing Services for modification and transmittal to the Board of County Commissioners or other appropriate review or approval entities.

C. **Flexibility in Densities**

The allowance of flexibility in densities for affordable housing.

The procedures used to implement this strategy:

The Land Development Code (LDC) provides incentives for affordable housing regarding the required review level. For example, projects with 50% or more affordable housing units can have their review threshold increased by 50% thereby potentially allowing a lower review level leading to potentially lower permitting costs. [Section 10-7.402(4)(h) of the LDC]

D. **Modification of Impact Fee Requirements**

The modification of impact-fee requirements, including reduction or waiver of fees and alternative methods of fee payment for affordable housing.

The procedures used to implement this strategy:

The County eliminated its transportation impact fee in 1995; therefore, housing developers do not pay any county impact fees. The Public Works Department supports affordable housing by waiving landfill dumping (tipping) fees for disposal of construction debris by the County's affordable housing contractors.

E. **Allowance of Accessory Dwelling Units**

The allowance of affordable accessory residential units in residential zoning districts.

The procedures used to implement this strategy:

The LDC allows accessory dwelling units in conjunction with the following principal structures: single-family detached dwellings; retail establishments; offices; and principal industrial structures. [Section 10-6.803(b) of the LDC]

F. **Inventory of Public Lands Suitable for Affordable Housing**

The preparation of a printed inventory of locally owned public lands suitable for affordable housing.

The procedures used to implement this strategy:

County staff prepares, and makes available to the public, a printable inventory of County-owned lands suitable for affordable housing.

IV. EXHIBITS:

A. Administrative Budget for each fiscal year covered in the Plan.

B. Timeline for Estimated Encumbrance and Expenditure.

C. Housing Delivery Goals Chart (HDGC) For Each Fiscal Year Covered in the plan.

D. Signed LHAP Certification.

E. Signed, dated, witnessed or attested adopting resolution.

F. Community Land Trust Additional Instructions and Information.

G. Interlocal Agreement, Leon County, Florida & the City of Tallahassee, Florida

ADMINISTRATIVE BUDGET FOR EACH FISCAL YEAR

Exhibit A (2026)

Leon County		
Fiscal Year: 2026-2027		
Estimated SHIP Funds for Fiscal Year:	$	699,742.00
Salaries and Benefits	$	53,719.00
Office Supplies and Equipment	$	-
Travel Per diem Workshops, etc.	$	-
Advertising	$	-
Other*	$	15,000.00
Total	$	68,719.00
Admin %		9.82%
		OK
Fiscal Year 2027-2028		
Estimated SHIP Funds for Fiscal Year:	$	699,742.00
Salaries and Benefits	$	53,719.00
Office Supplies and Equipment	$	-
Travel Per diem Workshops, etc.	$	-
Advertising	$	-
Other*	$	15,000.00
Total	$	68,719.00
Admin %		9.82%
		OK
Fiscal Year 2028-2029		
Estimated SHIP Funds for Fiscal Year:	$	699,742.00
Salaries and Benefits	$	53,719.00
Office Supplies and Equipment	$	-
Travel Per diem Workshops, etc.	$	-
Advertising	$	-
Other*	$	15,000.00
Total	$	68,719.00
Admin %		9.82%
		OK

*All "other" items need to be detailed here and are subject to review and approval by the SHIP review committee. Project Delivery Costs that are outside of administrative costs are not to be included here, but must be detailed in the LHAP main document.

Details: Includes adminsitrative costs for the Down Payment Assistance Program.

FY 2026-2029

Exhibit B
Timeline for SHIP Expenditures

Leon County affirms that funds allocated for these fiscal years will meet the following deadlines:

Fiscal Year	Encumbered	Expended	Closeout Report
2026-2027	6/30/2028	6/30/2029	9/15/2029
2027-2028	6/30/2029	6/30/2030	9/15/2030
2028-2029	6/30/2030	6/30/2031	9/15/2031

If funds allocated for these fiscal years is not anticipated to meet expenditure deadlines, Florida Housing Finance Corporation should be notified according to the following dates:

Fiscal Year	Funds Not Expended	Closeout AR Not Submitted
2026-2027	3/30/2029	6/15/2029
2027-2028	3/30/2030	6/15/2030
2028-2029	3/30/2031	6/15/2031

Requests for Expenditure Extensions (close-out year ONLY) must be emailed to kathy.cutler@floridahousing.org and include:

1. A statement that "Leon County requests an extension to the expenditure deadline for fiscal year _____.
2. The amount of funds that is not expended.
3. The amount of funds that is not encumbered or has been recaptured.
4. A detailed plan/timeline of how/when the money will be expended.

Note: an extension to the expenditure deadline (June 30) does not relieve the requirement to submit (September 15) the annual report online detailing all funds that have been expended.

Other Key Deadlines:

AHAC reports are due annually by December 31. Local governments receiving the minimum (or less) allocation may choose not to report.

ACFR financial statements are due each June 30 for the report ending September 30 of the previous year.

LHAP Exhibit C 2026

FLORIDA HOUSING FINANCE CORPORATION

HOUSING DELIVERY GOALS CHART

2026-2027

Name of Local Government:	Leon County
Estimated Funds (Anticipated allocation only):	$ 699,742

Code	Strategies Homeownership	Qualifies for 75% set-aside	VLI Units	Max. SHIP Award	LI Units	Max. SHIP Award	Mod Units	Max. SHIP Award	New Construction	Without Construction	Total	Units
1	Purchase Assistance with Rehab	Yes	0	$25,000	0	$25,000	0	$20,000	$0.00	$0.00	$0.00	0
2	Purchase Assistance without Rehab	No	0	$10,000	5	$10,000	0	$7,500	$0.00	$50,000.00	$50,000.00	5
10	New Construction	Yes	0	$100,000	1	$100,000	0	$0	$115,412.00	$0.00	$115,412.00	1
3	Owner Occupied Rehabilitation	Yes	2	$100,000	1	$100,000	0	$0	$300,000.00	$0.00	$300,000.00	3
4	Demolition/Reconstruction	Yes	0	$300,000	0	$300,000	0	$0	$0.00	$0.00	$0.00	0
6	Emergency Repair	Yes	0	$30,000	0	$30,000	0	$0	$0.00	$0.00	$0.00	0
5	Disaster Assistance	Yes	0	$30,000	0	$30,000	0	$30,000	$0.00	$0.00	$0.00	0
7	Foreclosure Prevention	No	0	$7,500	0	$7,500	0	$7,500	$0.00	$0.00	$0.00	0
									$0.00	$0.00	$0.00	0
									$0.00	$0.00	$0.00	0
	Total Homeownership		2		7		0		$415,412.00	$50,000.00	$465,412.00	9
Purchase Price Limits:			New	$ 544,233	Existing	$ 544,233						
			OK		OK							

Code	Rental	Qualifies for 75% set-aside	VLI Units	Max. SHIP Award	LI Units	Max. SHIP Award	Mod Units	Max. SHIP Award	New Construction	Without Construction	Total	Units
14	Rehabilitation	Yes	0	$75,000	0	$75,000	0	0	$0.00	$0.00	$0.00	0
21	New Construction	Yes	2	$50,000	0	$50,000	0	0	$114,000.00	$0.00	$114,000.00	2
13	Rental Assistance (Tenant)	No	0	$10,000	0	$10,000	0	0	$0.00	$0.00	$0.00	0
23	Rental Assistance (Tenant)	No	0	$10,000	0	$10,000	0	0	$0.00	$0.00	$0.00	0
26	Rental Assistance (Tenant)	No	0	$10,000	0	$10,000	0	0	$0.00	$0.00	$0.00	0
16	Disaster Assistance	Yes	0	$30,000	0	$30,000	0	30000	$0.00	$0.00	$0.00	0
	Total Rental		2		0		0		$114,000.00	$0.00	$114,000.00	2
	Administration Fees		$ 15,000		2%		OK					
	Home Ownership Counseling		$ 50,000									
	Total All Funds		$ 644,412	OK								

Set-Asides

Percentage Construction/Rehab (75% requirement)		75.7%	OK
Homeownership % (65% requirement)		66.5%	OK
Rental Restriction (25%)		16.3%	OK
Very-Low Income (30% requirement)	$ 314,000	44.9%	OK
Low Income (30% requirement)	$ 265,412	37.9%	OK
Moderate Income	$ -	0.0%	

LHAP Exhibit C 2026

FLORIDA HOUSING FINANCE CORPORATION												
HOUSING DELIVERY GOALS CHART												
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Name of Local Government:			Leon County									
Estimated Funds (Anticipated allocation only):			$ 699,742									
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6	Emergency Repair	Yes	0	$30,000	0	$30,000	0	$0	$0.00	$0.00	$0.00	0
5	Disaster Assistance	Yes	0	$30,000	0	$30,000	0	$30,000	$0.00	$0.00	$0.00	0
7	Foreclosure Prevention	No	0	$7,500	0	$7,500	0	$7,500	$0.00	$0.00	$0.00	0
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	Total Homeownership		2		7		0		$415,412.00	$50,000.00	$465,412.00	9
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Low Income (30% requirement)		$ 265,412	37.9%	OK
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Exhibit D
67-37.005(1), F.A.C.
2026

CERTIFICATION TO
FLORIDA HOUSING FINANCE CORPORATION

Local Government or Interlocal Entity: Leon County

Certifies that:

(1) The availability of SHIP funds will be advertised pursuant to program requirements in 420.907-420.9079, Florida Statutes.

(2) All SHIP funds will be expended in a manner which will ensure that there will be no discrimination on the basis of race, color, national origin, sex, handicap, familial status, or religion.

(3) A process to determine eligibility and for selection of recipients for funds has been developed.

(4) Recipients of funds will be required to contractually commit to program guidelines and loan terms.

(5) Florida Housing will be notified promptly if the local government /interlocal entity will be unable to comply with any provision of the local housing assistance plan (LHAP).

(6) The LHAP provides a plan for the encumbrance of funds within twelve months of the end of the State fiscal year in which they are received and a plan for the expenditure of SHIP funds including allocation, program income and recaptured funds within 24 months following the end of the State fiscal year in which they are received.

(7) The LHAP conforms to the Local Government Comprehensive Plan, or that an amendment to the Local Government Comprehensive Plan will be initiated at the next available opportunity to insure conformance with the LHAP.

(8) Amendments to the approved LHAP shall be provided to the Florida Housing for review and/or approval within 21 days after adoption.

(9) The trust fund exists with a qualified depository for all SHIP funds as well as program income or recaptured funds.

(10) Amounts on deposit in the local housing assistance trust fund shall be invested as permitted by law.

Exhibit D
67-37.005(1), F.A.C.
2026

(11) The local housing assistance trust fund shall be separately stated as a special revenue fund in the local governments audited financial statements (ACFR). An electronic copy of the ACFR or a hyperlink shall be provided to Florida Housing by June 30 of the applicable year.

(12) Evidence of compliance with the Florida Single Audit Act, as referenced in Section 215.97, F.S. shall be provided to Florida Housing by June 30 of the applicable year.

(13) SHIP funds will not be pledged for debt service on bonds.

(14) Developers receiving assistance from both SHIP and the Low-Income Housing Tax Credit (LIHTC) Program shall comply with the income, affordability and other LIHTC requirements, similarly, any units receiving assistance from other federal programs shall comply with all Federal and SHIP program requirements.

(15) Loans shall be provided for periods not exceeding 30 years, except for deferred payment loans or loans that extend beyond 30 years which continue to serve eligible persons.

(16) Rental Units constructed or rehabilitated with SHIP funds shall be monitored for compliance with tenant income requirements and affordability requirements or as required in Section 420.9075 (3)(e). To the extent another governmental entity provides periodic monitoring and determination, a municipality, county or local housing financing authority may rely on such monitoring and determination of tenant eligibility.

(17) The LHAP meets the requirements of Section 420.907-9079 FS, and Rule Chapter 67-37 FAC.

(18) The provisions of Chapter 83-220, Laws of Florida have not been implemented (except for Miami-Dade County).

Witness

Witness

Chief Elected Official or designee

Vincent S. Long, County Administrator

Type Name and Title

4-28-26
Date

OR

Regina Glee Nash
Attest:

REGINA GLEE NASH
MY COMMISSION # HH 620270
EXPIRES: December 10, 2028
(Seal)

2

Community Land Trust

Ground Lease

between

Tallahassee Lenders' Consortium ("TLC")

And

BUYER'S NAME

dated as of

the ____day of _____, 20____
(This will be completed closing date)

DRAFT

TABLE OF CONTENTS

RECITALS

DEFINITIONS

ARTICLE 1: Homeowner's Letter of Agreement attached as Exhibit.

ARTICLE 2: Leasing of Rights to the Land
- 2.1 CLT LEASES THE LAND TO HOMEOWNER:
- 2.2 MINERAL RIGHTS NOT LEASED TO HOMEOWNER

ARTICLE 3: Term of Lease, Change of Land Owner
- 3.1 TERM OF LEASE IS 99 YEARS
- 3.2 HOMEOWNER CAN RENEW LEASE FOR ANOTHER 99 YEARS
- 3.3 WHAT HAPPENS IF CLT DECIDES TO SELL THE LEASED LAND

ARTICLE 4: Use of Leased Land
- 4.1 HOMEOWNER MAY USE THE HOME ONLY FOR RESIDENTIAL AND RELATED PURPOSES
- 4.2 HOMEOWNER MUST USE THE HOME AND LEASED LAND RESPONSIBILY AND IN COMPLIANCE WITH THE LAW
- 4.3 HOMEOWNER IS RESPONSIBLE FOR USE BY OTHERS
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- 4.5 LEASED LAND MAY NOT BE SUBLEASED WITHOUT CLT'S PERMISSION
- 4.6 CLT HAS A RIGHT TO INSPECT THE LEASED LAND
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- 5.1 AMOUNT OF LEASE FEE
- 5.2 WHEN THE LEASE FEE IS TO BE PAID
- 5.3 HOW THE AMOUNT OF THE LEASE FEE HAS BEEN DETERMINED
- 5.4 CLT MAY REDUCE OR SUSPEND THE LEASE FEE TO IMPROVE AFFORDABILITY
- 5.5 FEES MAY BE INCREASED FROM TIME TO TIME
- 5.6 LEASE FEE WILL BE INCREASED IF RESTRICTIONS ARE REMOVED
- 5.7 IF PAYMENT IS LATE, INTEREST CAN BE CHARGED
- 5.8 CLT CAN COLLECT UNPAID FEES WHEN HOME IS SOLD

ARTICLE 6: Taxes and Assessments

DRAFT

6.1 HOMEOWNER IS RESPONSIBLE FOR PAYING ALL TAXES AND ASSESSMENTS
6.2 CLT WILL PASS ON ANY TAX BILLS IT RECEIVES TO HOMEOWNER
6.3 HOMEOWNER HAS A RIGHT TO CONTEST TAXES
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7.2 HOMEOWNER PURCHASES HOME WHEN SIGNING LEASE
7.3 CONSTRUCTION CARRIED OUT BY HOMEOWNER MUST COMPLY WITH CERTAIN REQUIREMENTS
7.4 HOMEOWNER MAY NOT ALLOW STATUTORY LIENS TO REMAIN AGAINST LEASED LAND OR HOME
7.5 HOMEOWNER IS RESPONSIBLE FOR SERVICES, MAINTENANCE AND REPAIRS
7.6 A REPAIR RESERVE FUND IS ESTABISHED TO SUPPORT FUTURE REPAIRS
[This section must either be completed in accordance with the CLT's repair reserve policy, or omitted entirely. See Commentary on this Section 7.6.]
7.7 WHEN LEASE ENDS, OWNERSHIP REVERTS TO CLT, WHICH SHALL REIMBURSE HOMEOWNER

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8.2 BY SIGNING LEASE, CLT GIVES PERMISSION FOR ORIGINAL MORTGAGE
8.3 HOMEOWNER MUST GET SPECIFIC PERMISSION FOR REFINANCING OR OTHER SUBSEQUENT MORTGAGES.
8.4 CLT IS REQUIRED TO PERMIT A "STANDARD PERMITTED MORTGAGE"
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9.3 HOMEOWNER MUST REIMBURSE CLT
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9.5 WHAT HAPPENS IF HOME IS DAMAGED OR DESTROYED
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9.7 IF PART OF THE LAND IS TAKEN, THE LEASE FEE MAY BE REDUCED
9.8 IF LEASE IS TERMINATED BY DAMAGE, DESTRUCTION OR TAKING, CLT WILL TRY TO HELP HOMEOWNER BUY ANOTHER CLT HOME

DRAFT

ARTICLE 10: Transfer of the Home

For situations in which:

a) the Homeowner has no absolute right to identify buyer and can only recommend buyer;

b) an "improvements-only appraisal-based formula" is used; and

c) the original base price is not greater than the original appraised value of the Home.

10.1 INTENT OF THIS ARTICLE IS TO PRESERVE AFFORDABILITY
10.2 HOMEOWNER MAY TRANSFER HOME ONLY TO CLT OR QUALIFIED PERSONS
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Exhibit DEED
Exhibit PERMITTED MORTGAGES
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Other Exhibits to be Attached as Appropriate

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Exhibit RESTRICTIONS
Exhibit INITIAL APPRAISAL

APPENDIX: Alternative versions of Article 10

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GROUND LEASE AGREEMENT

THIS GROUND LEASE AGREEMENT (the "Lease") entered into this _____ day of _____, 2025, by and between Tallahassee Lenders' Consortium, a Florida non-profit, having an office at 224 Office Plaza Drive, Tallahassee, FL 32301 ("**TLC"** or "**CLT"**), and **NAME**_("**Homeowner**").

RECITALS

A. TLC is organized exclusively for charitable purposes, including the purpose of providing homeownership opportunities for low-and-moderate income people who would otherwise be unable to afford homeownership.

B. A goal of TLC is to preserve affordable homeownership opportunities through the long-term leasing of land under owner-occupied homes.

C. The Leased Land described in this Lease has been acquired and is being leased by TLC in furtherance of this goal.

D. The Homeowner shares the purposes of TLC and has agreed to enter into this Lease not only to obtain the benefits of homeownership, but also to further the charitable purposes of TLC.

E. Homeowner and TLC recognize the special nature of the terms of this Lease, and each of them accepts these terms, including those terms that affect the marketing and resale price of the property now being purchased by the Homeowner.

F. Homeowner and TLC agree that the terms of this Lease further their shared goals over an extended period of time and through a succession of owners.

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NOW THEREFORE, Homeowner and TLC agree on all of the terms and conditions of this Lease as set forth below.

DEFINITIONS: Homeowner and TLC agree on the following definitions of key terms used in this Lease.

Leased Land: the parcel of land, described in Exhibit: LEASED LAND, that is leased to the Homeowner.

Home: the residential structure and other permanent improvements located on the Leased Land and owned by the Homeowner, including both the original Home described in Exhibit: DEED, and all permanent improvements added thereafter by Homeowner at Homeowner's expense.

Base Price: the total price that is paid for the Home by the Homeowner (including the amount provided by a first mortgage loan but not including subsidy in the form of deferred loans to the Homeowner).

Purchase Option Price: the maximum price the Homeowner is allowed to receive for the sale of the Home and the Homeowner's right to possess, occupy and use the Leased Land, as defined in Article 10 of this Lease.

Lease Fee: The monthly fee that the Homeowner pays to the CLT for the continuing use of the Leased Land and any additional amounts that the CLT charges to the Homeowner for reasons permitted by this Lease.

Permitted Mortgage: A mortgage or deed of trust on the Home and the Homeowner's right to possess, occupy and use the Leased Land granted to a lender by the Homeowner with the CLT's Permission. The Homeowner may not mortgage the CLT's interest in the Leased Land and may not grant any mortgage or deed of trust without CLT's Permission.

Event of Default: Any violation of the terms of the Lease unless it has been corrected ("cured") by Homeowner or the holder of a Permitted Mortgage in the specified period of time after a written Notice of Default has been given by CLT.

Due Date: With respect to: (a) Lease Fee the date on which such Lease Fee is due as provided in this Lease; and (b) any Imposition, the last date on which such Imposition can be paid without any fine, penalty, interest or cost being added thereto or imposed by Law for the non-payment thereof. The time cutoff is 5:00 p.m. Eastern time for all Due Dates.

ARTICLE 1: Homeowner's Letter of Agreement is attached as Exhibit.

Attached as Exhibit HOMEOWNER'S LETTER OF AGREEMENT made part of this Lease by reference is a Letter of Agreement from the Homeowner, describing the Homeowner's understanding and acceptance of this Lease (including the parts of the Lease that affect the resale of the Home).

ARTICLE 2: Leasing of Rights to the Land

2.1 CLT LEASES THE LAND TO HOMEOWNER: The CLT hereby leases to the Homeowner, and Homeowner hereby accepts, the right to possess, occupy and use the Leased Land (described in the attached Exhibit LEASED LAND) in accordance with the terms of this Lease. CLT has furnished to Homeowner a copy of the most current title report, if any, obtained by CLT for the Leased Land, and Homeowner accepts title to the Leased Land in its condition "as is" as of the signing of this Lease.

2.2 MINERAL RIGHTS NOT LEASED TO HOMEOWNER: CLT does not lease to the Homeowner the right to remove from the Leased Land any minerals lying beneath the Leased Land's surface. Ownership of such minerals remains with the CLT, but the CLT shall not remove any such minerals from the Leased Land without the Homeowner's written permission.

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ARTICLE 3: Term of Lease, Change of Land Owner

3.1 TERM OF LEASE IS 99 YEARS: This Lease shall remain in effect for 99 years, beginning on the ___ day of _____, 20__, and ending on the _____ day of _____, 20___, unless ended sooner or renewed as provided below.

3.2 HOMEOWNER CAN RENEW LEASE FOR ANOTHER 99 YEARS: Homeowner may renew this Lease for one additional period of 99 years. The CLT may change the terms of the Lease for the renewal period prior to the beginning of the renewal period but only if these changes do not materially and adversely interfere with the rights possessed by the Homeowner under the Lease. Not more than 365 nor less than 180 days before the last day of the first 99-year period, CLT shall give Homeowner a written notice that states the date of the expiration of the first 99-year period and the conditions for renewal as set forth in the following paragraph ("the Expiration Notice"). The Expiration Notice shall also describe any changes that CLT intends to make in the Lease for the renewal period as permitted above.

The Homeowner shall then have the right to renew the Lease only if the following conditions are met: (a) within 60 days of receipt of the Expiration Notice, the Homeowner shall give CLT written notice stating the Homeowner's desire to renew ("the Renewal Notice"); (b) this Lease shall be in effect on the last day of the original 99-year term, and (c) the Homeowner is not in default under this Lease or under any Permitted Mortgage on the last day of the original 99-year term.

When the Homeowner has exercised the option to renew, Homeowner and TLC shall sign a memorandum stating that the option has been exercised. The memorandum shall comply with the requirements for a notice of lease as stated in Section 14.12 below. TLC shall record this memorandum in accordance with the requirements of law promptly after the beginning of the renewal period.

3.3 WHAT HAPPENS IF CLT DECIDES TO SELL THE LEASED LAND: If ownership of the Leased Land is ever transferred by TLC (whether voluntarily or involuntarily) to any other person or institution, this Lease shall not cease but shall remain binding on the new land-owner as well as the Homeowner. If TLC agrees to transfer the Leased Land to any person or institution other than a non-profit corporation, charitable trust, government agency or other similar institution sharing the goals described in the Recitals above, the Homeowner shall have a right of first refusal to purchase the Leased Land. The details of this right shall be stated in the attached Exhibit FIRST REFUSAL. Any sale or other transfer contrary to Section 3.3 shall be null and void.

ARTICLE 4: Use of Leased Land

4.1 HOMEOWNER MAY USE THE HOME ONLY FOR RESIDENTIAL AND RELATED PURPOSES: Homeowner shall use, and allow others to use, the Home and Leased Land only for residential purposes and any activities related to residential use that were permitted by local zoning law when the Lease was signed and any and all applicable Homeowner and Neighborhood Association covenants and restrictions as indicated in the attached Exhibit ZONING.

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[*To be added when needed:* Use of the Leased Land shall be further limited by the restrictions described in the attached Exhibit RESTRICTIONS.]

4.2 HOMEOWNER MUST USE THE HOME AND LEASED LAND RESPONSIBILY AND IN COMPLIANCE WITH THE LAW: Homeowner shall use the Home and Leased Land in a way that will not cause harm to others or create any public nuisance. Homeowner shall dispose of all waste in a safe and sanitary manner. Homeowner shall maintain all parts of the Home and Leased Land in safe, sound and habitable condition, in full compliance with all laws and regulations, and in the condition that is required to maintain the insurance coverage required by Section 9.4 of this Lease.

4.3 HOMEOWNER IS RESPONSIBLE FOR USE BY OTHERS: Homeowner shall be responsible for the use of the Home and Leased Land by all residents and visitors and anyone else using the Leased Land with Homeowner's permission and shall make all such people aware of the restrictions on use set forth in this Lease.

4.4 THE CLT HOME MUST BE THE HOMEOWNER'S PRIMARY RESIDENCE. HOMEOWNER MUST OCCUPY THE HOME FOR AT LEAST 10 MONTHS EACH YEAR: The Homeowner shall occupy the Home for at least 10 months of each year of this Lease, unless otherwise agreed by CLT. Occupancy by Homeowner's child, spouse, domestic partner, or other persons approved in writing by CLT shall be considered occupancy by Homeowner. Neither compliance with the occupancy requirement nor CLT's permission for an extended period of non-occupancy constitutes permission to sublease the Leased Land and Home, which is addressed in Section 4.5 below.

4.5 LEASED LAND MAY NOT BE SUBLEASED, WITHOUT EXCEPTION Homeowner shall not sublease, sell or otherwise convey any of Homeowner's rights under this Lease, for any period of time. The homeowner agrees that CLT shall have the right to withhold such consent in order to further the purposes of this Lease.

4.6 CLT HAS A RIGHT TO INSPECT THE LEASED LAND: The CLT may inspect any part of the Leased Land except the interiors of fully enclosed buildings, at any reasonable time, after notifying the Homeowner at least 24 hours before the planned inspection. No more than 4 regular inspections may be carried out in a single year, except in the case of an emergency. In an emergency, the CLT may inspect any part of the Leased Land except the interiors of fully enclosed buildings, after making reasonable efforts to inform the Homeowner before the inspection.

If the CLT has received an Intent-To-Sell Notice (as described in Section 10.4 below), then the CLT has the right to inspect the interiors of all fully enclosed buildings to determine their condition prior to the sale. The CLT must notify the Homeowner at least 24 hours before carrying out such inspection.

4.7 HOMEOWNER HAS A RIGHT TO QUIET ENJOYMENT: Homeowner has the right to quiet enjoyment of the Leased Land. The CLT has no desire or intention to interfere with the personal lives, associations, expressions, or actions of the Homeowner in any way not permitted by this Lease.

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ARTICLE 5: Lease Fee

5.1 AMOUNT OF LEASE FEE: The Homeowner shall pay a monthly Lease Fee in an amount equal to the sum of Lease Fee of **$25.00** to be paid in return for the continuing right to possess, occupy and use the Leased Land.

5.2 WHEN THE LEASE FEE IS TO BE PAID: The Lease Fee shall be payable to CLT on the first day of each month for as long as this Lease remains in effect, unless the Lease Fee is to be escrowed and paid by a Permitted Mortgagee, in which case payment shall be made as directed by that Mortgagee.

5.3 HOW THE AMOUNT OF THE LEASE FEE HAS BEEN DETERMINED: The amount of the Lease Fee stated in Section 5.1 above has been determined as follows. First, the approximate monthly fair rental value of the Leased Land has been established, as of the beginning of the Lease term, recognizing that use of the Leased Premises is restricted by certain provisions imposed by the Lease. Then the affordability of this monthly amount, for the Homeowner has been analyzed and, if necessary, the Lease Fee has been reduced to an amount considered to be affordable for Homeowner.

5.4 CLT MAY REDUCE OR SUSPEND THE LEASE FEE TO IMPROVE AFFORDABILITY: CLT may reduce or suspend the total amount of the Lease Fee for a period of time for the purpose of improving the affordability of the Homeowner's monthly housing costs. Any such reduction or suspension must be in writing and signed by CLT.

5.5 FEES MAY BE INCREASED FROM TIME TO TIME: The CLT may increase the amount of the Lease Fee and/or the Repair Reserve Fee from time to time, but not more often than once every 5 years. Each time such amounts are increased, the total percentage of increase since the date this Lease was signed shall not be greater than the percentage of increase, over the same period of time, in the Consumer Price Index for urban wage earners and clerical workers for the urban area in which the Leased Land is located, or, if none, for urban areas the size of Tallahassee, Florida.

5.6 LEASE FEE WILL BE INCREASED IF RESTRICTIONS ARE REMOVED: If, for any reason, the provisions of Article 10 regarding transfers of the Home or Sections 4.4 and 4.5 regarding occupancy and subleasing are suspended or invalidated for any period of time, then during that time the Lease Fee shall be increased to an amount calculated by CLT to equal the fair rental value of the Leased Land for use not restricted by the suspended provisions, but initially an amount not exceeding $100.00 dollars. Such increase shall become effective upon CLT's written notice to Homeowner. Thereafter, for so long as these restrictions are not reinstated in the Lease, the CLT may, from time to time, further increase the amount of such Lease Fee, provided that the amount of the Lease Fee does not exceed the fair rental value of the property, and provided that such increases do not occur more often than once in every 5 years.

5.7 IF PAYMENT IS LATE, INTEREST CAN BE CHARGED: If the CLT has not received any monthly installment of the Lease Fee on or before the date on which the such installment first becomes payable under this Lease (the "Due Date"), the CLT may require Homeowner to pay interest on the unpaid amount from the Due Date through

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and including the date such payment or installment is received by CLT, at a rate not to exceed . ***The late fee is 5% of the amount owed to the CLT.*** Such interest shall be deemed additional Lease Fee and shall be paid by Homeowner to CLT upon demand; provided, however, that CLT shall waive any such interest that would otherwise be payable to CLT if such payment of the Lease Fee is received by CLT on or before the thirtieth (30th) day after the Due Date.

5.8 CLT CAN COLLECT UNPAID FEES WHEN HOME IS SOLD: In the event that any amount of payable Lease Fee remains unpaid when the Home is sold, the outstanding amount of payable Lease Fee, including any interest as provided above, shall be paid to CLT out of any proceeds from the sale that would otherwise be due to Homeowner. The CLT shall have, and the Homeowner hereby consents to, a lien upon the Home for any unpaid Lease Fee. Such lien shall be prior to all other liens and encumbrances on the Home except (a) liens and encumbrances recorded before the recording of this Lease, (b) Permitted Mortgages as defined in section 8.1 below; and (c) liens for real property taxes and other governmental assessments or charges against the Home.

ARTICLE 6: Taxes and Assessments

6.1 HOMEOWNER IS RESPONSIBLE FOR PAYING ALL TAXES AND ASSESSMENTS: Homeowner shall pay directly, when due, all taxes, governmental and/or other assessments that relate to the Home and the Leased Land (including any taxes relating to the CLT's interest in the Leased Land).

6.2 CLT WILL PASS ON ANY TAX BILLS IT RECEIVES TO HOMEOWNER: In the event that the local taxing authority bills CLT for any portion of the taxes on the Home or Leased Land, CLT shall pass the bill to Homeowner and Homeowner shall promptly pay this bill.

6.3 HOMEOWNER HAS A RIGHT TO CONTEST TAXES: Homeowner shall have the right to contest the amount or validity of any taxes relating to the Home and Leased Land. Upon receiving a reasonable request from Homeowner for assistance in this matter, CLT may join in contesting such taxes. All costs of such proceedings shall be paid by Homeowner.

6.4 IF HOMEOWNER FAILS TO PAY TAXES, CLT MAY INCREASE LEASE FEE: In the event that Homeowner fails to pay the taxes or other charges described in Section 6.1 above, CLT may increase Homeowner's Lease Fee to offset the amount of taxes and other charges owed by Homeowner. Upon collecting any such amount, CLT shall pay the amount collected to the taxing authority in a timely manner.

6.5 PARTY THAT PAYS TAXES MUST SHOW PROOF: When either party pays taxes relating to the Home or Leased Land, that party shall furnish satisfactory evidence of the payment to the other party. A photocopy of a receipt shall be the usual method of furnishing such evidence.

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ARTICLE 7: The Home

7.1 HOMEOWNER OWNS THE HOUSE AND ALL OTHER IMPROVEMENTS ON THE LEASED LAND: All structures, including the house, fixtures, and other improvements purchased, constructed, or installed by the Homeowner on any part of the Leased Land at any time during the term of this Lease (collectively, the "Home") shall be property of the Homeowner. Title to the Home shall be and remain vested in the Homeowner. However, Homeowner's rights of ownership are limited by certain provisions of this Lease, including provisions regarding the sale or leasing of the Home by the Homeowner and the CLT's option to purchase the Home. In addition, Homeowner shall not remove any part of the Home from the Leased Land without CLT's prior written consent.

7.2 HOMEOWNER PURCHASES HOME WHEN SIGNING LEASE: Upon the signing of this Lease, Homeowner is simultaneously purchasing the Home located at that time on the Leased Land, as described in the Deed, a copy of which is attached to this Lease as Exhibit: DEED.

7.3 CONSTRUCTION CARRIED OUT BY HOMEOWNER MUST COMPLY WITH CERTAIN REQUIREMENTS: Any construction in connection with the Home is permitted only if the following requirements are met: (a) all costs shall be paid for by the Homeowner; (b) all construction shall be performed in a professional manner and shall comply with all applicable laws and regulations; (c) all changes in the Home shall be consistent with the permitted uses described in Article 4; (d) the footprint, square-footage, or height of the house shall not be increased and additional structures shall not be built or installed on the Leased Land without the prior written consent of CLT. Inground swimming pools are not permitted.

Accessory structures such as storage buildings, tool room, workshop, above-ground swimming pools, cabanas and the like shall be submitted to and approved by the CLT. Homeowners are required to show proof that the insurance company has been notified about above-ground swimming pools. Mechanical equipment for the operation of swimming pools, hot tubs and the like shall be concealed from view by passers-by and neighboring lots.

For any construction requiring CLT's prior written consent, Homeowner shall submit a written request to the CLT. Such request shall include:

a) a written statement of the reasons for undertaking the construction.
b) a set of drawings (floor plan and elevations) showing the dimensions of the proposed construction.
c) a list of the necessary materials, with quantities needed.
d) a statement of who will do the work.

If the CLT finds it needs additional information it shall request such information from the Homeowner within two weeks of receipt of Homeowner's request. The CLT then, within two weeks of receiving all necessary information (including any additional information it may have requested) shall give the Homeowner either its written consent or a written statement of its reasons for not consenting. Before construction can begin,

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Homeowner shall provide CLT with copies of all necessary building permits, if not previously provided.

7.4 HOMEOWNER MAY NOT ALLOW STATUTORY LIENS TO REMAIN AGAINST LEASED LAND OR HOME: No lien of any type shall attach to the CLT's title to the Leased Land. The homeowner shall not permit any statutory or similar lien to be filed against the Leased Land or the Home which remains more than 60 days after it has been filed. Homeowner shall take action to discharge such lien, whether by means of payment, deposit, bond, court order, or other means permitted by law. If the Homeowner fails to discharge such lien within the 60-day period, then Homeowner shall immediately notify CLT of such failure. CLT shall have the right to discharge the lien by paying the amount in question. Homeowner may, at Homeowner's expense, contest the validity of any such asserted lien, provided Homeowner has furnished a bond or other acceptable surety in an amount sufficient to release the Leased Land from such lien. Any amounts paid by CLT to discharge such liens shall be treated as an additional Lease Fee payable by Homeowner upon demand.

7.5 HOMEOWNER IS RESPONSIBLE FOR SERVICES, MAINTENANCE AND REPAIRS: Homeowner hereby assumes responsibility for furnishing all services or facilities on the Leased Land, including but not limited to heat, electricity, air conditioning and water. CLT shall not be required to furnish any services or facilities or to make any repairs to the Home. Homeowner shall maintain the Home and Leased Land as required by Section 4.2 above and shall see that all necessary repairs and replacements are accomplished when needed.

7.6 A REPAIR RESERVE FUND IS ESTABISHED TO SUPPORT FUTURE REPAIRS: Not applicable.

7.7 WHEN THE LEASE ENDS, OWNERSHIP REVERTS TO CLT, WHICH SHALL REIMBURSE HOMEOWNER: Upon the expiration or termination of this Lease, ownership of the Home shall revert to CLT. Upon thus assuming title to the Home, CLT shall promptly pay Homeowner and Permitted Mortgagee(s), as follows:

FIRST, CLT shall pay any Permitted Mortgagee(s) the full amount owed to such mortgagee(s) by Homeowner;

SECOND, CLT shall pay the Homeowner the balance of the Purchase Option Price calculated in accordance with Article 10 below, as of the time of reversion of ownership, less the total amount of any unpaid Lease Fee and any other amounts owed to the CLT under the terms of this Lease. The Homeowner shall be responsible for any costs necessary to clear any additional liens or other charges related to the Home which may be assessed against the Home. If the Homeowner fails to clear such liens or charges, the balance due the Homeowner shall also be reduced by the amount necessary to release such liens or charges, including reasonable attorney's fees incurred by the CLT.

ARTICLE 8: Financing

8.1 HOMEOWNER CANNOT MORTGAGE THE HOME WITHOUT CLT's PERMISSION: The Homeowner may mortgage the Home only with the written permission of CLT. Any

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mortgage or deed of trust permitted in writing by the CLT is defined as a Permitted Mortgage, and the holder of such a mortgage or deed of trust is defined as a Permitted Mortgagee.

8.2 BY SIGNING LEASE, CLT GIVES PERMISSION FOR ORIGINAL MORTGAGE. By signing this Lease, CLT gives written permission for any mortgage or deed of trust signed by the Homeowner effective on the day this Lease is signed for the purpose of financing Homeowner's purchase of the Home.

8.3 HOMEOWNER MUST GET SPECIFIC PERMISSION FOR REFINANCING OR OTHER SUBSEQUENT MORTGAGES. If, at any time subsequent to the purchase of the Home and signing of the Lease, the Homeowner seeks a loan that is to be secured by a mortgage on the Home (to refinance an existing Permitted Mortgage or to finance home repairs or for any other purpose), Homeowner must inform CLT, in writing, of the proposed terms and conditions of such mortgage loan at least 15 business days prior to the expected closing of the loan. The information to be provided to the CLT must include:

a. the name of the proposed lender;
b. Homeowner's reason for requesting the loan;
c. the principal amount of the proposed loan and the total mortgage debt that will result from the combination of the loan and existing mortgage debt, if any;
d. expected closing costs;
e. the rate of interest;
f. the repayment schedule;
g. a copy of the appraisal commissioned in connection with the loan request.

CLT may also require Homeowner to submit additional information. CLT will not permit such a mortgage loan if the loan increases Homeowner's total mortgage debt to an amount greater than 90% of the then current Purchase Option Price, calculated in accordance with Article 10 below, or if the terms of the transaction otherwise threaten the interests of either the Homeowner or the CLT.

8.4 CLT IS REQUIRED TO PERMIT A "STANDARD PERMITTED MORTGAGE." The CLT shall be required to permit any mortgage for which the mortgagee has signed a "Standard Permitted Mortgage Agreement" as set forth in "Exhibit: Permitted Mortgages, Part C," and for which the loan secured thereby does not increase Homeowner's total mortgage debt to an amount greater than 90% of the then current Purchase Option Price, calculated in accordance with Article 10 below.

8.5 A PERMITTED MORTGAGEE HAS CERTAIN OBLIGATIONS UNDER THE LEASE. Any Permitted Mortgagee shall be bound by each of the requirements stated in "Exhibit: Permitted Mortgages, Part A, Obligations of Permitted Mortgagee," which is made a part of this Lease by reference, unless the particular requirement is removed, contradicted or modified by a Rider to this Lease signed by the Homeowner and the CLT to modify the terms of the Lease during the term of the Permitted Mortgage.

8.6 A PERMITTED MORTGAGEE HAS CERTAIN RIGHTS UNDER THE LEASE. Any Permitted Mortgagee shall have all of the rights and protections stated in "Exhibit:

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Permitted Mortgages, Part B, Rights of Permitted Mortgagee," which is made a part of this Lease by reference.

8.7 IN THE EVENT OF FORECLOSURE, ANY PROCEEDS IN EXCESS OF THE PURCHASE OPTION PRICE WILL GO TO CLT. Homeowner and CLT recognize that it would be contrary to the purposes of this agreement if the Homeowner could receive more than the Purchase Option Price as the result of the foreclosure of a mortgage. Therefore, Homeowner hereby irrevocably assigns to CLT all net proceeds of sale of the Home that would otherwise have been payable to Homeowner and that exceed the amount of net proceeds that Homeowner would have received if the property had been sold for the Purchase Option Price, calculated as described in Section 10.10 below. Homeowner authorizes and instructs the Permitted Mortgagee, or any party conducting any sale, to pay such excess amount directly to CLT. If, for any reason, such excess amount is paid to Homeowner, Homeowner hereby agrees to promptly pay such amount to CLT.

ARTICLE 9: Liability, Insurance, Damage and Destruction, Eminent Domain

9.1 HOMEOWNER ASSUMES ALL LIABILITY. Homeowner assumes all responsibility and liability related to Homeowner's possession, occupancy and use of the Leased Land.

9.2 HOMEOWNER MUST DEFEND CLT AGAINST ALL CLAIMS OF LIABILITY. Homeowner shall defend, indemnify and hold CLT harmless against all liability and claims of liability for injury or damage to person or property from any cause on or about the Leased Land. Homeowner waives all claims against CLT for injury or damage on or about the Leased Land. However, CLT shall remain liable for injury or damage due to the grossly negligent or intentional acts or omissions of CLT or CLT's agents or employees.

9.3 HOMEOWNER MUST REIMBURSE CLT. In the event that the CLT shall be required to pay any sum that is the Homeowner's responsibility or liability, the Homeowner shall reimburse the CLT for such payment and for reasonable expenses caused thereby.

9.4 HOMEOWNER MUST INSURE THE HOME AGAINST LOSS AND MUST MAINTAIN LIABILITY INSURANCE ON HOME AND LEASED LAND. Homeowner shall, at Homeowner's expense, keep the Home continuously insured against "all risks" of physical loss, using Insurance Services Office (ISO) Form HO 00 03, or its equivalent, for the full replacement value of the Home, and in any event in an amount that will not incur a coinsurance penalty. The amount of such insured replacement value must be approved by the CLT prior to the commencement of the Lease. Thereafter, if the CLT determines that the replacement value to be insured should be increased, the CLT shall inform the Homeowner of such required increase at least 30 days prior to the next date on which the insurance policy is to be renewed, and the Homeowner shall assure that the renewal includes such change. If Homeowner wishes to decrease the amount of replacement value to be insured, Homeowner shall inform the CLT of the proposed change at least 30 days prior to the time such change would take effect. The change shall not take effect without CLT's approval.

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Should the Home lie in a flood hazard zone as defined by the National Flood Insurance Plan, the Homeowner shall keep in full force and effect flood insurance in the maximum amount available.

The Homeowner shall also, at its sole expense, maintain in full force and effect public liability insurance using ISO Form HO 00 03 or its equivalent in the amount of **$ 200,000** per occurrence and in the aggregate. The CLT shall be named as an additional insured using ISO Form HO 04 41 or its equivalent, and certificates of insurance shall be delivered to the CLT prior to the commencement of the Lease and at each anniversary date thereof.

The dollar amounts of such coverage may be increased from time to time at the CLT's request but not more often than once in any one-year period. CLT shall inform the Homeowner of such required increase in coverage at least 30 days prior to the next date on which the insurance policy is to be renewed, and the Homeowner shall assure that the renewal includes such change. The amount of such increase in coverage shall be based on current trends in homeowner's liability insurance coverage in the area in which the Home is located.

9.5 WHAT HAPPENS IF HOME IS DAMAGED OR DESTROYED. Except as provided below, in the event of fire or other damage to the Home, Homeowner shall take all steps necessary to assure the repair of such damage and the restoration of the Home to its condition immediately prior to the damage. All such repairs and restoration shall be completed as promptly as possible. Homeowner shall also promptly take all steps necessary to assure that the Leased Land is safe and that the damaged Home does not constitute a danger to persons or property.

If Homeowner, based on professional estimates, determines either (a) that full repair and restoration is physically impossible, or (b) that the available insurance proceeds will pay for less than the full cost of necessary repairs and that Homeowner cannot otherwise afford to cover the balance of the cost of repairs, then Homeowner shall notify CLT of this problem, and CLT may then help to resolve the problem. Methods used to resolve the problem may include efforts to increase the available insurance proceeds, efforts to reduce the cost of necessary repairs, efforts to arrange affordable financing covering the costs of repair not covered by insurance proceeds, and any other methods agreed upon by both Homeowner and CLT.

If Homeowner and CLT cannot agree on a way of restoring the Home in the absence of adequate insurance proceeds, then Homeowner may give CLT written notice of intent to terminate the Lease. The date of actual termination shall be no less than 60 days after the date of Homeowner's notice of intent to terminate. Upon termination, any insurance proceeds payable to Homeowner for damage to the Home shall be paid as follows.

FIRST, to the expenses of their collection;
SECOND, to any Permitted Mortgagee(s), to the extent required by the Permitted Mortgage(s);
THIRD, to the expenses of enclosing or razing the remains of the Home and clearing debris;
FOURTH, to the CLT for any amounts owed under this Lease;

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FIFTH, to the Homeowner, up to an amount equal to the Purchase Option Price, as of the day prior to the loss, less any amounts paid with respect to the second, third, and fourth clauses above;
SIXTH, the balance, if any, to the CLT.

9.6 WHAT HAPPENS IF SOME OR ALL OF THE LAND IS TAKEN FOR PUBLIC USE. If all of the Leased Land is taken by eminent domain or otherwise for public purposes, or if so much of the Leased Land is taken that the Home is lost or damaged beyond repair, the Lease shall terminate as of the date when Homeowner is required to give up possession of the Leased Land. Upon such termination, the entire amount of any award(s) paid shall be allocated in the way described in Section 9.5 above for insurance proceeds.

In the event of a taking of a portion of the Leased Land that does not result in damage to the Home or significant reduction in the usefulness or desirability of the Leased Land for residential purposes, then any monetary compensation for such taking shall be allocated entirely to CLT.

In the event of a taking of a portion of the Leased Land that results in damage to the Home only to such an extent that the Home can reasonably be restored to a residential use consistent with this Lease, then the damage shall be treated as damage is treated in Section 9.5 above, and monetary compensation shall be allocated as insurance proceeds are to be allocated under Section 9.5.

9.7 IF PART OF THE LAND IS TAKEN, THE LEASE FEE MAY BE REDUCED. In the event of any taking that reduces the size of the Leased Land but does not result in the termination of the Lease, CLT shall reassess the fair rental value of the remaining Land and shall adjust the Lease Fee if necessary to assure that the monthly fee does not exceed the monthly fair rental value of the Land for use as restricted by the Lease.

9.8 IF LEASE IS TERMINATED BY DAMAGE, DESTRUCTION OR TAKING, CLT WILL TRY TO HELP HOMEOWNER BUY ANOTHER CLT HOME. If this Lease is terminated as a result of damage, destruction or taking, CLT shall take reasonable steps to allow Homeowner to purchase another home on another parcel of leased land owned by CLT if such home can reasonably be made available. If Homeowner purchases such a home, Homeowner agrees to apply any proceeds or award received by Homeowner to the purchase of the home. Homeowner understands that there are numerous reasons why it may not be possible to make such a home available, and shall have no claim against CLT if such a home is not made available.

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ARTICLE 10: Transfer of the Home

Version 1For situations in which:

the Homeowner has no absolute right to identify a buyer and can only recommend a buyer;

a) an "improvements-only appraisal-based formula" is used; and
b) the original base price is not greater than the original appraised value of the Home.

10.1 INTENT OF THIS ARTICLE IS TO PRESERVE AFFORDABILITY: Homeowner and CLT agree that the provisions of this Article 10 are intended to preserve the affordability of the Home for lower income households and expand access to homeownership opportunities for such households.

10.2 HOMEOWNER MAY TRANSFER HOME ONLY TO CLT OR QUALIFIED PERSONS: Homeowner may transfer the Home only to the CLT or an Income-Qualified Person as defined below or otherwise only as explicitly permitted by the provisions of this Article 10. All such transfers are to be completed only in strict compliance with this Article 10. Any purported transfer that does not follow the procedures set forth below, except in the case of a transfer to a Permitted Mortgagee in lieu of foreclosure, shall be null and void.

"Income-Qualified Person" shall mean a person or group of persons whose household income does not exceed **80** percent **(80%)** of the median household income for the applicable Standard Metropolitan Statistical Area or County as calculated and adjusted for household size from time to time by the U.S. Department of Housing and Urban Development (HUD) or any successor.

10.3 THE HOME MAY BE TRANSFERRED TO CERTAIN HEIRS OF HOMEOWNER: If Homeowner dies (or if the last surviving co-owner of the Home dies), the executor or personal representative of Homeowner's estate shall notify CLT within ninety 30 days of the date of the death. Upon receiving such notice, and consistent with Orders of the Probate Court and/or agreements between the heirs, CLT shall consent to a transfer of the Home and Homeowner's rights to the Leased Land to one or more of the possible heirs of Homeowner listed below as "a," "b," or "c," provided that a Letter of Agreement (as described in Article 1 above) are submitted to CLT to be attached to the Lease when it is transferred to the heirs.

a) the spouse of the Homeowner; or
b) the child or children of the Homeowner; or
c) member(s) of the Homeowner's household who have resided in the Home for at least one year immediately prior to Homeowner's death.

Any other heirs, legatees or devisees of Homeowner, in addition to submitting Letters of Agreement and Attorney's Acknowledgment as provided above, must demonstrate to CLT's satisfaction that they are Income-Qualified Persons as defined above. If they cannot demonstrate that they are Income-Qualified Persons, they shall not be entitled to possession of the Home but must transfer the Home in accordance with the provisions of this Article 10.

10.4 HOMEOWNER'S NOTICE OF INTENT TO SELL: In the event that Homeowner wishes to sell Homeowner's Property, Homeowner shall notify CLT in writing of such wish (the Intent-to-Sell Notice). This Notice shall include a statement as to whether

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Homeowner wishes to recommend a prospective buyer as of the date of the Notice. Homeowner shall notify CLT prior to taking any action to sell the Home.

10.5 AFTER RECEIVING NOTICE, CLT SHALL COMMISSION AN APPRAISAL: No later than ten (10) days after CLT's receipt of Homeowner's Intent-to-Sell Notice, CLT shall commission a market valuation of the Leased Land and the Home (The Appraisal) to be performed by a duly licensed appraiser who is acceptable to CLT and Homeowner. The Homeowner shall pay the cost of such Appraisal. Appraisals shall be ordered by the CLT and carried out via the CLT's rotation of approved appraisers. The Appraisal shall be conducted by analysis and comparison of comparable properties as though title to Leased Land and Home were held in fee simple absolute by a single party, disregarding all of the restrictions of this Lease on the use, occupancy and transfer of the property. The Appraisal shall state the values contributed by the Leased Land and by the Home (consisting of improvements only) as separate amounts. Copies of the Appraisal are to be provided to both CLT and Homeowner.

10.6 CLT HAS AN OPTION TO PURCHASE THE HOME. Upon receipt of an Intent-to-Sell Notice from Homeowner, CLT shall have the option to purchase the Home at the Purchase Option Price calculated as set forth below. The Purchase Option is designed to further the purpose of preserving the affordability of the Home for succeeding Income-Qualified Persons while taking fair account of the investment by the Homeowner.

If CLT elects to purchase the Home, CLT shall exercise the Purchase Option by notifying Homeowner, in writing, of such election (the Notice of Exercise of Option) within forty-five (45) days of the receipt of the Appraisal, or the Option shall expire. Having given such notice, CLT may either proceed to purchase the Home directly or may assign the Purchase Option to an Income-Qualified Person.

The purchase (by CLT or CLT's assignee) must be completed within sixty (60) days of CLT's Notice of Exercise of Option, or Homeowner may sell the Home and Homeowner's rights to the Leased Land as provided in Section 10.7 below. The time permitted for the completion of the purchase may be extended by mutual agreement of CLT and Homeowner.

Homeowner may recommend to CLT a prospective buyer who is an Income-Qualified Person and is prepared to submit Letters of Agreement and Attorney's Acknowledgement indicating informed acceptance of the terms of this Lease. CLT shall make reasonable efforts to arrange for the assignment of the Purchase Option to such person, unless CLT determines that its charitable mission is better served by retaining the Home for another purpose or transferring the Home to another party.

10.7 IF PURCHASE OPTION EXPIRES, HOMEOWNER MAY SELL ON CERTAIN TERMS: If the Purchase Option has expired or if CLT has failed to complete the purchase within the sixty-day period allowed by Section 10.6 above, Homeowner may sell the Home to any Income-Qualified Person for not more than the then applicable Purchase Option Price. If Homeowner has made diligent efforts to sell the Home for at least six months after the

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expiration of the Purchase Option (or six months after the expiration of such sixty-day period) and the Home still has not been sold, Homeowner may then sell the Home, for a price no greater than the then applicable Purchase Option Price, to any party regardless of whether that party is an Income-Qualified Person.

10.8 AFTER ONE YEAR CLT SHALL HAVE POWER OF ATTORNEY TO CONDUCT SALE: If CLT does not exercise its option and complete the purchase of Homeowner's Property as described above, and if Homeowner (a) is not then residing in the Home and (b) continues to hold Homeowner's Property out for sale but is unable to locate a buyer and execute a binding purchase and sale agreement within one year of the date of the Intent to Sell Notice, Homeowner does hereby appoint CLT its attorney in fact to seek a buyer, negotiate a reasonable price that furthers the purposes of this Lease, sell the property, and pay to the Homeowner the proceeds of sale, minus CLT's costs of sale and any other sums owed CLT by Homeowner.

10.9 PURCHASE OPTION PRICE EQUALS LESSER OF APPRAISED VALUE OR FORMULA PRICE: In no event may the Home be sold for a price that exceeds the Purchase Option Price. The Purchase Option Price shall be the lesser of (a) the value of the Home (consisting of improvements only) as determined by the Appraisal commissioned and conducted as provided in 10.5 above or (b) the price calculated in accordance with the formula described below (the Formula Price).

10.10 HOW THE FORMULA PRICE IS CALCULATED: The Formula Price shall be equal to Homeowner's Base **$115,000** Price, as stated below, plus a percentage of the increase in market value of the Home, if any, calculated in the way described below.

Homeowner's Base Price: The parties agree that the Homeowner's Base Price for Homeowner's Property as of the signing of this Lease is **$115,000**

Initial Appraised Value: The parties agree that the appraised value of the Home at the time of Homeowner's purchase (the Initial Appraised Value) is **$225,000,** as documented by the appraiser's report attached to this Lease as Exhibit INITIAL APPRAISAL.

Increase in Market Value: The increase in market value of the Home equals the appraised value of the Home at time of sale, calculated according to Section 10.5 above, minus the Initial Appraised Value.

Homeowner's share of Increase in Market Value: Homeowner's share of the increase in the market value of the Home equals a percentage of the increase in market value of the Home as calculated below.

Summary of Formula Price: The Formula Price Equals Homeowner's Base Price plus Homeowner's Share of Increase in Market Value.

The Homeowner's share in the increase in the market value of the Home is tied to their length of ownership as follows:

- If the property is sold within the 1st or 2nd year, they are entitled to 5%.
- If the property is sold within the 3rd or 5th year, they are entitled to 10%.

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- If the property is sold within the 6th to 10th year, they are entitled to 15%.
- If the property is sold any time after the 11th year, they are entitled to 25%.

10.11 QUALIFIED PURCHASER SHALL RECEIVE NEW LEASE: The CLT shall issue a new lease to any person who purchases the Home in accordance with the terms of this Article 10. The terms of such lease shall be the same as those of new leases issued to homebuyers at that time for land not previously leased by the CLT.

10.12 PURCHASER MAY BE CHARGED A TRANSFER FEE. In the event that Homeowner sells the home to a party other than the CLT (whether directly to such party or as a result of CLT's assignment of its Purchase Option to such party), the price to be paid by such purchaser shall include in addition to the Purchase Option Price, at the discretion of the CLT, a transfer fee to compensate the CLT for carrying out its responsibilities with regard to the transaction. The amount of the transfer fee shall be no more than **1%** of the Purchase Option Price.

10.13 HOMEOWNER REQUIRED TO MAKE NECESSARY REPAIRS AT TRANSFER: **The** Homeowner is required to make necessary repairs when she voluntarily transfers the Home as follows:

a) The person purchasing the Home ("Buyer") shall, prior to purchasing the Home, hire at their sole expense a building inspector with a current Home Inspector license from the State of Florida to assess the condition of the Home and prepare a written report of the condition ("Inspection Report"). The Homeowner shall cooperate fully with the inspection.
b) The Buyer shall provide a copy of the Inspection Report to Buyer's lender (if any), the Homeowner, and the CLT within 10 days after receiving the Inspection Report.
c) Homeowner shall repair specific reported defects or conditions necessary to bring the Home into full compliance with Sections 4.2 and 7.5 above prior to transferring the Home.
d) Homeowner shall bear the full cost of the necessary repairs and replacements. However, upon Homeowner's written request, the CLT may allow the Homeowner to pay all or a portion of the repair costs after transfer, from Homeowner's proceeds of sale, if Homeowner cannot afford to pay such costs prior to the transfer. In such event, either (i) 150% of the unpaid estimated cost of repairs or (ii) 100% of the unpaid cost of completed repairs shall be withheld from Homeowner's proceeds of sale in a CLT-approved escrow account.
e) Homeowner shall allow CLT, Buyer, and Buyer's building inspector and lender's representative to inspect the repairs prior to closing to determine that the repairs have been satisfactorily completed.
f) Upon sale or other transfer, Homeowner shall either (i) transfer the Home with all originally purchased appliances or replacements in the Home in good working order or (ii) reduce the Purchase Option Price by the market value of any such appliances that are not left with the Home in good working order.

ARTICLE 11: RESERVED

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ARTICLE 12: DEFAULT

12.1 WHAT HAPPENS IF HOMEOWNER FAILS TO MAKE PAYMENTS TO THE CLT THAT ARE REQUIRED BY THE LEASE: It shall be an event of default if Homeowner fails to pay the Lease Fee or other charges required by the terms of this Lease and such failure is not cured by Homeowner or a Permitted Mortgagee within thirty (30) days after notice of such failure is given by CLT to Homeowner and Permitted Mortgagee. However, if Homeowner makes a good faith partial payment of at least two-thirds (2/3) of the amount owed during the 30-day cure period, then the cure period shall be extended by an additional 30 days.

12.2 WHAT HAPPENS IF HOMEOWNER VIOLATES OTHER (NONMONETARY) TERMS OF THE LEASE: It shall be an event of default if Homeowner fails to abide by any other requirement or restriction stated in this Lease, and such failure is not cured by Homeowner or a Permitted Mortgagee within sixty (60) days after notice of such failure is given by CLT to Homeowner and Permitted Mortgagee. However, if Homeowner or Permitted Mortgagee has begun to cure such default within the 60-day cure period and is continuing such cure with due diligence but cannot complete the cure within the 60-day cure period, the cure period shall be extended for as much additional time as may be reasonably required to complete the cure.

12.3 WHAT HAPPENS IF HOMEOWNER DEFAULTS AS A RESULT OF JUDICIAL PROCESS: It shall be an event of default if the estate hereby created is taken on execution or by other process of law, or if Homeowner is judicially declared bankrupt or insolvent according to law, or if any assignment is made of the property of Homeowner for the benefit of creditors, or if a receiver, trustee in involuntary bankruptcy or other similar officer is appointed to take charge of any substantial part of the Home or Homeowner's interest in the Leased Land by a court of competent jurisdiction, or if a petition is filed for the reorganization of Homeowner under any provisions of the Bankruptcy Act now or hereafter enacted, or if Homeowner files a petition for such reorganization, or for arrangements under any provision of the Bankruptcy Act now or hereafter enacted and providing a plan for a debtor to settle, satisfy or extend the time for payment of debts.

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12.4 A DEFAULT (UNCURED VIOLATION) GIVES CLT THE RIGHT TO TERMINATE THE LEASE OR EXERCISE ITS PURCHASE OPTION:

a) TERMINATION: In the case of any of the events of default described above, CLT may terminate this lease and initiate summary proceedings under applicable law against Homeowner, and CLT shall have all the rights and remedies consistent with such laws and resulting court orders to enter the Leased Land and Home and repossess the entire Leased Land and Home, and expel Homeowner and those claiming rights through Homeowner. In addition, CLT shall have such additional rights and remedies to recover from Homeowner arrears of rent and damages from any preceding breach of any covenant of this Lease. If this Lease is terminated by CLT pursuant to an Event of Default, then, as provided in Section 7.7 above, upon thus assuming title to the Home, CLT shall pay to Homeowner and any Permitted Mortgagee an amount equal to the

Purchase Option Price calculated in accordance with Section 10.9 above, as of the time of reversion of ownership, less the total amount of any unpaid Lease Fee and any other amounts owed to the CLT under the terms of this Lease and all reasonable costs (including reasonable attorneys' fees) incurred by CLT in pursuit of its remedies under this Lease.

If CLT elects to terminate the Lease, then the Permitted Mortgagee shall have the right (subject to Article 8 above and the attached Exhibit: Permitted Mortgages) to postpone and extend the specified date for the termination of the Lease for a period sufficient to enable the Permitted Mortgagee or its designee to acquire Homeowner's interest in the Home and the Leased Land by foreclosure of its mortgage or otherwise.

b) EXERCISE OF OPTION: In the case of any of the events of default described above, Homeowner hereby grants to the CLT (or its assignee) the option to purchase the Home for the Purchase Option Price as such price is defined in Article 10 above. Within thirty (30) days after the expiration of any applicable cure period as established in Sections 12.1 or 12.2 above or within 30 days after any of the events constituting an Event of Default under Section 12.3 above, CLT shall notify the Homeowner and the Permitted Mortgagee(s) of its decision to exercise its option to purchase under this Section 12.4(b). Not later than ninety (90) days after the CLT gives notice to the Homeowner of the CLT's intent to exercise its option under this Section 12.4(a), the CLT or its assignee shall purchase the Home for the Purchase Option Price.

12.5 WHAT HAPPENS IF CLT DEFAULTS: CLT shall in no event be in default in the performance of any of its obligations under the Lease unless and until CLT has failed to perform such obligations within sixty (60) days, or such additional time as is reasonably required to correct any default, after notice by Homeowner to CLT properly specifying CLT's failure to perform any such obligation.

ARTICLE 13: Arbitration

13.1 All claims and disputes arising under or relating to this Agreement are to be settled by binding arbitration in the state of Florida unless another location is mutually agreeable to the parties. The arbitration shall be conducted on a confidential basis pursuant to the Commercial Arbitration Rules of the American Arbitration Association. Any decision or award as a result of any such arbitration proceeding shall be in writing and shall provide an explanation for all conclusions of law and fact and shall include the assessment of costs, expenses, and reasonable attorneys' fees. Any such arbitration shall be conducted by an arbitrator experienced in real estate and shall include a written record of the arbitration hearing. The parties reserve the right to object to any individual who shall be employed by or affiliated with a competing organization or entity. An award of arbitration may be confirmed in a court of competent jurisdiction.

13.2 Homeowner and CLT shall each pay one half (50%) of any costs incurred in carrying out mediation or arbitration in which the parties have agreed to engage.

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ARTICLE 14: GENERAL PROVISIONS

14.1 HOMEOWNER'S MEMBERSHIP IN CLT: The Homeowner under this Lease shall automatically be a regular voting member of, or, select representation to the CLT Resident Advisory Committee. Participation in CLT meetings will be rescinded for Homeowners in default until the matter is resolved.

14.2 NOTICES: Whenever this Lease requires either party to give notice to the other, the notice shall be given in writing and delivered in person or mailed, by certified or registered mail, return receipt requested, to the party at the address set forth below, or such other address designated by like written notice:

If to CLT: **Tallahassee Lenders' Consortium**
224 Office Plaza Drive
Tallahassee, FL 32301

with a copy to **Susan Thompson, 3520 Thomasville Rd. 4th Floor, Tallahassee, FL 32303 (CLT's attorney and address). If to Homeowner: NAME & ADDRESS**

All notices, demands and requests shall be effective upon being deposited in the United States Mail or, in the case of personal delivery, upon actual receipt.

14.3 NO BROKERAGE: Homeowner warrants that it has not dealt with any real estate broker other than **TLC** in connection with the purchase of the Home. If any claim is made against CLT regarding dealings with brokers other than **TLC,** the Homeowner shall defend CLT against such claim with counsel of CLT's selection and shall reimburse CLT for any loss, cost or damage which may result from such claim.

14.4 SEVERABILITY AND DURATION OF LEASE: If any part of this Lease is unenforceable or invalid, such material shall be read out of this Lease and shall not affect the validity of any other part of this Lease or give rise to any cause of action of Homeowner or CLT against the other, and the remainder of this Lease shall be valid and enforced to the fullest extent permitted by law. It is the intention of the parties that CLT's option to purchase and all other rights of both parties under this Lease shall continue in effect for the full term of this Lease and any renewal thereof, and shall be considered to be coupled with an interest. In the event any such option or right shall be construed to be subject to any rule of law limiting the duration of such option or right, the time period for the exercising of such option or right shall be construed to expire twenty (20) years after the death of the last survivor of the following persons:

NOTE: List an identifiable group of small children, e.g., the children living as of the date of this Lease of any of the directors or employees of a specified corporation.

14.5 RIGHT OF FIRST REFUSAL IN LIEU OF OPTION: If the provisions of the purchase option set forth in Article 10 of this Lease shall, for any reason, become unenforceable, CLT shall nevertheless have a right of first refusal to purchase the Home at the highest

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documented bona fide purchase price offer made to Homeowner. Such right shall be as specified in Exhibit FIRST REFUSAL. Any sale or transfer contrary to this Section, when applicable, shall be null and void.

14.6 WAIVER: The waiver by CLT at any time of any requirement or restriction in this Lease, or the failure of CLT to take action with respect to any breach of any such requirement or restriction, shall not be deemed to be a waiver of such requirement or restriction with regard to any subsequent breach of such requirement or restriction, or of any other requirement or restriction in the Lease. CLT may grant waivers in the terms of this Lease, but such waivers must be in writing and signed by CLT before being effective.

The subsequent acceptance of Lease Fee payments by CLT shall not be deemed to be a waiver of any preceding breach by Homeowner of any requirement or restriction in this Lease, other than the failure of the Homeowner to pay the particular Lease Fee so accepted, regardless of CLT's knowledge of such preceding breach at the time of acceptance of such Lease Fee payment.

14.7 CLT'S RIGHT TO PROSECUTE OR DEFEND: CLT shall have the right, but shall have no obligation, to prosecute or defend, in its own or the Homeowner's name, any actions or proceedings appropriate to the protection of its own or Homeowner's interest in the Leased Land. Whenever requested by CLT, the Homeowner shall give CLT all reasonable aid in any such action or proceeding.

14.8 CONSTRUCTION: Whenever in this Lease a pronoun is used it shall be construed to represent either the singular or the plural, masculine or feminine, as the case shall demand.

14.9 HEADINGS AND TABLE OF CONTENTS: The headings, subheadings and table of contents appearing in this Lease are for convenience only, and are not a part of this Lease and do not in any way limit or amplify the terms or conditions of this Lease.

14.10 PARTIES BOUND: This Lease sets forth the entire agreement between CLT and Homeowner with respect to the leasing of the Land; it is binding upon and inures to the benefit of these parties and, in accordance with the provisions of this Lease, their respective successors in interest. This Lease may be altered or amended only by written notice executed by CLT and Homeowner or their legal representatives or, in accordance with the provisions of this Lease, their successors in interest. No oral or unsigned statement made by any party that conflicts with any provision of this Lease shall be binding or enforceable upon such party.

14.11 GOVERNING LAW: This Lease shall be interpreted in accordance with and governed by the laws of Florida. The language in all parts of this Lease shall be, in all cases, construed according to its fair meaning and not strictly for or against CLT or Homeowner.

14.12 RECORDING: The parties agree, as an alternative to the recording of this Lease, to execute a so-called Notice of Lease or Short Form Lease in form recordable and complying with applicable law and reasonably satisfactory to CLT's attorneys. In no

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event shall such document state the rent or other charges payable by Homeowner under this Lease; and any such document shall expressly state that it is executed pursuant to the provisions contained in this Lease, and is not intended to vary the terms and conditions of this Lease.

IN WITNESS WHEREOF, the parties have executed this lease at _____ on the day and year first above written.

Tallahassee Lenders' Consortium

_____ By: _____
Karen B. Miller
Witness Its duly authorized agent

_____ (Homeowner):

_____
Witness

[notarize signatures]

Will be signed and notarized at closing.

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Exhibit: PERMITTED MORTGAGES

The rights and provisions set forth in this Exhibit shall be understood to be provisions of 8.1 of the Lease. All terminology used in this Exhibit shall have the meaning assigned to it in the Lease.

A. OBLIGATIONS OF PERMITTED MORTGAGEE. Any Permitted Mortgagee shall be bound by each of the following requirements unless the particular requirement is removed, contradicted or modified by a rider to this Lease signed by the Homeowner and the CLT to modify the terms of the Lease during the term of the Permitted Mortgage.

1. If Permitted Mortgagee sends a notice of default to the Homeowner because the Homeowner has failed to comply with the terms of the Permitted Mortgage, the Permitted Mortgagee shall, at the same time, send a copy of that notice to the CLT. Upon receiving a copy of the notice of default and within that period of time in which the Homeowner has a right to cure such default (the "cure period"), the CLT shall have the right to cure the default on the Homeowner's behalf.

2. If, after the cure period has expired, the Permitted Mortgagee intends to accelerate the note secured by the Permitted Mortgage or begin foreclosure proceedings under the Permitted Mortgage, the Permitted Mortgagee shall first notify CLT of its intention to do so, and CLT shall then have the right, upon notifying the Permitted Mortgagee within

thirty (30) days of receipt of such notice, to acquire the Permitted Mortgage by paying off the debt secured by the Permitted Mortgage.

3. If the Permitted Mortgagee acquires title to the Home through foreclosure or acceptance of a deed in lieu of foreclosure, the Permitted Mortgagee shall give CLT written notice of such acquisition and CLT shall then have an option to purchase the Home from the Permitted Mortgagee for the full amount owing to the Permitted Mortgagee under the Permitted Mortgage. To exercise this option to purchase, CLT must give written notice to the Permitted Mortgagee of CLT's intent to purchase the Home within thirty (30) days following CLT's receipt of the Permitted Mortgagee's notice. CLT must then complete the purchase of the Home within sixty (60) days of having given written notice of its intent to purchase. If CLT does not complete the purchase within this 60-day period, the Permitted Mortgagee shall be free to sell the Home to another person.

4. Nothing in the Permitted Mortgage or related documents shall be construed as giving Permitted Mortgagee a claim on CLT's interest in the Leased Land, or as assigning any form of liability to the CLT with regard to the Leased Land, the Home, or the Permitted Mortgage.

5. Nothing in the Permitted Mortgage or related documents shall be construed as rendering CLT or any subsequent Mortgagee of CLT's interest in this Lease, or their respective heirs, executors, successors or assigns, personally liable for the payment of the debt secured by the Permitted Mortgage or any part thereof.

6. The Permitted Mortgagee shall not look to CLT or CLT's interest in the Leased Land, but will look solely to Homeowner, Homeowner's interest in the Leased Land, and the Home for the payment of the debt secured thereby or any part thereof. (It is the intention of the parties hereto that CLT's consent to such the Permitted Mortgage shall be without any liability on the part of CLT for any deficiency judgment.)

7. In the event any part of the Security is taken in condemnation or by right of eminent domain, the proceeds of the award shall be paid over to the Permitted Mortgagee in accordance with the provisions of ARTICLE 9 hereof.

8. CLT shall not be obligated to execute an assignment of the Lease Fee or other rent payable by Homeowner under the terms of this Lease.

B. RIGHTS OF PERMITTED MORTGAGEE. The rights of a Permitted Mortgagee as referenced under Section 8.6 of the Lease to which this Exhibit is attached shall be as set forth below.

1. Any Permitted Mortgagee shall, without further consent by CLT, have the right to (a) cure any default under this Lease, and perform any obligation required under this Lease, such cure or performance being effective as if it had been performed by Homeowner; (b) acquire and convey, assign, transfer and exercise any right, remedy or privilege granted to Homeowner by this Lease or otherwise by law, subject to the provisions, if any, in the Permitted Mortgage, which may limit any exercise of any such right, remedy or

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privilege; and (c) rely upon and enforce any provisions of the Lease to the extent that such provisions are for the benefit of a Permitted Mortgagee.

2. A Permitted Mortgagee shall not be required, as a condition to the exercise of its rights under the Lease, to assume personal liability for the payment and performance of the obligations of the Homeowner under the Lease. Any such payment or performance or other act by Permitted Mortgagee under the Lease shall not be construed as an agreement by Permitted Mortgagee to assume such personal liability except to the extent Permitted Mortgagee actually takes possession of the Home and Leased Land. In the event Permitted Mortgagee does take possession of the Home and Leased Land and thereupon transfers such property, any such transferee shall be required to enter into a written agreement assuming such personal liability and upon any such assumption the Permitted Mortgagee shall automatically be released from personal liability under the Lease.

3. In the event that title to the estates of both CLT and Homeowner are acquired at any time by the same person or persons, no merger of these estates shall occur without the prior written declaration of merger by Permitted Mortgagee, so long as Permitted Mortgagee owns any interest in the Security or in a Permitted Mortgage.

4. If the Lease is terminated for any reason, or in the event of the rejection or disaffirmance of the Lease pursuant to bankruptcy law or other law affecting creditors' rights, CLT shall enter into a new lease for the Leased Land with the Permitted Mortgagee (or with any party designated by the Permitted Mortgagee, subject to CLT's approval, which approval shall not be unreasonably withheld), not more than thirty (30) days after the request of the Permitted Mortgagee. Such lease shall be for the remainder of the term of the Lease, effective as of the date of such termination, rejection or disaffirmance, and upon all the terms and provisions contained in the Lease. However, the Permitted Mortgagee shall make a written request to CLT for such new lease within sixty (60) days after the effective date of such termination, rejection or disaffirmance, as the case may be. Such written request shall be accompanied by a copy of such new lease, duly executed and acknowledged by the Permitted Mortgagee or the party designated by the Permitted Mortgagee to be the Homeowner thereunder. Any new lease made pursuant to this Section shall have the same priority with respect to other interests in the Land as the Lease. The provisions of this Section shall survive the termination, rejection or disaffirmance of the Lease and shall continue in full effect thereafter to the same extent as if this Section were independent and an independent contract made by CLT, Homeowner and the Permitted Mortgagee.

5. The CLT shall have no right to terminate the Lease during such time as the Permitted Mortgagee has commenced foreclosure in accordance with the provisions of the Lease and is diligently pursuing the same.

6. In the event that CLT sends a notice of default under the Lease to Homeowner, CLT shall also send a notice of Homeowner's default to Permitted Mortgagee. Such notice shall be given in the manner set forth in Section 14.2 of the Lease to the Permitted Mortgagee at the address which has been given by the Permitted Mortgagee to CLT by a written notice to CLT sent in the manner set forth in said Section 14.2 of the Lease.

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7. In the event of foreclosure sale by a Permitted Mortgagee or the delivery of a deed to a Permitted Mortgagee in lieu of foreclosure in accordance with the provisions of the Lease, at the election of the Permitted Mortgagee the provisions of Article 10, Sections 10.1 through 10.11 shall be deleted and thereupon shall be of no further force or effect as to only so much of the Security so foreclosed upon or transferred.

8. Before becoming effective, any amendments to this Lease must be approved in writing by Permitted Mortgagee, which approval shall not be unreasonably withheld. If Permitted Mortgagee has neither approved nor rejected a proposed amendment within 60 days of its submission to Permitted Mortgagee, then the proposed amendment shall be deemed to be approved.

C. STANDARD PERMITTED MORTGAGE AGREEMENT. A Standard Permitted Mortgage Agreement, as identified in Section 8.4 of this Lease, shall be written as follows, and shall be signed by Mortgagee and Homeowner.

This Agreement is made by and among:

Tallahassee Lenders' Consortium, Inc. *(Mortgagee) and*

BUYER'S NAME ("Homeowner"),

***Whereas**:*

a) ***Tallahassee Lenders' Consortium*** *CLT (the "CLT") and Homeowner have entered, or are entering, into a ground lease ("the Lease"), conveying to Homeowner a leasehold interest in the Land located at* ***ADDRESS OF PROPERTY*** *("the Leased Land"); and Homeowner has purchased, or is purchasing, the Home located on the Leased Land ("the Home").*

b) *The Mortgagee has been asked to provide certain financing to the Homeowner, and is being granted concurrently herewith a mortgage and security interest (the "Mortgage") in the Leased Land and Home, all as more particularly set forth in the Mortgage, attached hereto as Schedule A.*

c) *The Ground Lease states that the Homeowner may mortgage the Leased Land only with the written consent of CLT. The Ground Lease further provides that CLT is required to give such consent only if the Mortgagee signs this Standard Permitted Mortgage Agreement and thereby agrees to certain conditions that are stipulated herein ("the Stipulated Conditions").*

Now, therefore, *the Homeowner/Mortgagor and the Mortgagee hereby agree that the terms and conditions of the Mortgage shall include the Stipulated Conditions stated below.*

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Stipulated Conditions:

1) If Mortgagee sends a notice of default to the Homeowner because the Homeowner has failed to comply with the terms of the Mortgage, the Mortgagee shall, at the same time, send a copy of that notice to the CLT. Upon receiving a copy of the notice of default and within that period of time in which the Homeowner has a right to cure such default (the "cure period"), the CLT shall have the right to cure the default on the Homeowner's behalf, provided that all current payments due the Permitted Mortgagee since the notice of default was given are made to the Mortgagee.

2) If, after such cure period, the Mortgagee intends to accelerate the note secured by the Mortgage or initiate foreclosure proceedings under the Mortgage, in accordance with the provisions of the Lease, the Mortgagee shall first notify CLT of its intention to do so and CLT shall have the right, but not the obligation, upon notifying the Mortgagee within thirty (30) days of receipt of said notice, to purchase the Mortgagee loans and to take assignment of the Mortgage.

3) If the Mortgagee acquires title to the Home and Homeowner's interest in the Leased Land through foreclosure or acceptance of a deed in lieu of foreclosure, the Mortgagee shall give the CLT written notice of such acquisition and the CLT shall have an option to purchase the Home and Homeowner's interest in the Leased Land from the Mortgagee for the full amount owing to the Mortgagee; provided, however, that the CLT notifies the Mortgagee in writing of the CLT's intent to make such purchase within thirty (30) days following the CLT's receipt of the Mortgagee's notice of such acquisition of the Home and Homeowner's interest in the Leased Land; further provided that CLT shall complete such purchase within sixty (60) days of having given written notice of its intent to purchase; and provided that, if the CLT does not complete the purchase within such period, the Mortgagee shall be free to sell the Home and Homeowner's interest in the Leased Land to another person;

4) Nothing in the Mortgage or related documents shall be construed as giving the Mortgagee a claim on CLT's interest in the Leased Land, or as assigning any form of liability to the CLT with regard to the Leased Land, the Home, or the Mortgage.

5) Nothing in the Mortgage shall be construed as rendering CLT or any subsequent holder of the CLT's interest in and to the Lease, or their respective heirs, executors, successors or assigns, personally liable for the payment of the debt evidenced by such note and such Mortgage or any part thereof.

6) The Mortgagee shall not look to CLT or CLT's interest in the Leased Land, but will look solely to Homeowner and Homeowner's interest in the Leased Land and the Home for the payment of the debt secured by the Mortgage. (It is the intention of the parties hereto that CLT's consent to the Mortgage shall be without any liability on the part of CLT for any deficiency judgment.)

7) In the event that any part of the Leased Land is taken in condemnation or by right of eminent domain, the proceeds of the award shall be paid over to the Mortgagee in accordance with the provisions of Article 9 of the Lease.

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8) Nothing in the Mortgage shall obligate CLT to execute an assignment of the Lease Fee or other rent payable by Homeowner under the terms of this Lease.

By:

Tallahassee Lenders' Consortium *for Mortgagee* *Date:* _____

BUYER'S NAME for Homeowner/Mortgagor *Date:* _____

(Will be signed at closing)

Exhibit FIRST REFUSAL

Whenever any party under the Lease shall have a right of first refusal as to certain property, the following procedures shall apply. If the owner of the property offering it for sale ("Offering Party") shall within the term of the Lease receive a bona fide third party offer to purchase the property which such Offering Party is willing to accept, the holder of the right of first refusal (the "Holder") shall have the following rights:

a) Offering Party shall give written notice of such offer ("the Notice of Offer") to Holder setting forth (a) the name and address of the prospective purchaser of the property, (b) the purchase price offered by the prospective purchaser and (c) all other terms and conditions of the sale. Holder shall have a period of forty-five (45) days after the receipt of the Notice of Offer ("the Election Period") within which to exercise the right of first refusal by giving notice of intent to purchase the property ("the Notice of Intent to Purchase") for the same price and on the same terms and conditions set forth in the Notice of Offer. Such Notice of Intent to Purchase shall be given in writing to the Offering Party within the Election Period.

b) If Holder exercises the right to purchase the property, such purchase shall be completed within sixty (60) days after the Notice of Intent to Purchase is given by Holder (or if the Notice of Offer shall specify a later date for closing, such date) by performance of the terms and conditions of the Notice of Offer, including payment of the purchase price provided therein.

c) Should Holder fail to exercise the right of first refusal within the Election Period, then the Offering Party shall have the right (subject to any other applicable restrictions in the Lease) to go forward with the sale which the Offering Party desires to accept, and to sell the property within one (1) year following the expiration of the Election Period on terms and conditions which are not materially more favorable to the purchaser than those set forth in the Notice. If the sale is not consummated within such one-year period, the Offering Party's right so to sell shall end, and all of the foregoing provisions of this section shall be applied again to any future offer, all as aforesaid. If a sale is consummated within such one-year period, the purchaser shall purchase subject to the Holder having a renewed right of first refusal in said property.

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Other Exhibits to be Attached as Appropriate

Exhibit LAND *[Correct legal description of area of Leased Land and appurtenant title rights and obligations.]*

Exhibit ZONING *[Setting forth applicable zoning restrictions as of the commencement of the Lease]*

Exhibit RESTRICTIONS *[To be attached when necessary to stipulate use restrictions not included under Zoning]*

Exhibit INITIAL APPRAISAL *[To be attached if Lease contains an "appraisal-based" resale formula]*

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Exhibit: LETTER OF AGREEMENT

Letter of Agreement

To **Tallahassee Lender's Consortium** Community Land Trust ("the CLT")

Date: _____

This letter is given to the CLT to become an exhibit to a Lease between the CLT and me. I will be leasing a parcel of land from the CLT and will be buying the home that sits on that parcel of land. I will therefore become what is described in the Lease as a "the Homeowner."

My legal counsel, _____, has explained to me the terms and conditions of the Lease and other legal documents that are part of this transaction. I understand the way these terms and conditions will affect my rights as a CLT homeowner, now and in the future.

In particular I understand and agree with the following points.

One of the goals of the CLT is to keep CLT homes affordable for lower income households from one CLT homeowner to the next. I support this goal as a CLT homeowner and as a member of the CLT.

The terms and conditions of my Lease will keep my home affordable for future "income-qualified persons" (as defined in the Lease). If and when I want to sell my home, the lease requires that I sell it either to the CLT or to another income-qualified person. The terms and conditions of the lease also limit the price for which I can sell the home, in order to keep it affordable for such income-qualified persons.

It is also a goal of the CLT to promote resident ownership of CLT homes. For this reason, my Lease requires that, if I and my family move out of our home permanently, we must sell it. We cannot continue to own it as absentee owners.

I understand that I can leave my home to my child or children or other members of my household and that, after my death, they can own the home for as long as they want

to live in it and abide by the terms of the Lease, or they can sell it on the terms permitted by the Lease.

As a CLT homeowner and a member of the CLT, it is my desire to see the terms of the Lease and related documents honored. I consider these terms fair to me and others.

Sincerely

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Exhibit: D

Sample

Deed

Between

Tallahassee Lenders' Consortium Community Land Trust (Grantor), a not-for-profit corporation having its principal offices at **224 Office Plaza Drive Tallahassee, FL 32301,** and

Cirea Oliver (Grantee), residing ADDRESS OF PROPERTY.

Witnesseth

That Grantor, in consideration of one dollar and other good and valuable consideration paid by Grantees, does hereby grant and release unto Grantees, their heirs, or successors and assigns forever,

THE BUILDINGS AND OTHER IMPROVEMENTS ONLY, as presently erected on the Land described in Schedule "A" attached hereto and made a part hereof.

It is the intention of the parties that the real property underlying the buildings and other improvements conveyed herein remain vested in Grantor and that this warranty deed convey only such buildings and other improvements as are presently erected upon the subject Land.

In witness whereof, as authorized agent of Grantor, I hereunto set my hand this _____day of _____, A.D. 20__.

_____
signature

[notarize signature]

(THIS WILL BE SIGNED AND NOTERIZED AT CLOSING)

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INTERLOCAL AGREEMENT

THIS INTERLOCAL AGREEMENT ("Agreement"), is made and entered into as of the date of last signature below ("Effective Date"), by and between Leon County, Florida, a charter county and a political subdivision of the State of Florida (the "County") and the City of Tallahassee, a municipal corporation of the State of Florida ("City"). The County and City may be referenced herein individually as a "Party" or collectively as "Parties".

WHEREAS, the County and City are dedicated to promoting, maintaining, and providing safe, sanitary, and affordable homes for low to moderate-income citizens of Leon County; and

WHEREAS, the State Housing Initiatives Partnership (SHIP) Act, Sections 420.907 through 420.9079, Florida Statutes, provides for the establishment of local housing assistance programs; and

WHEREAS, the County is a participant of the SHIP and the City is an eligible municipality within the County; and

WHEREAS, the SHIP Act encourages the establishment of partnerships to further affordable housing; and

WHEREAS, the Parties desire to address the housing needs of their respective residents, promote the efficient location, design, and provision of affordable housing in their respective jurisdictions; and

WHEREAS, on February 22, 2022, at their joint workshop on affordable housing, the Parties expressed a mutual commitment to the coordination and collaboration of the development of new affordable housing units in the community; and

WHEREAS, the Parties have determined that it is in the best interests of the citizens of the County and City to enter into this Agreement to express the Parties' responsibilities for the utilization of a portion of the County's SHIP Program Funds to address housing needs within the boundaries of the City.

NOW THEREFORE, the Parties agree to the following:

1. Purpose and Objective

    a. The purpose of this Agreement is to establish the administration of County SHIP funded affordable housing efforts inside the limits of the City.

2. Definitions

    As used herein, the following terms (whether or not such terms are capitalized) shall have the following meanings:

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a. "Affordable" shall have the meaning ascribed to same at Section 420.9071(2), Florida Statutes, as may be amended from time to time.
b. "AHAC" shall have the meaning ascribed to the term "Affordable Housing Advisory Committee" at Section 420.9071(3), Florida Statutes, as may be amended from time to time.
c. "Corporation" means the Florida Housing Finance Corporation.
d. "Disaster Recovery Program" means a program authorized by section 420.9073(5), Florida Statutes, and Rule 67-37.007(2), Florida Administrative Code, both as may be amended from time to time, which provides various forms of assistance to citizens affected by a disaster, such as relocation assistance, home repairs and rehabilitation.
e. "Housing Program(s)" means a program(s) that increases the inventory of housing that is affordable to low income-eligible residents for affordable housing such as the County's current programs titled homeownership development and rental development.
f. "Local Housing Assistance Plan" shall have the meaning ascribed to same at Section 420.9071(15), Florida Statutes, as may be amended from time to time.
g. "SHIP Program Funds" means the funding provided by the SHIP program administered by the Florida Housing Finance Corporation, including funding for disaster recovery, as established in Chapter 67-37, Florida Administrative Code and the State of Florida annual budget.
h. "SHIP Program Income" shall have the meaning ascribed to "Program income" at Section 420.9071(26), Florida Statutes, as may be amended from time to time.

3. Responsibilities of the Parties

The responsibilities of the Parties for the coordination and collaboration of Housing Programs will be as follows:

a. Mutual Responsibilities
    i. Each respective Party shall be responsible for the administration and implementation of its SHIP Program Funds received from the Corporation for Housing Programs in accordance with the SHIP Act and Chapter 67-37, Florida Administrative Code, including the following:
        1. Each respective Party shall be responsible for all files, monitoring, annual reports, audits, release or satisfaction of liens, and all other requirements under the SHIP Act and Chapter 67-37, Florida Administrative Code.
        2. Each respective Party shall retain the maximum amounts allowable for administrative expenses from all funds related to the SHIP Program Funds, including, but not limited to, SHIP Program Income for each fiscal year.
        3. All SHIP Program Income shall be the property of the originating party as identified in funding agreements with the recipient of SHIP Program Funds.

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ii. The County and City shall mutually agree to the administrative criteria and requirements necessary to implement any portion of the County's Housing Programs utilized inside City limits including, but not limited to, total budget for each Housing Program, the maximum individual award for each Housing Program, eligibility criteria for the Housing Program participants, and advertising requirements for the availability of SHIP Program Funds no later than the start of the fiscal year (October 1).

iii. The County AHAC and City AHAC shall hold at least one joint meeting each calendar year for the purpose of identifying opportunities for greater collaboration and coordination of County and City policies and operations focused on increasing the stock of affordable housing in Tallahassee-Leon County.

iv. Each Party shall submit an individual Annual Report to the Corporation pursuant to Section 420.9075(10), Florida Statutes, and provide a copy thereof to the other Party.

b. County Responsibilities
   i. The County may, in its discretion, administer its Housing Programs using SHIP Program Funds within City limits.
   ii. The County may, in its discretion, administer its Disaster Recovery Program using SHIP Program Funds within City limits and in coordination with the City.
   iii. The County will ensure that all recipients of funds meet all eligibility requirements established by the SHIP program and administered by the Corporation and as authorized by the Board of County Commissioners in its Local Housing Assistance Plan.

c. City Responsibilities
   i. The City authorizes the County to administer its Housing Programs and Disaster Recovery Program using SHIP Program Funds within City limits.

   ii. The City and its AHAC shall have an Affordable Housing Incentive Plan which is established in the third section of its Local Housing Assistance Plan and agree that there shall be coordination, monitoring, and implementation of said Plan with the County and its AHAC.

4. <u>Changes in Responsibilities</u>

   a. Changes in the responsibilities of either Party will be mutually agreed upon by the Parties and will be incorporated by written amendments to this Agreement.

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5. Funding and Budgeting

    a. Nothing contained herein shall be deemed or otherwise construed to modify the distribution and allocation of SHIP Program Funds by the Corporation to the Parties, and such SHIP Program Funds shall continue to be allocated by the Corporation to each Party according to population pursuant to Sections 420.9072(4) and 420.9073, Florida Statutes, as may be amended.
    b. Prior to the start of each fiscal year (October 1), the County will determine, in its sole discretion, the County Housing Programs to be administered inside City limits.
    c. Prior to the start of each fiscal year (October 1), the County will determine, in its sole discretion, the amount of SHIP Program Funds to be administered inside City limits. The County is authorized, but not obligated to appropriate such funding, and any funding shall further be subject to the following limitations:
        i. Funding for projects that support the development of rental units inside City limits shall not exceed 20% of each annual amount of County SHIP Program Funds.
            1. Funding for projects that leverage City SHIP Program Funds shall be prioritized.
        ii. Funding for projects that support development of units for homeownership inside City limits shall not exceed 30% of each annual amount of County SHIP Program Funds.

6. Required Information

    a. Each Party agrees to provide the other Party with any and all information necessary to meet their respective obligations as identified herein.

7. Term

    a. The term of this Agreement (the "Term") will commence on the Effective Date and will be for a term of four (4) years.
    b. If either Party does not desire to renew this Agreement at the expiration of its Term, notice in writing must be given at least thirty (30) calendar days before expiration by such Party to the other Party informing it that the Agreement is not to be renewed; otherwise the Agreement shall be automatically renewed for another four (4) years. This requirement of 30-day notice will also apply to any subsequent renewals; otherwise, it shall be construed that the Agreement shall be automatically renewed for each subsequent four (4) year term.

8. Termination

    a. Either the City or the County may terminate this Agreement without cause by giving at least thirty (30) calendar days written notice to the other Party.

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b. The City's authorization for the expenditure of County SHIP Program Funds for Housing Program(s) within the City limits shall survive termination of this Agreement for all SHIP Program Funds which have been allocated by the County for such purpose prior to the date of termination.

9. Audits, Records and Records Retention

a. The Parties agree to establish and maintain its own respective books, records, and documents (including electronic storage media) in accordance with generally accepted accounting procedures and practices which sufficiently and properly reflect all revenues and expenditures of funds. The Parties further agrees to retain all financial records, supporting documents, statistical records, and any other documents (including electronic storage media) pertinent to this Agreement for a period of five (5) years after termination, or if an audit has been initiated and audit findings have not been resolved at the end of five (5) years, the records will be retained until resolution of the audit findings or any litigation which may be based on the terms of this Agreement.

10. Dispute Resolution

a. The Parties shall attempt to resolve any disputes that arise under this Agreement in good faith and in accordance with this section. The provision of the "Florida Governmental Conflict Resolution Act" shall not apply to disputes under this Agreement, as an alternative dispute resolution process is hereby set forth in this section.
b. The aggrieved Party shall give written notice to the other Party in writing, setting forth the nature of the dispute, date of occurrence (if known), and proposed resolution, hereinafter referred to as the "Dispute Notice."
c. Should the Parties be unable to reconcile any dispute, the City Manager and County Administrator, or their designees, shall meet at the earliest opportunity, but in any event within ten (10) days from the date that the Dispute Notice is received, to discuss and resolve the dispute. If the dispute is resolved to the mutual satisfaction of the Parties, they shall report their decision, in writing, to the City Commission and Board of County Commissioners. If the City Manager and County Administrator, or their designees, are unable to reconcile the dispute, they shall report their impasse to the City Commission and Board of County Commissioners.
d. If a dispute is not resolved by the foregoing step, within forty-five (45) days after receipt of the Dispute Notice, unless such time is extended by mutual agreement of the Parties, then either Party may require the dispute to be submitted to mediation by delivering written notice thereof (the "Mediation Notice") to the other Party. The Mayor shall represent the City and the Chair shall represent the County. The mediator shall meet the qualifications set forth in Rule 10.100(d), Florida Rules for Mediators, and shall be selected by the Parties within ten (10) days following receipt of the Mediation Notice. The mediator shall also have sufficient knowledge and experience in the subject of the dispute. If agreement on a mediator cannot be reached in that ten (10) day period, then either Party can request that a mediator be

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selected by an independent conflict resolution organization, and such selection shall be binding on the Parties. The costs of the mediator shall be borne equally by the Parties.

e. If an amicable resolution of a dispute has not been reached within sixty (60) calendar days following selection of the mediator, or by such later date as may be mutually agreed upon by the Parties, then, upon the agreement of both Parties, such dispute may be referred to binding arbitration; otherwise, each Party may pursue whatever remedies may be available at law, in equity, or otherwise. If the dispute is so referred, such arbitration shall be conducted in accordance with the Florida Arbitration Code (Chapter 682, Florida Statutes).
    i. Such arbitration shall be initiated by delivery, from one Party (the "Petitioner") to the other (the "Respondent"), of a written Arbitration Notice therefore containing a statement of the nature of the dispute involved. The Respondent, within ten (10) days following its receipt of such Arbitration Notice, shall deliver an answering statement to the Petitioner. After the delivery of such statements, either Party may make new or different claims by providing the other with written notice thereof specifying the nature of such claims involved.
    ii. Within ten (10) days following the delivery of such Arbitration Notice, each Party shall select an arbitrator and shall deliver written notice of that selection to the other. If either Party fails to select an arbitrator within such time, the other Party may make application to the court for such appointment in accordance with the Florida Arbitration Code. Within ten (10) days following delivery of the last of such written notices, the two arbitrators so selected shall confer and shall select a third arbitrator.
    iii. The arbitration hearing shall be commenced in Leon County, Florida within sixty (60) days following selection of the third arbitrator. Except as may be specifically provided herein, the arbitration shall be conducted in accordance with Rules R-23 - R-48 of the Commercial Arbitration Rules of the American Arbitration Association.

11. Choice of Law, Venue, and Severability

a. This Agreement shall be construed and interpreted in accordance with Florida law. Venue for any actions brought in relation to this Agreement shall be placed in a court of competent jurisdiction in Leon County, Florida. If any provision of this Agreement is subsequently held invalid, the remaining provisions shall continue in effect.

12. Amendment

a. This Agreement may be amended in writing from time to time by mutual consent of the Parties. All amendments to this Agreement will be in writing and fully executed by the Parties.

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13. Public Bodies.

a. It is expressly understood between the Parties that the City is a duly incorporated municipal corporation of the State of Florida and that the County is a charter county and a political subdivision of the State of Florida. Nothing contained herein shall be construed as a waiver or relinquishment by either of the Parties to claim such exemptions, privileges or immunities as may be provided to that Party by law.

14. Notice

a. If written notice is required in this Agreement, such notice shall be given in writing and personally delivered or mailed, by prepaid, certified mail or overnight courier, or transmitted by electronic mail transmission, to the Party to whom such notice is directed, to the mailing address or regularly monitored electronic mail address of such Party representative as follows:

As to the County:

Office of Human Services and Community Partnerships
Housing Services Division
Attention: Housing Division Manager
615 Paul Russell Road
Tallahassee, FL 32301
Via email to: HSCP-HousingServices@leoncountyfl.gov
850-606-1900

As to the City:

Department of Housing and Community Resilience
Housing Division
Attention: Housing Division Manager
300 South Adams Street, B-27
Tallahassee, FL 32301
Via email to: housing@talgov.com
850-891-6566

[REMAINDER OF PAGE INTENTIONALLY LEFT BLANK.]

IN WITNESS WHEREOF, the Parties hereto, through their duly authorized representative, have executed this Agreement as of the date last written below.

Leon County, Florida

DocuSigned by:
Vincent S. Long
A8432971C740415...
Vincent S. Long, County Administrator
Date: 8/15/2022

City of Tallahassee, Florida

DocuSigned by:
Christian Doolin for Reese Goad, City M
E7EE0FF35839411...
Reese Goad, City Manager
Date: 8/11/2022

ATTESTED BY:

DocuSigned by:
Gwendolyn Marshall Knight
178D7F95C3774F4...
Gwendolyn Marshall Knight, Clerk of Court & Comptroller, Leon County, Florida

DS

DocuSigned by:
James O. Cooke IV
8B0AA4D03E354D4...
Jim Cooke, Treasurer-Clerk
City of Tallahassee

AS APPROVED TO LEGAL SUFFICIENCY:

Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

By: DocuSigned by:
Kyle Kemper
D501E6C2DB3940D...
Kyle L. Kemper, Assistant County Attorney

Cassandra Jackson, City Attorney
City of Tallahassee's Attorney's Office

By: DocuSigned by:
kristen McCrae for
3F03100DAF4B402...

LEON COUNTY

SHIP LOCAL HOUSING ASSISTANCE PLAN (LHAP)

2023 – 2024, 2024 – 2025, 2025 – 2026

As Revised by the Leon County Board of County Commissioners on September 15, 2026~~December 9, 2025~~

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A. Administrative Budget for each fiscal year covered in the Plan B. Timeline for Estimated Encumbrance and Expenditure C. Housing Delivery Goals Chart (HDGC) For Each Fiscal Year Covered in the Plan D. Signed LHAP Certification E. Signed, dated, witnessed or attested adopting resolution F. Community Land Trust Purchase Assistance Additional Information G. Interlocal Agreement, Leon County, Florida & the City of Tallahassee, Florida	

Section I. Program Details:

A. LG(s)

Name of Local Government	Leon County
Does this LHAP contain an interlocal agreement?	No
If yes, name of other local government(s)	N/A

B. Purpose of the program:

- To meet the housing needs of the very low, low and moderate-income households;
- To expand production of and preserve affordable housing; and
- To further the housing element of the local government comprehensive plan specific to affordable housing.

C. Fiscal years covered by the Plan: 2023 – 2024, 2024 – 2025, 2025 – 2026

D. Governance: The SHIP Program is established in accordance with Section 420.907-9079, Florida Statutes and Chapter 67-37, Florida Administrative Code. Cities and Counties must be in compliance with these applicable statutes, rules and any additional requirements as established through the Legislative process.

E. Local Housing Partnership: The SHIP Program encourages building active partnerships between government, lending institutions, builders and developers, not-for-profit and community-based housing providers and service organizations, providers of professional services related to affordable housing, advocates for low-income persons, real estate professionals, persons or entities that can provide housing or support services and lead agencies of the local continuums of care.

F. Leveraging: The Plan is intended to increase the availability of affordable residential units by combining local resources and cost saving measures into a local housing partnership and using public and private funds to reduce the cost of housing. SHIP funds may be leveraged with or used to supplement other Florida Housing Finance Corporation programs and to provide local match to obtain federal housing grants or programs.

G. Public Input: Public input was solicited via advertising of public meetings and the Public Hearing for the Affordable Housing Advisory Committee to adopt their Report of Recommendations. Public input was also obtained through meetings with housing providers, social service providers, local lenders, neighborhood associations and Affordable Housing Advisory Committee meetings.

H. Advertising and Outreach: SHIP funding availability shall be advertised in a newspaper of general circulation and periodicals serving ethnic and diverse neighborhoods, at least 30 days before the beginning of the application period. If no funding is available due to a waiting list, no notice of funding availability is required.

I. Waiting List/Priorities: A waiting list will not be established when there are eligible applicants for strategies that no longer have funding available.

Priorities: The following priorities for funding described/listed here apply to all strategies unless otherwise stated in an individual strategy in Section II: The County will accept applications during the advertised "Application Period" which will be at least 30 days. Once the application period ends, eligible applications will be categorized based on the most appropriate program strategy to address their needs and prioritized based upon the following ranking priority:

1. Special Needs Households
   a. Very low
   b. Low
   c. Moderate (If Applicable)
2. Essential Services Personnel
   a. Very low
   b. Low
   c. Moderate (If Applicable)
3. Non-Special Needs and Non-ESP
   a. Very Low
   b. Low
   c. Moderate (If Applicable)

If funds are available after applications are categorized and set asides have been met, funds will be expended on a first qualified first served basis.

J. **Discrimination:** In accordance with the provisions of Section 760.20-760.37 Fla. Stat., it is unlawful to discriminate on the basis of race, color, religion, sex, national origin, age, handicap, or marital status in the award application process for eligible housing.

K. **Support Services and Counseling:** Support and counseling services are available from various sources in the community. The County will provide Homeownership Counseling (Pre and Post), Credit Counseling, Tenant Counseling, and Foreclosure Counseling through referral to qualified HUD approved agencies, which includes, but is not limited to, Tallahassee Lenders' Consortium. The County will provide title clearing and estate planning services through referral to qualified legal aid agencies.

L. **Purchase Price Limits:** The sales price or value of new or existing eligible housing may not exceed 90% of the average area purchase price in the statistical area in which the eligible housing is located. Such average area purchase price may be that calculated for any 12-month period beginning not earlier than the fourth calendar year prior to the year in which the award occurs. The sales price of new and existing units, which can be lower but may not exceed 90% of the median area purchase price established by the U.S. Treasury Department or as described above.

The methodology used is:

U.S. Treasury Department	X
Local HFA Numbers	

M. **Income Limits, Rent Limits and Affordability:** The Income and Rent Limits used in the SHIP Program are updated annually by the Department of Housing and Urban Development and posted at www.floridahousing.org.

"Affordable" means that monthly rents or mortgage payments including taxes and insurance do not exceed 30 percent of that amount which represents the percentage of the median annual gross income for the households as indicated in Sections 420.9071, Florida Statutes. However, it is not the intent to limit an individual household's ability to devote more than 30% of its income for housing, and housing for which a household devotes more than 30% of its income shall be deemed Affordable if the first institutional mortgage lender is satisfied that the household can afford mortgage payments in excess of the 30% benchmark and in the case of rental housing does not exceed those rental limits adjusted for bedroom size.

N. **Welfare Transition Program:** Should an eligible sponsor be used, a qualification system and selection criteria for applications for Awards to eligible sponsors shall be developed, which includes a description that demonstrates how eligible sponsors that employ personnel from the Welfare Transition Program will be given preference in the selection process.

O. **Monitoring and First Right of Refusal:** In the case of rental housing, the staff and any entity that has administrative authority for implementing the local housing assistance plan assisting rental developments shall annually monitor and determine tenant eligibility or, to the extent another governmental entity provides periodic monitoring and determination, a municipality, county or local housing financing authority may rely on such monitoring and determination of tenant eligibility. However, any loan or grant in the original amount of $10,000 or less shall not be subject to these annual monitoring and determination of tenant eligibility requirements. Tenant eligibility will be monitored annually for no less than 15 years or the term of assistance whichever is longer, when required as specified above.

Eligible sponsors that offer rental housing for sale before 15 years or that have remaining mortgages funded under this program must give a first right of refusal to eligible non-profit organizations for purchase at the current market value for continued occupancy by eligible persons.

P. **Administrative Budget:** A line-item budget of proposed Administrative Expenditures is attached as Exhibit A. Leon County finds that the moneys deposited in the local housing assistance trust fund are necessary to administer and implement the local housing assistance plan.

Section 420.9075(7), Florida Statutes states: *"A county or an eligible municipality may not exceed the 5 percent limitation on administrative costs, unless its governing body finds, by resolution, that 5 percent of the local housing distribution plus 5 percent of program income is insufficient to adequately pay the necessary costs of administering the local housing assistance plan."*

Section 420.9075(7) Florida Statutes further states: ***"****The cost of administering the program may not exceed 10 percent of the local housing distribution plus 5 percent of program income deposited into the trust fund, except that small counties, as defined in s. 120.52(19), and eligible municipalities receiving a local housing distribution of up to $350,000 may use up to 10 percent of program income for administrative costs."*

The applicable local jurisdiction has adopted the above findings in the resolution attached as Exhibit E.

Q. **Program Administration:** Administration of the local housing assistance plan will be performed by:

Entity	Duties	Admin. Fee Percentage
Local Government	All Strategies Other than Down Payment Assistance	8%
Third Party Entity/Sub-recipient	Down Payment Assistance Program Strategies	2%

R. **First-time Homebuyer Definition:** For any strategies designed for first-time homebuyers, the following definition will apply: *An individual who has had no ownership in a principal residence during the 3-year period ending on the date of purchase of the property. This includes a spouse (if either meets the above test, they are considered first-time homebuyers). A single parent who has only owned a home with a former spouse while married. An individual who is a displaced homemaker and has only owned with a spouse. An individual who has only owned a principal residence not permanently affixed to a permanent foundation in accordance with applicable regulations. An individual who has only owned a property that was not in compliance with state, local or model building codes and which cannot be brought into compliance for less than the cost of constructing a permanent structure.*

S. **Project Delivery Costs:** The County will charge a reasonable project delivery cost that will not exceed three percent (3%) of the contracted SHIP award and will be included in the amount of the recorded mortgage and note.

1. Title Search
2. Recordation Fee
3. The County will utilize a contractor to assess the appropriate level of housing rehabilitation necessary to improve accessibility and enhance independence for participating households having special needs.
4. The County may utilize a contractor to assess home(s) and provide a professional Home Inspection Report to be used to generate a scope of work.
5. To determine post-Home Replacement or post-Home Rehabilitation (when livable square footage is added to the home), the County may:
   i. contract with a Real Estate Agent/Realtor to provide a Broker Price Opinion and/or
   ii. contract with a Certified Residential Appraiser to provide an appraisal.

T. **Essential Service Personnel Definition (ESP):** ESP includes teachers and educators, other school district, community college, and university employees, police and fire personnel, health care personnel, skilled building trades personnel and active U.S. Armed Forces Service Members.

U. **Describe efforts to incorporate Green Building and Energy Saving products and processes:** The County will require participating homeowners to obtain a Home Energy Audit from their electric service provider if they are eligible for Home Rehabilitation and/or whenever a Heating, Ventilation and Cooling unit is being considered for replacement. The findings of the audit will be used to incorporate repairs into a cost-effective scope of work that are intended to increase the energy efficiency of the home and possibly lead to lower heating and cooling costs.

Additionally, the County and/or sponsors will, when economically feasible, employ the following Green Building requirements on Home Rehabilitation, Home Replacement, Emergency Repairs & Disaster Resilience, Homeownership Development or Rental Development:

1. Low-flow water fixtures in bathrooms—WaterSense labeled products or the following specifications:
   a. Toilets: 1.4 gallons/flush or less;
   b. Faucets: 1.5 gallons/minute or less;
   c. Showerheads: 2.0 gallons/minute or less;
2. Energy Star certified exhaust/ventilation fans in all bathrooms;
3. Energy Star certified water heater minimum efficiency specifications;
4. Energy Star certified lighting and ceiling fans with lighting;
5. Energy Star certified Air Conditioning unit(s) with minimum SEER of 15 (or 14.3 SEER2). Packaged units are allowed in studios and one-bedroom units with a minimum of 14 SEER (or 13.4 SEER2);
6. Low or No-VOC paint for all interior walls (Low-VOC means 50 grams per liter or less for flat paint; 150 grams per liter or less for non-flat paint);
7. Energy Star certified refrigerator;
8. Energy Star certified dishwasher, if provided;
9. Energy Star certified washing machine, if provided in units.

V. **Describe efforts to meet the 20% Special Needs set-aside:** The County will continue to obtain referrals from partner social service agencies serving the targeted population to achieve the goal of the special needs set-aside. The goal will be met through Housing Rehabilitation, Home Replacement, Down Payment Assistance, Emergency Housing Repair & Housing Resilience, Homeownership Development, Rental Development, and Rental Assistance program strategies. The County will utilize a contractor to identify ways to improve the accessibility of homes and enhance independence for participating households having special needs through the Home Rehabilitation and Home Replacement program strategies.

W. **Describe efforts to reduce homelessness:** The County will collaborate with the Big Bend Continuum of Care and other agencies serving the target population to assist in rapid rehousing and to prevent homelessness primarily through the Rental Subsidy program strategy, the Leon County Direct Emergency Assistance Program (DEAP) and the Leon County Veteran Emergency Assistance Program (VEAP). When funding is available, Leon County may use SHIP funds to place this target population in rental or transitional housing for the purpose of providing a stable housing situation pursuant to applicable program strategies herein.

Section II. LHAP Strategies:

A.	**Down Payment Assistance**	Code 1, 2

a. Summary: Funds will be awarded to First Time Homebuyers for down payment and closing costs for new and existing homes, including homes purchased from a community land trust (CLT).

b. Fiscal Years Covered: 2023 – 2024, 2024 – 2025, 2025 – 2026

c. Income Categories to be served: Very low, low and moderate (Moderate not eligible for purchase in CLT)

d. Maximum award:

Income Category	Existing Homes not Rehabilitated OR not in a CLT	CLT Homes	Newly Constructed or Rehabilitated Homes
Very Low	$10,000	$20,000	$25,000
Low	$10,000	$20,000	$25,000
Moderate	$7,500	N/A	$20,000

- Newly constructed homes are defined as homes that have never been occupied; and have obtained a certificate of occupancy within the 12-months preceding the purchase; or was built as a model home.
- Rehabilitated homes are defined as existing homes that receive repairs or rehabilitation needed for safe or sanitary habitation, correction of substantial code violations, the creation of additional living space or other repairs approved by the Leon County Division of Housing Services and are paid by the seller, the buyer or another source. Proof that the repair or rehabilitation was completed within the 12-months preceding purchase must be provided prior to closing unless a first mortgage renovation loan (FHA 203k, Freddie Mac, Fannie Mae or similar lender managed renovation purchase and renovation loan) is used to pay for the rehabilitation. When a first mortgage renovation loan is used, the project must be completed, including proof of payment, and the home must be occupied within six months of closing.

e. Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred subordinate loan secured by a recorded subordinate mortgage and note.
2. Interest Rate: 0%
3. Years in loan term: 10 years for Fee Simple; 30 years for CLT
4. Forgiveness: If the loan remains in good standing, assistance will be forgiven at the end of the loan term.
5. Repayment: Not required as long as the loan is in good standing.
6. Default: The loan will be determined to be in default if any of the following occurs:
   - Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.). If sold in a CLT, the loan will not be determined to be in default if the sale is approved by the CLT and provision is made for the subsequent income eligible purchaser to assume the loan to ensure homes remain affordable;
   - Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
   - Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.

- Homeowner fails to maintain homeowner's insurance.
- Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
  - purpose of preventing foreclosure;
  - lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable rate mortgage (ARM) to a fixed rate mortgage;
  - for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Recipient Selection Criteria:

- Applications will be ranked for assistance based on a first-qualified, first-ready-to-close basis.
- A recipient must secure a first mortgage by an approved lender.
- A recipient must be able to contribute five hundred dollars ($500.00) towards the transaction but their total liquid assets (liquid assets include all assets that can be accessed without penalty) may not exceed Thirty Thousand Dollars ($30,000). However, the asset limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.
- Homebuyer Education:
  - Fee Simple homebuyers must complete an approved homebuyer education class from a HUD certified agency and obtain a certificate of completion.
  - CLT homebuyers must complete a homebuyer education class from a HUD certified agency that contains a community land trust component and/or session with the CLT in addition to a homebuyer education class that requires CLT buyers to demonstrate and attest to a clear understanding of the terms of community land trust homeownership and obtain a certificate of completion.

g. Sponsor Selection Criteria: N/A

h. Additional Information:

- All eligible units must be in unincorporated Leon County.
- Manufactured homes purchased through this program must be new units and must either be installed on parcels that are either owned by a CLT or the purchaser of the unit.
- ~~Mobile homes are not eligible for this program.~~

- Households receiving Down Payment assistance must obtain and maintain homeowner's insurance for the duration of the lien period.
- Homes in a 100-year flood plain or properties required by a first mortgage lender to be covered by flood insurance are not eligible for this program.
- Leon County will be placed in second lien position behind the first mortgage for all Down Payment Assistance transactions unless authorization is received from the Leon County Division of Housing Services to be placed in third (3rd) or fourth (4th).
- Down Payment Assistance can be used on properties previously assisted with SHIP funds that have a Land Use Restriction Agreement (LURA), deed restriction and/or an assumable conveyance agreement with affordability covenants if the maximum subsidy was not provided to the previous homebuyer(s).
- Except for Disaster Recovery, previous Down Payment Assistance recipients are not eligible to receive additional SHIP assistance until ten (10) years after lien origination. Down Payment Assistance may be provided simultaneously with Home Ownership Development to a recipient eligible for both strategies.

Terms for CLT home purchases: Purchase assistance is assumable by an income-eligible purchaser. The terms of the Note and Mortgage shall allow subsequent purchasers to assume the loan with approval by the CLT. Otherwise, no repayment is required during the term of the loan, provided the loan remains in good standing.

Please see Exhibit F for additional instructions and information for CLT purchases.

B.	**Home Ownership Development**	Code 10

a. Summary: SHIP funds will be awarded to for-profit and not-for-profit organizations, including Community Land Trusts (CLT), for land acquisition, infrastructure and development costs, and all other associated fees and permits for the construction of housing units to pay-down the development costs to further reduce the sale price to income eligible First Time Homebuyers.

b. Fiscal Years Covered: 2023 – 2024, 2024 – 2025, 2025 – 2026

c. Income Categories to be served: Very low, low

d. Maximum award: $100,000 per unit

One hundred percent (100%) of the County's investment shall be converted to an assumable mortgage with a Land Use Restriction Agreement (LURA), deed restriction, and/or other affordability restrictions or covenants to the benefit of the prospective homebuyer subordinate to the first mortgage to ensure homes remain affordable for at least 30 years. A CLT will satisfy this requirement. Please see Additional Terms and Exhibit F for additional instructions and information.

e. Terms:

Sponsor Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded subordinate mortgage, note and restrictive covenant.
2. Interest Rate: 0%
3. Years in loan term: Up to 18 months
4. Forgiveness: If the loan is in good standing upon sale of the property to an eligible homebuyer with affordability restrictions and/or covenants (homes built on land in a CLT satisfies this requirement) to ensure homes remain affordable in for at least 30 years, the loan will be considered paid in full, the loan will be reflected in the contract for sale to the benefit of the eligible homebuyer and the County will satisfy the promissory note and release restrictive covenant with the Developer.
5. Repayment: Not required if the loan is in good standing.
6. Default: The loan will be in default if: the developer fails to construct and sell the assisted unit(s) with affordability restrictions and/or covenants recorded on the property to an eligible homebuyer within six (6) months after the final certificate of occupancy is issued and within the contractual timeframe. The County will recapture the subsidy and/or property within ninety (90) days of maturity of the recorded Mortgage Agreement.

Homebuyer Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded subordinate mortgage and note.
2. Interest Rate: 0%
3. Years in loan term: 30 years
4. Forgiveness: If the loan remains in good standing, forgiveness is prorated at 5% per year following the tenth year in the loan term.
5. Repayment: Not required if the loan is in good standing.
6. Default: The loan will be determined to be in default if any of the following occurs:
    - Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.). The loan will not be considered in default if the loan to be assumed is reflected in the contract for sale, the loan is assumed by an income-eligible purchaser, and the sale is approved by the County or CLT to ensure homes remain affordable for at least 30 years;
    - Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
    - Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.
    - Homeowner fails to maintain homeowner's insurance.

- Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
  - purpose of preventing foreclosure;
  - lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable-rate mortgage (ARM) to a fixed rate mortgage;
  - for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Homebuyer Selection Criteria:

- Applications will be ranked for assistance based on a first-qualified, first-ready-to-close basis.
- Recipients must secure a first mortgage by an approved lender.
- Recipients' total liquid assets (liquid assets include all assets that can be accessed without penalty) may not exceed Thirty Thousand Dollars ($30,000). However, the asset limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.
- Homebuyer Education:
  - Fee Simple homebuyers must complete an approved homebuyer education class from a HUD certified agency and obtain a certificate of completion.
  - CLT homebuyers must complete an approved homebuyer education class from a HUD certified agency that contains a community land trust component and/or session with the CLT in addition to a homebuyer education class that requires CLT buyers to demonstrate and attest to a clear understanding of the terms of community land trust homeownership and obtain a certificate of completion.

g. Sponsor Selection Criteria: Applications from potential sponsors will be reviewed on an ongoing basis.

Sponsors/developers are required to be awarded construction financing through other local, state, federal, private programs, or show sufficient liquid assets necessary to construct new affordable homes. Funding for each project will be based upon the gap demonstrated by the developer in the project budget. The project gap is the difference between the cost incurred by the developer to construct the unit and the sales price the market will bear to sell the unit to an eligible buyer.

Not-for-profit sponsors used to implement this program must have received a tax-exempt ruling as a non-profit agency from the IRS under Section 501(c) of the Internal Revenue Code. The not-for-profit must have in its mission statement, Articles of incorporation, or bylaws that it is dedicated to the provision of housing and services for eligible households.

For-profit sponsors administering the program must have experience performing housing activities for eligible households.

The criteria to select for-profit or non-profit agencies may include, but is not limited to, the following:

- Consistency of the project with basic goals and objectives of the County;
- The financial strength of the sponsor, including the ability to leverage funds from other sources;
- The ability of the sponsor to complete the project by the deadlines established by the County;
- The capacity of the sponsor;
- The quantity and quality of experience in affordable housing development;
- Willingness to contractually commit to SHIP and other County requirements;
- Agreement to select recipients based on compliance with all eligibility requirements imposed by the program;
- Preference shall be given to 1) Community Land Trusts and 2) not-for-profit entities; and
  - Sponsors with verified site control;
  - Sponsors with membership in the Homeownership Pool Program; and
  - Sponsors that employ personnel from the Welfare Transition Program.

h. Additional Information:

- All eligible units must be in Leon County.
- Units to be developed shall be site-built; or block structures; or modular homes; or manufactured housing.
- Manufactured homes purchased through this program must be new units and must either be installed on parcels that are either owned by a CLT or the purchaser of the unit.
- ~~Units to be developed shall be site-built; or block structures; or modular homes. Mobile homes are not eligible for this program.~~
- Homes may not be developed in a 100-year flood plain or on properties that a first mortgage lender would require to be covered by flood insurance.
- Leon County will be placed in second lien position behind the first mortgage for all homebuyer transactions unless authorization is received from the Leon County Division of Housing Services to be placed in third (3rd) or fourth (4th).
- SHIP funds may be used alone or in conjunction with CDBG and any other Housing funds to cover the cost of repairs described under this strategy.
- Homebuyer may not be a family or household member of any principal member of the awarded developer's organization. "Family or household member" includes spouses, former spouses, non-cohabitating partners, persons related by blood or marriage, persons who are presently residing together as if a family or who have resided together in the past as if a family, and persons who have a child in common regardless of whether they have been married or have resided together at any time.

- Except for Disaster Recovery, previous Homeownership Development homebuyers are not eligible to receive additional SHIP assistance until ten (10) years after lien origination. Down Payment Assistance maybe provided simultaneously with Home Ownership Development by a recipient eligible for both strategies if needed.
- If funds are given to an entity that is not a CLT, a Land Use Restriction Agreement (LURA) deed restriction, and/or other affordability restrictions or covenants shall be recorded in the county records ensuring permanent affordability.

Homeownership Development assistance is assumable to an income-eligible purchaser. The terms of the Note and Mortgage shall allow subsequent purchasers to assume the loan with approval by the County or the CLT. The loan to be assumed will be reflected in the contract for sale to the benefit of the eligible subsequent homebuyer and the County will satisfy the existing mortgage & promissory note.

Please see Exhibit F for additional instructions and information for CLT purchases.

C.	**Home Rehabilitation**	Code 3

a. Summary: SHIP funds will be awarded to owner-occupied households in need of repairs for health, safety, insurability, correct code violations and to prepare for future disasters. This will include structural improvements, accessibility rehabilitation, repairs to support aging in place and water and sewer connections including tap fees. If the county finds that rehabilitation of the home is expected to surpass 50% of the current value of the home, replacement of the home will be considered. For homes that are at least 50 years old, replacement will be considered if rehabilitation of the home is expected to surpass 30% of the current value of the home.

b. Fiscal Years Covered: 2023 – 2024, 2024 – 2025, 2025 – 2026

c. Income Categories to be served: Very low, low

d. Maximum award: $100,000 (which includes Emergency Repair assistance received while on the waitlist prior to December 14, 2021) for rehabilitation and may include $2,500 for temporary relocation.

e. Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded mortgage and note.
2. Interest Rate: 0%
3. Years in loan term: Five (5) years: $0 - $30,000; Ten (10) years: $30,001 - $100,000
4. Forgiveness: If the loan remains in good standing, forgiveness is prorated in the following manner:
    a. Five-year loans on a prorated basis of 20% per year
    b. Ten-year loans on a prorated basis of 10% per year
5. Repayment: Not required if the loan is in good standing.
6. Default: The loan will be determined to be in default if any of the following occurs:

- Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.);
- Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
- Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.
- Homeowner fails to maintain homeowner's insurance and flood insurance, if in a 100-year flood plain or required by a first mortgage lender to be covered by flood insurance.
- Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
  - purpose of preventing foreclosure;
  - lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable rate mortgage (ARM) to a fixed rate mortgage;
  - for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Recipient/Tenant Selection Criteria: Applicants will be ranked for assistance based on a first-qualified, first-served basis with the priorities for Special Needs, Essential Services Personnel, applicants who have not previously received rehabilitation assistance from Leon County and income groups as referenced in Program Details (I).

- A recipient must be the owner occupant of a home in an unincorporated area of Leon County (unless administering Disaster Recovery) for at least a year prior to application and qualify for Homestead Property Tax Exemption; or if the property has not been owned for at least a year, the needed repair, improvement or modification must be related to a circumstance that could not have reasonably been known prior to purchase of the property.
- A recipient must household qualify to meet the Special Needs set aside as established in Florida Statutes or have at least one-member age 55 years or older.
- A recipient must be current on all property taxes (including assessments), mortgages, debts, or other security instruments associated with the property that may bring threat of foreclosure, tax lien, default, clouded title or other loss of ownership.
- Prior to participation, a recipient will be required to make code related improvements that are not repair oriented (i.e., nuisance, trash, environmental or health codes). Such improvements must be made if there is an active code complaint.

- A recipient may not have total liquid assets (liquid assets include all assets that can be accessed without penalty) that exceed Thirty Thousand Dollars ($30,000). However, the asset limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.
- Rehabilitation projects of $20,000 or more will be eligible for relocation assistance.

g. Sponsor Selection Criteria: N/A

h. Additional Information:

- Eligible units shall be either site-built or block structures; or modular homes; or mobile homes (built after June 1994). Mobile homes assisted with SHIP funds must be registered as real property with the Leon County Tax Collector's Office and the household must qualify as "Special Needs" in accordance with Section 420.0004, Florida Statutes.
- A recipient must participate in a Leon County homeowner and SHIP program education workshop.
- Recipients who have homeowner's insurance in place may be required to submit a claim to the insurer and use proceeds for repairs if the needed repairs are related to an event reasonably believed to be insurable.
- Homes older than 50 years may not be eligible if determined to be of historical significance.
- Homeowner must obtain and/or maintain homeowner's insurance.
- Homes in a 100-year flood plain or properties required by a first mortgage lender to be covered by flood insurance must have and maintain sufficient flood insurance coverage.
- Properties with a reverse mortgage are not eligible. However, the reverse mortgage limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.
- The actual project quote may not exceed ninety percent (90%) of the value of the property or the maximum award.
- SHIP funds may be used alone or in conjunction with CDBG and any other Housing funds to cover the cost of repairs described under this strategy.
- No contractor may have more than five home replacement/rehabilitation contracts at one time unless the contractor is the sole bidder for a home replacement/rehabilitation project.
- Except for Disaster Recovery, previous Home Rehabilitation recipients are not eligible to receive additional SHIP assistance until ten (10) years after lien origination or after the lien matures, whichever is less.

D.	**Home Replacement**	Code 4

a. Summary: SHIP funds will be awarded for the demolition and replacement of existing owner-occupied single-family homes to homeowners who qualify for Home Rehabilitation if the county finds that rehabilitation of the home surpasses 50% of the current value of the home. For homes that are at least 50 years old, replacement will be considered if rehabilitation of the home is expected to surpass 30% of the current value of the home.

b. Fiscal Years Covered: 2023 – 2024, 2024 – 2025, 2025 – 2026

c. Income Categories to be served: Very low, low

d. Maximum award: $300,000 (which includes Emergency Repair assistance received while on the waitlist prior to December 14, 2021) for site built and modular homes, which includes $2,500 for temporary relocation.

e. Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded subordinate mortgage and note.
2. Interest Rate: 0%
3. Years in loan term: 20 years
4. Forgiveness: If the loan remains in good standing, forgiveness is prorated at 5% per year
5. Repayment: Not required if the loan is in good standing
6. Default: The loan will be determined to be in default if any of the following occurs:

- Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.);
- Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
- Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.
- Homeowner fails to maintain homeowner's insurance and flood insurance, if in a 100-year flood plain.
- Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
  - purpose of preventing foreclosure;
  - lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable rate mortgage (ARM) to a fixed rate mortgage;

- for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Recipient/Tenant Selection Criteria: Applicants will be ranked for assistance based on a first-qualified, first-served basis with the priorities for Special Needs, Essential Services Personnel and income groups as referenced in Program Details (I).

- A recipient must be the owner occupant of a home in an unincorporated area of Leon County (unless administering Disaster Recovery) for at least a year prior to application and qualify for Homestead Property Tax Exemption; or if the property has not been owned for at least a year, the needed repair, improvement or modification must be related to a circumstance that could not have reasonably been known prior to purchase of the property.
- A recipient must household qualify to meet the Special Needs set aside as established in Florida Statutes or have at least one-member age 55 years or older.
- A recipient must be current on all property taxes (including assessments), mortgages, debts, or other security instruments associated with the property that may bring threat of foreclosure, tax lien, default, clouded title or other loss of ownership.
- Prior to participation, a recipient will be required to make code related improvements that are not repair oriented (i.e., nuisance, trash, environmental or health codes). Such improvements must be made if there is an active code complaint.
- A recipient may not have total liquid assets (liquid assets include all assets that can be accessed without penalty) that exceed Thirty Thousand Dollars ($30,000). However, the asset limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.

g. Sponsor Selection Criteria: N/A

h. Additional Information:

- Eligible units, including Mobile Homes, shall be replaced with either site-built; or block structures; or modular homes; or manufactured homes. Eligible mobile/manufactured homes will be replaced with new manufactured units.
- ~~Eligible units, including Mobile Homes, shall be replaced with either site-built; or block structures; or modular homes. Mobile homes may be replaced with another mobile home during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.~~
- A recipient must participate in a Leon County homeowner and SHIP program education workshop.
- Recipients who have homeowner's insurance in place may be required to submit a claim to the insurer and use proceeds for repairs if the needed repairs are related to an event reasonably believed to be insurable.

- Homes older than 50 years may not be eligible if determined to be of historical significance.
- The property may not be encumbered by an existing mortgage to be eligible for Home Replacement.
- Homeowner must obtain and maintain homeowner's insurance.
- Homes in a 100-year flood plain must obtain and maintain sufficient flood insurance coverage. No part of a replacement home shall be built in a 100-year flood plain.
- The actual project quote may not exceed ninety percent (90%) of the value of the property or the maximum award.
- SHIP funds may be used alone or in conjunction with CDBG and any other Housing funds to cover the cost of repairs described under this strategy.
- No contractor may have more than five home replacement/rehabilitation contracts at one time unless the contractor is the sole bidder for a home replacement/rehabilitation project.
- Except for Disaster Recovery, previous Home Replacement recipients are not eligible to receive additional SHIP assistance until ten (10) years after lien origination.

E.	**Emergency Housing Repair & Housing Resilience**	Code 6

a. Summary: SHIP Funds will be awarded to owner-occupied households in need of rehabilitation or repair of their home related to a dire situation that needs to be mitigated immediately. Eligible rehabilitation or repairs are:

- remediation of an immediate health hazard to the occupants;
- elimination of a developing threat to the dwelling or infrastructure; or
- improving the home's resilience to the impact of a future disaster.

SHIP funds may be awarded to applicants requiring emergency power generator installation if: 1. a member of the household meets the Special Needs set-aside criterion; and 2. a written statement from a healthcare provider indicating that electricity is a bona fide medical necessity.

b. Fiscal Years Covered: 2023 – 2024, 2024 – 2025, 2025 – 2026

c. Income Categories to be served: Very low, low

d. Maximum award: $30,000

e. Terms:

1. Repayment loan/deferred loan/grant:
   - Projects funded for more than $1,650 will be awarded as a deferred loan secured by a recorded subordinate mortgage and note.
   - Projects funded for $1,650 or less will be awarded as a grant. As a result, the following terms (2-6) only apply to deferred loans.
2. Interest Rate: 0%
3. Years in loan term: Five (5) years

4. Forgiveness: If the loan remains in good standing, forgiveness is prorated at 20% per year
5. Repayment: Not required if the loan is in good standing
6. Default: The loan will be determined to be in default if any of the following occurs:
    - Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.);
    - Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
    - Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.
    - Homeowner fails to maintain homeowner's insurance and flood insurance, if in a 100-year flood plain or required by a first mortgage lender to be covered by flood insurance.
    - Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
        - purpose of preventing foreclosure;
        - lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable rate mortgage (ARM) to a fixed rate mortgage;
        - for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

    If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Recipient/Tenant Selection Criteria: Applicants will be ranked for assistance based on a first-qualified, first-served basis with the priorities for Special Needs, Essential Services Personnel and income groups as referenced in Program Details (I).

- A recipient must be the owner occupant of a home in an unincorporated area of Leon County (unless administering Disaster Recovery) for at least a year prior to application and qualify for Homestead Property Tax Exemption; or if the property has not been owned for at least a year, the needed repair, improvement or modification must be related to a circumstance that could not have reasonably been known prior to purchase of the property.
- A recipient must be current on all property taxes (including assessments), mortgages, debts, or other security instruments associated with the property that may bring threat of foreclosure, tax lien, default, clouded title or other loss of ownership.
- Prior to participation, a recipient will be required to make code related improvements that are not repair oriented (i.e., nuisance, trash, environmental or health codes). Such improvements must be made if there is an active code complaint.

- A recipient may not have total liquid assets (liquid assets include all assets that can be accessed without penalty) that exceed Thirty Thousand Dollars ($30,000). However, the asset limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.

g. Sponsor Selection Criteria: N/A

h. Additional Information:

- Eligible units shall be either site-built or block structures; or modular homes; or mobile homes (built after June 1994). Mobile homes assisted with SHIP funds must be registered as real property with the Leon County Tax Collector's Office and the household must have at least one resident who qualifies as "Special Needs" as defined in Section 420.0004 (13), Florida Statutes.
- Recipients who have homeowner's insurance in place may be required to submit a claim to the insurer and use proceeds for repairs if the needed repairs are related to an event reasonably believed to be insurable.
- A recipient must review a Leon County homeowner and SHIP program education workshop.
- Homes older than 50 years may not be eligible if determined to be of historical significance.
- Homeowner must obtain and/or maintain homeowner's insurance.
- Homes in a 100-year flood plain or properties required by a first mortgage lender to be covered by flood insurance must have and maintain sufficient flood insurance coverage.
- Properties with a reverse mortgage are not eligible. However, the reverse mortgage limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.
- The actual project quote may not exceed ninety percent (90%) of the value of the property or the maximum award.
- SHIP funds may be used alone or in conjunction with CDBG and any other Housing funds to cover the cost of repairs described under this strategy.
- Other than Disaster Recovery and Home Rehabilitation (only if Emergency Repairs were received while on the waitlist prior to December 14, 2021, and will be counted towards the maximum award if the applicant receives subsequent assistance), previous Emergency Housing Repair & Housing Resilience recipients are not eligible to receive additional SHIP assistance until five (5) years after lien origination.

F.	**Disaster Recovery**	Code 5, 16

a. Summary: The Disaster Strategy provides assistance to owner-occupied households following a disaster as declared by the President of the United States or Governor of the State of Florida. This strategy will only be implemented in the event of a disaster using any funds that have not yet been encumbered or with additional disaster funds allocated by Florida Housing Finance Corporation. SHIP funds may be used for activities such as, but not limited to the following:

1. purchase of emergency supplies for eligible households to weatherproof damaged homes;
2. rental assistance (including security deposit) for eligible recipients that have been displaced from their homes due to a disaster;
3. purchase assistance for eligible recipients that have been displaced from their homes due to a disaster;
4. temporary utility, mortgage and/or rent payments for citizens financially impacted by a declared disaster.

SHIP funds may also be used for Home Repair, Rehabilitation and Replacement activities that benefit homeowners in Leon County such as, but not limited to, the following:

1. post-disaster interim repairs to avoid further damage and to make the individual housing unit habitable, such as roof repair and tree and debris removal;
2. payment of insurance deductibles for rehabilitation of homes covered under homeowners' insurance policies;
3. elevation and/or rehabilitation or waterproofing of the structure or critical components to comply with local housing code and with Chapter 553, F.S.; and
4. post-disaster repair, rehabilitation, demolition and/or replacement for structural and non-structural damages.

If the maximum award herein is not sufficient to fully repair the structure, funds may be administered under the applicable Home Rehabilitation or Home Replacement Strategy established in this Plan.

b. Fiscal Years Covered: 2023 – 2024, 2024 – 2025, 2025 – 2026

c. Income Categories to be served: Very low, low and moderate

d. Maximum award: $30,000

e. Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a grant.
2. Interest Rate:
3. Years in loan term: N/A
4. Forgiveness: N/A
5. Repayment: N/A
6. Default: N/A

f. Recipient/Tenant Selection Criteria: Applicants will be awarded assistance on a first-qualified, first-served: however, Special Needs households, Very-Low and Low-income categories will be prioritized to meet SHIP requirements.

To benefit from Home Rehabilitation and Home Replacement activities, a recipient must be the owner occupant of a home. If the maximum award herein is not sufficient to fully repair the structure, a recipient household otherwise eligible for the Home Rehabilitation or Home Replacement strategies in this plan are not required to meet the Special Needs set aside or have at least one-member age 55 years or older.

g. Sponsor/Sub-recipient Selection Criteria: Sponsors used to implement this program must have received a tax-exempt ruling as a non-profit agency from the IRS under Section 501(c) of the Internal Revenue Code. The non-profit agency must have in its mission statement, Articles of Incorporation, or bylaws that it is dedicated to provision of these services. In reviewing proposals from potential sponsor, the County shall consider the following criteria:

- The financial strength of the sponsor;
- The ability of the sponsor to complete repairs efficiently and meet the deadlines established by the County, SHIP rule or statute;
- The capacity of the sponsor;
- The level of experience;
- Willingness to contractually commit to SHIP and other County requirements; and
- Agreement to select recipients based on compliance with all eligibility requirements imposed by the program.

Eligible sponsors may assist in screening applicants, determining what disaster-resilient measures are necessary, and assisting applicants, directly or through subcontractors with disaster-resilient measures including installation, repair and construction. The County shall announce the availability of funding for this strategy on its website and/or in the local newspaper.

h. Additional Information:

- Eligible units shall be either site-built or block structures; or modular homes; or mobile homes (built after June 1994).
- Recipients who have homeowner's insurance in place may be required to submit a claim to the insurer and use proceeds for repairs if the needed repairs are related to an event reasonably believed to be insurable.
- Additional retrofitting activities that are eligible include, but are not limited to: waterproofing, elevating structures, elevating water heaters and heating/cooling units in flood prone areas; demolition; replacement; removal of trees and limbs which represent a hazard during high wind events; and other approved improvements.
- As established in the Interlocal agreement between the County and the City of Tallahassee, the County may, in its discretion, administer its Disaster Recovery Program in coordination with the City and, as a result, may align its program rules with the City for equitable administration.
- SHIP funds may be used alone or in conjunction with CDBG and any other Housing funds to cover the cost of repairs described under this strategy.

G.	**Foreclosure Avoidance**	Code 7

a. Summary: SHIP Funds will be awarded to owner-occupant households to bring the existing first mortgage of their primary residences current to avoid foreclosure.

b. Fiscal Years Covered: 2023 – 2024, 2024 – 2025, 2025 – 2026

c. Income Categories to be served: Very low, low and moderate

d. Maximum award: $7,500

e. Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded subordinate mortgage and note.
2. Interest Rate: 0%
3. Years in loan term: Ten (10) years
4. Forgiveness: If the loan remains in good standing, assistance will be forgiven at the end of the loan term.
5. Repayment: Not required if the loan is in good standing.
6. Default: The loan will be determined to be in default if any of the following occurs:

- Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.);
- Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
- Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.
- Homeowner fails to maintain homeowner's insurance and flood insurance, if in a 100-year flood plain or required by a first mortgage lender to be covered by flood insurance.
- Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
  - purpose of preventing foreclosure;
  - lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable rate mortgage (ARM) to a fixed rate mortgage;
  - for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Recipient/Tenant Selection Criteria: Applicants will be ranked for assistance based on a first-qualified, first-served basis with the priorities for Special Needs, Essential Services Personnel and income groups.

- A recipient must be the owner occupant of a home in an unincorporated area of Leon County for at least a year prior to application and qualify for Homestead Property Tax Exemption; or if the property has not been owned for at least a year, the needed repair, improvement or modification must be related to a circumstance that could not have reasonably been known prior to purchase of the property.
- A recipient may not have a reverse mortgage and must be current on all property taxes (including assessments), or other obligations associated with the property that may bring threat of tax lien, default, clouded title or other loss of ownership.
- Prior to participation, a recipient will be required to make code related improvements that are not repair oriented (i.e., nuisance, trash, environmental or health codes). Such improvements must be made if there is an active code complaint.
- A recipient may not have total liquid assets (liquid assets include all assets that can be accessed without penalty) that exceed Thirty Thousand Dollars ($30,000).
- Applicant(s) must be at least two (2) months, but not more than six (6) months, in arrears in mortgage payments and have received notification in writing from their lender that proceeding to foreclosure is eminent. The maximum arrears for eligibility will be determined by the Lender's willingness to accept program maximum award to solve the client's issue via direct payment, modification, repayment plan, reinstatement, or any other viable solution acceptable to the client and Lender.
- Applicant(s) must have received in writing, from their lender, a denial of default resolution, forbearance, or payment arrangement.
- Applicant(s) must provide proof of sufficient income to maintain all mortgages and property taxes after foreclosure assistance is received. The ability to pay the affordable mortgage after receiving program assistance. Affordable means that monthly mortgage payments including taxes and insurance do not exceed 30 percent of that amount which represents the percentage of the median annual gross income for the households as indicated in Section 420.9071 (20), (21) and (30), Fla. Stat.
- A hardship letter, as detailed in the Qualification Criteria must demonstrate the nonpayment of the mortgage is due to: sudden loss of income, sudden medical expenses, divorce or separation, death of spouse or joint-property owner, or unforeseen home repair bills.
- If approved to receive assistance, the applicant(s) must demonstrate:
    - Proof of completion in a credit counseling/budgeting course offered by an approved local provider.
    - Proof of residency in the unincorporated area of Leon County.
    - Assistance being sought is for the applicant(s) primary residence.
    - Applicant(s) must demonstrate proof of extraordinary hardship. Assistance will be provided where an extraordinary hardship exists and has been demonstrated through adequate documentation, resulting in the delinquency on the first mortgage. If the applicant(s) has a variable rate mortgage, the applicant(s) must agree and show proof of approval for a modified fixed rate mortgage. Examples of an extraordinary hardship include, but are not limited to:

- Loss of employment, through no fault of the applicant; however, the applicant has secured new employment.
- Substantial decrease in the household income, through no fault of the applicant(s).
- Temporary or permanent disability that reduces income.
- Changes in the household composition that reduces income.
- Demonstrated medical hardship.
- Weather events such as fire, hurricane, or other disaster, resulting in unforeseen home repair bills not covered by the Federal Emergency Management (FEMA).
- Substantial increase of the mortgage payment due to participation in an adjustable-rate mortgage or "ramp up" mortgage.
- Substantial increase in payment due to escrow shortages.

g. Sponsor Selection Criteria: N/A

h. Additional Information:

- Eligible units shall be either site-built or block structures; modular homes; or mobile homes (built after 1994). Mobile homes assisted with SHIP funds must be registered as real property with the Leon County Tax Collector's Office and the household must have at least one resident who qualifies as "Special Needs" in accordance with Section 420.0004, Fla. Stat.
- Homeowner must obtain and/or maintain homeowner's insurance.
- Homes in a 100-year flood plain or properties required by a first mortgage lender to be covered by flood insurance must have and maintain sufficient flood insurance coverage.
- Combined loan-to-value, including the anticipated SHIP lien, may not exceed one-hundred twenty percent (120%) of the value of the property. However, the loan-to-value limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.
- Properties with a reverse mortgage are not eligible.
- Except for Disaster Recovery, previous Foreclosure Avoidance recipients are not eligible to receive additional SHIP assistance until ten (10) years after lien origination.

H.	**Rental Development & Rehabilitation**	Code 14, 21

a. Summary: SHIP Funds will be awarded to developers that are awarded financing through other programs to build new or to rehabilitate affordable rental units (single family detached, manufactured or multi-family).

b. Fiscal Years Covered: 2023 – 2024, 2024 – 2025, 2025 – 2026

c. Income Categories to be served: Extremely low, very low, low

d. Maximum award: $300,000

e. Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded subordinate mortgage and note.
2. Interest Rate: 0%
3. Years in loan term: Coterminous with the project's first mortgage.
4. Forgiveness: If the loan remains in good standing, assistance will be forgiven at the end of the loan term.
5. Non-profit developers: Loan is forgiven on a prorated basis.
6. Repayment: Not required if the loan is in good standing.
7. Default: The loan will be due and payable before the end of the term only if the units are sold or are no longer occupied by income-eligible households or used to house eligible households or persons who are homeless (if homeless rental development). Applicant must commit to long term affordability restrictions that set-aside a portion of rental units within the development for very low-income and/or extremely low-income households. .

If the property is foreclosed by a superior mortgage holder, the County will make every effort to recapture funds through the legal process if it is determined that adequate funds may be available after satisfaction of all superior liens.

In the event the sponsor ceases to use the property to house eligible households or persons who are homeless, does not maintain the property to meet minimum housing quality standards, or offers the property for sale prior to the end of the term of the loan, the sponsor must give a right of first refusal to the Community Land Trust then an eligible not-for-profit, for purchase at the current market value for continued occupancy by eligible persons.

f. Recipient/Tenant Selection Criteria: Applications from potential tenants will be reviewed for eligibility by the program sponsors and will be ranked for assistance based on a first-qualified, first-served basis with the priorities for eligible households or persons who are homeless (if homeless rental development), Special Needs, Essential Services Personnel and income groups as referenced in Program Details (I).

g. Developer Selection Criteria: Notices of funding availability will be issued annually at the beginning of the County's fiscal year by the Housing Finance Authority (HFA) of Leon County. Applications from developers will be reviewed on an ongoing basis by the Housing Finance Authority of Leon County, as long as funding is available.

Developers are required to be awarded financing through the Florida Housing Finance Corporation to construct new affordable rental units (except CLT projects). This funding may be used as gap financing required for the project. Developers seeking funding for the construction of multifamily projects are required to set aside units for very low and extremely low-income households.

Not-for-profit sponsors used to implement this program must have received a tax-exempt ruling as a non-profit agency from the IRS under Section 501(c) of the Internal Revenue Code. The not-for-profit must have in its mission statement, Articles of incorporation, or bylaws that it is dedicated to the provision of housing and services for eligible households or persons who are homeless (if homeless rental development).

For-profit sponsors administering the program must have experience performing housing activities for eligible households or persons who are homeless (if homeless rental development).

Sponsors/developers seeking funding for the construction of multifamily rental developments are required to set aside a minimum of five percent 5% of units for individuals or families exiting homelessness.

The criteria to select for-profit or non-profit agencies may include, but is not limited to, the following:

- Project feasibility as determined by:
  - Applicant's development and construction experience;
  - Applicant's management experience;
  - Financial feasibility to complete and operate the project (including, but not limited to, cost estimates, cash flows, debt service, coverage ratios, the percentage of public monies requested compared to project cost; leveraging);
  - Reasonableness of total development cost per unit;
  - Readiness to proceed (with respect to entitlements including but not limited to zoning, approvals and permits);
  - Overall quality of the site
  - Demonstrated need for gap financing.
- Applicant's performance and/or compliance (including any prior defaults) of any prior loans or contracts with the Housing Finance Authority, County or the City of Tallahassee;
- Unit and Development amenities and Energy Efficiency (at a minimum, must meet HFA's minimum requirements for bond financing);
- Proximity to employment opportunities and public transportation;
- Developments that provide maximum impact on the quality of life of the residents;
- The extent to which there is temporary (for any rehabilitation projects) or permanent displacement of existing tenants (then in which event either shall be scored as a negative factor);
- Preference shall be given to
  - Developers that commit to affordability restrictions in perpetuity; and
  - Developers that commit to exceeding the minimum set aside requirements of the Florida Housing Finance Corporation for very low and extremely-low-income households; and

h. Additional Information: Eligible units shall be either site-built or block structures; modular homes.

The County shall rely on the monitoring reports resulting from monitoring visits conducted as a requirement for the Florida Housing Finance Corporation to verify that the development is compliant with County affordable housing rules, requirements, and the terms herein.

To the maximum extent possible, the County and all contracted agencies shall encourage the incorporation of energy efficiency features, and green building and design techniques into rehabilitation or construction projects for sustainability and affordability.

All eligible units must be in Leon County. Any homes on the National Registry of Historic Places may not be eligible.

I.	**Housing Rental Assistance**	Code 13,23,26

a. Summary: SHIP funds will be awarded for: (1) first and last month's rent, security and utility deposit assistance, moving costs and storage fees; and (2) past due rent and late fees not to exceed six months' rent to prevent eviction and (3) Rent Subsidies paying the monthly rent for up to 12 months. To be eligible for Rent Subsidies, the household receiving assistance must include at least one adult who is a person with special needs as defined in Section 420.0004 (13), Florida Statutes, or homeless as defined in Section 420.621, Florida Statutes, and be considered very-low income.

b. Fiscal Years Covered: 2023 – 2024, 2024 – 2025, 2025 – 2026

c. Income Categories to be served: Very low and Low

d. Maximum award: $10,000

e. Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a grant.
2. Interest Rate: N/A
3. Years in loan term: N/A
4. Forgiveness: N/A
5. Repayment: N/A
6. Default: N/A

f. Recipient/Tenant Selection Criteria: Applicants who are homeless or at risk of homelessness (i.e., seeking eviction prevention) will be referred to the local Continuum of Care Coordinated Entry system, as appropriate and be assisted on a first-qualified, first-served basis. Applicants with one or more special needs household members may apply directly to the Leon County Housing Division or may be referred by a special needs service provider. If applications are received simultaneously, priority will be given to the household with the lowest income.

g. Sponsor Selection Criteria: Sponsors may be selected to administer the Rental Subsidies program. Criteria for selection of sponsor organization will include:

1. Past experience working with the target population;
2. Past experience administering similar rental assistance programs;
3. Financial and human resource capacity to administer the program;
4. Participation in the Continuum of Care Coordinated Entry system; and
5. Such other criteria as may be determined appropriate.

h. Additional Information:

- All eligible units must be in unincorporated Leon County.

- A twelve (12) month lease is required.
- Rent Subsidy is provided to households once in a lifetime.
- Reentry and Eviction Prevention recipients are eligible to receive additional SHIP assistance one (1) year after assistance is provided.

J.	**Manufactured Housing (Mobile Homes)**	Code 28, 29

a. Summary: The manufactured housing strategy may provide funds for:

1. Relocation assistance for owners/tenants who have been evicted due to closure of a mobile home park in accordance with 723.003, F.S. (code 28)
2. Lot rent assistance to owners of manufactured housing/mobile homes not to exceed six months (code 29)

b. Fiscal Years Covered: 2026 – 2027, 2027 – 2028, 2028 – 2029

c. Income Categories to be served: Very low and low

d. Maximum award: $10,000 (relocation assistance); $5,000 (lot rental assistance)

e. Terms:

1. For relocation assistance and lot rent assistance, the funds are awarded as a grant.
2. Years in loan term: N/A
3. Forgiveness: N/A
4. Repayment: N/A
5. Default: N/A

f. Recipient/Tenant Selection Criteria: Applicants will be assisted on a first-qualified, first-served basis with priorities detailed in Section I.I being met first.

g. Sponsor Selection Criteria: N/A

h. Additional Information: Manufactured housing constructed after June 1994 is eligible.

Section III. LHAP Incentive Strategies

In addition to the **required Incentive Strategy A and Strategy B**, include all adopted incentives with the policies and procedures used for implementation as provided in Section 420.9076, Florida Statutes.:

A. Expedited Permitting

Permits as defined in Section 163.3177(6)(f)(3), Florida Statutes, for affordable housing projects are expedited to a greater degree than other projects.

The procedures used to implement this strategy are as follows:

- Leon County expedites permitting of affordable housing projects by administrative direction, close coordination and teamwork. Specific processes that have been established include:

1) Using pre-permitting review to determine project status, identify and resolve potential legal problems that might preempt permitting, and otherwise expedite affordable housing.
2) Obtain assistance and cross-training from Building Inspection with the initial inspection of rehabilitation projects to ensure all code compliance issues are addressed in write-ups and permit applications. This expedites plan review and minimizes changes that delay permitting and project completion.
3) The Director of the Office of Human Services & Community Partnerships and the staff are the designated liaisons with the Affordable Housing Program and assists with the resolution of difficult permitting issues.

These processes will promote a reduction in building permitting time for affordable housing projects by 50% from the average of ten (10) days to an average of five (5) days.

B. Ongoing Review Process

An ongoing process for review of local policies, ordinances, regulations and plan provisions that increase the cost of housing prior to their adoption.

The procedures used to implement this strategy:

- By administrative direction, all Local Comprehensive Plan and Land Development Regulations (LDR) with the potential to impact the cost of affordable housing are referred to the Leon County Division of Housing Services. Any of these Plan or LDR amendments potentially affecting affordable housing costs can be brought up to a meeting of the Department of Development Support and Environmental Management, the Planning Department, and the Division of Housing Services for modification and transmittal to the Board of County Commissioners or other appropriate review or approval entities.

C. Flexibility in Densities

The allowance of flexibility in densities for affordable housing.

The procedures used to implement this strategy:

- The Land Development Code (LDC) provides incentives for affordable housing regarding the required review level. For example, projects with 50% or more affordable housing units can have their review threshold increased by 50% thereby potentially allowing a lower review level leading to potentially lower permitting costs. [Section 10-7.402(4)(h) of the LDC]

D. Modification of Impact Fee Requirements

The modification of impact-fee requirements, including reduction or waiver of fees and alternative methods of fee payment for affordable housing.

The procedures used to implement this strategy:

- The County eliminated its transportation impact fee in 1995; therefore, housing developers do not pay any county impact fees. The Public Works Department supports affordable housing by waiving landfill dumping (tipping) fees for disposal of construction debris by the County's affordable housing contractors.

E. Allowance of Accessory Dwelling Units

The allowance of affordable accessory residential units in residential zoning districts.

The procedures used to implement this strategy:

- The LDC allows accessory dwelling units in conjunction with the following principal structures: single-family detached dwellings; retail establishments; offices; and principal industrial structures. [Section 10-6.803(b) of the LDC]

F. Inventory of Public Lands Suitable for Affordable Housing

The preparation of a printed inventory of locally owned public lands suitable for affordable housing.

The procedures used to implement this strategy:

- County staff prepares, and makes available to the public, a printable inventory of County-owned lands suitable for affordable housing.

Section IV. EXHIBITS:

A. Administrative Budget for each fiscal year covered in the Plan.

B. Timeline for Estimated Encumbrance and Expenditure.

C. Housing Delivery Goals Chart (HDGC) For Each Fiscal Year Covered in the plan.

D. Signed LHAP Certification.

E. Signed, dated, witnessed or attested adopting resolution.

F. Community Land Trust Additional Instructions and Information.

G. Interlocal Agreement, Leon County, Florida & the City of Tallahassee, Florida

Leon County

SHIP LOCAL HOUSING ASSISTANCE PLAN (LHAP)

2026-2027, 2027-2028, 2028-2029

As Revised by the Leon County Board of County Commissioners on September 15, 2026

~~*As Adopted by the Leon County Board of County Commissioners on April 14, 2026*~~

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I. Program Details:

A. LG(s)

Name of Local Government	Leon County
Does this LHAP contain an interlocal agreement?	No
If yes, name of other local government(s)	N/A

B. Purpose of the program:

- To meet the housing needs of the very low, low and moderate-income households;
- To expand production of and preserve affordable housing; and
- To further the housing element of the local government comprehensive plan specific to affordable housing.

C. Fiscal years covered by the Plan: 2026 – 2027, 2027 – 2028, 2028 – 2029

D. Governance: The SHIP Program is established in accordance with Section 420.907-9079, Florida Statutes and Chapter 67-37, Florida Administrative Code. Cities and Counties must be in compliance with these applicable statutes, rules and any additional requirements as established through the Legislative process.

E. Local Housing Partnership: The SHIP Program encourages building active partnerships between government, lending institutions, builders and developers, not-for-profit and community-based housing providers and service organizations, providers of professional services related to affordable housing, advocates for low-income persons, real estate professionals, persons or entities that can provide housing or support services and lead agencies of the local continuums of care.

F. Leveraging: The Plan is intended to increase the availability of affordable residential units by combining local resources and cost saving measures into a local housing partnership and using public and private funds to reduce the cost of housing. SHIP funds may be leveraged with or used to supplement other Florida Housing Finance Corporation programs and to provide local match to obtain federal housing grants or programs.

G. Public Input: Public input was solicited via advertising of public meetings and the Public Hearing for the Affordable Housing Advisory Committee to adopt their Report of Recommendations. Public input was also obtained through meetings with housing providers, social service providers, local lenders, neighborhood associations and Affordable Housing Advisory Committee meetings.

H. Advertising and Outreach: SHIP funding availability shall be advertised in a newspaper of general circulation and periodicals serving ethnic and diverse neighborhoods, at least 30 days before the beginning of the application period. If no funding is available due to a waiting list, no notice of funding availability is required.

I. Waiting List/Priorities: A waiting list will not be established when there are eligible applicants for strategies that no longer have funding available.

Priorities: The following priorities for funding described/listed here apply to all strategies unless otherwise stated in an individual strategy in Section II: The County will accept applications during the advertised "Application Period" which will be at least 30 days. Once the application period ends, eligible applications will be categorized based on the most appropriate program strategy to address their needs and prioritized based upon the following ranking priority:

1. Special Needs Households
    a. Very low
    b. Low
    c. Moderate (If Applicable)
2. Essential Services Personnel
    a. Very low
    b. Low
    c. Moderate (If Applicable)
3. Non-Special Needs and Non-ESP
    a. Very Low
    b. Low
    c. Moderate (If Applicable)

If funds are available after applications are categorized and set asides have been met, funds will be expended on a first qualified first served basis.

J. Discrimination: In accordance with the provisions of Section 760.20-760.37 Fla. Stat., it is unlawful to discriminate on the basis of race, color, religion, sex, national origin, age, handicap, or marital status in the award application process for eligible housing.

K. Support Services and Counseling: Support and counseling services are available from various sources in the community. The County will provide Homeownership Counseling (Pre and Post), Credit Counseling, Tenant Counseling, and Foreclosure Counseling through referral to qualified HUD approved agencies, which includes, but is not limited to, Tallahassee Lenders' Consortium. The County will provide title clearing and estate planning services through referral to qualified legal aid agencies.

L. Purchase Price Limits: The sales price or value of new or existing eligible housing may not exceed 90% of the average area purchase price in the statistical area in which the eligible housing is located. Such average area purchase price may be that calculated for any 12-month period beginning not earlier than the fourth calendar year prior to the year in which the award occurs. The sales price of new and existing units, which can be lower but may not exceed 90% of the median area purchase price established by the U.S. Treasury Department or as described above.

The methodology used is:

U.S. Treasury Department	X
Local HFA Numbers	

M. Income Limits, Rent Limits and Affordability: The Income and Rent Limits used in the SHIP Program are updated annually by the Department of Housing and Urban Development and posted at www.floridahousing.org.

"Affordable" means that monthly rents or mortgage payments including taxes and insurance do not exceed 30 percent of that amount which represents the percentage of the median annual gross income for the households as indicated in Sections 420.9071, Florida Statutes. However, it is not the intent to limit an individual household's ability to devote more than 30% of its income for housing, and housing for which a household devotes more than 30% of its income shall be deemed Affordable if the first institutional mortgage lender is satisfied that the household can afford mortgage payments in excess of the 30% benchmark and in the case of rental housing does not exceed those rental limits adjusted for bedroom size.

N. Welfare Transition Program: Should an eligible sponsor be used, a qualification system and selection criteria for applications for Awards to eligible sponsors shall be developed, which includes a description that demonstrates how eligible sponsors that employ personnel from the Welfare Transition Program will be given preference in the selection process.

O. Monitoring and First Right of Refusal: In the case of rental housing, the staff and any entity that has administrative authority for implementing the local housing assistance plan assisting rental developments shall annually monitor and determine tenant eligibility or, to the extent another governmental entity provides periodic monitoring and determination, a municipality, county or local housing financing authority may rely on such monitoring and determination of tenant eligibility. However, any loan or grant in the original amount of $10,000 or less shall not be subject to these annual monitoring and determination of tenant eligibility requirements. Tenant eligibility will be monitored annually for no less than 15 years or the term of assistance whichever is longer, when required as specified above.

Eligible sponsors that offer rental housing for sale before 15 years or that have remaining mortgages funded under this program must give a first right of refusal to eligible non-profit organizations for purchase at the current market value for continued occupancy by eligible persons.

P. Administrative Budget: A line-item budget of proposed Administrative Expenditures is attached as Exhibit A. Leon County finds that the moneys deposited in the local housing assistance trust fund are necessary to administer and implement the local housing assistance plan.

Section 420.9075(7), Florida Statutes states: *"A county or an eligible municipality may not exceed the 5 percent limitation on administrative costs, unless its governing body finds, by resolution, that 5 percent of the local housing distribution plus 5 percent of program income is insufficient to adequately pay the necessary costs of administering the local housing assistance plan."*

Section 420.9075(7) Florida Statutes further states: "*The cost of administering the program may not exceed 10 percent of the local housing distribution plus 5 percent of program income deposited into the trust fund, except that small counties, as defined in s. 120.52(19), and eligible municipalities receiving a local housing distribution of up to $350,000 may use up to 10 percent of program income for administrative costs."*

The applicable local jurisdiction has adopted the above findings in the resolution attached as Exhibit E.

Q. Program Administration: Administration of the local housing assistance plan will be performed by:

Entity	Duties	Admin. Fee Percentage
Local Government	All Strategies Other than Down Payment Assistance	8%
Third Party Entity/Sub-recipient	Down Payment Assistance Program Strategies	2%

R. First-time Homebuyer Definition: For any strategies designed for first-time homebuyers, the following definition will apply: *An individual who has had no ownership in a principal residence during the 3-year period ending on the date of purchase of the property. This includes a spouse (if either meets the above test, they are considered first-time homebuyers). A single parent who has only owned a home with a former spouse while married. An individual who is a displaced homemaker and has only owned with a spouse. An individual who has only owned a principal residence not permanently affixed to a permanent foundation in accordance with applicable regulations. An individual who has only owned a property that was not in compliance with state, local or model building codes and which cannot be brought into compliance for less than the cost of constructing a permanent structure.*

***S.* Project Delivery Costs:** The County will charge a reasonable project delivery cost that will not exceed three percent (3%) of the contracted SHIP award and will be included in the amount of the recorded mortgage and note.

1. Title Search
2. Recordation Fee
3. The County will utilize a contractor to assess the appropriate level of housing rehabilitation necessary to improve accessibility and enhance independence for participating households having special needs.
4. The County may utilize a contractor to assess home(s) and provide a professional Home Inspection Report to be used to generate a scope of work.
5. To determine post-Home Replacement or post-Home Rehabilitation (when livable square footage is added to the home), the County may:
    i. contract with a Real Estate Agent/Realtor to provide a Broker Price Opinion and/or
    ii. contract with a Certified Residential Appraiser to provide an appraisal.

T. Essential Service Personnel Definition (ESP): ESP includes teachers and educators, other school district, community college, and university employees, police and fire personnel, health care personnel, skilled building trades personnel and active U.S. Armed Forces Service Members.

U. Describe efforts to incorporate Green Building and Energy Saving products and processes: The County will require participating homeowners to obtain a Home Energy Audit from their electric service provider if they are eligible for Home Rehabilitation and/or whenever a Heating, Ventilation and Cooling unit is being considered for replacement. The findings of the audit will be used to incorporate repairs into a cost-effective scope of work that are intended to increase the energy efficiency of the home and possibly lead to lower heating and cooling costs.

Additionally, the County and/or sponsors will, when economically feasible, employ the following Green Building requirements on Home Rehabilitation, Home Replacement, Emergency Repairs & Disaster Resilience, Homeownership Development or Rental Development:

1. Low-flow water fixtures in bathrooms—WaterSense labeled products or the following specifications:
   a. Toilets: 1.4 gallons/flush or less;
   b. Faucets: 1.5 gallons/minute or less;
   c. Showerheads: 2.0 gallons/minute or less;
2. Energy Star certified exhaust/ventilation fans in all bathrooms;
3. Energy Star certified water heater minimum efficiency specifications;
4. Energy Star certified lighting and ceiling fans with lighting;
5. Energy Star certified Air Conditioning unit(s) with minimum SEER of 15 (or 14.3 SEER2). Packaged units are allowed in studios and one-bedroom units with a minimum of 14 SEER (or 13.4 SEER2);
6. Low or No-VOC paint for all interior walls (Low-VOC means 50 grams per liter or less for flat paint; 150 grams per liter or less for non-flat paint);
7. Energy Star certified refrigerator;
8. Energy Star certified dishwasher, if provided;
9. Energy Star certified washing machine, if provided in units.

V. **Describe efforts to meet the 20% Special Needs set-aside:** The County will continue to obtain referrals from partner social service agencies serving the targeted population to achieve the goal of the special needs set-aside. The goal will be met through Housing Rehabilitation, Home Replacement, Down Payment Assistance, Emergency Housing Repair & Housing Resilience, Homeownership Development, Rental Development, and Rental Assistance program strategies. The County will utilize a contractor to identify ways to improve the accessibility of homes and enhance independence for participating households having special needs through the Home Rehabilitation and Home Replacement program strategies.

W. Describe efforts to reduce homelessness: The County will collaborate with the Big Bend Continuum of Care and other agencies serving the target population to assist in rapid rehousing and to prevent homelessness primarily through the Rental Subsidy program strategy, the Leon County Direct Emergency Assistance Program (DEAP) and the Leon County Veteran Emergency Assistance Program (VEAP). When funding is available, Leon County may use SHIP funds to place this target population in rental or transitional housing for the purpose of providing a stable housing situation pursuant to applicable program strategies herein.

Section II. LHAP Strategies:

A. Down Payment Assistance	Code 1, 2

a. Summary: Funds will be awarded to First Time Homebuyers for down payment and closing costs for new and existing homes, including homes purchased from a community land trust (CLT).

b. Fiscal Years Covered: 2026 – 2027, 2027 – 2028, 2028 – 2029

c. Income Categories to be served: Very low, low and moderate (Moderate not eligible for purchase in CLT)

d. Maximum award:

Income Category	Existing Homes not Rehabilitated OR not in a CLT	CLT Homes	Newly Constructed or Rehabilitated Homes
Very Low	$10,000	$20,000	$25,000
Low	$10,000	$20,000	$25,000
Moderate	$7,500	N/A	$20,000

- Newly constructed homes are defined as homes that have never been occupied; and have obtained a certificate of occupancy within the 12-months preceding the purchase; or were built as a model home.
- Rehabilitated homes are defined as existing homes that receive repairs or rehabilitation needed for safe or sanitary habitation, correction of substantial code violations, the creation of additional living space or other repairs approved by the Leon County Division of Housing Services and are paid by the seller, the buyer or another source. Proof that the repair or rehabilitation was completed within the 12-months preceding purchase must be provided prior to closing unless a first mortgage renovation loan (FHA 203k, Freddie Mac, Fannie Mae or similar lender managed renovation purchase and renovation loan) is used to pay for the rehabilitation. When a first mortgage renovation loan is used, the project must be completed, including proof of payment, and the home must be occupied within six months of closing.

e. Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred subordinate loan secured by a recorded subordinate mortgage and note.
2. Interest Rate: 0%
3. Years in loan term: 10 years for Fee Simple; 30 years for CLT
4. Forgiveness: If the loan remains in good standing, assistance will be forgiven at the end of the loan term.
5. Repayment: Not required as long as the loan is in good standing.
6. Default: The loan will be determined to be in default if any of the following occurs:
   - Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.). If sold in a CLT, the loan will not be determined to be in default if the sale is approved by the CLT and provision is made for the subsequent income eligible purchaser to assume the loan to ensure homes remain affordable;
   - Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
   - Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.

- Homeowner fails to maintain homeowner's insurance.
- Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
  - purpose of preventing foreclosure;
  - lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable-rate mortgage (ARM) to a fixed rate mortgage;
  - for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Recipient Selection Criteria:
- Applications will be ranked for assistance based on a first-qualified, first-ready-to-close basis.
- A recipient must secure a first mortgage by an approved lender.
- A recipient must be able to contribute five hundred dollars ($500.00) towards the transaction but their total liquid assets (liquid assets include all assets that can be accessed without penalty) may not exceed Thirty Thousand Dollars ($30,000). However, the asset limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.
- Homebuyer Education
  - Fee Simple homebuyers must complete an approved homebuyer education class from a HUD certified agency and obtain a certificate of completion.
  - CLT homebuyers must complete a homebuyer education class from a HUD certified agency that contains a community land trust component and/or session with the CLT in addition to a homebuyer education class that requires CLT buyers to demonstrate and attest to a clear understanding of the terms of community land trust homeownership and obtain a certificate of completion.

g. Sponsor Selection Criteria: N/A

h. Additional Information:
- All eligible units must be in unincorporated Leon County.
- ~~Mobile/m~~Manufactured homes purchased through this program must be new units~~are not eligible for this program~~ and must either be installed on parcels that are either owned by the ~~a~~ CLT or the purchaser of the unit~~.~~
- Households receiving Down Payment assistance must obtain and maintain homeowner's insurance for the duration of the lien period.

- Homes in a 100-year flood plain or properties required by a first mortgage lender to be covered by flood insurance are not eligible for this program.
- Leon County will be placed in second lien position behind the first mortgage for all Down Payment Assistance transactions unless authorization is received from the Leon County Division of Housing Services to be placed in third (3rd) or fourth (4th).
- Down Payment Assistance can be used on properties previously assisted with SHIP funds that have a Land Use Restriction Agreement (LURA), deed restriction and/or an assumable conveyance agreement with affordability covenants if the maximum subsidy was not provided to the previous homebuyer(s).
- Except for Disaster Recovery, previous Down Payment Assistance recipients are not eligible to receive additional SHIP assistance until ten (10) years after lien origination. Down Payment Assistance may be provided simultaneously with Home Ownership Development to a recipient eligible for both strategies.

Terms for CLT home purchases: Purchase assistance is assumable by an income-eligible purchaser. The terms of the Note and Mortgage shall allow subsequent purchasers to assume the loan with approval by the CLT. Otherwise, no repayment is required during the term of the loan, provided the loan remains in good standing.

Please see Exhibit F for additional instructions and information for CLT purchases.

B. Home Ownership Development	Code 10

a. Summary: SHIP funds will be awarded to for-profit and not-for-profit organizations, including Community Land Trusts (CLT), for land acquisition, infrastructure and development costs, and all other associated fees and permits for the construction of housing units to pay-down the development costs to further reduce the sale price to income eligible First Time Homebuyers.

b. Fiscal Years Covered: 2026 – 2027, 2027 – 2028, 2028 – 2029

c. Income Categories to be served: Very low, low

d. Maximum award: $100,000 per unit

One hundred percent (100%) of the County's investment shall be converted to an assumable mortgage with a Land Use Restriction Agreement (LURA), deed restriction, and/or other affordability restrictions or covenants to the benefit of the prospective homebuyer subordinate to the first mortgage to ensure homes remain affordable for at least 30 years. A CLT will satisfy this requirement. Please see Additional Terms and Exhibit F for additional instructions and information.

e. Terms:
Sponsor Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded subordinate mortgage, note and restrictive covenant.
2. Interest Rate: 0%
3. Years in loan term: Up to 18 months
4. Forgiveness: If the loan is in good standing upon sale of the property to an eligible homebuyer with affordability restrictions and/or covenants (homes built on land in a CLT satisfies this requirement) to ensure homes remain affordable in for at least 30 years, the loan will be considered paid in full, the loan will be reflected in the contract for sale to the benefit of the eligible homebuyer and the County will satisfy the promissory note and release restrictive covenant with the Developer.
5. Repayment: Not required if the loan is in good standing.
6. Default: The loan will be in default if: the developer fails to construct and sell the assisted unit(s) with affordability restrictions and/or covenants recorded on the property to an eligible homebuyer within six (6) months after the final certificate of occupancy is issued and within the contractual timeframe. The County will recapture the subsidy and/or property within ninety (90) days of maturity of the recorded Mortgage Agreement.

Homebuyer Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded subordinate mortgage and note.
2. Interest Rate: 0%
3. Years in loan term: 30 years
4. Forgiveness: If the loan remains in good standing, forgiveness is prorated at 5% per year following the tenth year in the loan term.
5. Repayment: Not required if the loan is in good standing.
6. Default: The loan will be determined to be in default if any of the following occurs:
    - Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.). The loan will not be considered in default if the loan to be assumed is reflected in the contract for sale, the loan is assumed by an income-eligible purchaser, and the sale is approved by the County or CLT to ensure homes remain affordable for at least 30 years;
    - Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
    - Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.
    - Homeowner fails to maintain homeowner's insurance.
    - Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
        - purpose of preventing foreclosure;

- lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable-rate mortgage (ARM) to a fixed rate mortgage;
- for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Homebuyer Selection Criteria:
   - Applications will be ranked for assistance based on a first-qualified, first-ready-to-close basis.
   - Recipients must secure a first mortgage by an approved lender.
   - Recipients' total liquid assets (liquid assets include all assets that can be accessed without penalty) may not exceed Thirty Thousand Dollars ($30,000). However, the asset limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.
   - Homebuyer Education
     - Fee Simple homebuyers must complete an approved homebuyer education class from a HUD certified agency and obtain a certificate of completion.
     - CLT homebuyers must complete an approved homebuyer education class from a HUD certified agency that contains a community land trust component and/or session with the CLT in addition to a homebuyer education class that requires CLT buyers to demonstrate and attest to a clear understanding of the terms of community land trust homeownership and obtain a certificate of completion.

g. Sponsor Selection Criteria: Applications from potential sponsors will be reviewed on an ongoing basis.

Sponsors/developers are required to be awarded construction financing through other local, state, federal, private programs, or show sufficient liquid assets necessary to construct new affordable homes. Funding for each project will be based upon the gap demonstrated by the developer in the project budget. The project gap is the difference between the cost incurred by the developer to construct the unit and the sales price the market will bear to sell the unit to an eligible buyer.

Not-for-profit sponsors used to implement this program must have received a tax-exempt ruling as a non-profit agency from the IRS under Section 501(c) of the Internal Revenue Code. The not-for-profit must have in its mission statement, Articles of incorporation, or bylaws that it is dedicated to the provision of housing and services for eligible households.

For-profit sponsors administering the program must have experience performing housing activities for eligible households.

The criteria to select for-profit or non-profit agencies may include the following:

- Consistency of the project with basic goals and objectives of the County;
- The financial strength of the sponsor, including the ability to leverage funds from other sources;
- The ability of the sponsor to complete the project by the deadlines established by the County;
- The capacity of the sponsor;
- The quantity and quality of experience in affordable housing development;
- Willingness to contractually commit to SHIP and other County requirements;
- Agreement to select recipients based on compliance with all eligibility requirements imposed by the program;
- Preference shall be given to 1) Community Land Trusts and 2) not-for-profit entities; and
  - Sponsors with verified site control;
  - Sponsors with membership in the Homeownership Pool Program; and
  - Sponsors that employ personnel from the Welfare Transition Program.

h. Additional Information:

- All eligible units must be in Leon County.
- Units to be developed shall be site-built; or block structures; or modular homes; or manufactured housing.

Manufactured homes purchased through this program must be new units and must either be installed on parcels that are either owned by thea CLT or the purchaser of the unit.

- ~~Mobile homes are not eligible for this program.~~
- Homes may not be developed in a 100-year flood plain or on properties that a first mortgage lender would require to be covered by flood insurance.
- Leon County will be placed in second lien position behind the first mortgage for all homebuyer transactions unless authorization is received from the Leon County Division of Housing Services to be placed in third (3rd) or fourth (4th).
- SHIP funds may be used alone or in conjunction with CDBG and any other Housing funds to cover the cost of repairs described under this strategy.
- Homebuyer may not be a family or household member of any principal member of the awarded developer's organization. "Family or household member" includes spouses, former spouses, non-cohabitating partners, persons related by blood or marriage, persons who are presently residing together as if a family or who have resided together in the past as if a family, and persons who have a child in common regardless of whether they have been married or have resided together at any time.
- Except for Disaster Recovery, previous Homeownership Development homebuyers are not eligible to receive additional SHIP assistance until ten (10) years after lien origination. Down Payment Assistance maybe provided simultaneously with Home Ownership Development by a recipient eligible for both strategies if needed.

- If funds are given to an entity that is not a CLT, a Land Use Restriction Agreement (LURA) deed restriction, and/or other affordability restrictions or covenants shall be recorded in the county records ensuring permanent affordability.

Homeownership Development assistance is assumable to an income-eligible purchaser. The terms of the Note and Mortgage shall allow subsequent purchasers to assume the loan with approval by the County or the CLT. The loan to be assumed will be reflected in the contract for sale to the benefit of the eligible subsequent homebuyer and the County will satisfy the existing mortgage & promissory note.

Please see Exhibit F for additional instructions and information for CLT purchases.

C. Home Rehabilitation	Code 3

a. Summary: SHIP funds will be awarded to owner-occupied households in need of repairs for health, safety, insurability, correct code violations and to prepare for future disasters. This will include structural improvements, accessibility rehabilitation, repairs to support aging in place and water and sewer connections including tap fees. If the county finds that rehabilitation of the home is expected to surpass 50% of the current value of the home, replacement of the home will be considered. For homes that are at least 50 years old, replacement will be considered if rehabilitation of the home is expected to surpass 30% of the current value of the home.

b. Fiscal Years Covered: 2026 – 2027, 2027 – 2028, 2028 – 2029

c. Income Categories to be served: Very low, low

d. Maximum award: $100,000 (which includes Emergency Repair assistance received while on the waitlist prior to December 14, 2021) for rehabilitation and may include up to $2,500 for temporary relocation.

e. Terms:
   1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded mortgage and note.
   2. Interest Rate: 0%
   3. Years in loan term: Five (5) years: $0 - $30,000; Ten (10) years: $30,001 - $100,000
   4. Forgiveness: If the loan remains in good standing, forgiveness is prorated in the following manner:
      a. Five-year loans on a prorated basis of 20% per year
      b. Ten-year loans on a prorated basis of 10% per year
   5. Repayment: Not required if the loan is in good standing.
   6. Default: The loan will be determined to be in default if any of the following occurs:
      - Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer,

bankruptcy or foreclosure, etc.);

- Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
- Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.
- Homeowner fails to maintain homeowner's insurance and flood insurance, if in a 100-year flood plain or required by a first mortgage lender to be covered by flood insurance.
- Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
  - purpose of preventing foreclosure;
  - lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable rate mortgage (ARM) to a fixed rate mortgage;
  - for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Recipient/Tenant Selection Criteria: Applicants will be ranked for assistance based on a first-qualified, first-served basis with the priorities for Special Needs, Essential Services Personnel, applicants who have not previously received rehabilitation assistance from Leon County and income groups as referenced in Program Details (I).

- A recipient must be the owner occupant of a home in an unincorporated area of Leon County (unless administering Disaster Recovery) for at least a year prior to application and qualify for Homestead Property Tax Exemption; or if the property has not been owned for at least a year, the needed repair, improvement or modification must be related to a circumstance that could not have reasonably been known prior to purchase of the property.
- A recipient must household qualify to meet the Special Needs set aside as established in Florida Statutes or have at least one-member age 55 years or older.
- A recipient must be current on all property taxes (including assessments), mortgages, debts, or other security instruments associated with the property that may bring threat of foreclosure, tax lien, default, clouded title or other loss of ownership.
- Prior to participation, a recipient will be required to make code related improvements that are not repair oriented (i.e., nuisance, trash, environmental or health codes). Such improvements must be made if there is an active code complaint.
- A recipient may not have total liquid assets (liquid assets include all assets that can be accessed without penalty) that exceed Thirty Thousand Dollars ($30,000). However, the asset limitation

will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.

- Rehabilitation projects of $20,000 or more will be eligible for relocation assistance.

g. Sponsor Selection Criteria: N/A

h. Additional Information:

- Eligible units shall be either site-built or block structures; or modular homes; or mobile homes (built after June 1994). Mobile/manufactured homes assisted with SHIP funds must be registered as real property with the Leon County Tax Collector's Office and the household must qualify as "Special Needs" in accordance with Section 420.0004 (13), Florida Statutes.
- A recipient must participate in a Leon County homeowner and SHIP program education workshop.
- Recipients who have homeowner's insurance in place may be required to submit a claim to the insurer and use proceeds for repairs if the needed repairs are related to an event reasonably believed to be insurable.
- Homes older than 50 years may not be eligible if determined to be of historical significance.
- Homeowner must obtain and/or maintain homeowner's insurance.
- Homes in a 100-year flood plain or properties required by a first mortgage lender to be covered by flood insurance must have and maintain sufficient flood insurance coverage.
- Properties with a reverse mortgage are not eligible. However, the reverse mortgage limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.
- The actual project quote may not exceed ninety percent (90%) of the value of the property or the maximum award.
- SHIP funds may be used alone or in conjunction with CDBG and any other Housing funds to cover the cost of repairs described under this strategy.
- No contractor may have more than five home replacement/rehabilitation contracts at one time unless the contractor is the sole bidder for a home replacement/rehabilitation project.
- Except for Disaster Recovery, previous Home Rehabilitation recipients are not eligible to receive additional SHIP assistance until ten (10) years after lien origination or after the lien matures, whichever is less.

D. Home Replacement	Code 4

a. Summary: SHIP funds will be awarded for the demolition and replacement of existing owner-occupied single-family homes to homeowners who qualify for Home Rehabilitation if the county finds that rehabilitation of the home surpasses 50% of the current value of the home. For homes that are at least 50 years old, replacement will be considered if rehabilitation of the home is expected to

surpass 30% of the current value of the home.

b. Fiscal Years Covered: 2026 – 2027, 2027 – 2028, 2028 – 2029

c. Income Categories to be served: Very low, low

d. Maximum award: $300,000 (which includes Emergency Repair assistance received while on the waitlist prior to December 14, 2021) for site built and modular homes, which includes up to $2,500 for temporary relocation.

e. Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded subordinate mortgage and note.
2. Interest Rate: 0%
3. Years in loan term: 20 years
4. Forgiveness: If the loan remains in good standing, forgiveness is prorated at 5% per year
5. Repayment: Not required if the loan is in good standing
6. Default: The loan will be determined to be in default if any of the following occurs:
   - Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.);
   - Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
   - Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.
   - Homeowner fails to maintain homeowner's insurance and flood insurance, if in a 100-year flood plain.
   - Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
     - purpose of preventing foreclosure;
     - lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable rate mortgage (ARM) to a fixed rate mortgage;
     - for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will

attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Recipient/Tenant Selection Criteria: Applicants will be ranked for assistance based on a first-qualified, first-served basis with the priorities for Special Needs, Essential Services Personnel and income groups as referenced in Program Details (I).

- A recipient must be the owner occupant of a home in an unincorporated area of Leon County (unless administering Disaster Recovery) for at least a year prior to application and qualify for Homestead Property Tax Exemption; or if the property has not been owned for at least a year, the needed repair, improvement or modification must be related to a circumstance that could not have reasonably been known prior to purchase of the property.
- A recipient must household qualify to meet the Special Needs set aside as established in Florida Statutes or have at least one-member age 55 years or older.
- A recipient must be current on all property taxes (including assessments), mortgages, debts, or other security instruments associated with the property that may bring threat of foreclosure, tax lien, default, clouded title or other loss of ownership.
- Prior to participation, a recipient will be required to make code related improvements that are not repair oriented (i.e., nuisance, trash, environmental or health codes). Such improvements must be made if there is an active code complaint.
- A recipient may not have total liquid assets (liquid assets include all assets that can be accessed without penalty) that exceed Thirty Thousand Dollars ($30,000). However, the asset limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.

g. Sponsor Selection Criteria: N/A

h. Additional Information:

- Eligible units, including Mobile Homes, shall be replaced with either site-built; or block structures; or modular homes; or manufactured homes. Eligible m~~M~~obile/manufactured homes ~~homes will may~~ be replaced with new ~~another mobile home during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds~~manufactured units.
- A recipient must participate in a Leon County homeowner and SHIP program education workshop.
- Recipients who have homeowner's insurance in place may be required to submit a claim to the insurer and use proceeds for repairs if the needed repairs are related to an event reasonably believed to be insurable.
- Homes older than 50 years may not be eligible if determined to be of historical significance.
- The property may not be encumbered by an existing mortgage to be eligible for Home Replacement.
- Homeowner must obtain and maintain homeowner's insurance.

- Homes in a 100-year flood plain must obtain and maintain sufficient flood insurance coverage. No part of a replacement home shall be built in a 100-year flood plain.
- The actual project quote may not exceed ninety percent (90%) of the value of the property or the maximum award.
- SHIP funds may be used alone or in conjunction with CDBG and any other Housing funds to cover the cost of repairs described under this strategy.
- No contractor may have more than five home replacement/rehabilitation contracts at one time unless the contractor is the sole bidder for a home replacement/rehabilitation project.
- Except for Disaster Recovery, previous Home Replacement recipients are not eligible to receive additional SHIP assistance until ten (10) years after lien origination.

E. Emergency Housing Repair & Housing Resilience	Code 6

a. Summary: SHIP Funds will be awarded to owner-occupied households in need of rehabilitation or repair of their home related to a dire situation that needs to be mitigated immediately. Eligible rehabilitation or repairs are:

- remediation of an immediate health hazard to the occupants;
- elimination of a developing threat to the dwelling or infrastructure; or
- improving the home's resilience to the impact of a future disaster.

SHIP funds may be awarded to applicants requiring emergency power generator installation if: 1. a member of the household meets the Special Needs set-aside criterion; and 2. a written statement from a healthcare provider indicating that electricity is a bona fide medical necessity.

b. Fiscal Years Covered: 2026 – 2027, 2027 – 2028, 2028 – 2029

c. Income Categories to be served: Very low, low

d. Maximum award: $30,000

e. Terms:

1. Repayment loan/deferred loan/grant:
   - Projects funded for more than $1,650 will be awarded as a deferred loan secured by a recorded subordinate mortgage and note.
   - Projects funded for $1,650 or less will be awarded as a grant. As a result, the following terms (2-6) only apply to deferred loans.
2. Interest Rate: 0%
3. Years in loan term: Five (5) years
4. Forgiveness: If the loan remains in good standing, forgiveness is prorated at 20% per year
5. Repayment: Not required if the loan is in good standing
6. Default: The loan will be determined to be in default if any of the following occurs:

- Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.);
- Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
- Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.
- Homeowner fails to maintain homeowner's insurance and flood insurance, if in a 100-year flood plain or required by a first mortgage lender to be covered by flood insurance.
- Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
  - purpose of preventing foreclosure;
  - lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable rate mortgage (ARM) to a fixed rate mortgage;
  - for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Recipient/Tenant Selection Criteria: Applicants will be ranked for assistance based on a first-qualified, first-served basis with the priorities for Special Needs, Essential Services Personnel and income groups as referenced in Program Details (I).

- A recipient must be the owner occupant of a home in an unincorporated area of Leon County (unless administering Disaster Recovery) for at least a year prior to application and qualify for Homestead Property Tax Exemption; or if the property has not been owned for at least a year, the needed repair, improvement or modification must be related to a circumstance that could not have reasonably been known prior to purchase of the property.
- A recipient must be current on all property taxes (including assessments), mortgages, debts, or other security instruments associated with the property that may bring threat of foreclosure, tax lien, default, clouded title or other loss of ownership.
- Prior to participation, a recipient will be required to make code related improvements that are not repair oriented (i.e., nuisance, trash, environmental or health codes). Such improvements must be made if there is an active code complaint.
- A recipient may not have total liquid assets (liquid assets include all assets that can be accessed without penalty) that exceed Thirty Thousand Dollars ($30,000). However, the asset limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery

funds.

g. Sponsor Selection Criteria: N/A

h. Additional Information:

- Eligible units shall be either site-built or block structures; or modular homes; or mobile homes (built after June 1994). Mobile homes assisted with SHIP funds must be registered as real property with the Leon County Tax Collector's Office and the household must have at least one resident who qualifies as "Special Needs" as defined in Section 420.0004 (13), Florida Statutes.
- Recipients who have homeowner's insurance in place may be required to submit a claim to the insurer and use proceeds for repairs if the needed repairs are related to an event reasonably believed to be insurable.
- A recipient must review a Leon County homeowner and SHIP program education workshop.
- Homes older than 50 years may not be eligible if determined to be of historical significance.
- Homeowner must obtain and/or maintain homeowner's insurance.
- Homes in a 100-year flood plain or properties required by a first mortgage lender to be covered by flood insurance must have and maintain sufficient flood insurance coverage.
- Properties with a reverse mortgage are not eligible. However, the reverse mortgage limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.
- The actual project quote may not exceed ninety percent (90%) of the value of the property or the maximum award.
- SHIP funds may be used alone or in conjunction with CDBG and any other Housing funds to cover the cost of repairs described under this strategy.
- Other than Disaster Recovery and Home Rehabilitation (only if Emergency Repairs were received while on the waitlist prior to December 14, 2021, and will be counted towards the maximum award if the applicant receives subsequent assistance), previous Emergency Housing Repair & Housing Resilience recipients are not eligible to receive additional SHIP assistance until five (5) years after lien origination.

F. Disaster Recovery	Code 5, 16

a. Summary: The Disaster Strategy provides assistance to owner-occupied households following a disaster as declared by the President of the United States or Governor of the State of Florida. This strategy will only be implemented in the event of a disaster using any funds that have not yet been encumbered or with additional disaster funds allocated by Florida Housing Finance Corporation. SHIP funds may be used for activities such as, but not limited to the following:

1. purchase of emergency supplies for eligible households to weatherproof damaged homes;
2. rental assistance (including security deposit) for eligible recipients that have been displaced from their homes due to a disaster;

3. purchase assistance for eligible recipients that have been displaced from their homes due to a disaster;
4. temporary utility, mortgage and/or rent payments for citizens financially impacted by a declared disaster.

SHIP funds may also be used for Home Repair, Rehabilitation and Replacement activities that benefit homeowners in Leon County such as, but not limited to, the following:

1. post-disaster interim repairs to avoid further damage and to make the individual housing unit habitable, such as roof repair and tree and debris removal;
2. payment of insurance deductibles for rehabilitation of homes covered under homeowners' insurance policies;
3. elevation and/or rehabilitation or waterproofing of the structure or critical components to comply with local housing code and with Chapter 553, F.S.; and
4. post-disaster repair, rehabilitation, demolition and / or replacement for structural and non-structural damages.

If the maximum award herein is not sufficient to fully repair the structure, funds may be administered under the applicable Home Rehabilitation or Home Replacement Strategy established in this Plan.

b. Fiscal Years Covered: 2026 – 2027, 2027 – 2028, 2028 – 2029

c. Income Categories to be served: Very low, low and moderate

d. Maximum award: $30,000

e. Terms:
   1. Repayment loan/deferred loan/grant: Funds will be awarded as a grant.
   2. Interest Rate:
   3. Years in loan term: N/A
   4. Forgiveness: N/A
   5. Repayment: N/A
   6. Default: N/A

f. Recipient/Tenant Selection Criteria: Applicants will be awarded assistance on a first-qualified, first-served however, Special Needs households, Very-Low and Low-income categories will be prioritized to meet SHIP requirements.

   To benefit from Home Rehabilitation and Home Replacement activities, a recipient must be the owner occupant of a home. If the maximum award herein is not sufficient to fully repair the structure, a recipient household otherwise eligible for the Home Rehabilitation or Home Replacement strategies in this plan are not required to meet the Special Needs set aside or have at least one-member age 55 years or older.

g. Sponsor/Sub-recipient Selection Criteria: Sponsors used to implement this program must have received a tax-exempt ruling as a non-profit agency from the IRS under Section 501(c) of the Internal Revenue Code. The non-profit agency must have in its mission statement, Articles of Incorporation, or bylaws that it is dedicated to provision of these services. In reviewing proposals from potential sponsor, the County shall consider the following criteria:

- The financial strength of the sponsor;
- The ability of the sponsor to complete repairs efficiently and meet the deadlines established by the County, SHIP rule or statute;
- The capacity of the sponsor;
- The level of experience;
- Willingness to contractually commit to SHIP and other County requirements; and
- Agreement to select recipients based on compliance with all eligibility requirements imposed by the program.

Eligible sponsors may assist in screening applicants, determining what disaster-resilient measures are necessary, and assisting applicants, directly or through subcontractors with disaster-resilient measures including installation, repair and construction. The County shall announce the availability of funding for this strategy on its website and/or in the local newspaper.

h. Additional Information:

- Eligible units shall be either site-built or block structures; or modular homes; or mobile homes (built after June 1994).
- Recipients who have homeowner's insurance in place may be required to submit a claim to the insurer and use proceeds for repairs if the needed repairs are related to an event reasonably believed to be insurable.
- Additional retrofitting activities that are eligible include, but are not limited to: waterproofing, elevating structures, elevating water heaters and heating/cooling units in flood prone areas; demolition; replacement; removal of trees and limbs which represent a hazard during high wind events; and other approved improvements.
- As established in the Interlocal agreement between the County and the City of Tallahassee, the County may, in its discretion, administer its Disaster Recovery Program in coordination with the City and, as a result, may align its program rules with the City for equitable administration.
- SHIP funds may be used alone or in conjunction with CDBG and any other Housing funds to cover the cost of repairs described under this strategy.

G. Foreclosure Avoidance	Code 7

a. Summary: SHIP Funds will be awarded to owner-occupant households to bring the existing first mortgage of their primary residences current to avoid foreclosure.

b. Fiscal Years Covered: 2026 – 2027, 2027 – 2028, 2028 – 2029

c. Income Categories to be served: Very low, low and moderate

d. Maximum award: $7,500

e. Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded subordinate mortgage and note.
2. Interest Rate: 0%
3. Years in loan term: Ten (10) years
4. Forgiveness: If the loan remains in good standing, assistance will be forgiven at the end of the loan term.
5. Repayment: Not required if the loan is in good standing.
6. Default: The loan will be determined to be in default if any of the following occurs:
   - Homeowner sells, transfers or disposes of the assisted unit (by either sale, transfer, bankruptcy or foreclosure, etc.);
   - Homeowner no longer occupies the unit as his/her principal residence or qualifies for Homestead Property Tax Exemption;
   - Homeowner dies, or if a married couple, the survivor dies. However, the loan may be assumed by a SHIP eligible heir who will occupy the home as a primary residence. If the legal heir is not SHIP eligible or chooses not to occupy the home, the outstanding balance of the loan will be due and payable.
   - Homeowner fails to maintain homeowner's insurance and flood insurance, if in a 100-year flood plain or required by a first mortgage lender to be covered by flood insurance.
   - Homeowner refinances the assisted unit. However, refinancing is allowed under the following conditions:
     - purpose of preventing foreclosure;
     - lowering the interest rate that results in a minimum monthly mortgage payment reduction of at least seventy-five ($75.00) dollars per month or to change from an adjustable rate mortgage (ARM) to a fixed rate mortgage;
     - for payment of outstanding bills with no cash out to the homeowner unless the funds are to finance repairs needed to resolve a threat to the health and safety of the occupants or to prevent further damage to the structure.

If a superior mortgage holder accelerates the loan or forecloses upon the home, the County will attempt to obtain repayment of funds via the legal process if the County determines that adequate funds may be available to justify pursuing repayment.

f. Recipient/Tenant Selection Criteria: Applicants will be ranked for assistance based on a first-qualified, first-served basis with the priorities for Special Needs, Essential Services Personnel and income groups.

- A recipient must be the owner occupant of a home in an unincorporated area of Leon County for at least a year prior to application and qualify for Homestead Property Tax Exemption; or if the property has not been owned for at least a year, the needed repair, improvement or modification must be related to a circumstance that could not have reasonably been known prior to purchase of the property.
- A recipient may not have a reverse mortgage and must be current on all property taxes (including assessments), or other obligations associated with the property that may bring threat of tax lien, default, clouded title or other loss of ownership.
- Prior to participation, a recipient will be required to make code related improvements that are not repair oriented (i.e. nuisance, trash, environmental or health codes). Such improvements must be made if there is an active code complaint.
- A recipient may not have total liquid assets (liquid assets include all assets that can be accessed without penalty) that exceed Thirty Thousand Dollars ($30,000).
- Applicant(s) must be at least two (2) months, but not more than six (6) months, in arrears in mortgage payments and have received notification in writing from their lender that proceeding to foreclosure is eminent. The maximum arrears for eligibility will be determined by the Lender's willingness to accept program maximum award to solve the client's issue via direct payment, modification, repayment plan, reinstatement, or any other viable solution acceptable to the client and Lender.
- Applicant(s) must have received in writing, from their lender, a denial of default resolution, forbearance, or payment arrangement.
- Applicant(s) must provide proof of sufficient income to maintain all mortgages and property taxes after foreclosure assistance is received. The ability to pay the affordable mortgage after receiving program assistance. Affordable means that monthly mortgage payments including taxes and insurance do not exceed 30 percent of that amount which represents the percentage of the median annual gross income for the households as indicated in Section 420.9071 (20), (21) and (30), Fla. Stat.
- A hardship letter, as detailed in the Qualification Criteria must demonstrate the nonpayment of the mortgage is due to: sudden loss of income, sudden medical expenses, divorce or separation, death of spouse or joint-property owner, or unforeseen home repair bills.
- If approved to receive assistance, the applicant(s) must demonstrate:
    - Proof of completion in a credit counseling/budgeting course offered by an approved local provider.
    - Proof of residency in the unincorporated area of Leon County.
    - Assistance being sought is for the applicant(s) primary residence.
    - Applicant(s) must demonstrate proof of extraordinary hardship. Assistance will be provided where an extraordinary hardship exists and has been demonstrated through adequate documentation, resulting in the delinquency on the first mortgage. If the applicant(s) has a variable rate mortgage, the applicant(s) must agree and show proof of approval for a modified fixed rate mortgage. Examples of an extraordinary hardship include, but are not limited to:
        - Loss of employment, through no fault of the applicant; however, the applicant has secured

new employment.

- Substantial decrease in the household income, through no fault of the applicant(s).
- Temporary or permanent disability that reduces income.
- Changes in the household composition that reduces income.
- Demonstrated medical hardship.
- Weather events such as fire, hurricane, or other disaster, resulting in unforeseen home repair bills not covered by the Federal Emergency Management (FEMA).
- Substantial increase of the mortgage payment due to participation in an adjustable-rate mortgage or "ramp up" mortgage.
- Substantial increase in payment due to escrow shortages.

g. Sponsor Selection Criteria: N/A

h. Additional Information:

- Eligible units shall be either site-built or block structures; modular homes; or mobile homes (built after 1994). Mobile homes assisted with SHIP funds must be registered as real property with the Leon County Tax Collector's Office and the household must have at least one resident who qualifies as "Special Needs" in accordance with Section 420.0004, Fla. Stat.
- Homeowner must obtain and/or maintain homeowner's insurance.
- Homes in a 100-year flood plain or properties required by a first mortgage lender to be covered by flood insurance must have and maintain sufficient flood insurance coverage.
- Combined loan-to-value, including the anticipated SHIP lien, may not exceed one-hundred twenty percent (120%) of the value of the property. However, the loan-to-value limitation will be suspended during recovery from a disaster that is declared by an Executive Order of the President of the United States or the Florida Governor and to expend SHIP Disaster Recovery funds.
- Properties with a reverse mortgage are not eligible.
- Except for Disaster Recovery, previous Foreclosure Avoidance recipients are not eligible to receive additional SHIP assistance until ten (10) years after lien origination.

H. Rental Development & Rehabilitation	Code 14, 21

a. Summary: SHIP Funds will be awarded to developers that are awarded financing through other programs to build new or to rehabilitate affordable rental units (single family detached, manufactured or multi-family).

b. Fiscal Years Covered: 2026 – 2027, 2027 – 2028, 2028 – 2029

c. Income Categories to be served: Extremely low, very low, low

d. Maximum award: $300,000 per project

e. Terms:

1. Repayment loan/deferred loan/grant: Funds will be awarded as a deferred loan secured by a recorded subordinate mortgage and note.
2. Interest Rate: 0%
3. Years in loan term: Coterminous with the project's first mortgage.
4. Forgiveness: If the loan remains in good standing, assistance will be forgiven at the end of the loan term.
5. Non-profit developers: Loan is forgiven on a prorated basis.
6. Repayment: Not required if the loan is in good standing.
7. Default: The loan will be due and payable before the end of the term only if the units are sold or are no longer occupied by income-eligible households or used to house eligible households or persons who are homeless (if homeless rental development). Applicant must commit to long term affordability restrictions that set-aside a portion of rental units within the development for very low-income and/or extremely low-income households.

If the property is foreclosed by a superior mortgage holder, the County will make every effort to recapture funds through the legal process if it is determined that adequate funds may be available after satisfaction of all superior liens.

In the event the sponsor ceases to use the property to house eligible households or persons who are homeless, does not maintain the property to meet minimum housing quality standards, or offers the property for sale prior to the end of the term of the loan, the sponsor must give a right of first refusal to the Community Land Trust then an eligible not-for-profit, for purchase at the current market value for continued occupancy by eligible persons.

f. Recipient/Tenant Selection Criteria: Applications from potential tenants will be reviewed for eligibility by the program sponsors and will be ranked for assistance based on a first-qualified, first-served basis with the priorities for eligible households or persons who are homeless (if homeless rental development), Special Needs, Essential Services Personnel and income groups as referenced in Program Details (I).

g. Developer Selection Criteria: Notices of funding availability will be issued annually at the beginning of the County's fiscal year by the Housing Finance Authority (HFA) of Leon County. Applications from developers will be reviewed on an ongoing basis by the Housing Finance Authority of Leon County, as long as funding is available.

Developers are required to be awarded financing through the Florida Housing Finance Corporation to construct new affordable rental units (except CLT projects). This funding may be used as gap financing required for the project. Developers seeking funding for the construction of multifamily projects are required to set aside units for very low and extremely low-income households.

Not-for-profit sponsors used to implement this program must have received a tax-exempt ruling as a non-profit agency from the IRS under Section 501(c) of the Internal Revenue Code. The not-for-profit

must have in its mission statement, Articles of incorporation, or bylaws that it is dedicated to the provision of housing and services for eligible households or persons who are homeless (if homeless rental development).

For-profit sponsors administering the program must have experience performing housing activities for eligible households or persons who are homeless (if homeless rental development).

Sponsors/developers seeking funding for the construction of multifamily rental developments are required to set aside a minimum of five percent 5% of units for individuals or families exiting homelessness.

The criteria to select for-profit or non-profit agencies may include, but is not limited to, the following:

- Project feasibility as determined by:
  - Applicant's development and construction experience;
  - Applicant's management experience;
  - Financial feasibility to complete and operate the project (including, but not limited to, cost estimates, cash flows, debt service, coverage ratios, the percentage of public monies requested compared to project cost; leveraging);
  - Reasonableness of total development cost per unit;
  - Readiness to proceed (with respect to entitlements including but not limited to zoning, approvals and permits);
  - Overall quality of the site
  - Demonstrated need for gap financing.
- Applicant's performance and/or compliance (including any prior defaults) of any prior loans or contracts with the Housing Finance Authority, County or the City of Tallahassee;
- Number of units produced;
- Unit and Development amenities and Energy Efficiency (at a minimum, must meet HFA's minimum requirements for bond financing);
- Proximity to employment opportunities and public transportation;
- Developments that provide maximum impact on the quality of life of the residents;
- The extent to which there is temporary (for any rehabilitation projects) or permanent displacement of existing tenants (then in which event either shall be scored as a negative factor);
- Preference shall be given to
  - Developers that commit to affordability restrictions in perpetuity; and
  - Developers that commit to exceeding the minimum set aside requirements of the Florida Housing Finance Corporation for very low and extremely-low-income households.

h. Additional Information: Eligible units shall be either site-built or block structures; modular homes; or brand-new manufactured units.

The County shall rely on the monitoring reports resulting from monitoring visits conducted as a requirement for the Florida Housing Finance Corporation to verify that the development is compliant with County affordable housing rules, requirements, and the terms herein.

To the maximum extent possible, the County and all contracted agencies shall encourage the incorporation of energy efficiency features, and green building and design techniques into rehabilitation or construction projects for sustainability and affordability.

All eligible units must be in Leon County. Any homes on the National Registry of Historic Places may not be eligible.

I. Housing Rental Assistance	Code 13,23,26

a. Summary: SHIP funds will be awarded for: (1) first and last month's rent, security and utility deposit assistance, moving costs and storage fees; and (2) past due rent and late fees not to exceed six months' rent to prevent eviction and (3) Rent Subsidies paying the monthly rent for up to 12 months. To be eligible for Rent Subsidies, the household receiving assistance must include at least one adult who is a person with special needs as defined in Section 420.0004 (13), Florida Statutes, or homeless as defined in Section 420.621, Florida Statutes, and be considered very-low income.

b. Fiscal Years Covered: 2026 – 2027, 2027 – 2028, 2028 – 2029

c. Income Categories to be served: Very low and Low

d. Maximum award: $10,000

e. Terms:
   1. Repayment loan/deferred loan/grant: Funds will be awarded as a grant.
   2. Interest Rate: N/A
   3. Years in loan term: N/A
   4. Forgiveness: N/A
   5. Repayment: N/A
   6. Default: N/A

f. Recipient/Tenant Selection Criteria: Applicants who are homeless or at risk of homelessness (i.e., seeking eviction prevention) will be referred to the local Continuum of Care Coordinated Entry system, as appropriate and be assisted on a first-qualified, first-served basis. Applicants with one or more special needs household members may apply directly to the Leon County Housing Division or may be referred by a special needs service provider. If applications are received simultaneously, priority will be given to the household with the lowest income.

g. Sponsor Selection Criteria: Sponsors may be selected to administer the Rental Subsidies program. Criteria for selection of sponsor organization will include:

1. Past experience working with the target population;
2. Past experience administering similar rental assistance programs;
3. Financial and human resource capacity to administer the program;
4. Participation in the Continuum of Care Coordinated Entry system; and
5. Such other criteria as may be determined appropriate.

h. Additional Information:

- All eligible units must be in unincorporated Leon County.
- A twelve (12) month lease is required.
- Rent Subsidy is provided to households once in a lifetime.
- Reentry and Eviction Prevention recipients are eligible to receive additional SHIP assistance one (1) year after assistance is provided.

J. Manufactured Housing (Mobile Homes)	Code 28, 29

a. Summary: The manufactured housing strategy may provide funds for:
   1. Relocation assistance for owners/tenants who have been evicted due to closure of a mobile home park in accordance with 723.003, F.S. (code 28)
   2. Lot rent assistance to owners of manufactured housing/mobile homes not to exceed six months (code 29)

b. Fiscal Years Covered: 2026 – 2027, 2027 – 2028, 2028 – 2029

c. Income Categories to be served: Very low and low

d. Maximum award: $10,000 (relocation assistance)
$5,000 (lot rental assistance)

e. Terms:
   1. For relocation assistance and lot rent assistance, the funds are awarded as a grant.
   2. Years in loan term: N/A
   3. Forgiveness: N/A
   4. Repayment: N/A
   5. Default: N/A

f. Recipient/Tenant Selection Criteria: Applicants will be assisted on a first-qualified, first-served basis with priorities detailed in Section I.I being met first.

g. Sponsor Selection Criteria: N/A

h. Additional Information: Manufactured housing constructed after June 1994 is eligible.

III. LHAP Incentive Strategies

In addition to the **required Incentive Strategy A and Strategy B**, include all adopted incentives with the policies and procedures used for implementation as provided in Section 420.9076, Florida Statutes.:

A. **Expedited Permitting**

Permits as defined in Section 163.3177(6)(f)(3), Florida Statutes, for affordable housing projects are expedited to a greater degree than other projects.

The procedures used to implement this strategy are as follows:

Leon County expedites permitting of affordable housing projects by administrative direction, close coordination and teamwork. Specific processes that have been established include:

1) Using pre-permitting review to determine project status, identify and resolve potential legal problems that might preempt permitting, and otherwise expedite affordable housing.

2) Obtain assistance and cross-training from Building Inspection with the initial inspection of rehabilitation projects to ensure all code compliance issues are addressed in write-ups and permit applications. This expedites plan review and minimizes changes that delay permitting and project completion.

3) The Director of the Office of Human Services & Community Partnerships and the staff are the designated liaisons with the Affordable Housing Program and assists with the resolution of difficult permitting issues.

These processes will promote a reduction in building permitting time for affordable housing projects by 50% from the average of ten (10) days to an average of five (5) days.

B. **Ongoing Review Process**

An ongoing process for review of local policies, ordinances, regulations and plan provisions that increase the cost of housing prior to their adoption.

The procedures used to implement this strategy:

By administrative direction, all Local Comprehensive Plan and Land Development Regulations (LDR) with the potential to impact the cost of affordable housing are referred to the Leon County Division of Housing Services. Any of these Plan or LDR amendments potentially affecting affordable housing costs can be brought up to a meeting of the Department of Development Support and Environmental Management, the Planning Department, and the Division of Housing Services for modification and transmittal to the Board of County Commissioners or other appropriate review or approval entities.

C. **Flexibility in Densities**

The allowance of flexibility in densities for affordable housing.

The procedures used to implement this strategy:

The Land Development Code (LDC) provides incentives for affordable housing regarding the required review level. For example, projects with 50% or more affordable housing units can have their review threshold increased by 50% thereby potentially allowing a lower review level leading to potentially lower permitting costs. [Section 10-7.402(4)(h) of the LDC]

D. **Modification of Impact Fee Requirements**

The modification of impact-fee requirements, including reduction or waiver of fees and alternative methods of fee payment for affordable housing.

The procedures used to implement this strategy:

The County eliminated its transportation impact fee in 1995; therefore, housing developers do not pay any county impact fees. The Public Works Department supports affordable housing by waiving landfill dumping (tipping) fees for disposal of construction debris by the County's affordable housing contractors.

E. **Allowance of Accessory Dwelling Units**

The allowance of affordable accessory residential units in residential zoning districts.

The procedures used to implement this strategy:

The LDC allows accessory dwelling units in conjunction with the following principal structures: single-family detached dwellings; retail establishments; offices; and principal industrial structures. [Section 10-6.803(b) of the LDC]

F. **Inventory of Public Lands Suitable for Affordable Housing**

The preparation of a printed inventory of locally owned public lands suitable for affordable housing.

The procedures used to implement this strategy:

County staff prepares, and makes available to the public, a printable inventory of County-owned lands suitable for affordable housing.

IV. EXHIBITS:

A. Administrative Budget for each fiscal year covered in the Plan.

B. Timeline for Estimated Encumbrance and Expenditure.

C. Housing Delivery Goals Chart (HDGC) For Each Fiscal Year Covered in the plan.

D. Signed LHAP Certification.

E. Signed, dated, witnessed or attested adopting resolution.

F. Community Land Trust Additional Instructions and Information.

G. Interlocal Agreement, Leon County, Florida & the City of Tallahassee, Florida

Leon County
Board of County Commissioners

Notes for Agenda Item #12

Leon County Board of County Commissioners

Agenda Item #12

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Ratification of Support for the Leon County Sheriff's Office Application for the Model Cities Initiative Federal Grant

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Teresa Broxton, Director, Office of Intervention and Detention Alternatives Eryn Calabro, Principal Budget and Grants Coordinator, Office of Management and Budget

Statement of Issue:

As requested by the Leon County Sheriff's Office, this item seeks Board ratification of Leon County's support for the Leon County Sheriff's Office's Fiscal Year (FY) 2026 Model Cities Initiative Grant application, which was submitted to the U.S. Department of Justice on September 1, 2026.

Fiscal Impact:

This item has no fiscal impact. The Leon County Sheriff's Office applied for U.S. Department of Justice Model Cities Initiative Grant in the amount of $167.2 million, which does not require a local match. If awarded, an agenda item will be presented to the Board for consideration to accept the funds.

Staff Recommendation:

Option #1: Ratify Leon County's support for the Leon County Sheriff's Office Model Cities Initiative Grant application.

Report and Discussion

Background:

This item seeks Board ratification of Leon County's support for the Leon County Sheriff's Office's (LCSO) FY 2026 Model Cities Initiative Grant application, which LCSO submitted to the U.S. Department of Justice (DOJ) on September 1, 2026.

This agenda item advances the following FY 2022 – FY 2026 Strategic Initiative:

- *Identify and evaluate pretrial alternatives to incarceration for low level and non-violent offenders and support reentry through regional partnerships and state and national efforts. (2022 – 23)*

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

- *(Q3) Provide essential public safety infrastructure and services while supporting early intervention and prevention strategies.*

On June 3, 2026, DOJ released the Model Cities Initiative (MCI) Grant solicitation to identify model cities that will implement comprehensive and innovative strategies to reduce crime and restore law and order that can serve as a national blueprint for crime reduction. For the highly competitive grant, DOJ plans to award roughly $300 million across two to four chosen cities/communities. To qualify, an applicant's jurisdiction must have at least 100,000 residents. As part of their application, an applicant must also secure the signatures of specific local partners (i.e., the Board of County Commissioners, Director of Health and Human Services, Community Supervision Executive, Mayor, City Manager, State Attorney, and Sheriff) on an associated form to demonstrate community support of the grant request. The application submission deadline was September 1, 2026.

On July 17, 2026, Sheriff Walt McNeil convened a meeting with community partners to express LCSO's intent to apply for the MCI Grant and discuss the application requirements. During the meeting, LCSO shared that the proposed application would be provided to partners prior to the request for signatures. On August 31, 2026, LCSO provided a draft application to community partners and requested signatures for the required form to demonstrate community support.

As a result, the County Administrator executed the required form on behalf of the Board to ensure LCSO could meet the submission deadline. Additionally, County staff provided the required signatures for Director of Health and Human Services (Assistant County Administrator Shington Lamy) and Community Supervision Executive (Office of Intervention & Detention Alternative Director Teresa Broxton). Signatures were also provided by the Tallahassee Mayor, City Manager, and State Attorney as required. On September 1, 2026, LCSO submitted the MCI Grant. The following Analysis provides a summary of the LCSO's grant application.

Analysis:

The LCSO submitted an MCI grant application in the amount of $167.2 million for law enforcement personnel training and certification programs; programs and services for inmates, parolees, and at-risk youth; the consolidation of existing services into a single facility including the Capital Region Real Time Crime Center and National Integrated Ballistic Information Network; and mental health services that would include the expansion of the Leon County Detention Facility to establish a mental health wing (Attachment #1). It is important to note that LCSO shared that its grant application does not request funding for the purchase, installation, or operation of license plate readers. Additionally, there is no request for funding related to immigration enforcement activities. No local match was required.

DOJ utilizes a two-phase application process for the MCI Grant. Phase 1 closed on September 1, 2026 with the submittal of applications. For Phase 2, the DOJ will select a small pool of finalists to deliver presentations. Ultimately, two to four communities will be selected as awardees. At that stage, the DOJ will work with the chosen communities to finalize project specifics, budgets, metrics, and implementation plans. Initial award decisions are expected in late 2026. If LCSO's application is awarded, an agenda item will be brought to the Board to consider acceptance of the grant funds.

Options:

1. Ratify Leon County's support for the Leon County Sheriff's Office Model Cities Initiative Grant application.
2. Board direction.

Recommendation:

Option #1

Attachment:

1. Leon County Sheriff's Office FY 2026 Model Cities Initiative Grant Funding Request Overview

Model Cities Grant Overview

Goals and Project Descriptions	Budget Total
Goal 1 • Expand law enforcement personnel, programs, and software for data analysis to reduce violent crime. • Increase the number of Crime Prevention Through Environmental Design (CPTED) certified staff to enhance crime prevention through environmental design.	$3,914,833
Goal 2 • Identify or build a stand-alone facility to house the Capital Region Real-Time Crime Center (Real-Time Crime Center) and the National Integrated Ballistic Information Network (NIBN) Center in one facility including all necessary equipment and staffing expansions. • Procure a multi-agency Record Management System to improve data collections, case coordination, and exchange information for counties within the Second Judicial Circuit.	$68,229,833
Goal 3 • Expand programming for inmates within the Leon County Detention Facility. • Subcontract with the Children Services Council to provide support and services to youth.	$5,754,833
Goal 4 • Offer enhanced localized law enforcement training. • Equipment upgrades and technology enhancements for local campuses. • Expand the Drones as First Responders Program, K9 Facility, and new helicopter.	$16,630,833
Goal 5 • Youth camp for victims of crimes, more domestic violence short term housing options, and LED community display billboard.	$7,400,000
Goal 6 • Develop/procure an evidence-based re-entry programming system. • Procure a trailer for a shower/laundry facility and a Mobile Community Engagement Trailer.	$12,492,333
Goal 7 • Modifications to The Kearney Center and expand to include a mental health facility. • Establish a mental health wing at the Leon County Detention Facility. • Enhance the RISE Center to connect justice-involved individuals with community resources to reduce crime and improve public safety. Establish a center in partnership with TSC to support community members with employment, education, mental needs, and more.	$52,779,835
Budget Total	$**167,202,500.00**

Leon County
Board of County Commissioners

Notes for Agenda Item #13

Leon County Board of County Commissioners

Agenda Item #13

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Memorandum of Understanding between The School Board of Leon County, Leon County, and Sports Providers

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Nawfal Ezzagaghi, Assistant County Administrator Maggie Theriot, Director, Office of Resource Stewardship
Lead Staff / Project Team:	Amanda Heidecker, Director, Parks and Recreation

Statement of Issue:

This item seeks Board approval of a Memorandum of Understanding between The School Board of Leon County, Leon County, Florida District 20 Little League, Inc., Tallahassee/Leon Babe Ruth and Big Bend Pop Warner, Inc. to establish a coordinated joint-use framework that outlines how County parks and school athletic fields will be collaboratively scheduled, maintained, and made available for use.

Fiscal Impact:

This item has no additional fiscal impact. Funding for maintenance of County parks is included within the Parks and Recreation Department's annual operating budget.

Staff Recommendation:

Option #1: Approve the Memorandum of Understanding between The School Board of Leon County, Leon County, Florida District 20 Little League, Inc., Tallahassee/Leon Babe Ruth and Big Bend Pop Warner, Inc. and authorize the County Administrator to approve and execute the agreements and any necessary modifications, amendments, or associated agreements thereto, all subject to legal review and revision by the County Attorney.

Report and Discussion

Background:

This item seeks Board approval of a Memorandum of Understanding (MOU) between the School Board of Leon County (School Board), the County , Florida District 20 Little League, Inc. (Little League), Tallahassee/Leon Babe Ruth (Babe Ruth), and Big Bend Pop Warner, Inc (Pop Warner), to establish a coordinated framework that outlines how County parks and Leon County Schools (LCS) school athletic fields, will be collaboratively scheduled, maintained, and made available for use (Attachment #1). This framework is designed to maximize the use of existing athletic fields by outlining shared scheduling, access, and maintenance responsibilities across County parks and LCS facilities. This MOU is increasingly necessary as participation in youth sports continues to grow while the availability of suitable fields remains limited. By formalizing collaboration among the County, the School Board, and local youth sports providers, the MOU helps ensure that community athletic needs can be met through more efficient use of public resources.

The County previously maintained a similar agreement with the School Board beginning in 1997, with the most recent version expiring in 2017. At the time, renewal was not pursued because there was no active need for County assistance in facilitating organized youth sports on LCS properties. However, increased demand across multiple sports has created a renewed need for a formal partnership to support youth sports programming and expand access to athletic facilities countywide. It is important to note that, should voters approve the proposed property tax amendment in November, the funding and maintenance expenses associated with all recreational facilities will be evaluated as part of the broader financial and organizational restructuring process anticipated during the Fiscal Year 2028 budget development cycle.

Participation in Babe Ruth and Little League baseball has continued to grow, increasing demand for additional 60/90 baseball fields to support both practices and league play. This need becomes more acute in the fall, when Pop Warner Football also utilizes baseball outfields for practice. The MOU expands the pool of available practice fields for Pop Warner programming.

Several County athletic facilities, including Apalachee Regional Park (ARP), are used by LCS for practices and sporting events.

The proposed MOU was presented to and approved by the School Board at its August 25, 2026, meeting. This approval underscores the shared recognition of the growing needs of youth sports organizations and the importance of expanding access to athletic fields across the community. The MOU will support consistent scheduling, maintenance, and facility planning practices, ensuring that local leagues and families benefit from a coordinated and reliable system.

Analysis:

Similar to the previous agreement between the School Board and the County, the proposed MOU establishes a coordinated framework between the County, the School Board, and several youth sports providers. This collaboration is necessary to address increasing demand for athletic fields across multiple sports and the limited availability of suitable facilities.

The MOU enables the County and LCS to maximize available field capacity by providing access to facilities. Under the agreement, LCS may continue to utilize County-managed recreational facilities for school athletics and activities, while the County and multiple youth sports providers may utilize designated LCS athletic fields. Once executed by all Parties, the MOU will remain in effect through September 30, 2029, establishing a stable, multi-year structure for coordinated scheduling, field use, and maintenance. This arrangement expands available practice and game locations, provides scheduling flexibility, and ensures reliable access to fields during peak seasons.

Of the various sports providers, Babe Ruth has relied heavily on the five public high school baseball fields during both fall and spring seasons to meet regulation field-size requirements. Fall scheduling grows more complex when Pop Warner Football also uses baseball outfields for practice. The MOU expands the pool of County fields available to these providers, allowing the County to distribute scheduling demand across the facilities and to absorb continued growth in youth baseball. Several County athletic fields are also utilized by LCS. Apalachee Regional Park (ARP), for example, hosts numerous middle and high school cross-country meets throughout the year. With the recent addition of middle school baseball, the County has increasingly supported LCS by accommodating practices and rescheduled games when high school fields are unavailable.

This MOU is the instrument that puts this shared-use arrangement into effect by establishing the access rights, scheduling procedures, responsibilities, and protections that govern use of County and LCS facilities. Specifically, the MOU provides for:

- *Reciprocal access to defined facilities*;
- *Scheduling priority and advance notice of changes*;
- *Mandatory background screening*;
- *Insurance coverage*;
- *Indemnification and responsibility for damage*;
- *Maintenance and cleanup obligations*;
- *Preservation of the County's legal position*;
- *Statutory compliance safeguards*; and
- *Defined coordination and exit provisions*.

Taken together, these provisions confirm what was previewed at the beginning of this item: the MOU expands the inventory of athletic fields practically available to youth leagues and to Leon County Schools, and it does so under terms that place the cost of insurance, indemnification, damage repair, and routine field preparation on the Sport Providers rather than on the County, while requiring background screening for every adult who may come into contact with students.

Under the MOU, the County and its youth sports partners gain access to designated LCS athletic fields for practices and games, while LCS gains continued access to County-managed recreational facilities for school athletics. Once executed, the agreement remains in effect through September 30, 2029, giving both parties a stable, multi-year framework for scheduling and maintaining shared fields. By maximizing shared use of existing public facilities, the MOU increases usable field capacity across the County.

Options:

1. Approve the Memorandum of Understanding between The School Board of Leon County, Leon County, Florida District 20 Little League, Inc., Tallahassee/Leon Babe Ruth and Big Bend Pop Warner, Inc. and authorize the County Administrator to approve and execute the agreements and any necessary modifications, amendments, or associated agreements thereto, all subject to legal review and revision by the County Attorney.
2. Do not approve the Memorandum of Understanding between The School Board of Leon County, Leon County, Florida District 20 Little League, Inc., Tallahassee/Leon Babe Ruth and Big Bend Pop Warner, Inc.
3. Board Direction

Recommendation:

Option #1

Attachment:

1. Memorandum of Understanding

**MEMORANDUM OF UNDERSTANDING
BETWEEN THE SCHOOL BOARD OF LEON COUNTY,
LEON COUNTY, FLORIDA, FLORIDA DISTRICT 20 LITTLE LEAGUE, INC., TALLAHASSEE/LEON BABE RUTH LEAGUE, INC., and BIG BEND POP WARNER, INC., FOR USE OF PREMISES**

THIS MEMORANDUM OF UNDERSTANDING, hereinafter called this "Agreement," entered into as of the date the last Party signs, by and between the SCHOOL BOARD OF LEON COUNTY, FLORIDA, a public body corporate under the laws of the State of Florida, hereinafter called "School Board", LEON COUNTY, FLORIDA, a charter county and political subdivision of the State of Florida, hereinafter called "County", FLORIDA DISTRICT 20 LITTLE LEAGUE, INC., a Florida not for profit corporation, hereinafter called "Little League", TALLAHASSEE/LEON BABE RUTH LEAGUE, INC., a Florida not for profit corporation, hereinafter called "Babe Ruth", and BIG BEND POP WARNER, INC., a Florida not for profit corporation, hereinafter called "Pop Warner." Little League, Babe Ruth, and Pop Warner may also hereinafter be individually called "Sport Provider" and collectively called "Sport Providers." All parties to this Agreement may hereinafter be individually called "Party" or collectively called "Parties."

WHEREAS, the School Board and the County desire to cooperate in a shared and reciprocal exchange of facilities, to maximize public access to recreational, educational, and community resources for the benefit of the citizens of the County; and the County has entered into, or may enter into, separate license agreements with Sport Providers to facilitate the offering of organized youth sport leagues within the County, and this reciprocal sharing of facilities between the School Board and the County supports community demand for such programs while promoting the efficient use of public resources; and

WHEREAS, the School Board recognizes that participation in this reciprocal exchange provides direct benefits to Leon County Schools, including expanded access to recreational and athletic resources, enhanced opportunities for student participation in youth sports and related activities, strengthened community partnerships, and more efficient use of public facilities in support of the School Board's educational and extracurricular mission; and

WHEREAS, the County recognizes that participation in this reciprocal exchange promotes efficient and effective use of County-owned parks and facilities, expands community access to recreational programming, and advances the County's public purpose of supporting youth athletics and community engagement; and

WHEREAS, the School Board and the County have determined that it is in the public interest to enter into this

Agreement and to take all action necessary to authorize and execute the same, as provided by law;

NOW, THEREFORE, in consideration of the mutual covenants and agreements set forth herein, the Parties agree as follows:

A. COUNTY AGREES AS FOLLOWS:

1. Use of County Premises by the School Board. The County agrees, as part of the shared and reciprocal use framework established by this Agreement, to make County-owned parks and facilities ("County Premises") available for use by the School Board for approved curricular, co-curricular, extracurricular, recreational, and community activities, subject to County policies, scheduling availability, operational needs, and other prior committed uses. The County shall determine the permissible use of the County Premises by the School Board on a case-by-case basis upon request by the School Board.

Use of County Premises by the School Board shall at all times be subordinate to County programs, maintenance requirements, and other uses authorized or approved by the County. The County shall retain full authority to schedule, reschedule, condition, or deny use of County Premises as necessary to ensure compatibility with County operations.

2. Cleanup and Restoration. Following each use of the School Premises, the County shall be responsible for routine cleanup of all areas utilized and shall leave the School Premises in substantially the same condition as existed prior to use, ordinary wear and tear excepted.

3. Priority Use. Subject to County programs, maintenance, and other prior committed uses, School Board activities approved pursuant to this Agreement shall be afforded scheduling priority over other non-County uses of the County Premises.

The County shall promptly notify the School Board of any County use, other prior committed uses, or condition that creates a scheduling conflict with previously approved School Board uses of the County Premises.

4. Preparation of County Premises. The County shall provide reasonable maintenance of, and resources for, the County Premises in periods during which such County Premises are being used by the School Board pursuant to this Agreement for approved recreational, athletic, and community uses, including but not limited to the availability of parking in designated areas only, so that the County Premises:

a. Appear attractive and inviting to the public for approved uses;

b. Are reasonably safe for their intended use; and

c. Meet routine and annual maintenance needs associated with green space utilized under this Agreement.

5. Coordination with Sport Providers. The County shall serve as the primary point of coordination between the School Board and the Sport Providers regarding scheduling, permitted uses, and compliance with applicable School Board policies and site-specific requirements related to use of School Premises; provided, however, that the School Board acknowledges and agrees that the County exercises no control, oversight, or authority over the Sport Providers other than as provided in the separate agreements that the County may enter into with the Sport Providers for use of County Premises.

The County shall make reasonable efforts to communicate with the School Board and Sport Providers regarding scheduling changes, cancellations, or restrictions affecting the Sport Providers' use of School Premises.

6. Background Screenings. All County employees or contractors who, pursuant to this Agreement, are permitted to access School Premises when students are present or who may have direct contact with students shall comply with the School Board's policies and meet Level 2 background screening requirements as required by Florida law.

7. No Guarantee of Availability. Nothing in this Agreement shall be construed as a guarantee of the availability, condition, or suitability of any County Premises for any particular use at any particular time. All use of County Premises is subject to County operational needs, safety considerations, prior approved uses, and the terms of this Agreement.

8. License Agreements. The use of County-owned parks and facilities by Sport Providers shall be governed by the terms and conditions of the applicable license agreements between the County and the Sport Providers. Nothing in this Agreement shall be construed to modify or supersede such license agreements.

B. SCHOOL BOARD AGREES AS FOLLOWS:

1. Use of School Premises. The School Board agrees, as part of the shared and reciprocal use framework established by this Agreement, to make certain real property owned by the School Board available

for approved recreational, athletic, and community uses, by the County and Sport Providers, as more fully set forth in Exhibit 1 ("School Premises"), which is attached hereto and incorporated herein by reference.

The Superintendent of Leon County Schools, hereinafter called the "Superintendent," or designee, in coordination with the principal of each applicable School Premises, shall determine which School Premises are suitable and available for such use by the County and Sport Providers. The School Board retains the right to amend or modify the list of available School Premises (Exhibit 1) during the term of this Agreement based on operational needs, scheduling considerations, or conditions of the School Premises; provided, however, that any such amendment or modification made for reasons other than unplanned, emergency, or safety-related circumstances shall require not less than forty-five (45) days' prior written notice to the Parties.

2. Priority Use. Use of the School Premises shall at all times be subordinate to School Board instructional, curricular, co-curricular, extracurricular, and other School Board programs and activities. Subject to such School Board uses, approved recreational and athletic uses, including use by the County and Sport Providers pursuant to this Agreement, shall be afforded scheduling priority at the applicable School Premises. Such approved uses shall not interfere or conflict with:

a. Activities or programs conducted by the School Board, as determined by the principal of the applicable School Premises;

b. Construction, repair, or maintenance of the School Premises; or

c. The condition or suitability of the School Premises for the intended use.

The Superintendent or designee shall make reasonable efforts to notify the County of any School Board use that creates a scheduling conflict with previously approved uses at a particular School Premises, and the County shall be responsible for coordinating any resulting adjustments with affected Sport Providers.

3. Use of County Premises. The School Board shall obtain prior written approval from the County regarding use of County Premises, subject to scheduling availability and operational needs.

During all scheduled programs and activities, the School Board shall have exclusive operational control of the County Premises. Operational control includes the authority to establish and enforce the School Board's rules, policies, and standards governing all aspects of use of the County Premises during scheduled use, which shall apply in lieu of any more permissive public use standards otherwise applicable to the County Premises.

Operational control under this subsection is limited to the period of scheduled use and does not affect the County's ownership of, or rights in, the County Premises. When utilizing County Premises pursuant to this Agreement, the School Board shall be responsible for the conduct of its participants, students, employees, volunteers, spectators, and invitees.

The School Board shall be responsible for routine cleanup of areas of the County Premises utilized in connection with its activities and shall leave the County Premises in substantially the same condition as existed prior to use, ordinary wear and tear excepted.

4. Background Screening. All School Board employees, representatives, agents, and invitees who utilize County Premises pursuant to this Agreement must comply with the background screening requirements provided in County policy and under state law, as amended from time to time.

5. Preparation of School Premises. The School Board shall provide reasonable maintenance and resources for the School Premises during periods in which such School Premises are being used pursuant to this Agreement for approved recreational, athletic, and community uses including, but not limited to, the availability of parking in designated areas only, so that the School Premises:

a. Appear attractive and inviting to the public for approved uses;

b. Are reasonably safe for their intended use; and

c. Meet routine and annual maintenance needs associated with green space utilized under this Agreement.

6. No Guarantee of Availability. Nothing in this Agreement shall be construed as a guarantee of the availability, condition, or suitability of any School Premises for any particular use at any particular time. All use of School Premises is subject to School Board operational needs, safety considerations, and the terms of this Agreement.

C. SPORT PROVIDERS AGREE AS FOLLOWS:

1. Authorized Use of School Premises. Sport Providers may use School Premises solely for approved recreational and athletic activities authorized pursuant to this Agreement and coordinated through the County. All use of School Premises by Sport Providers is subject to School Board policies, site-specific rules, scheduling determinations, and the terms of this Agreement. No Sport Provider shall have any right to use School

Premises except as expressly authorized in writing by the School Board.

2. Compliance, Supervision, and Conduct. Sport Providers shall comply with all applicable School Board policies, site-specific rules, and reasonable directives of School Board personnel while using School Premises. Sport Providers shall be responsible for the conduct of their participants, employees, volunteers, spectators, and invitees and shall ensure adequate adult supervision during all activities. Access to school buildings and non-designated areas on School Premises is prohibited unless expressly authorized by the School Board.

3. Field Preparation. Sport Providers shall be responsible for routine, use-related field preparation activities associated with their scheduled use of outdoor athletic areas on the School Premises, including but not limited to field lining, dragging, and scraping of playing surfaces, as applicable. Such activities shall be limited to routine preparation and shall not include capital improvements, structural repairs, or modifications to the School Premises unless expressly authorized in writing by the School Board.

4. Cleanup and Restoration. Following each use of the School Premises, Sport Providers shall be responsible for routine cleanup of all areas utilized and shall leave the School Premises in substantially the same condition as existed prior to use, ordinary wear and tear excepted.

5. Damage to School Premises. Sport Providers shall be responsible for the cost of repair or restoration of any damage to the School Premises caused by the acts or omissions of the Sport Providers, their participants, employees, volunteers, spectators, or invitees, excluding ordinary wear and tear.

6. Indemnification. Sport Providers agree to indemnify, defend, and hold harmless the County and the School Board, their 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 or related to the acts or omissions of the Sport Providers, their employees, volunteers, agents, or participants in connection with this Agreement, including reasonable attorneys' fees. The County and/or the School Board may, at their sole option, defend themselves or require the applicable Sport Provider to provide the defense.

7. Liability Insurance. The Sport Provider shall, at its sole expense, procure and maintain for the duration of this Agreement insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the Work hereunder by the Sport Provider, its

agents, representatives, employees or subcontractors. The cost of such insurance shall be borne by the Sport Provider.

a. Minimum Limits of Insurance. Sport Provider shall maintain limits no less than:

1. General Liability: The Sport Provider shall provide commercial general liability insurance coverage with combined single limits for bodily injury, personal injury, and property damage of no less than $1,000,000 per occurrence and a $2,000,000 annual aggregate.

2. Physical Abuse, Sexual Misconduct and Sexual Molestation Liability: Sport Provider having events/programs on Leon County property, which involve minors or vulnerable participants shall provide evidence of coverage in an amount not less than $1,000,000 per occurrence with a $2,000,000 aggregate.

b. Deductibles and Self-Insured Retentions. Any deductibles or self-insured retentions must be declared to and approved by the County. At the option of the County, either: the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects the County, its officers, officials, employees and volunteers; or the Contractor shall procure a bond guaranteeing payment of losses and related investigations, claim administration, and defense expenses.

c. Other Insurance Provisions. The policies are to contain, or be endorsed to contain, the following provisions:

1. General Liability and Automobile Liability Coverages (County is to be named as Additional Insured).

i. The County, its officers, officials, employees and volunteers are to be covered as insureds as respects: liability arising out of activities performed by or on behalf of the Sport Provider, including the insured's general supervision of the Sport Provider; products and completed operations of the Sport Provider; premises owned, occupied or used by the Sport Provider; or automobiles owned, leased, hired or borrowed by the Sport Provider. The

coverage shall contain no special limitations on the scope of protections afforded the County, its officers, officials, employees or volunteers.

ii. The Sport Provider's insurance coverage shall be primary insurance as respects the County, it officers, officials, employees and volunteers. Any insurance or self-insurance maintained by the County, its officers, officials, employees, or volunteers shall be in excess of the Sport Provider's insurance and shall not contribute with it.

iii. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to the County, its officers, officials, employees, or volunteers.

iv. The Sport Provider's insurance shall apply separately to each insured against whom claims are made or suit is brought, except with respect to the limits of the insurer's liability.

2. All Coverages. Each insurance policy required by this clause shall be endorsed to state that coverage shall not be suspended, voided, canceled by either party, reduced in coverage or in limits except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to the County.

d. Acceptability of Insurers. Insurance is to be placed with insurers with a Best's rating of no less than A:VII.

e. Verification of Coverage. The Sport Provider shall furnish the County with certificates of insurance and with original endorsements effecting coverage required by this clause. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. All certificates and endorsements are to be received and approved by the County before the Sport Provider may utilize County Park premises. The County reserves the right to require complete, certified copies of all required insurance policies at any time. Certificates of Insurance acceptable to the County shall be filed with the County prior to the Sport Provider's use of County Park premises. These policies described above, and any certificates shall specifically name the County as

an additional Insured and shall contain a provision that coverage afforded under the policies will not be canceled until at least thirty (30) days prior to written notice has been given to the County.

1. Cancellation clauses for each policy should read as follows: Should any of the above described policies be canceled before the expiration date thereof, the issuing company will mail thirty (30) days' written notice to the Certificate Holder named herein.

8. No Guarantee of Availability. Nothing in this Agreement shall be construed as a guarantee of the availability, condition, or suitability of any School Premises for any particular use at any particular time. All use of School Premises is subject to School Board operational needs, safety considerations, and the terms of this Agreement.

9. Background Screening. All athletic coaches for Sport Providers on County Premises or School Premises must comply with the background screening requirements, as applicable, with School Board policies, Board Policy No. 11-4, Section 943.0438, Florida Statutes, and all other applicable laws governing background screening, as amended from time to time.

D. THE PARTIES MUTUALLY AGREE AS FOLLOWS:

1. Coordinating Planning and Scheduling. The County and the School Board, respectively via the County Administrator, or designee, and the School Superintendent, or designee, shall coordinate in good faith to plan and schedule the shared and reciprocal use of School Premises (Exhibit 1) and County Premises contemplated by this Agreement. Such coordination shall include communication regarding anticipated uses, scheduling priorities, maintenance activities, and other conditions that may affect facility availability.

The County shall coordinate, as appropriate, with Sport Providers regarding use of School Premises in a manner consistent with this Agreement and the County's applicable license agreements. Scheduling and coordination under this Agreement shall be conducted on a recurring basis aligned with Sport Providers program and School Premises and County Premises planning cycles and updated as necessary to reflect operational needs, program changes, maintenance requirements, and community demand, as mutually coordinated by the County

and the School Board.

2. No Third-party Beneficiaries. This Agreement shall inure to the benefit of and be binding upon the Parties hereto and their respective successors and assigns. Nothing in this Agreement, express or implied, is intended to confer any rights or remedies upon any person or entity other than the Parties to this Agreement.

3. No Agency or Partnership. Nothing contained in this Agreement shall be construed to create any partnership, joint venture, agency, or employment relationship between the Parties. No Party has the authority to bind any other Party to any contract or obligation unless expressly authorized in writing. Without limitation, the School Board is not authorized to act as agent for the County, the County is not authorized to act as agent for the School Board or the Sport Providers, and the Sport Providers are not authorized to act as agents for the County or the School Board.

4. Reservation of Sovereign Immunity. Nothing herein shall be construed as a waiver of any rights and privileges afforded the County or the School Board under section 768.28, Florida Statutes. No provision or language in the Agreement shall be construed or interpreted to increase the scope or dollar limit of the County or the School Board's liability beyond that which is set forth in Section 768.28, Florida Statutes. Nor shall any such language be construed or interpreted to waive the County's or the School Board's sovereign immunity from suit, or to require the County to indemnify the School Board, Sport Providers, or any other person, corporation, or legal entity of any kind or nature whatsoever for injury or loss resulting from any acts or omissions other than those which arise from the actionable negligence of the County. The County and the School Board expressly reserve all other protections and privileges related to their respective sovereign immunity.

5. Notice. Requests and communications given pursuant to this Agreement shall be sent by certified mail, return receipt requested, or by hand delivery to the following:

TO THE COUNTY:
Leon County Government
Division of Parks and Recreation, Director
1907 S. Monroe Street
Tallahassee, FL 32301

TO THE SCHOOL BOARD:
School Board of Leon County

Interdivisional Support Services, Director
2757 West Pensacola Street
Tallahassee, FL 32304

TO FLORIDA DISTRICT 20 LITTLE LEAGUE, INC
Gary Gentry, District Administrator
4770 Lakely Dr
Tallahassee, FL 32303

TO BIG BEND POP WARNER, INC
Phadrhea Acoff, President
910 Bob White Drive
Tallahassee, FL 32305

TO TALLAHASSEE/LEON BABE RUTH LEAGUE, INC.
Kip West, Vice President
P O BOX 16574
Tallahassee, FL 32317

All notices shall be effective upon delivery or attempted delivery during regular business hours. Any Party may change its notice address upon written notice to the other Parties, given in accordance herewith by an authorized designee, officer, or partner, and approval of the Parties.

6. Fund Availability. The performance of the County and the School Board of any of their obligations under this Agreement shall be subject to and contingent upon the availability of funds budgeted by County and the School Board or otherwise lawfully expendable for the purposes of this Agreement during the Term identified herein.

7. Term. This Agreement shall become effective upon execution by the Parties and shall remain in effect through September 30, 2029, unless earlier terminated as provided herein.

This Agreement may be extended for up to two (2) additional one-year terms, for a total potential term not to exceed five (5) years, upon the mutual written authorization of the County Administrator and the Superintendent of Leon County Schools, or their respective designees. Any such extension shall be documented in writing and shall not require further approval or execution by the Sport Providers.

Any amendment to extend this Agreement beyond the maximum total five (5) year term authorized herein shall require approval by the Leon County Board of County Commissioners and the Leon County School Board.

8. Governing Law and Venue. This Agreement shall be governed by the laws of the State of Florida. Venue for any legal proceeding arising from this Agreement shall be the Second Judicial Circuit, in and for Leon County, Florida, unless otherwise agreed upon by the Parties.

9. Attestation of No Coercion. The Parties shall comply with the requirements of Section 787.06(14), Florida Statutes (2026), as applicable. Each Sport Provider, as a non-governmental entity, shall execute the affidavit attached hereto as Composite Exhibit 2 certifying compliance with such requirements.

10. Damage, Destruction, and Loss of Use. The County and the School Board shall not be liable to each other or to the Sport Providers for any loss, damage, or interruption of use of County Premises or School Premises arising from fire, casualty, acts of God, governmental action, court order, emergency conditions, or other causes beyond the reasonable control of the County or the School Board.

Nothing in this Agreement shall be construed to obligate the County or the School Board to repair, replace, or restore any County Premises or School Premises in order to fulfill the purposes of this Agreement.

11. Termination. This Agreement may be terminated as follows:

a. Termination by the County or School Board for Cause. – The County or the School Board may terminate this Agreement, in whole or in part, for cause upon written notice if:

(i) a Sport Provider materially fails to comply with applicable federal, state, or local law, or applicable County or School Board policies;

(ii) any Party violates a material term or condition of this Agreement and such violation materially impairs the purposes of this Agreement;

(iii) a Sport Provider abandons the School Premises or otherwise fails to exercise the privileges granted under this Agreement; or

(iv) termination is determined by the County or the School Board to be necessary to protect the public interest.

To the extent the basis for termination is reasonably capable of cure, the County or the School Board shall provide written notice describing the deficiency and allow a reasonable period of time, not to exceed five (5) calendar days, for corrective action prior to termination.

b. Termination Without Cause. – This Agreement may be terminated prior to its expiration by

the County or the School Board, without cause, upon thirty (30) days' written notice to the other Parties.

c. Effect of Termination on Sport Providers. - Upon termination of this Agreement for any reason, the Sport Providers shall cease use of the School Premises and shall have thirty (30) days from the effective date of termination to remove any personal property from the School Premises, unless a shorter period is required for safety or operational reasons. Termination of a Sport Provider's use privileges shall not, by itself, terminate this Agreement between the County and the School Board.

12. No Property Interest Conveyed. Nothing in this Agreement shall be construed to convey to the County or any Sport Provider any leasehold, ownership, or other property interest in the School Premises. Nothing in this Agreement shall be construed to convey to the School Board any leasehold, ownership, or other property interest in the County Premises.

13. Compliance with State Law. Section 125.595, Florida Statutes, effective January 1, 2027, prohibits the County from taking any official action relating to diversity, equity, and inclusion, as the applicable terms are defined and the prohibited conduct is described in the statute. The Parties to this Agreement acknowledge and agree that no obligation or responsibility of any Party under this Agreement constitutes or shall result in any violation of Section 125.595, Florida Statutes, by the County. Notwithstanding Section D.11. of this Agreement, the Parties acknowledge and agree that the County may terminate this Agreement immediately upon the County's determination that a violation of Section 125.595, Florida Statutes, has or may occur, notice of which termination shall be provided in accordance with Section D.5. of this Agreement.

The remainder of this page intentionally left blank.

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

LEON COUNTY, FLORIDA

By: _____

Vincent S. Long

County Administrator

Date: _____

By: _____

LEON COUNTY SCHOOL BOARD

By: _____

Rocky Hanna

Superintendent

Date: _____

By: _____

ATTEST:
Gwen Knight, Clerk of the Court & Comptroller
Leon County, Florida

By: _____

APPROVED AS TO LEGAL SUFFICIENCY:
Chasity H. O'Steen
County Attorney
Leon County Attorney's Office

By: _____

Big Bend Pop Warner, Inc.

By: _____
Phadrhea Acoff, President

Date: _____

Attest: _____

As Its: _____

Tallahassee/Leon Babe Ruth League, Inc.

By: _____
Kip West, Vice President

Date: _____

Attest: _____

As Its: _____

Florida District 20 Little League, Inc.

By: _____
Gary Gentry, District Administrator

Date: _____

Attest: _____

As Its: _____

Exhibit 1

Leon County School Board
Authorized School Premises
Available for Use by Leon County and Sport Providers

Unincorporated Leon County Schools:

- Ft. Braden K-8
- Chiles High School
- Killearn Lakes Elementary School
- Desoto Trail
- Chaires Elementary
- Canopy Oaks

Note: Deerlake Middle School is excluded from this list pursuant to the School Board's existing joint use agreement with the City of Tallahassee.

Additional Authorized School Premises (Incorporated Areas):

- Leon High School
- Rickards High School
- Lincoln High School
- Godby High School
- Montford Middle School
- Roberts Elementary School
- Swift Creek Middle School

Exhibit 2

AFFIDAVIT IN COMPLIANCE WITH ANTI HUMAN TRAFFICKING LAWS

In accordance with Section 787.06(14), Florida Statutes (2026), the undersigned, on behalf of the entity listed below ("Entity"), being duly sworn, hereby attests under penalty of perjury that:

1. I am over eighteen years of age. The following information is given from my own personal knowledge.
2. I am an officer or representative of the Entity.
3. The Entity does not use coercion for labor or services as defined in Section 787.06, Florida Statutes.
4. I understand that I am swearing or affirming under oath to the truthfulness of the claims made in this affidavit and that the punishment for knowingly making a false statement in this declaration may subject me to criminal penalties.
5. I am authorized to provide this affidavit on behalf of the Entity.

FURTHER AFFIANT SAYETH NOT.

_____
SIGNATURE OF AFFIANT

Affiant's Name:_____

Title:_____

Entity:_____

STATE OF _____

COUNTY OF _____

Sworn to (or affirmed) and subscribed before me by means of [____] physical presence or [____] online notarization, this _____day of _____, 20_____, by _____ (Affiant's Name).

_____
(Signature of Notary Public)
(Print, Type, or Stamp Commissioned Name of Notary and Affix Notary Seal)

[___] Who is personally known to me, or
[___] Who produced identification; Type of identification produced:_____

Leon County
Board of County Commissioners

Notes for Agenda Item #14

Leon County Board of County Commissioners

Agenda Item #14

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Memorandum of Understanding with the University of Florida Board of Trustees for UF/IFAS Cooperative Extension Services in Leon County

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Nawfal Ezzagaghi, Assistant County Administrator
Lead Staff / Project Team:	Maggie Theriot, Director, Office of Resource Stewardship

Statement of Issue:

This item seeks Board approval of a Memorandum of Understanding with the University of Florida Board of Trustees (UF) for UF/Institute of Food and Agricultural Sciences (IFAS) Cooperative Extension Services in Leon County.

Fiscal Impact:

This item has a fiscal impact. Adequate funding for the UF/IFAS Cooperative Extension Services in Leon County Memorandum of Understanding is included in the Tentative Fiscal Year (FY) 2027 budget. For FY 2027, the County has budgeted $539,189 and UF will contribute $588,400, for a combined total of $1,127,589 to cover salaries of staff position. Should voters approve the proposed property tax amendment in November, funding for this program will be evaluated as part of the broader financial and organizational restructuring process anticipated during the FY 2028 budget development cycle.

Staff Recommendation:

Option #1: Approve and authorize the County Administrator to execute the Memorandum of Understanding with the University of Florida Board of Trustees for Cooperative Extension Services (Attachment #1), and approve and execute any modifications, amendments, or associated agreements thereto, all subject to legal review and revision by the County Attorney.

Report and Discussion

Background:

This item seeks Board approval of a Memorandum of Understanding with UF for the UF/IFAS Cooperative Extension Services in Leon County for FY 2027 (Attachment #1), succeeding the current agreement which expires on September 30, 2026.

The UF/IFAS Cooperative Extension Service in Leon County (UF/IFAS Extension Service), located at 615 E. Paul Russell Road, is a partnership between Leon County and the UF/IFAS. UF and IFAS operate cooperative extension services in all 67 counties across Florida and provide research-based educational programs and community outreach designed to improve residents' quality of life. Locally, programs focus on agriculture and horticulture, family and consumer sciences, natural resources, and youth development through the 4-H program. These services provide practical education and resources on topics such as nutrition, gardening, financial literacy, and leadership development.

The statewide UF/IFAS Cooperative Extension Service was established through federal and state legislation to "extend" the educational resources of land-grant universities to communities throughout the state. In Leon County, UF/IFAS provides extension services through an agreement with the County, in place since 1983 and periodically updated to reflect the evolving partnership.

In 2015, the agreement was revised to streamline the partnership. All staff providing extension services to the County became UF employees, with salary, benefits, and personnel management being issued through UF. The County provides funding that covers a portion of salaries, benefits, and operating expenses such as travel, publications, training, materials and supplies, to UF through quarterly reimbursements based on an annually agreed-upon budget. The current cost-sharing amounts are detailed in the Analysis section below.

In 2019, the Office of Human Services and Community Partnerships (HSCP) relocated to the County-owned facility at 615 E. Paul Russel Road. The building was fully renovated to support the expanded use and co-location of services. This approach enhanced service delivery by allowing residents to access related County and Extension services at a single location.

Analysis:

The current five-year agreement, executed in 2021, expires on September 30, 2026. At the request of UF, the proposed Memorandum of Understanding (MOU) (Attachment #1) maintains the current partnership structure, however, amends the term from a five-year to a one-year term, to be renewed annually, upon agreement of the parties. The MOU provides for quarterly reimbursements to UF. Also, under the MOU, it is UF's responsibility for staffing, benefits, and personnel management — and does not alter the scope or nature of services provided. By continuing this partnership, Leon County provides residents with direct access to specialized services that support economic stability, environmental stewardship, and youth development.

Key extension services provided by UF/IFAS staff as benefits to the citizens include:

- Youth Development through 4-H: Provides local youth with hands-on learning in leadership, citizenship, and life skills.
- Family and Consumer Sciences: Offers education in financial literacy, nutrition, and wellness.
- Agricultural and Natural Resources Support: Delivers science-backed guidance on sustainable gardening, land management, and food systems to farmers and homeowners.

To sustain these community-benefiting programs, the MOU utilizes a cost-sharing structure between Leon County and UF. For FY 2027, the County has budgeted $539,189 and UF will contribute $588,400, for a combined total of $1,127,589. Should voters approve the proposed property tax amendment in November, funding for this program will be evaluated as part of the broader financial and organizational restructuring process anticipated during the FY 2028 budget development cycle. This arrangement allows the County to partner with UF/IFAS to provide a broad range of extension services reaching youth, families, homeowners, and agriculture producers, by leveraging state-level research and personnel.

Approval of the proposed MOU maintains the current service model for a one-year term through September 30, 2027.

Options:

1. Approve and authorize the County Administrator to execute the Memorandum of Understanding with the University of Florida Board of Trustees for Cooperative Extension Services (Attachment #1), and approve and execute any modifications, amendments, or associated agreements thereto, all subject to legal review and revision by the County Attorney.
2. Do not approve the Memorandum of Understanding with the University of Florida Board of Trustees for Cooperative Extension Services.
3. Board direction.

Recommendation:

Option #1

Attachment:

1. Proposed Memorandum of Understanding with the University of Florida Board of Trustees for Cooperative Extension Services in Leon County

MEMORANDUM OF UNDERSTANDING
BETWEEN UNIVERSITY OF FLORIDA BOARD OF TRUSTEES AND LEON COUNTY, FLORIDA

This Memorandum of Understanding (hereinafter "AGREEMENT") is made and entered into by and between Leon County, Florida, a charter county and political subdivision of the State of Florida (hereinafter "the COUNTY"), and the University of Florida Board of Trustees, a public body corporate of the State of Florida (hereinafter "UNIVERSITY"), (hereinafter, referred to individually as "Party" or collectively as "Parties").

WITNESSETH

WHEREAS, under the laws of the State of Florida and the Smith-Lever Act of May 8, 1914 (7 U.S.C. §§341 et. seq.), the UNIVERSITY, through its Cooperative Extension Service, is charged with disseminating the latest knowledge and applicable technologies in agriculture, human and natural resources, and the life sciences to the public in order to sustain and enhance the quality of human life in the State of Florida; and

WHEREAS, this function is performed through the Florida Cooperative Extension Service, a partnership between state, federal, and county governments, that includes extension faculty members, scientists, educators, administrative staff, and volunteers working cohesively throughout Florida's 67 counties; and

WHEREAS, UNIVERSITY is responsible for planning and implementing educational programs for agriculture producers, families, homeowners, and young people within the COUNTY; and

WHEREAS, said programs will be developed and implemented in the COUNTY by Extension Faculty employed by UNIVERSITY, with support from the COUNTY, to work directly with local advisory committees and Extension Staff; and

WHEREAS, the Extension Faculty will use appropriate Extension Staff and educational methods including the program development process, area subject matter information and other materials or methods as deemed necessary by Extension Faculty in various program areas to conduct the aforesaid education programs.

NOW, THEREFORE, in consideration of the mutual covenants and provisions contained herein, the Parties hereto agree as follows:

PURPOSE

The Florida Cooperative Extension Service was established as an integral part of the Institute of Food and Agricultural Sciences (IFAS) within, the UNIVERSITY for the purpose of extending non-biased, research-based educational information from the University to the people of the State of Florida on subjects related to agriculture, horticulture, water quality and quantity, natural resources and the environment, energy, family and consumer sciences, community development, 4-H youth development, and other programs deemed necessary. The Florida Cooperative Extension Service makes the findings of research in these areas available to the people of Florida through the UF/IFAS Extension Service in partnership with Florida's Boards of County Commissioners.

To ensure that educational programs meet the needs of local clientele, and comply with Section 1004.37 of the Florida Statutes, it is essential that the UNIVERSITY and the COUNTY identify respective responsibilities.

This AGREEMENT establishes the respective responsibilities of the UNIVERSITY, through UF/IFAS Extension Service (collectively referred to as UNIVERSITY) and the COUNTY. The purpose of this AGREEMENT is to specify terms under which each, UNIVERSITY and the COUNTY, will contribute to personnel, educational, technical, and research information for Extension Services in the County.

ARTICLE 1. DEFINITIONS

1.1 **Board.** The Board of County Commissioners of Leon County, Florida.

1.2 **County Administrator.** The administrative head of the COUNTY appointed by the Board.

1.3 **County Extension Director or "CED."** The employee of UNIVERSITY responsible for the administration of the Extension Services in Leon County and the administrative contact for the Programs.

1.4 **Extension Business Services.** The employees of the UNIVERSITY responsible for providing business and administrative support for statewide Extension Service operations.

1.5 **Extension Office.** The County-owned building(s) located on the Premises described herein for UNIVERSITY to provide the Extension Services under this AGREEMENT.

1.6 **Extension Faculty.** The employees of UNIVERSITY responsible for providing the Extension Services including, but not limited to, research, teaching, and program management for the Programs.

1.7 **Extension Staff.** The employees of UNIVERSITY responsible for administrative support staff services for the Extension Services described herein.

1.8 **Extension Services.** The Programs, events, and other activities described herein provided through the UF/IFAS Extension Service solely in Leon County.

1.9 **Extension Specialists.** The Faculty of UNIVERSITY at Assistant, Associate, or Full Professor level with at least 30% assigned Extension FTE (Full Time Equivalent) who generate research-based information and translate it to solve problems or address issues in agriculture, horticulture, water and natural resources, family and consumer sciences, and youth development. These faculty are not directly assigned to the COUNTY but develop programs that would be delivered by Extension Faculty within the COUNTY. These positions serve multiple counties, including Leon County.

1.10 **Premises.** The Extension Office and grounds located on the property , at 615 E. Paul Russell Road, Tallahassee, Florida 32310, for UNIVERSITY to provide the Extension Services under this AGREEMENT.

1.11 **Programs.** The various educational programs and services provided by UNIVERSITY for homeowners, residents, businesses, youth, commercial industry associations, and community groups as part of the Extension Services provided under this AGREEMENT.

1.12 **Subcontractor.** A firm, partnership, corporation, independent contractor (including 1099 individuals), or combination thereof approved by the COUNTY to provide any of the Extension Services for UNIVERSITY under this AGREEMENT. The term Subcontractor excludes any independent contractors/vendors who come onto the Premises to make deliveries of any goods for, or relating to, the Extension Services, or such persons who collaborate with Extension Faculty to provide any portion of the Programs under the Extension Services for adults.

ARTICLE 2. GOALS AND OBJECTIVES

2.1 Plan, develop, implement, teach, evaluate, and report non-biased, research-based public education programs targeting the County's citizens and citizen groups (e.g., agricultural and horticultural producers, homeowners, businesses, youth, commercial industries and their associations, community groups, local governments).

2.2 Develop and distribute creative works and educational materials to the community.

2.3 Develop and sustain partnerships with community agencies and leaders, businesses, media and the public.

2.4 Extend educational training through volunteer systems of the Extension Services. Volunteers are considered UNIVERSITY volunteers and are subject to UNIVERSITY volunteer policies.

ARTICLE 3. RESPONSIBILITIES

The responsibilities of the COUNTY and UNIVERSITY relating to the Extension Services provided under the AGREEMENT shall be as follows with respect to the Extension Faculty positions in Exhibit A.

3.1 With respect to hiring Extension Faculty and Extension Staff,

3.1.1 UNIVERSITY and the COUNTY will hold joint discussions and agree on whether to fill vacancies in positions of Extension Faculty and Extension Staff.

3.1.2 UNIVERSITY will establish minimum employment requirements and qualifications for Extension Faculty and Extension Staff.

3.1.3 UNIVERSITY will recruit, interview and screen candidates for employment as Extension Faculty and Extension Staff.

3.1.4 UNIVERSITY will recommend to the COUNTY qualified applicants for appointment to vacant or new Extension Faculty positions in accordance with the provisions of Section 1004.37, Florida Statutes.

3.2 With respect to salaries and fringe benefits of Extension Faculty:

3.2.1 Before hire, UNIVERSITY and the COUNTY will establish the proportion of the starting base salaries of Extension Faculty that each Party will pay.

3.2.2 UNIVERSITY will determine the total amount of the starting base salary of Extension Faculty.

3.2.3 As outlined in Article 5 and Exhibit A, UNIVERSITY and the COUNTY will each pay its own respective portion of all salaries and fringe benefits for Extension Faculty but will not be responsible for payment of the other Party's portion.

3.2.4 UNIVERSITY will determine the total dollar amount of salary including but not limited to, cost-of-living, merit, bonuses, higher education, and rank promotion salary increases for each Extension Faculty and submit the COUNTY'S portion of this figure to the COUNTY - through Exhibit A.

3.2.5 With respect to salaries of Extension Staff,

3.2.5.1 UNIVERSITY will determine the total amount of the starting base salary of Extension Staff.

3.2.5.2 As outlined in Section 5 and Exhibit A, the COUNTY is responsible for 100% of salaries and fringe benefits for Extension Staff.

3.2.5.3 UNIVERSITY will determine the total dollar amount of including by not limited to, cost-of-living, merit, bonuses and salary increases for Extension Staff and submit to COUNTY - through Exhibit A.

3.3 Responsibilities of UNIVERSITY:

3.3.1 Through the CED, prepare and submit a - budget request to the County Administrator or designee for the COUNTY's contribution of funds for salaries, operating expenses, equipment, and other program support for Extension Services.

3.3.2 Provide in-service training for Extension Faculty and provide funds for official travel to such training.

3.3.3 Provide a staff of state Extension Specialists to train Extension Faculty in current technology and assist Extension Faculty in the provision of Programs in these areas.

3.3.4 Develop and administer a personnel management plan for Extension Faculty that will provide for an annual review of each Extension Faculty's and Extension Staff's performance.

3.3.5 Provide general administrative and supervisory leadership for Programs and personnel, in compliance with UNIVERSITY personnel and administrative policies and procedures, plus state and federal anti-discrimination laws.

3.3.6 Develop and maintain a County Advisory Committee system using practices found in the UF/IFAS Extension publication "A Guide for Using the Community Capitals Framework to Build Advisory Committees" (https://ask.ifas.ufl.edu/publication/WC510) to ensure that Extension programs are based on the needs and priorities of the people in the County.

3.4 Responsibilities of the COUNTY:

3.4.1 With respect to Extension Faculty and Extension Staff, the COUNTY shall:

3.4.1.1 Pay the COUNTY's agreed share of salary and fringe benefits of Extension Faculty and Extension Staff as more specifically set out in Section 5 and Exhibit A

3.4.1.2 Agree to any accrued leave payout proportional to the COUNTY's salary contribution when an Extension Faculty or Extension Staff member retires or resigns.

3.4.2 With respect to management and administration, the COUNTY shall:

3.4.2.1 Review and consider the departmental budget requests from UNIVERSITY and act thereon as the COUNTY may deem appropriate.

3.4.2.2 Provide office and teaching space, equipment, supplies, utilities, demonstration materials, and funding and/or vehicles for official county travel (both in-county and out-of-county), and other operational needs for the Extension Office.

3.4.2.3 The COUNTY shall coordinate with UNIVERSITY to ensure that Extension Faculty and Extension Staff assigned to the County have appropriate access to UNIVERSITY computer network resources necessary to conduct Extension Services and operations. The COUNTY will allow the installation and use of client software and access to online resources deemed necessary by UNIVERSITY to support Extension Services. UNIVERSITY will provide security management for UNIVERSITY network resources accessed from the COUNTY systems.

UNIVERSITY shall procure laptop computers for Extension Faculty and Extension Staff assigned to the COUNTY. Each device shall include a five-year replacement warranty to align with the COUNTY's standard equipment replacement cycle. The total number of devices purchased shall not exceed the number of staff positions identified in Exhibit A, plus two additional devices to support the Master Gardener Program volunteers.

UNIVERSITY shall seek reimbursement from the COUNTY for the purchase and replacement of these devices. Planned computer replacements shall be identified in the budget request submitted pursuant to Section 5.2 of this AGREEMENT.

3.4.2.4 The COUNTY shall reimburse UNIVERSITY for approved equipment purchases consistent with the adopted budget. The COUNTY shall continue to provide and maintain building-installed audiovisual equipment and related technology infrastructure within the Extension Office.

3.5 General Management and Administration Provisions:

3.5.1 UNIVERSITY will establish Extension Office hours of operation and holiday calendars.

3.5.2 All Extension Faculty appointments will be made cooperatively in accordance with Section 1004.37, Florida Statutes.

3.5.3 UNIVERSITY, including the Extension in the County, and the COUNTY will comply with all federal, state, and local anti-discrimination and diversity, equity, and inclusion prohibition laws, including but not limited to Section 125.595, Florida Statutes.

3.5.4 Policies regarding leave accrual, leave balances and administering leave, including annual, sick, civil, holiday and military leave and regarding payment of unused annual and sick leave upon separation will be established and maintained by the UNIVERSITY, and shall apply to Extension Faculty and Extension Staff.

3.5.5 The CED is responsible for operating this Extension Office in the COUNTY under the joint direction of COUNTY or designee and the UNIVERSITY's Dean of Extension or designee.

3.5.6 Extension Faculty are professional employees exempt from the provisions of the Fair Labor Standards Act.

3.5.7 Extension Faculty will be permitted to charge appropriate fees for Programs. These fees will be retained by UNIVERSITY for use in Program support in accordance with UNIVERSITY policy.

3.5.8 The University shall not utilize the Premises for any other purpose not specifically authorized under this AGREEMENT without the prior written consent of COUNTY.

ARTICLE 4. TERM – RENEWAL - MODIFICATION - TERMINATION

4.1 This AGREEMENT shall commence on October 1, 2026 ("Effective Date"), following the complete execution of this AGREEMENT by the Parties, and shall continue through September 30, 2027 ("Term"), unless terminated earlier or extended as provided for herein. The continuation of this AGREEMENT beyond the end of any COUNTY fiscal year is subject to both the appropriation and the availability of funds in accordance with Chapter 129, Florida Statutes, and the approval by the COUNTY of the budget request submitted by UNIVERSITY for the applicable COUNTY fiscal year under this AGREEMENT, as described in Article 5.

4.2 This AGREEMENT may be modified at any time by mutual consent of the Parties.

4.3 This AGREEMENT may be terminated for cause due to a material breach by either Party by providing thirty days prior written notice to the breaching Party at the address provided for Notice in Section 9.5. The breaching Party has 30 days to cure the breach. In the event the breach Party fails to cure, the Agreement may be terminated. Termination for cause by COUNTY shall be by the Board, which shall be effective on the termination date stated in written notice provided by COUNTY, which termination date shall be not less than thirty days after the date of such written notice.

ARTICLE 5. FUNDING AND PAYMENTS

5.1 The COUNTY will pay UNIVERSITY total sum as indicated on Exhibit A in support of salary and fringe benefits, and operational expenses for Extension Services commencing on the Effective Date of this AGREEMENT through September 30, 2027.

5.2 Salaries outlined on Exhibit A will be submitted to the COUNTY by UNIVERSITY. Exhibit A is an estimate of projected salary and fringe benefit expenses for the year and shall not require separate written addendum to this AGREEMENT to implement. Actual expenses may vary due to vacancies, midyear promotions, new hires, unexpected changes in fringe benefit costs and other UNIVERSITY adjustments as indicated in Section 3.2.4.

5.3 UNIVERSITY invoice(s) will be cost reimbursable and issued in accordance with the "Anticipated Payment Schedule" on Exhibit A. The COUNTY will make payment to UNIVERSITY within forty-five (45) days after the receipt of a UNIVERSITY invoice.

5.4 COUNTY agrees to provide UNIVERSITY 5% salary support for Extension Business Services personnel as indicated on Exhibit A.

5.5 Payment shall be made to University of Florida, Attn: Contracts Grants, PO Box 24736, New York, NY 10087-4736.

5.6 UNIVERSITY shall expend all funds received from the COUNTY under this AGREEMENT only on expenses directly related to the provision of Extension Services. UNIVERSITY shall be required to maintain specific accounts and records of expenses incurred with funding received from COUNTY and shall promptly share such records with the COUNTY upon request. UNIVERSITY shall not use any COUNTY funds to fund or promote diversity, equity, and inclusion pursuant to Section 125.595, Florida Statutes.

5.7 The COUNTY agrees to allow UNIVERSITY to use the COUNTY's payments under this AGREEMENT for Extension Services to be used for cost sharing or matching in federal awards pursuant to 2 CFR 200.306, to the extent permitted by law.

5.8 Any and all annual salary/wage increases will be based on the University's annual salary/wage increase determinations.

ARTICLE 6. LIABILITY

6.1 Nothing herein is intended to serve as a waiver of sovereign immunity by either Party nor shall anything included herein be construed as consent to be sued by third parties in any matter arising out of this AGREEMENT or any other contract. The Parties are state agencies or political subdivisions as defined in Section 768.28, Florida Statutes, and shall be fully responsible for the acts and omissions of their respective agents, including Subcontractors, volunteers, or employees when acting within the scope of their agency or employment, to the extent permitted by law.

6.2 The COUNTY shall not be liable for any damage or injury which may be sustained by any person(s) resulting from any of the Extension Services provided by UNIVERSITY or its Subcontractors under this AGREEMENT. UNIVERSITY shall not be liable for any damage or injury which may be sustained by any person(s) resulting from any of the COUNTY's activities or operations or its Subcontractors under this AGREEMENT.

6.3 To the extent permitted by law and subject to the limitations, conditions, and requirements of Section 768.28, Florida Statutes, which the Parties do not waive, each Party agrees to indemnify, defend, and hold harmless the other Party and its officials, officers, and employees from liabilities, damages, costs, and expenses resulting from or arising out of acts or omissions by the indemnifying Party or its officials, officers, or employees relating to performance under this Agreement. For the avoidance of doubt, in no event shall either Party's aggregate liability arising out of or related to this Agreement exceed the amounts set forth in Section 768.28(5)(a), Florida Statutes.

ARTICLE 7. INSURANCE

7.1 The Parties are governmental entities subject to Section 768.28, Florida Statutes, and each Party shall furnish the other Party, upon request, with written verification of liability protection in accordance with state law prior to final execution of this AGREEMENT. The acquisition of any commercial liability insurance coverage, self-insurance coverage, or local government liability insurance pool coverage shall not be deemed a waiver of immunity to the extent of liability coverage, nor shall this AGREEMENT or any contract entered by the COUNTY be required to contain any provision for waiver.

ARTICLE 8. CRIMINAL BACKGROUND SCREENING

8.1 UNIVERSITY shall conduct criminal background screening on its officers, faculty, employees, volunteers, and Subcontractors who will be providing any of the Extension Services under this AGREEMENT prior to the performance of any such services. Such screening shall be in accordance with UNIVERSITY's background screening policies and as required by law, which, at a minimum, shall include screening to prohibit any person who is listed as a sexual predator or sexual offender on the Florida Department of Law Enforcement Sexual Offenders and Predators Website or the Dru Sjodin National Sex Offender Public Website, administered by the United States Department of Justice, from providing any Extension Services under this AGREEMENT.

8.2 In the event UNIVERSITY obtains, or is provided, supplemental criminal background information, including police reports and arrest information, which potentially disqualifies a person previously deemed eligible by UNIVERSITY to provide any of the Extension Services under this AGREEMENT, UNIVERSITY shall take immediate action to review the matter; however, during such review time and until a determination of eligibility is made by UNIVERSITY based on the requirements of this section, UNIVERSITY shall immediately cease allowing the person to provide any of the Extension Services. Additionally, UNIVERSITY shall be required to inform all persons who have been background screened, pursuant to this section and who are providing any of the Extension Services under this AGREEMENT, to notify UNIVERSITY within twenty-four (24) hours of any arrest related to violence or sexual misconduct which has occurred after the person was deemed eligible to provide such services.

ARTICLE 9. MISCELLANEOUS

9.1 RIGHTS IN DOCUMENTS AND WORK. UNIVERSITY shall furnish the COUNTY with copies of any documents or data created by UNIVERSITY as part of the Extension Services, upon request of COUNTY. If a copyright is registered, UNIVERSITY grants permission to COUNTY to use the copyrighted item(s) in part or in full for educational purposes, and to make and distribute copies to the public, provided that credit is given to UNIVERSITY.

9.2 PUBLIC RECORDS. The Parties shall comply with their respective obligations under the provisions of the Florida Public Records Law, Chapter 119, Florida Statutes.

IF THE UNIVERSITY HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT:

LEON COUNTY PURCHASING DIVISION
ATTN: MAGGIE THERIOT, DIRECTOR, OFFICE OF RESOURCE STEWARDSHIP
1907 S. Monroe Street
TALLAHASSEE, FLORIDA 32301
PHONE: 850-606-5000
EMAIL: TheriotM@leoncountyfl.gov

9.3 AUDIT RIGHTS, AND RETENTION OF RECORDS. The COUNTY shall have the right to audit the books, records, and accounts of UNIVERSITY and its Subcontractors that are related to this AGREEMENT. UNIVERSITY and its Subcontractors shall keep such books, records, and accounts as may be necessary in order to record complete and correct entries related to this AGREEMENT and performance thereunder. All books, records, and accounts of UNIVERSITY and its Subcontractors shall be kept in written form, or in a form capable of conversion into written form within a reasonable time, and upon request to do so, UNIVERSITY or its Subcontractor, as applicable, shall make same available at no cost to COUNTY in written form.

UNIVERSITY shall preserve and make available, at reasonable times within the COUNTY for examination and audit by the COUNTY. All financial records, supporting documents, statistical records, and any other documents pertinent to this AGREEMENT shall be kept in accordance with the applicable retention schedule consistent with Rule 1B-24.003, Florida Administrative Code, or termination of this AGREEMENT or until resolution of any audit findings, whichever is longer. The COUNTY audits and inspections pursuant to this section may be performed by any COUNTY representative (including any outside representative engaged by the COUNTY). The COUNTY reserves the right to conduct such audit or review at UNIVERSITY's place of business, if deemed appropriate by the COUNTY, with seventy-two (72) hours' advance notice.

Any incomplete or incorrect entry in such books, records, and accounts shall be a basis for the COUNTY's disallowance and recovery of any payment upon such entry.

9.4 THIRD PARTY BENEFICIARIES. Neither UNIVERSITY nor the COUNTY intends to directly or substantially benefit a third party by this AGREEMENT. Therefore, the Parties acknowledge that there are no third-party beneficiaries to this AGREEMENT and that no third party shall be entitled to assert a right or claim against either of them based upon this AGREEMENT.

9.5 NOTICES. In order for a notice to a Party to be effective under this AGREEMENT, notice must be sent via U.S. first-class mail with a contemporaneous copy via e-mail to the addresses listed below and shall be effective upon mailing. The addresses for notice shall remain as set forth herein unless and until changed by providing notice of such change in accordance with the provisions of this Section.

TO COUNTY:

LEON COUNTY
Maggie Theriot, Director
Office of Resource Stewardship
1907 S. Monroe St.
Tallahassee, FL 32301
Email address: theriotM@leoncountyfl.gov

and copied to
LEON COUNTY
County Attorney
Chasity O'Steen, Esq.
301 S. Monroe St., Rm. 202
Tallahassee, FL 32312
Email: CountyAttorney@leoncountyfl.gov

TO UNIVERSITY:

UNIVERSITY OF FLORIDA
Division of Sponsored Programs
207 Grinter Hall, P.O. Box 115500
Gainesville, FL 32611-5500
Email address: ufawards@ufl.edu

UF/IFAS Leon County Extension
Attn: Marcus Boston
615 Paul Russell Rd.
Tallahassee, FL 32301
Email address: marcusb@ufl.edu

UNIVERSITY OF FLORIDA
IFAS Extension Business Services
1604 McCarty Drive, Suite 1030
PO Box 110250
Gainesville, FL 32611-0250
Email address: rella1@ufl.edu

9.6 ASSIGNMENT AND PERFORMANCE. Except for subcontracting approved in writing by the COUNTY at the time of its execution of this AGREEMENT or any written amendment hereto, neither this AGREEMENT nor any right or interest herein may be assigned, transferred, subcontracted, or encumbered by UNIVERSITY without the prior written consent of the COUNTY. If UNIVERSITY violates this provision, the COUNTY shall have the right to immediately terminate this AGREEMENT. UNIVERSITY represents that each person and entity that will provide Extension Services under this AGREEMENT is duly qualified to perform such services by all appropriate governmental authorities, where required, and is sufficiently experienced and skilled in the area(s) for which such person or entity will render Extension Services. UNIVERSITY agrees that the Extension Services shall be performed in a skillful and respectful manner.

9.7 MATERIALITY AND WAIVER OF BREACH. Each requirement, duty, and obligation set forth herein was bargained for at arm's-length and is agreed to by the Parties. Each requirement, duty, and obligation set forth herein is substantial and important to the formation of this AGREEMENT, and each is, therefore, a material term hereof. Either Party's failure to enforce any provision of this AGREEMENT shall not be deemed a waiver of such provision or modification of this AGREEMENT. A waiver of any breach of a provision of this AGREEMENT shall not be deemed a waiver of any subsequent breach and shall not be construed to be a modification of the terms of this AGREEMENT.

9.8 COMPLIANCE WITH LAWS. The Parties shall comply with all applicable federal, state, and local laws, codes, ordinances, rules, and regulations in performing their duties, responsibilities, and obligations pursuant to this AGREEMENT.

9.9 SEVERABILJTY. In the event any part of this AGREEMENT is found to be unenforceable by any court of competent jurisdiction, that part shall be deemed severed from this AGREEMENT and the balance of this AGREEMENT shall remain in full force and effect.

9.10 JOINT PREPARATION. This AGREEMENT has been jointly prepared by the Parties hereto and shall not be construed more strictly against either Party.

9.11 PRIORITY OF PROVISIONS. If there is a conflict or inconsistency between any term, statement, requirement, or provision of any document or exhibit attached hereto or referenced or incorporated herein and any provision of Articles 1 through 9 of this AGREEMENT, the provisions contained in Articles 1 through 9 shall prevail and be given effect.

9.12 LAW, JURISDICTION. VENUE, WAIVER OF JURY TRIAL This AGREEMENT shall be interpreted and construed in accordance with and governed by the laws of the state of Florida. The exclusive venue for any lawsuit arising from, related to, or in connection with this AGREEMENT shall be in the state or federal courts of Florida.

9.13 AMENDMENTS. No modification, amendment, or alteration in the terms or conditions contained herein shall be effective unless contained in a written document prepared with the same or similar formality as this AGREEMENT and executed by the COUNTY and UNIVERSITY.

9.14 PRIOR AGREEMENTS. This AGREEMENT represents the final and complete understanding of the Parties regarding the subject matter hereof and supersedes all prior and contemporaneous negotiations and discussions regarding that subject matter. There is no commitment, agreement, or understanding concerning the subject matter of this AGREEMENT that is not contained in this written document.

9.15 INCORPORATION BY REFERENCE. All Recital clauses stated above are true and correct and are incorporated herein by reference. The attached Exhibit A is incorporated into and made a part of this AGREEMENT.

9.16 REPRESENTATION OF AUTHORITY. Everyone executing this AGREEMENT on behalf of a Party hereto hereby represents and warrants that he or she is, on the date he or she signs this AGREEMENT, duly authorized by all necessary and appropriate action to execute this AGREEMENT on behalf of such Party and does so with full legal authority.

9.17 COUNTERPARTS AND MULTIPLE ORIGINALS. This AGREEMENT may be executed in multiple originals, and may be executed in counterparts, each of which shall be deemed to be an original, but all of which, taken together, shall constitute one and the same agreement.

9.18 PRIVILEGES AND IMMUNITIES. All of the privileges and immunities from liability, exemptions from laws, ordinances, and any applicable rules and regulations, and pensions and relief, disability, workers' compensation, and other benefits which apply to the activity of each Party's respective officers, agents, or employees when performing their respective duties under this AGREEMENT within the jurisdictional boundaries of the COUNTY shall apply to the same degree and extent to the performance of such functions and duties of such officers, agents, volunteers, or employees outside the jurisdictional boundaries of the COUNTY.

9.19 NO PERSONAL LIABILITY. No provision of this AGREEMENT shall be deemed to be a covenant or agreement of any member, officer, agent, or employee of the COUNTY or UNIVERSITY in his or her individual capacity, and no member, officer, agent, or employee of COUNTY or UNIVERSITY shall be subject to any personal liability or accountability by reason of the execution of this AGREEMENT.

9.20 BINDING EFFECT. The terms, covenants, conditions, and provisions of this AGREEMENT shall bind and inure to the benefit of the Parties and their respective legal representatives, successors, and assigns.

9.21 COVENANT OF NO INTEREST. Neither Party presently has any interest, and shall not acquire any interest, which would conflict in any manner or degree with its performance under this AGREEMENT, and that the only interest of each Party is to perform and receive benefits as set forth in this AGREEMENT.

9.22 INDEPENDENT CONTRACTORS. The Parties are independent contractors under this AGREEMENT. In providing any of the Extension Services under this AGREEMENT, neither Party nor its agents shall act as officers, employees, or agents of the other Party. Neither Party shall have the right to bind the other Party to any obligation not expressly undertaken by that Party under this AGREEMENT.

9.23 FOREIGN COUNTRIES OF CONCERN. If applicable, at the time of entering this AGREEMENT, UNIVERSITY shall execute the Foreign Countries of Concern attestation form in compliance with Section 287.138, Florida Statutes.

9.24 UNAUTHORIZED ALIEN(S). UNIVERSITY agrees that unauthorized aliens shall not be employed or utilized in the performance of the requirements of this AGREEMENT. The COUNTY shall consider the employment or utilization of unauthorized aliens a violation of Section 274A(e) of the Immigration and Naturalization Act (8 U.S.C. 1324a). Such violation shall be grounds for termination of this AGREEMENT by the COUNTY.

9.25 EMPLOYMENT ELIGIBILITY VERIFICATION. By providing goods and/or services to the COUNTY, the UNIVERSITY is obligated to comply with the provisions of Section 448.095, Florida Statutes, “Employment Eligibility.” Compliance with Section 448.095, Florida Statutes., includes, but is not limited to, utilization of the E-Verify System to verify the work authorization status of all newly hired employees, and requiring all subcontractors to provide an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien. The UNIVERSITY affirms and represents that it is registered with the E-Verify system and is using same and will continue to use same as required by Section 448.095, Florida Statutes.

IN WITNESS WHEREOF, the Parties hereto have made and executed this AGREEMENT.

Leon County, Florida, through its Board, signing by and through its County Administrator, and authorized to execute same by Board action and the University of Florida Board of Trustees, signing by and through University of Florida Division of Sponsored Programs, is duly authorized to execute same.

FOR LEON COUNTY, FLORIDA:

LEON COUNTY, FLORIDA

By:
Vincent S. Long, County Administrator

Date:_____

APPROVED AS TO LEGAL SUFFICIENCY:
Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

By:_____
Sarah May Swartz, Esq.
Assistant County Attorney

ATTEST:
Gwen Knight, Clerk of the Court & Comptroller,
Leon County, Florida

By:_____

FOR UNIVERSITY OF FLORIDA BOARD OF TRUSTEES:

APPROVED BY:

_____
Division of Sponsored Programs

_____
Printed Name

_____
Date

WITNESSED BY:

_____
Signature

_____
Printed Name and Title

_____
Date

Exhibit "A" - 2027 Projected Annual Expense Budget

6/9/2026

Leon County
FY2027 Summary
Annual Budget: 10/01/2026 - 09/30/2027

Payroll Due from County for FY2027 - SECTION A:		TOTAL
Boston, Marcus	$	52,477.53
Holloway, Suzanne	$	21,958.39
Jameson, Molly	$	32,558.70
Stansly, Valerie M	$	28,353.66
Tancig, Mark	$	34,847.40
Mullins, Amy	$	42,091.41
Graham, Grady	$	65,328.35
Thrasher, Jessica	$	65,328.35
Morris, Melanie	$	82,117.80
Brantley, Kayla	$	58,305.56
UF SUPPORT POSITION	$	6,446.91
Total Payroll:	**$**	**489,814.09**

Operational Expenses Due from County for FY2027 - SECTION B:		
Travel	$	14,624.00
Publications	$	5,855.00
Training	$	7,015.00
Materials and Supplies	$	17,226.00
Other Expenses	$	4,654.76
Total Operational Expenses:	**$**	**49,374.76**

TOTAL PROJECTED BUDGET FOR FY2027 - SECTION A + B:		
Total Payroll	$	489,814.09
Total Operational Expenses	$	49,374.76
TOTAL DUE (Section A+B):	**$**	**539,188.85**

Anticipated Payment Schedule:		
January 10	$	134,797.21
April 10	$	134,797.21
July 10	$	134,797.21
October 10	$	134,797.21
Total:	**$**	**539,188.85**

* **Cost Reimbursable Agreement** -Quarterly invoicing will be based on actual expenses incurred during the quarter.

Please Remit invoices to:

Leon County
County Administration
301 S. Monroe Street
Tallahassee, FL 32301
Email: marcusb@ufl.edu

Leon County
Salary Details
Annual Budget: 10/01/2026 - 09/30/2027

SECTION A:

30178300		Annual	State	County	5% Margin	Total Due From County
Boston, Marcus	Percentage	100.000%	70.000%	30.000%	5.00%	
CED - 4-H Youth Development Agent						
Position 0001-4167	Salary	126,304.26	88,412.98	37,891.28	1,894.56	39,785.84
Fringe Pool Rate:	Pooled Fringe	40,291.06	28,203.74	12,087.32	604.37	12,691.68
31.90%						
Exempt	Grand Totals	166,595.32	116,616.73	49,978.60	2,498.93	52,477.53

68803019		Annual	State	County	5% Margin	Total Due From County
Holloway, Suzanne	Percentage	100.000%	70.000%	30.000%	5.000%	
Family & Consumer Science Agent						
Position-0001-4115	Salary	52,850.03	36,995.02	15,855.01	792.75	16,647.76
Fringe Pool Rate:	Pooled Fringe	16,859.16	11,801.41	5,057.75	252.89	5,310.63
31.90%						
Exempt	Grand Totals	69,709.18	48,796.43	20,912.75	1,045.64	21,958.39

47319001		Annual	State	County	5% Margin	Total Due From County
Jameson, Molly	Percentage	100.000%	70.000%	30.000%	5.00%	
Community Development & Sustainability Agent						
Position 0002-9010	Salary	78,363.12	54,854.19	23,508.94	1,175.45	24,684.38
Fringe Pool Rate:	Pooled Fringe	24,997.84	17,498.49	7,499.35	374.97	7,874.32
31.90%						
Exempt	Grand Totals	103,360.96	72,352.67	31,008.29	1,550.41	32,558.70

76360669		Annual	State	County	5% Margin	Total Due From County
Stansly, Valerie M	Percentage	100.000%	70.000%	30.000%	5.00%	
4-H Youth Development Agent						
Position 0001-4188	Salary	68,242.32	47,769.63	20,472.70	1,023.63	21,496.33
Fringe Pool Rate:	Pooled Fringe	21,769.30	15,238.51	6,530.79	326.54	6,857.33
31.90%						
Exempt	Grand Totals	90,011.63	63,008.14	27,003.49	1,350.17	28,353.66

96717130		Annual	State	County	5% Margin	Total Due From County
Tancig, Mark	Percentage	100.000%	70.000%	30.000%	5.00%	
Commercial & Residential Horticulture Agent						
Position 0001-4036	Salary	83,871.62	58,710.14	25,161.49	1,258.07	26,419.56
Fringe Pool Rate:	Pooled Fringe	26,755.05	18,728.53	8,026.51	401.33	8,427.84
31.90%						
Exempt	Grand Totals	110,626.67	77,438.67	33,188.00	1,659.40	34,847.40

02499390		Annual	State	County	5% Margin	Total Due From County
Mullins, Amy	Percentage	100.000%	70.000%	30.000%	5.00%	
Family & Consumer Science Program Agent						
Position 0001-7476	Salary	101,306.70	70,914.69	30,392.01	1,519.60	31,911.61
Fringe Pool Rate:	Pooled Fringe	32,316.84	22,621.79	9,695.05	484.75	10,179.80
31.90%						
Exempt	Grand Totals	133,623.53	93,536.47	40,087.06	2,004.35	42,091.41

	36391725	Annual	State	County	5% Margin	Total Due From County
Graham, Grady	Percentage	100.000%		100.000%	5.00%	
4-H Extension Program Assistant						
Position 0003-0470	Salary	43,176.60	-	43,176.60	2,158.83	45,335.43
Fringe Pool Rate:	Pooled Fringe	19,040.88	-	19,040.88	952.04	19,992.92
44.10%						
Non-Exempt Teams	Grand Totals	62,217.48	-	62,217.48	3,110.87	65,328.35

	69990096	Annual	State	County	5% Margin	Total Due From County
Thrasher, Jessica	Percentage	100.000%		100.000%	5.00%	
Horticulture Extension Program Assistant						
Position 0003-0471	Salary	43,176.60	-	43,176.60	2,158.83	45,335.43
Fringe Pool Rate:	Pooled Fringe	19,040.88	-	19,040.88	952.04	19,992.92
44.10%						
Non-Exempt Teams	Grand Totals	62,217.48	-	62,217.48	3,110.87	65,328.35

	54118175	Annual	State	County	5% Margin	Total Due From County
Morris, Melanie	Percentage	100.000%		100.000%	5.00%	
Administrative Specialist						
Position 0003-0384	Salary	54,273.03	-	54,273.03	2,713.65	56,986.68
Fringe Pool Rate:	Pooled Fringe	23,934.40	-	23,934.40	1,196.72	25,131.13
44.10%						
Non-Exempt Teams	Grand Totals	78,207.43	-	78,207.43	3,910.37	82,117.80

	36148804	Annual	State	County	5% Margin	Total Due From County
Brantley, Kayla	Percentage	100.000%		100.000%	5.00%	
Administrative Support Assistant						
Position 0003-0391	Salary	38,535.12	-	38,535.12	1,926.76	40,461.88
Fringe Pool Rate:	Pooled Fringe	16,993.99	-	16,993.99	849.70	17,843.69
44.10%						
Non-Exempt Teams	Grand Totals	55,529.11	-	55,529.11	2,776.46	58,305.56

		Annual	Other Funding	County	5% Margin	Total Due From County
UF SUPPORT POSITION	Percentage	100.000%	95.000%	5.000%	5.00%	
Research Administrator						
	Salary	85,217.43	80,956.56	4,260.87	213.04	4,473.92
Fringe Pool Rate:	Pooled Fringe	37,580.89	35,701.84	1,879.04	93.95	1,973.00
44.10%						
Exempt Teams	Grand Totals	122,798.32	116,658.40	6,139.92	307.00	6,446.91

Total Due From Leon County: **$ 489,814.09**

Leon County
Board of County Commissioners

Notes for Agenda Item #15

Leon County Board of County Commissioners

Agenda Item #15

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Approval for the Purchase of Backup Power Equipment for the Leon County Detention Facility

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Nawfal Ezzagaghi, Assistant County Administrator Maggie Theriot, Director, Office of Resource Stewardship Melanie Hooley, Director, Purchasing Department
Lead Staff / Project Team:	Michael Boland, Facilities Director

Statement of Issue:

This item seeks Board approval to replace backup power equipment at the Leon County Detention Facility to upgrade aging electrical infrastructure and maintain operational reliability. Upon approval, the County will issue a Purchase Order to Joe Powell & Associates, Inc., for the purchase and installation of six replacement uninterruptible power supply (UPS) units for a total cost of $385,142.

Fiscal Impact:

This item has a fiscal impact. Adequate funding is available in the Fiscal Year 2026 Capital Improvement Program budget for the replacement of six UPS units at the Leon County Detention Facility in the amount of $385,142.

Staff Recommendation:

Option #1: Approve the purchase and installation of six replacement uninterruptible power supply units at the Leon County Detention Facility from Joe Powell & Associates, Inc., in an amount of $385,142 and authorize the County Administrator to execute any amendments or associated agreements thereto, subject to legal review and revision by the County Attorney.

Report and Discussion

Background:

This item seeks Board approval to replace backup power equipment – six uninterruptible power supply (UPS) units – at the Leon County Detention Facility through a purchase with Joe Powell & Associates, Inc., for a total amount of $385,142 (Attachment #1).

The Detention Facility relies on backup power systems to maintain facility safety and security. When utility power is interrupted, a brief gap occurs before generators activate. The six UPS units bridge this gap by maintaining power to security equipment, door locks, electrical breakers, and inmate housing areas during the transfer to generator power. Uninterrupted power during this transfer is essential to the safe and secure operation of the facility.

The existing UPS equipment is more than 15 years old, has exceeded its operational lifespan, and is no longer supported by the manufacturer as replacement parts are unavailable. Continued operation of the existing units increases the risk of failure during power transfers, which could interrupt critical systems and compromise the safe operations of the facility.

Analysis:

Routine maintenance inspections and manufacturer assessments at the Detention Facility identified that the existing UPS units have reached the end of their service life, showing age-related wear. Replacement parts are also no longer manufactured or available. The Detention Facility is divided into six power zones, each supported by a dedicated UPS unit. Replacement of the UPS units is being pursued to maintain continuity of operations and obtain current manufacturer support.

The existing UPS infrastructure at the Detention Facility consists of Liebert brand equipment. Replacement UPS units must integrate and communicate with the current Liebert UPS controls system. Procuring equipment from an alternative manufacturer would require significant modifications to the existing electrical and monitoring infrastructure, including replacement of six control panels at an estimated cost of $125,000.

In accordance with Purchasing Policy 96-1, Section 6.04(A), Joe Powell & Associates, Inc has been designated a single source provider as the only practical source of supply for the six replacement UPS units. As the sole authorized Liebert/Vertiv representative for this region, Joe Powell & Associates, Inc. provides the County with direct access to manufacturer-trained technicians, factory-authorized installation, and proprietary diagnostic tools specific to Liebert equipment. This authorization ensures that warranty coverage remains intact, as Vertiv warranties are contingent upon installation and service being performed by an authorized representative. Additionally, Joe Powell & Associates, Inc. provides ongoing service support after installation, ensuring the County has a qualified local resource for maintenance and troubleshooting throughout the life of the equipment. These factors, combined with the compatibility requirements of the existing infrastructure, make Joe Powell & Associates, Inc. the only practical and most advantageous source for this procurement. Joe Powell & Associates, Inc. is the only authorized UPS equipment representative in this region for both the equipment and installation services required for this project (Attachment #2).

Adequate funding in the amount of $385,142 is available in the Fiscal Year 2026 Capital Improvement Program budget for the replacement of six UPS units at the Leon County Detention Facility.

Options:

1. Approve the purchase and installation of six replacement uninterruptible power supply units at the Leon County Detention Facility from Joe Powell & Associates, Inc., in an amount of $385,142 and authorize the County Administrator to execute any amendments or associated agreements thereto, subject to legal review and revision by the County Attorney.
2. Do not approve the purchase and installation of six replacement uninterruptible power supply units at the Leon County Detention Facility.
3. Board direction.

Recommendation:

Option #1

Attachments:

1. Quote from Joe Powell & Associates Proposal No. CPQ-1047386
2. Authorized Dealer Letter

JOE POWELL & ASSOCIATES
11243-7 ST. JOHNS PKWY | JACKSONVILLE, FL 32246
770-570-6048 | BNETTESHEIM@JOEPOWELL.COM

COMPANY	Leon County, Florida	**PROPOSAL #**	**CPQ-1047386** Rev 4
ATTN	Michael Boland	**QUOTE DATE #**	9.3.2026
LEAD TIME	Currently 11 Weeks for equipment only	**EXPIRATION DATE**	**10.1.2026**
FROM	**BRUCE NETTESHEIM | P: (770) 570-6048 | BNETTESHEIM@JOEPOWELL.COM**		
PROJECT	NXB UPS Replacements – Leon County, Florida Detention Center		

We are pleased to provide our Quotation for the following Vertiv products and services:

	Part Number	Description	Qty	Room	Ext. Net price
1	EXSV-15KTN / Turnkey	"EXS 15kVA UPS (40kVA Frame) with internal / External VRLA batteries	1	1M-202	$67,402.00
2	EXSV-15KTN / Turnkey	EXS 15kVA UPS (40kVA Frame) with internal / External VRLA batteries	1	1M-301	$67,402.00
3	EXSV-15KTN / Turnkey	EXS 15kVA UPS (40kVA Frame) with internal / External VRLA batteries	1	1M-401	$67,402.00
4	EXSV-15KTN / Turnkey	EXS 15kVA UPS (40kVA Frame) with internal / External VRLA batteries	1	1601 #1	$67,402.00
5	EXSV-15KTN / Turnkey	EXS 15kVA UPS (40kVA Frame) with internal / External VRLA batteries	1	1601 #2	$69,325.00
6	EXSV-15KXRTN / Turnkey	EXS 15kVA UPS (40kVA Frame) with internal Only VRLA extended runtime battery	1	1-123	$46,209.00
Total Quoted Price - Value for Turnkey Project - Not to Exceed $385,142.00					**$385,142.00**
Not Exceed is limited to current Scope and does not apply to any change orders, scope changes or design changes issued or initiated by end user / Leon County.					

Scope of work: Note Each UPS room may have slightly different Scope of Work based on layout etc.

- **Turnkey**
- Pickup and Delivery of the new UPS Systems from the Facility Site to the Detention Center as discussed
- Staging the new UPS Systems at the site when they are delivered
- Placement and Assembly of the UPS Systems
- Disconnect existing power feed(s) from the existing UPS Systems
- Removal of the existing UPS Systems and Battery Cabinets with disposal
- Provide and Install new Enclosed Breaker Disconnects for the existing transformer as discussed or provide new transformers where needed (Room #1601)
- Installation of pipe and wire rated for required amps at 120/208 volts (4 wire + ground) from the transformer output Disconnect to the new UPS input
- Installation of pipe and wire rated for required amps at 120/208 volts (4 wire + ground) from the UPS output to the existing output as discussed
- Verify proper voltages

JOE POWELL & ASSOCIATES
11243-7 ST. JOHNS PKWY, JACKSONVILLE, FL 32246
770-570-6048 | BNETTESHEIM@JOEPOWELL.COM

UPS Model Descriptions: (5) Units Identical with Internal batteries and 1- External Battery cabinet. (1) Unit with Internal batteries only due to space required.

Five (5) Liebert EXS, Model EXSV-15KTN, 15kVA Capacity, 3 phase UPS, Top Fan Vent

System Features:

- True on-line design with PWM sine wave output
- 1.0 (Unity) Output Power Factor Rating
- Input PF correction with wide input voltage and frequency range for longer battery life
- Efficient three-stage charging technique and comprehensive discharging protection
- Single or Dual Input Capability (field configurable)
- Internal static bypass for mission-critical availability
- Integral isolated maintenance bypass
- 30kA withstand rating
- Automatic restart after extended outages
- Input and output noise suppression
- Automatic and manual battery test feature
- Microprocessor-based control and monitoring
- LCD display for user friendly operation to provide local monitoring and configuration of operational parameters
- Two (2) Intellislot Communications Ports
- Top Fan Venting
- Battery start capability
- cULus labeled to UL 1778 5th Edition listed, FCC Class A
- One-year warranty
- Configurable to operate at voltages of 208/120 VAC, or 220/127 VAC, 3PH 4W+Gnd
- Internal long life sealed-valve regulated lead acid batteries (VRLA)
- 12 minutes backup time
- UPS dimensions: 23.6" W x 39.4" D x 78.7" H
- UPS unit weight 710 lbs
- IS-UNITY-DP, IntelliSlot Unity Card – Delivers Web, LIFE Services, Protocol, Environmental Sensor Monitoring (with optional SN Sensors), SNMP, BACnet IP/MSTP, Modbus TCP/RTU, YDN23, Notifications (Email & Text Messaging), and Telnet communication and control capabilities for Liebert ITA2 UPS units. Allows activation of two (2) third-party protocols (SNMP, BACnet, Modbus, YDN23). The card manages a wide range of operating parameters, alarms and notifications, transmitting data over the network

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11243-7 ST. JOHNS PKWY, JACKSONVILLE, FL 32246
770-570-6048 | BNETTESHEIM@JOEPOWELL.COM

One (1) Liebert EXS, Model EXSV-15KXRTN , 15kVA Capacity, 3 phase UPS, Top Fan Vent

System Features:

- True on-line design with PWM sine wave output
- 1.0 (Unity) Output Power Factor Rating
- Input PF correction with wide input voltage and frequency range for longer battery life
- Efficient three-stage charging technique and comprehensive discharging protection
- Single or Dual Input Capability (field configurable)
- Internal static bypass for mission-critical availability
- Integral isolated maintenance bypass breaker
- 30kA withstand rating
- Automatic restart after extended outages
- Input and output noise suppression
- Automatic and manual battery test feature
- Microprocessor-based control and monitoring
- LCD display for user friendly operation to provide local monitoring and configuration of operational parameters
- Two (2) Intellislot Communications Ports
- Top Fan Venting
- Battery start capability
- cULus labeled to UL 1778 5th Edition listed, FCC Class A
- One-year warranty
- Configurable to operate at voltages of 208/120 VAC, or 220/127 VAC, 3PH 4W+Gnd
- Internal long life sealed-valve regulated lead acid batteries (VRLA)
- 15 minutes backup time
- UPS dimensions: 23.6" W x 39.4" D x 78.7" H
- UPS unit weight 780 lbs
- IS-UNITY-DP, IntelliSlot Unity Card – Delivers Web, LIFE Services, Protocol, Environmental Sensor Monitoring (with optional SN Sensors), SNMP, BACnet IP/MSTP, Modbus TCP/RTU, YDN23, Notifications (Email & Text Messaging), and Telnet communication and control capabilities for Liebert ITA2 UPS units. Allows activation of two (2) third-party protocols (SNMP, BACnet, Modbus, YDN23). The card manages a wide range of operating parameters, alarms and notifications, transmitting data over the network

JOE POWELL & ASSOCIATES
11243-7 ST. JOHNS PKWY, JACKSONVILLE, FL 32246
770-570-6048 | BNETTESHEIM@JOEPOWELL.COM

The following Startup Services are provided for all units:

- Startup Services 7/24

JOE POWELL & ASSOCIATES
11243-7 ST. JOHNS PKWY, JACKSONVILLE, FL 32246
770-570-6048 | BNETTESHEIM@JOEPOWELL.COM

- Please address Purchase Orders to:
Joe Powell & Associates - Jacksonville
6775 Meadow Lane
Alpharetta, GA 30005

Bruce Nettesheim

Bruce Nettesheim
Sales Representative

Terms & Conditions:

- Quotation Valid for 30 days
- Freight terms Ex Works (EXW)/FOB Origin
- Price does not include tax
- Price does not include freight unless explicitly listed on the quote
- Not to Exceed Dollars Note:
  - Does not apply to any Change Order, changes of scope or changes in design by end user.

Milestone Billing:
- 40% Invoiced at time of order
- 30% invoiced at time of equipment shipping
- 30% invoiced upon completion of project

Not Included (Unless Specifically Stated in Proposal) – Power:

- Installation, Rigging, Storage, Lugs, External Control Wiring including Networking, Cabling & Routers, Branch Circuit Breakers, Connection and Integration to BMS/BAS/EMS Interface, Basic Operator Training After Start Up Date, Extended Parts Warranty, Factory Performance Testing, 'Classroom'/Technical Training, Commissioning, Spare Parts or Any Other Options Not Specifically Mentioned in the Above Bill of Materials.

Freight:
Please read the following freight terms carefully and advise your salesperson if you would like to arrange for freight terms other than the Vertiv Freight Standard of FOB-Factory.
- FOB-Factory Freight: Please inspect all Vertiv shipments, at time of delivery. In the event of damage in transit, customer must notify shipper and JPA, immediately. FOB-Factory freight requires the customer to arrange for inspection of damage and provide PO for repair/replacement and shipment of replacement equipment. Customer files claim (if necessary) with freight company for reimbursement. Damage claims for equipment that has been moved from the point of original delivery or damage claims that are not made immediately to the trucker and on the trucker's bill of lading at time of delivery will not be honored.
- FOB-First Destination is available by request only. Additional costs unless shown in the bill of material.
- All reconsignment fees for these changes (post shipment) from Vertiv are the responsibility of the customer.
- Not responsible for any liquidated damages due to late shipments.

Tariff:
- Seller reserves the right to pass to buyer any current or future tax, duty, tariff or government charge (or increase in same) affects Seller's costs of production, sale, services or delivery or shipment of Goods, Parts, and/or Software, in which case such charges and costs shall be for Buyer's account and shall be added to the price or billed to Buyer separately, at Seller's election

Warranty Inspection/Start Up/Basic Operator Training:
- Start Up Services requires 14 day advance notification.

REGIONAL SALES DIRECTOR
Southeast Region
678.673.4602
dhenderson@Vertiv.com

January 12, 2025

Re: Local Customer Support

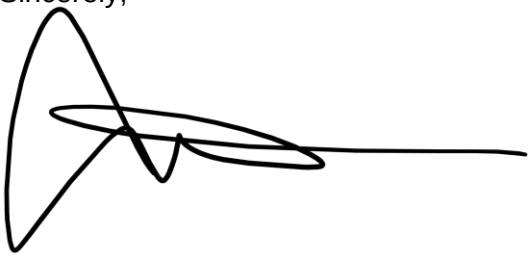
To Whom It May Concern:

In order to provide ongoing, in-depth service to our customers, Liebert has developed a comprehensive network of local Representative and factory direct offices throughout the United States. This network provides customer support before, during and after the sale of Liebert products and services.

Joe Powell & Associates, Inc., with locations in Atlanta (6775 Meadow Lane, Alpharetta GA), Birmingham (221 Applegate Trace, Pelham AL), Pensacola (3000 W. Nine Mile Rd, Pensacola FL), Memphis (675 Stratford Rd, Memphis TN), Nashville (624 Grassmere Park, Nashville TN), Jacksonville FL (11243-7 St. Johns Industrial Pkwy South, Jacksonville FL) and Tampa (5861 Haines Rd, St Petersburg, FL) meets our required criteria and is the only authorized Liebert Representative in the areas listed above.

Please feel free to contact me if additional information is needed.

Sincerely,



Drew Henderson
Sales Director, Southeast Region
Vertiv

Leon County
Board of County Commissioners

Notes for Agenda Item #16

Leon County Board of County Commissioners

Agenda Item #16

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Approval of an Agreement for Electronic Monitoring Products and Services with Sentinel Offender Services, LLC

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Teresa Broxton, Director, Office of Intervention and Detention Alternatives Melanie Hooley, Director, Purchasing Department

Statement of Issue:

This item seeks Board approval of an Agreement with Sentinel Offender Services, LLC for the electronic monitoring services for the supervision of individuals on probation or pretrial release.

Fiscal Impact:

This item has a fiscal impact. Adequate funding is available in the Fiscal Year 2027 Tentative Budget for the County's electronic monitoring in the amount of $470,000.

Staff Recommendation:

Option #1: Authorize the County Administrator to approve and execute the Agreement (Attachment #1) with Sentinel Offender Services, LLC, for electronic monitoring services and any amendments, or associated agreements thereto, subject to legal review and revision by the County Attorney.

Report and Discussion

Background:

This item seeks Board approval of an Agreement with Sentinel Offender Services, LLC (Sentinel) for the electronic monitoring services for the supervision of individuals on probation or pretrial release.

This agenda item advances the following FY 2022 – FY 2026 Strategic Initiative:

- *Identify and evaluate pretrial alternatives to incarceration for low level and non-violent offenders and support reentry through regional partnerships and state and national efforts. (2022-23)*

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

- *(Q3) Provide essential public safety infrastructure and services while supporting early intervention and prevention strategies.*

On July 9 2024, the Board approved the current agreement with Sentinel under the National Association of State Procurement Officials (NASPO) master agreement with the State of Connecticut for five (5) years (through 2029). The County's Purchasing Policy No. 96-1, Section 6.06(D), authorizes the County to purchase goods or services from authorized vendors listed on eligible contracts for other governmental entities through a process known as "piggybacking." Piggybacking can reduce transaction and administrative costs and purchasing processing time.

However, the following year, Connecticut notified NASPO that it would not exercise the available extension options under the master agreement. As a result, the master agreement with Connecticut is scheduled to expire on November 30, 2026, which will also terminate the County's current agreement with Sentinel on that date. In anticipation of the expiration, County staff monitored NASPO's procurement for a successor master agreement. On June 1, 2026, the State of Nevada, acting as the lead procurement entity for NASPO, competitively procured and awarded a new master agreement with Sentinel (Master Agreement - MA #99SWC-NV26-29619). The Nevada Master Agreement is consistent with the original terms and conditions of the 2024 Agreement approved by the Board. Therefore, it is recommended that the Board approve the proposed Agreement with Sentinel under the NASPO Master Agreement with Nevada.

Analysis:

The Leon County Office of Intervention and Detention Alternatives (OIDA) provides pre- and post-sentence alternatives to incarceration to safely reduce the jail population through the Supervised Pretrial Release, Probation, and Drug and Alcohol Testing Divisions. For more than 23 years, the County has offered electronic monitoring services to the courts as a cost-effective alternative to incarceration for people arrested and charged with criminal offense(s). As determined by the courts, individuals can be released with special conditions of Global Positioning Satellite (GPS) for location tracking, Secure Continuous Remote Alcohol Monitoring (SCRAM) through a transdermal alcohol device (TAD), or Breath Alcohol/Real Time (BA/RT) through remote breathalyzers for alcohol detection.

GPS offers the tools and technology needed to track the movement of defendants in the community who have been ordered to avoid contact with a victim(s), co-defendant(s), and others, or a specific location(s). SCRAM and BA/RT devices provide remote detection of alcohol for those court-ordered to abstain from alcohol. These tools are available to the courts for both pre-sentence and post-sentence monitoring.

In 2001, OIDA implemented its electronic monitoring program with GPS technology. In subsequent years, the program was expanded to include alcohol detection technology which provides 24/7 alcohol detection through an electronic bracelet and remote breathalyzer devices. These technologies provide cost-effective alternatives to incarceration while maintaining public safety.

An effective electronic monitoring program requires 24/7 tracking, alert resolution, participant enrollments, deactivations, equipment maintenance and inventory, and active case management. Every day, more than 150 individuals are supervised by OIDA through electronic monitoring by GPS or alcohol detection. As of June 2026, the electronic monitoring program has diverted 41,287 jail bed days from the Leon County Detention Facility for a year-to-date cost savings of $4.7 million.

Sentinel was selected as the most qualified and competitive vendor through procurement processes in 2011, 2014, and 2019. Throughout these consecutive solicitations, Sentinel remained the sole vendor that designs, manufactures, and leases the GPS and BA/RT devices and provides TAD equipment. Additionally, Sentinel provides four (4) dedicated, on-site staff members housed at OIDA 24 hours a day. The personnel manage inventory, conduct weekly maintenance and diagnostics, and physically affix and remove monitoring hardware. Additionally, they monitor real-time alerts to ensure participants are compliant with court-ordered "no-contact" or "no-alcohol" conditions.

As mentioned earlier, the County's Purchasing Policy No. 96-1, Section 6.06(D), authorizes the County to purchase goods or services from authorized vendors listed on eligible contracts for other governmental entities through a process known as "piggybacking." Piggybacking can reduce transaction and administrative costs and purchasing processing time. The County also benefits from the combined buying power of multiple agencies from the procured contract, thereby reducing costs. NASPO's new master agreement with the State of Nevada (MA #99SWC-NV26-29619) contains cooperative purchasing language allowing the County to utilize the Agreement via a Participating Addendum.

As previously stated, in 2024, the Board approved a contract with Sentinel by piggybacking on the State of Connecticut Master Agreement Number 22PSX0021. Since that time, Connecticut announced that it would not exercise the existing renewals terminating its agreement with NASPO effective November 1, 2026. As a result, The State of Nevada issued a national Request for Proposal (RFP) in conjunction with NASPO for electronic monitoring which was awarded to Sentinel. On June 1, 2026, Nevada executed Master Agreement Number MA #99SWC-NV26-29619 with Sentinel which runs through May 31, 2028, with an option to renew annually through May 31, 2032.

The new County agreement with Sentinel, if approved, will include the same pricing/cost, and terms and conditions of the July 2024 agreement such as equipment leasing, 24/7 monitoring responses, and 24/7 staff for enrollment and equipment maintenance. Additionally, in alignment with the Nevada Master Areement, the County Agreement will be effective October 1, 2026, through May 31, 2028, and include four annual extensions available through May 31, 2032.

Options:

1. Authorize the County Administrator to approve and execute the Agreement (Attachment #1) with Sentinel Offender Services, LLC, for electronic monitoring services and any amendments and/or associated agreements thereto, subject to legal review by the County Attorney.
2. Do not approve the contract with Sentinel Offender Services, LLC, for electronic monitoring services.
3. Board direction.

Recommendation:

Option #1

Attachment:

1. Agreement - Participating Addendum for Electronic Monitoring Products and Services

Participating Addendum
for
ELECTORNIC MONITORING
between
Leon County, Florida
and
Sentinel Offender Services, LLC

This Participating Addendum is entered into by Leon County, Florida ("Participating Entity") and the following Contractor (each a "Party" and collectively the "Parties") for the purpose of participating in NASPO ValuePoint Master Agreement Number 99SWC-NV26-29619, executed by Contractor and the State of Nevada ("Lead State") for Electronic Monitoring ("Master Agreement"):

Sentinel Offender Services, LLC ("Contractor")
1220 N Simon Cir, Unit C
Anaheim, CA 92806

I. PARTICIPATING ADDENDUM CONTACTS.

Contractor's contact for this Participating Addendum is:

Melissa Starr
mstarr@sentineladvantage.com
Mobile: 972-800-9651

Participating Entity's contact for this Participating Addendum is:

Melanie Hooley, Leon County Purchasing
HooleyM@LeonCountyFL.gov (850) 606 1600
Teresa Broxton, Leon County Pretrial Services
broxtont@leoncountyfl.gov (850) 606 5712

II. TERM. This Participating Addendum is effective as of October 1, 2026, and will run through May 31, 2028, plus four (4) automatic annual renewals, and will terminate upon termination of the Master Agreement, as amended, unless the Participating Addendum is terminated sooner in accordance with the terms set forth herein.

III. PARTICIPATION AND USAGE. This Participating Addendum may be used by all state agencies, institutions of higher education, cities, counties, districts, and other political subdivisions of the state, and nonprofit organizations within the state if authorized herein and by law. Participating Entity has sole authority to determine which entities are eligible to use this Participating Addendum. If Contractor becomes aware that an entity's use of this Participating Addendum is not authorized, Contractor will notify NASPO ValuePoint to initiate outreach to the appropriate parties.

IV. GOVERNING LAW. The construction and effect of this Participating Addendum and any Orders placed hereunder will be governed by, and construed in accordance with, Participating Entity's laws.

V. SCOPE. Except as otherwise stated herein, this Participating Addendum incorporates the scope, pricing, terms, and conditions of the Master Agreement and the rights and obligations set forth therein as applied to Contractor and Participating Entity and Purchasing Entities.

a. **Products.** All products available through the Master Agreement may be offered and sold by Contractor to Purchasing Entities for Categories 1, 2, 3, 4.

b. **Services.** All services available through the Master Agreement may be offered and sold by Contractor to Purchasing Entities for Categories 1, 2, 3, 4.

c. **Contractor Partners**. All subcontractors, dealers, distributors, resellers, and other partners identified on Contractor's NASPO ValuePoint webpage as authorized to provide Products and Services to Participating Entity may provide Products and Services to users of this Participating Addendum. Contractor will ensure that the participation of Contractor's subcontractors, dealers, distributors, resellers, and other partners is in

accordance with the terms and conditions set forth in the Master Agreement and in this Participating Addendum.

Any amendment to the Master Agreement shall be deemed incorporated into this Participating Addendum unless the amendment is rejected by Participating Entity in writing to Contractor within ten (10) calendar days of the amendment's effective date and is documented thereafter via written amendment hereto.

Any conflict between this Participating Addendum and the Master Agreement will be resolved in favor of the Participating Addendum. The terms of this Participating Addendum, including those modifying or adding to the terms of the Master Agreement, apply only to the Parties and shall have no effect on Contractor's Participating Addenda with other participating entities or Contractor's Master Agreement with the Lead State.

VI. **ORDERS.** Purchasing Entities may place orders under this Participating Addendum by referencing the Participating Addendum Number on an Order. Each Order placed under this Participating Addendum is subject to the pricing and terms set forth herein and in the Master Agreement, including applicable discounts, reporting requirements, and payment of administrative fees to NASPO ValuePoint and Participating Entity, if applicable.

VII. **FEDERAL FUNDING REQUIREMENTS.** Orders funded with federal funds may have additional contractual requirements or certifications that must be satisfied at the time the Order is placed or upon delivery. When applicable, a Purchasing Entity will identify in the Order any alternative or additional requirements related to the use of federal funds. By accepting the Order, Contractor agrees to comply with the requirements set forth therein.

VIII. **ATTACHMENTS.** This Participating Addendum includes the following attachments:

a. The Participating Entity Standard Terms and Conditions are incorporated by reference herein as Attachment A. In the event of any conflict between the terms of the Participating Entity Standard Terms and Conditions and the Master Agreement terms, the Participating Entity Standard Terms and Conditions terms take precedence.

b. Sentinel Quote to Leon County (FL) - Rate Adjustment & NASPO MA # 99SWC-NV26-29619

c. Federal Terms and Conditions (If Applicable), incorporated herein as Attachment C.

IX. **NOTICE.** Any notice required herein shall be sent to the following:

For Contractor:
Melissa Starr
mstarr@sentineladvantage.com
Mobile: 972-800-9651

For Participating Entity:
Melanie Hooley, Leon County Purchasing
HooleyM@LeonCountyFL.gov (850) 606 1600
Teresa Broxton, Leon County Pretrial Services
broxtont@leoncountyfl.gov (850) 606 5712

X. **SUBMISSION OF PARTICIPATING ADDENDUM TO NASPO VALUEPOINT.** Upon execution, Contractor shall promptly email a copy of this Participating Addendum and any amendments hereto to NASPO ValuePoint at pa@naspovaluepoint.org. The Parties acknowledge and agree that the Participating Addendum, as amended, may be published on the NASPO ValuePoint website.

XI. **Attachments:**

1. Exhibit A -Leon County, Florida Required Terms and Conditions
2. Exhibit B - Sentinel Quote to Leon County (FL) - Rate Adjustment & NASPO MA # 99SWC-NV26-29619

XII. **Order of Precedence**

1. NASPO MA # 99SWC-NV26-29619

2. Exhibit A
3. Exhibit B (Contractor's Quote)

SIGNATURE

The undersigned for each Party represents and warrants that this Participating Addendum is a valid and legal agreement binding on the Party and enforceable in accordance with the Participating Addendum's terms and that the undersigned is duly authorized and has legal capacity to execute and deliver this Participating Addendum and bind the Party hereto.

IN WITNESS WHEREOF, the Parties have executed this Participating Addendum.

SENTINEL OFFENDER SERVICES, LLC:	**LEON COUNTY, FLORIDA :**
_____	_____
Signature	**Signature**
Dennis Fuller	Vincent S. Long
Printed Name	**Printed Name**
Chief Financial Officer	County Administrator
Title	**Title**
_____	_____
Date	**Date**

ATTEST:
Gwen Knight, Clerk of the Court &
Comptroller, Leon County, Florida

By: _____

Date: _____

APPROVED AS TO FORM:
Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

By: _____

Date: _____

EXHIBIT A

LEON COUNTY, FLORIDA
STANDARD TERMS AND CONDITIONS

The terms and conditions set forth in this Exhibit A, apply to the Participating Addendum between Leon County, Florida ("County" or "Participating Entity"), and Sentinel Offender Services, LLC ("Contractor") (each a "Party" or together the "Parties") for the procurement of Electronic Monitoring products and services in accordance with the NASPO Master Agreement No. 99SWC-NV26-29619 and the standard terms and conditions of this Exhibit A.

1. **Definitions**. The following words and expressions used in this Attachment A shall be construed as follows, except when it is clear from the context that another meaning is intended:

a) The words "Agreement" or "Agreement Documents," or "Master Agreement," to mean collectively these special terms and conditions, the NASPO Master Agreement Number: 99SWC-NV26-29619 and all associated addenda and attachments.

b) The word "Contractor" to mean Sentinel Offender Services, LLC and its permitted successors and assigns.

c) The word "Days" to mean Calendar Days.

d) The word "Deliverables" to mean all documentation and any items of any nature submitted by the Contractor to the County for review and approval pursuant to the terms of this Agreement.

2. **Nature of the Agreement**.

a) The Contractor shall provide the services set forth in the Scope of Services outlined in the NASPO Master Agreement Number: 99SWC-NV26-29619 and render full and prompt cooperation with the County in all aspects of the Services performed hereunder.

b) The Contractor shall furnish all labor, materials, tools, supplies, and other items required to perform the Work and Services that are necessary for the completion of this Contract. All Work and Services shall be accomplished at the direction of and to the satisfaction of the County's Project Manager.

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

3. **Payments**. Payments will be made in accordance with Section 218.70, Florida Statutes, et. seq., the "Local Government Prompt Payment Act."

Invoices.

a) Invoices are to be submitted to:

Name: IDA Invoices (Teresa Broxton)
Street Address: 501 Appleyard Drive
City, State, Zip Code: Tallahassee, FL 32304
Telephone: 850-606-5712
E-mail: IDA_Invoices@leoncountyfl.gov

b) Proper form for an invoice is:

A numbered document with date of invoice; reference to the County purchase order number; itemized listing of all goods and Work being billed with unit prices and extended pricing; vendor's name, address, billing contact information, and Federal tax identification number. The invoice must be properly addressed to the listed on the County purchase order and delivered to that address. Delivery to another County address will void the invoice, and it shall be of no force and effect.

c) Payment Dispute Resolution: Section 16.01 of the Leon County Purchasing Policy details the policy and procedures for payment disputes under this Agreement.

4. **Pricing**. Contractor represents that all prices, warranties, benefits and other terms being provided hereunder are equal to or better that the terms being offered by the Contractor to its current customers, ordering similar volumes of Equipment, Software, and Services. If during the term of this Agreement the Contractor enters into an agreement with any other customer providing such customer with more favorable terms than this Agreement, then this Agreement will be deemed appropriately amended to provide such terms to the County.

5**. Taxes.** The County is tax-exempt. A copy of the County's Certificate of Exemption is available upon request.

6. **Status**. The Contractor at all times relevant to this Agreement shall be an independent Contractor and in no event shall the Contractor nor any employees or sub-contractors under it be considered to be employees of Leon County.

7. **Disputes/Remedies**. All disputes arising under or relating to this Agreement shall be resolved in accordance with this Section, except for disputes related to payments and payment disputes, which shall be addressed and resolved in accordance with Leon County Policy 96-1, as amended.

A. The Parties shall attempt to resolve all disputes that arise under this Agreement in good faith and in accordance with the following procedure:

1) The aggrieved Party shall give written notice to the other Party setting forth the nature of the dispute, date of occurrence (if known), and proposed equitable resolution.
2) Representatives of both Parties shall meet at the earliest opportunity to discuss and resolve the dispute. If the dispute is resolved to the mutual satisfaction of both, they shall report their decision to the Parties in writing.
3) If those representatives are unable to reconcile the dispute, they shall report their impasse to the appropriate County Director and the Contractor's designee, who, at their earliest opportunity, shall meet and attempt to reconcile the dispute.
4) Should the Director and the Contractor's designee fail to resolve the dispute, they shall report their impasse to the County Administrator, or authorized representative, and the Contractor's designee, who, at their earliest opportunity, shall review and attempt to resolve the dispute.
5) If the County Administrator and the Contractor's designee are not able to amicably resolve the dispute within fifteen (15) Business Days after the impasse is reported to them, then either Party can pursue whatever forms of relief that may be available to it under this Agreement, at law, or in equity.

8. **Permits**. If applicable, the Contractor shall obtain all necessary permits as required by law to lawfully perform the obligations under this Agreement.

9. **Licenses & Registrations**. The Contractor shall be responsible for obtaining and maintaining any applicable licenses, certifications, and/or registrations required pursuant to the laws of Leon County, the City of Tallahassee, or the State of Florida, or any other applicable state or Federal law. Should the Contractor, by reason of revocation, failure to renew, or any other reason, fail to maintain its license, certification, and/or registration necessary to operate,

the Contractor shall be in default of this Agreement as of the date such license, certification, and/or registration is lost.

The Contractor shall be registered to do business with the Florida Department of State prior to execution of this Agreement unless Contractor provides written verification of its exempt status (See applicable sections of Title XXXVI, Chapters 605 through 623, Florida Statutes).

10. **Public Records.** By entering into this Agreement Contractor acknowledges and agrees that any records maintained, generated, received, or kept in connection with, or related to the performance of services provided under this Agreement are public records subject to the public records disclosure requirements of Section 119.071, Florida Statutes. Contractor agrees specifically to:

A. Keep and maintain public records required by County to perform the services under this Agreement:

B. Upon request from County, provide County with a copy of the requested records or allow the records to be inspected or copied within a reasonable time and at a cost that does not exceed that provided in Chapter 119, Florida Statutes, or as otherwise provided by law;

C. Ensure that public records that are exempt or confidential and exempt from public record requirements are not disclosed except as authorized by law for the duration of this Agreement and following completion or termination of this Agreement if the records are not transferred County; and

D. Upon completion or termination of this Agreement, transfer to County, at no cost, all public records in Contractor's possession or keep and maintain public records required by County to perform the services. If Contractor transfers the records to County, Contractor shall destroy any duplicate public records that are exempt or confidential and exempt. If Contractor keeps and maintains the public records, Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to County upon request in a format that is compatible with the information technology systems of County.

E. A request for public records regarding this Agreement must be made directly to County, who will be responsible for responding to any such public records requests. Contractor will provide any requested records to County to enable County to respond to the public records request.

Any material submitted to the County that Contractor contends constitutes or contains trade secrets or is otherwise exempt from production under Florida public records laws (including Chapter 119, Florida Statutes) ("Trade Secret Materials") must be redacted, conspicuously labeled "EXEMPT FROM PUBLIC RECORD PRODUCTION — TRADE SECRET" AND THE APPLICABLE STATUTORY PROVISION FOR THE EXEMPTION MUST BE STATED.

If a third party submits a request to the County for records designated as Trade Secret Materials by Contractor, the County shall refrain from disclosing the Trade Secret Materials, unless otherwise ordered by a court of competent jurisdiction or authorized in writing by Contractor. By entering this Participating Addendum, Contractor agrees to indemnify and defend the County and its employees and agents from any and all claims, causes of action, losses, fines, penalties, damages, judgments and liabilities of any kind, including attorneys' fees, litigation expenses, and court costs, relating to the nondisclosure of any Trade Secret Materials in response to a records request by a third party.

Contractor acknowledges that failure to provide the public records to the County within a reasonable time may be subject to penalties under Section 119.10, Florida Statutes. Contractor further agrees not to release any records that are statutorily confidential or otherwise exempt from disclosure without first receiving prior written authorization from the County. Contractor shall indemnify, defend, and hold the County harmless for and against any and all claims, damage awards, and causes of action arising from Contractor's failure to comply with the public records disclosure requirements of section 119.07(1), Florida Statutes, or by Contractor's failure

to maintain public records that are exempt or confidential and exempt from the public records disclosure requirements, including, but not limited to, any third-party claims or awards for attorneys' fees and costs arising therefrom. Contractor authorizes County to seek declaratory, injunctive, or other appropriate relief against Contractor from a Circuit Court in Leon County on an expedited basis to enforce the requirements of this section.

IF CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT:

LEON COUNTY PURCHASING DIVISION
ATTN: MELANIE HOOLEY, PURCHASING
DIRECTOR 1800-3 N. BLAIRSTONE ROAD
TALLAHASSEE, FLORIDA 32308
PHONE: 850-606-1600
EMAIL: HOOLEYM@LEONCOUNTYFL.GOV

11. **Audits, Records, and Records Retention**

Contractor agrees:

A. To establish and maintain books, records, and documents (including electronic storage media) in accordance with generally accepted accounting procedures and practices, which sufficiently and properly reflect all revenues and expenditures of funds provided by the County under this Agreement.

B. To retain all client records, financial records, supporting documents, statistical records, and any other documents (including electronic storage media) pertinent to this Agreement for a period of five (5) years after termination of the Agreement, or if an audit has been initiated and audit findings have not been resolved at the end of five (5) years, the records shall be retained until resolution of the audit findings or any litigation which may be based on the terms of this Agreement.

C. To assure that these records shall be subject at all reasonable times to inspection, review, or audit by Federal, state, or other personnel duly authorized by the County.

D. If applicable to associated grant requirements, that persons duly authorized by the County and Federal auditors, pursuant to 45 CFR 75.364 shall have full access to and the right to examine this Agreement and related records and documents, regardless of the form in which kept, at all reasonable times for as long as records are retained.

E. To include these aforementioned audit and record keeping requirements in all approved subcontracts and assignments.

12. Maintenance of Confidential Information. Each P arty shall advise its employees, agents, subcontractors, and suppliers who receive or otherwise have access to the other party's Confidential Information of their obligation to keep such information confidential and shall promptly advise the other party in writing if it learns of any unauthorized use or disclosure of said Confidential Information. In addition, the Parties agree to cooperate fully and provide all reasonable assistance to ensure the confidentiality of the other Party's Confidential Information as described in this article**.**

13. **Termination**. The County may terminate this Agreement without cause by giving Contractor thirty (30) days advance written notice of termination. Either Party may terminate this Agreement for cause by giving the other Party thirty (30) days written notice of termination. The County shall not be required to give Contractor such

thirty (30) days written notice of termination if, in the opinion of the County, the Contractor is unable to perform its obligations under the Agreement, or if in the County's opinion, the services being provided are not satisfactory. In such case, the County may immediately terminate the Agreement by mailing a notice of termination to the Contractor.

14. **Data and Privacy**. Contractor shall comply with all applicable data and privacy laws and regulations, including without limitation Section 501.171, Florida Statutes and shall ensure that County's data processed, transmitted, or stored by Contractor or in the system is not accessed, transmitted, or stored outside the United States. Contractor shall not sell, market, publicize, distribute, or otherwise make available to any third party any data, including personal identification information (as defined by Section 501.171, Section 817.568, or Section 817.5685, Florida Statutes as amended) that Contractor may receive or otherwise have access to in connection with this Agreement, unless expressly authorized in advance by the County. If applicable and requested by the County, Contractor shall ensure that all hard drives or other storage devices and media that contained County's data have been wiped in accordance with the then-current best industry practices, including without limitation DOD 5220.22-M, and that an appropriate data wipe certification is provided to the satisfaction of the Contract Administrator.

15. **Insurance.** Contractor shall maintain all insurance requirements as set forth in the Master Agreement as well as the additional insurance requirements set forth below**.** In addition Contractor shall also ensure that "Leon County, Florida" is listed and endorsed as an additional insured as stated on all policies required under this Addendum and shall provide a certificate evidencing such coverage promptly following the County's request.

a) Minimum Limits of Insurance. Contractor shall maintain limits no less than:
Workers' Compensation and Employers Liability: insurance covering all employees meeting statutory limits in compliance with the applicable state and Federal laws and employer's liability with a limit of $500,000 per accident, $500,000 disease policy limit, $500,000 disease each employee.

b) Deductibles and Self-Insured Retentions

Any deductibles or self-insured retentions must be declared to the County.

c) Other Insurance Provisions

The policies are to contain, or be endorsed to contain, the following provisions:

d) General Liability Coverages (County is to be named as Additional Insured).

a. The County, its officers, officials, employees and volunteers are to be covered as insureds as respects: liability arising out of activities performed by or on behalf of the Contractor, including the insured's general supervision of the Contractor; products and completed operations of the Contractor; or premises owned, occupied or used by the Contractor;. The coverage shall contain no special limitations on the scope of protections afforded the County, its officers, officials, employees or volunteers.

b. The Contractor's insurance coverage shall be primary insurance as respects the County, it officers, officials, employees and volunteers. Any insurance or self-insurance maintained by the County, its officers, officials, employees, or volunteers shall be in excess of the Contractor's insurance and shall not contribute with it.

c. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to the County, its officers, officials, employees, or volunteers.

d. The Contractor's insurance shall apply separately to each insured against whom claims are made or suit is brought, except with respect to the limits of the insurer's liability.
Acceptability of Insurers. Insurance is to be placed with insurers with a Best's rating of no less than A:VII.

e) Verification of Coverage. Contractor shall furnish the County with certificates of insurance effecting coverage required by this clause. The certificates for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. All certificates are to be received and approved by the County before work commences. Certificates of Insurance acceptable to the County shall be filed with the County prior to the commencement of the work. The policies described above, and any certificates shall specifically name the County as an additional Insured.

f) All Coverages

Contractor shall provide County thirty (30) days prior written notice by certified mail, return receipt requested, if any policy required herein will be suspended, voided, cancelled, or reduced in coverage limits.

g) Subcontractors. If Contractor utilizes Subcontractors in the performance of this Agreement Contractor shall include all Subcontractors as insureds under its policies or shall furnish separate certificates and endorsements for each subcontractor. All coverages for subcontractors shall be subject to all the requirements stated herein.

16. **Discriminatory Vendor and Scrutinized Companies Lists; Countries of Concern.** Contractor certifies that neither it nor any of its affiliates are Scrutinized Companies or Other Entities as identified in Section 287.135, Florida Statutes. In addition, Contractor agrees to observe the requirements of Section 287.135, Florida Statutes, for applicable sub-agreements entered into for the performance of work under this Agreement. Pursuant to Section 287.135, Florida Statutes, the County may immediately terminate this Agreement for cause if the Contractor, its affiliates, or its subcontractors are found to have submitted a false certification; or if the Contractor, its affiliates, or its subcontractors are placed on any applicable scrutinized companies or other entities list or engaged in prohibited contracting activity during performance under this Agreement.

The agreement may be terminated by the County if the Contractor is found to have submitted a false certification as required under Section 287.135(5)(a), Florida Statutes, been placed on the Scrutinized Companies or Other Entities that Boycott Israel List or is engaged in a boycott of Israel.

If the value of the goods or services under this agreement is for $1 million or more, this agreement may be terminated by the County if the Contractor is found to have submitted a false certification as provided under Section 287.135(5), Florida Statutes, has been placed on the Scrutinized Companies with Activities in Sudan List, or the Scrutinized Companies with Activities in Iran Terrorism Sectors List, or been engaged in business operations in Cuba or Syria.

17. **Foreign Countries Of Concern**. Pursuant to Section 287.138, Florida Statutes, Contractor agrees to sign the below Attestation form, (Attachment # 1), confirming that it is not owned by the government of a Foreign Country of Concern, is not organized under the laws of nor has its Principal Place of Business in a Foreign Country of Concern, and the government of a Foreign Country of Concern does not have a Controlling Interest in its entity(s).

18. **Prohibited Telecommunications Equipment**. If applicable, Contractor represents and certifies that Contractor and all Subcontractors do not use any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system, as such terms are used in 48 CFR §§ 52.204-24 through 52.204-26. Contractor represents and certifies that Contractor and all Subcontractors shall not provide or use such covered telecommunications equipment, system, or services during the term of the Agreement.

19. **Public Entity Crimes Statement.** In accordance with Section 287.133, Florida Statutes, Contractor hereby confirms that to the best of its knowledge and belief at the time the Agreement is signed Contractor has not been convicted of a public entity crime. Upon the written request of the County, Contractor shall provide the County with a completed public entity crime statement form each year this Agreement is in effect.

Violation of this section by Contractor shall be grounds for termination of this Agreement by the County for convenience.

20. **Unauthorized Alien(s).** Contractor agrees that unauthorized aliens shall not be employed nor utilized in the performance of the requirements of this Agreement. The County shall consider the employment or utilization of unauthorized aliens a violation of Section 274A(e) of the Immigration and Naturalization Act (8 U.S.C. 1324a). Such violation shall be grounds for termination of this Agreement by the County.

21. **Employment Eligibility Verification.** By providing goods and/or services to the County, Contractor is obligated to comply with the provisions of Section 448.095, Florida Statutes, "Employment Eligibility." Compliance with Section 448.095, Florida Statutes., includes, but is not limited to, utilization of the E-Verify System to verify the work authorization status of all newly hired employees, and requiring all subcontractor to provide an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien. Contractor affirms and represents that it is registered with the E-Verify system and is using same and will continue to use same as required by Section 448.095, Florida Statutes.

22. **Anti-Human Trafficking Affidavit.** In Accordance with Section 787.06(14), Florida Statutes (2025), the Contractor has provided to the County an affidavit signed by an officer or representative of the Contractor under penalty of perjury attesting that the Contractor does not use coercion for labor or services as defined in Section 787.06, Florida Statutes. (attached herein as "Attachment 2"). The Agreement may be terminated if the Affidavit is false.

23. **Certification Regarding Compliance With Anti-Discrimination Laws -- Prohibition Against Using County Funds For Diversity, Equity, And Inclusion**. Pursuant to Sections 125.595 and 287.139, Florida Statutes (2026), (effective January 1, 2027), as may be amended, Contractor certifies that it does not and shall not use County funds, directly or indirectly, to require its employees, contractors, subcontractors, volunteers, vendors, agents, or representatives to ascribe to, study, or be instructed using materials relating to diversity, equity, and inclusion as defined by Section 125.595, Florida Statutes. Contractor shall not use County funds, directly or indirectly, to establish, sustain, support, or staff a diversity, equity, and inclusion office or employ, contract, or otherwise engage a person to serve as a diversity, equity, and inclusion officer as defined in Sections 125.595, Florida Statutes. Contractor shall ensure that all County funds received shall be expended in compliance with Section 125.595, Florida Statutes, and any other applicable provision of Florida law.

Termination for Cause. Contractor acknowledges that the above constitutes a material representation upon which the County has relied in amending and renewing this Agreement and that any false certification, material breach of these provisions, or violation of Sections 125.595 and 287.139, Florida Statutes (effective January 1, 2027), shall constitute a material breach of the Agreement and shall entitle the County, in its sole discretion, to terminate the Agreement immediately upon written notice.

24. **Non-Waiver**. Failure by the County to enforce or insist upon compliance with any of the terms or conditions of this Agreement or failure to give notice or declare this Agreement terminated shall not constitute a general waiver or relinquishment of the same, or of any other terms, conditions or acts; but the same shall be and remain at all times in full force and effect.

25. **Revisions**. In any case where, in fulfilling the requirements of this Agreement or of any guarantee, embraced in or required thereby it is necessary for the Contractor to deviate from the requirements of this Agreement, Contractor shall obtain the prior written consent of the County.

26. **Severability**. It is intended that each section of this Exhibit shall be viewed as separate and divisible, and in the event that any section, or part thereof, shall be held to be invalid, the remaining sections and parts shall continue to be in full force and effect.

27. **Force Majeure**. If either of the Parties 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 (collectively "Force Majeure"), then the affected party shall be excused from performance hereunder during the period of inability to perform. 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 related to increased costs associated with fuel, labor, labor disputes, insurance, or other expenses of performing the obligations hereunder.

28. **Sovereign Immunity.** Nothing herein is intended to serve as a waiver of sovereign immunity by the County nor shall anything included herein be construed as consent by the County to be sued by third parties in any matter arising out of the Agreement. No provision or language in the Agreement or Exhibits shall be construed or interpreted to increase the scope or dollar limit of the County's liability beyond that which is set forth in Section 768.28 of the Florida Statutes. Nor shall any such language be construed or interpreted to waive the County's sovereign immunity from suit, or to require the County to indemnify Contractor or any other person, corporation or legal entity of any kind or nature whatsoever for injury or loss resulting from any acts or omissions other than those which arise from the actionable negligence of the County. The County expressly reserves all other protections and privileges related to its sovereign immunity.

29. **Governing Law, Jurisdiction, Venue, and Waiver of Jury Trial.** This Agreement shall be interpreted and construed in accordance with and governed by the laws of the State of Florida. The exclusive venue for any lawsuit arising from, related to, or in connection with this Agreement shall be in the state courts of the Second Judicial Circuit in and for Leon County, Florida. If any claim arising from, related to, or in connection with this Agreement must be litigated in federal court, the exclusive venue for any such lawsuit shall be in the United States District Court for the Northern District of Florida.

30. **Representation of Authority.** Contractor represents and warrants that this Agreement constitutes the legal, valid, binding, and enforceable obligation of Contractor, and that neither the execution nor performance of this Agreement constitutes a breach of any agreement that Contractor has with any third party or violates Applicable Law. Contractor further represents and warrants that execution of this Agreement is within Contractor's legal powers, and each individual executing this Agreement on behalf of Contractor is duly authorized by all necessary and appropriate action to do so on behalf of Contractor and does so with full legal authority.

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

32. **Taxes.** The County is tax-exempt and therefore is not obligated to pay sales and excise taxes.

33. **Third-Party Beneficiaries**. Neither Contractor nor County intends to directly or substantially benefit a third party by this Agreement. Therefore, the Parties acknowledge that there are no third-party beneficiaries to this Agreement and that no third party shall be entitled to assert a right or claim against either of them based upon this Agreement.

34. **Assignment**. Neither this Agreement nor any right or interest in it may be assigned, transferred, or encumbered by Contractor without the prior written consent of County. Any assignment, transfer, encumbrance, or subcontract in violation of this section shall be void and ineffective, constitute a breach of this Agreement, and permit County to immediately terminate this Agreement, in addition to any other remedies available to County at law or in equity. County reserves the right to condition its approval of any assignment, transfer, encumbrance, or subcontract upon further due diligence and an additional fee paid to County to reasonably compensate it for the performance of any such due diligence.

35. **Compliance with Laws.** Contractor agrees to Christian Doctrine and to comply with all applicable federal, state, and local laws and regulations including, without limitation, the Americans with Disabilities Act, 42 U.S.C. § 12101, Section 504 of the Rehabilitation Act of 1973, and the requirements of any applicable grant

agreements. It is the responsibility of the Contractor to determine applicability and requirements of any such laws and to abide by them.

36. **Conflicting Terms And Conditions**. In the instance that any other agreement exists concerning the matters herein, then the terms and conditions in MA #99SWC-NV26-29619 shall prevail over all other terms and conditions.

37. **Amendments**. Unless expressly authorized herein, no modification, amendment, or alteration of any portion of this Agreement is effective unless contained in a written document executed with the same or similar formality as this Agreement and by duly authorized representatives of County and Contractor.

38. **Prior Agreements**. This Agreement represents the final and complete understanding of the Parties regarding the subject matter of this Agreement and supersedes all prior and contemporaneous negotiations and discussions regarding same. All commitments, agreements, and understandings of the Parties concerning the subject matter of this Agreement are contained herein.

39. **Entire Agreement**: This Agreement, including the terms and conditions shown above contains the complete and final agreement between the County and Contractor and no other agreement in any way modifying any of said terms and conditions will be binding upon the County unless made in writing and signed by the County. Contractor may not unilaterally modify the terms of the Agreement (e.g., attachment or inclusion of standard preprinted forms, product literature, or terms accompanying or affixed to a product, whether written or electronic) or by incorporating such terms onto Contractor's invoice or other documents forwarded by Contractor for payment. The County's acceptance of product or processing of documentation on forms furnished by Contractor for approval or payment shall not constitute acceptance of any proposed modification to terms and conditions.

Attachments

1. Foreign Countries of Concern Attestation.
2. Affidavit in Compliance with Anti Human Trafficking Laws.

Attachment 1

FOREIGN COUNTRY OF CONCERN ATTESTATION

This form must be completed by an officer or representative of an entity submitting a bid, proposal, or reply to, or entering into, renewing, or extending, a contract with a Governmental Entity which would grant the entity access to an individual's personal identifying information. Capitalized terms used herein have the definitions ascribed in Section 287.138, F.S.

Sentinel Offender Services, LLC., is not owned by the government of a Foreign Country of Concern, is not organized under the laws of nor has its principal place of business in a Foreign Country of Concern, and the government of a Foreign Country of Concern does not have a Controlling Interest in the entity.

Under penalties of perjury, I declare that I have read the foregoing statement and that the facts stated in it are true.

Printed Name:

Title:

Signature: Date:

Attachment 2

AFFIDAVIT IN COMPLIANCE WITH SECTION 787.06(14), FLORIDA STATUTES

In accordance with Section 787.06(14), Florida Statutes, the undersigned, on behalf of the entity listed below ("Entity"), being duly sworn, hereby attests under penalty of perjury that:

1. I am over eighteen years of age. The following information is given from my own personal knowledge.
2. I am an officer or representative of the Entity.
3. The Entity does not use coercion for labor or services as defined in Section 787.06, Florida Statutes.
4. I understand that I am swearing or affirming under oath to the truthfulness of the claims made in this affidavit and that the punishment for knowingly making a false statement in this declaration may subject me to criminal penalties.
5. I am authorized to provide this affidavit on behalf of the Entity.

FURTHER AFFIANT SAYETH NOT.

_____ _____, 20

_____
(Affiant)

STATE OF FLORIDA
COUNTY OF _____

Name:_____

Title: _____

Entity_____

Sworn to (or affirmed) and subscribed before me by means of _____ physical presence or _____ online notarization, this _____ day of _____, by _____. (Affiant)

_____

(Signature of Notary Public--State of Florida)

_____

(Print, Type, or Stamp Commissioned Name of Notary Public) Personally Known ____ OR Produced

Identification _____

Type of Identification Produced _____

Exhibit B

RE: Sentinel Offender Services, LLC (Sentinel) Quote to Leon County Pretrial Services (County) for Rate Adjustment and Participating Addendum for NASPO Master Agreement #99SWC-NV26-29619 "Electronic Monitoring Products and Services"

Cumulative In-Use Volumes including All Technology Types & Unit/Day Rates*				
Technology Type	1 - 99	100-149	150-199	200+
OM500 GPS:	$7.95	$6.75	$6.50	$5.99
SCRAM Landline:	$9.15	$9.15	$8.75	$8.75
SCRAM Cellular:	$9.85	$9.50	$9.15	$9.15
BA/RT:	$5.85	$5.85	$5.25	$5.25

Sentinel Local Staffing:

- Full-Time Monday to Friday 0800-1700, rotates on-call weekends Friday 0000-0800, Saturday 1700-0800 and Sunday 1700-0800
- Full-Time Monday to Thursday 1400-2200, Friday 1600-0000, rotates on-call weekends Friday 0000-0800, Saturday 1700-0800 and Sunday 1700-0800
- Part-Time Monday to Thursday 2200-0000 and on-call Monday-Thursday 0000-0800
- Part-Time Saturday and Sunday 0800-1700, rotates on-call weekends Saturday and Sunday 1700-0800

Rate Adjustment: Sentinel will calculate the volumes monthly using the average daily population in active use for all technology types cumulatively. Sentinel may also request to additionally invoice for a $3,600 stipend in each month when the monthly utilization billing is less than $40,000. However, if Sentinel billed, for example, $38,000 for the month, Sentinel would only bill $2,000 for the stipend. County's monthly invoice would never go beyond $40,000 unless of course, County's program's active in-use population grew, in which case, the $3600 stipend would not be applied.

Leon County
Board of County Commissioners

Notes for Agenda Item #17

Leon County Board of County Commissioners

Agenda Item #17

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Approval of a Three-Year Microsoft Licensing Enterprise Agreement

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Mathieu Cavell, Director of Community Relations, Resilience, and Innovation Michelle Taylor, Chief Information Officer
Lead Staff / Project Team:	Will Whittle, Director of IT Operations Jon Adcock, IT Coordinator

Statement of Issue:

This item seeks Board approval of a three-year Licensing Enterprise Agreement with Microsoft and the associated purchase through Microsoft's partner and reseller, SHI International Corp., in the amount of $4,983,060 for the continued use of Microsoft Office 365 products and critical licenses.

Fiscal Impact:

This item has a fiscal impact. County funding to license Microsoft Office 365 products are included in the Office of Information Technology's (OIT) annual operating budget. Adequate funds are available in the Tentative Fiscal Year (FY) 2027 budget in the amount of $1,661,020 for the first year of the Licensing Enterprise Agreement.

Staff Recommendation:

Option #1: Approve the three-year Licensing Enterprise Agreement with Microsoft (Attachment #1), and authorize the County Administrator to execute the agreement, and any amendments thereto, subject to legal review by the County Attorney.

Option #2: Authorize the County Administrator execute the Agreement with SHI International Corp., in the amount of $4,983,060, (Attachment #2), and any amendments or associated agreements thereto, subject to legal review by the County Attorney.

Report and Discussion

Background:

This item seeks Board approval of a three-year Licensing Enterprise Agreement with Microsoft (Attachment #1) and the associated purchase orders through Microsoft's partner and reseller, SHI International Corp., in the amount of $4,983,060 for the continued use of Microsoft Office 365 (O365) products and critical licenses.

In 2017, the Board directed and approved a migration from the County's Groupwise email platform to Microsoft Outlook as included in the County's FY 2017 – FY 2021 Strategic Plan. Microsoft Office tools such as Word, Excel, and PowerPoint were already being utilized and adding the O365 suite to the collection allowed the advantage of interconnectivity with the entire suite of products. Microsoft products are the standard used in most businesses. Additionally, Microsoft's O365 suite of products allowed the smooth transition for some employees to work-from-home, as necessitated by the COVID-19 pandemic. Moreover, TEAMS, a collaboration tool within the O365 suite, enables departments to create common work and meeting areas enhancing remote collaboration, OneDrive allows documents to be easily accessible at work or at home on almost any device, and Outlook allows easy access to email from work, home, or while mobile.

The County's Purchasing Policy No. 96-1, Section 6.06, authorizes the County to purchase goods or services from authorized vendors listed on eligible contracts of cooperative purchasing organizations. Cooperative purchasing contracts utilized by the County must have been awarded through full and open competition, including use of source selection methods equivalent to those required by the County's Purchasing Policy. Cooperative purchasing allows participating governmental entities to utilize competitively solicited contracts, which can reduce procurement processing time and administrative costs. The County also benefits from the volume purchasing and pricing established through the cooperative contract.

The Microsoft licensing required by the County is available through OMNIA Partners Contract No. 2024056-02 for "Information Technology Solutions Products and Services" with SHI International Corp. The contract is a competitively procured cooperative contract, with the City of Mesa, Arizona, serving as the lead public agency. The contract contains cooperative purchasing provisions that allow the County to utilize the contract through OMNIA Partners. The Office of Information Technology and Purchasing Division have determined that utilizing the OMNIA Partners contract is the most cost-effective and efficient method for procuring the necessary Microsoft software licenses.

Analysis:

Microsoft transitioned to a subscription model in June 2011 with the launch of O365. Subscription licenses cover three years and include the Microsoft Office desktop suite. Leon County's enterprise licensing provides desktop automation to Leon County Government and all Constitutional offices. Currently, there is a need for 3,100 user licenses, with 992 for Leon County Government, 930 for the Sheriff's Office, and the balance is for the judiciary and other constitutional offices. License growth is added through yearly true-up audits. OIT manages the licenses and provides yearly required license audits to Microsoft. Microsoft requires a yearly audit

to determine if additional licenses are needed and, if so, these are acquired through an additional separate purchase order and added to total number going forward.

In addition to the individual user licenses, licensing for other enterprise software is included, covering Windows licenses for computers, laptops, and servers, licenses for specialized desktop software not included in the Office Suite, licenses for Co-Pilot writing tools, and licenses for tools used for cybersecurity. Many of the third-party applications are used throughout the County and are integrated with Microsoft for single sign-on security authentication purposes. Ultimately, the goal is to have all applications use Microsoft multifactor authentication. This will allow for streamlined addition and termination of accounts, which greatly enhances the County's security posture.

This item recommends the Board approve the utilization of cooperative purchasing for the purchase of a three-year Microsoft Licensing Enterprise Agreement from SHI International Corp. in the amount of $4,983,060.(Attachment #2) SHI International Corp. pricing reflects a 18.77% discount over nationally advertised retail pricing. The Office of Information Technology and Purchasing Division have determined that utilizing the OMNIA Partners contract is the most cost-effective and efficient method for procuring the necessary Microsoft software licenses.

Options:

1. Approve the three-year Licensing Enterprise Agreement with Microsoft (Attachment #1), and authorize the County Administrator to execute the agreement, and any amendments thereto, subject to legal review by the County Attorney.
2. Authorize the County Administrator to execute the Agreement with SHI International Corp. (Attachment #2), and any amendments or associated agreements thereto, subject to legal review by the County Attorney.
3. Do not approve the three-year Licensing Enterprise Agreement with Microsoft.
4. Board direction.

Recommendation:

Options #1 and #2

Attachments:

1. Microsoft Enterprise Agreement
2. Agreement with SHI International Corp. for "Information Technology Solutions Products and Services"

Microsoft Volume Licensing

Program Signature Form

MBA/MBSA number	
Agreement number	5854775

AMD000516187

Note: Enter the applicable active numbers associated with the documents below. Microsoft requires the associated active number be indicated here, or listed below as new.

For the purposes of this form, "Customer" can mean the signing entity, Enrolled Affiliate, Government Partner, Institution, or other party entering into a volume licensing program agreement.

This signature form and all contract documents identified in the table below are entered into between the Customer and the Microsoft Affiliate signing, as of the effective date identified below.

Contract Document	Number or Code
Product Selection Form	3230361.005_PSF
Discount Transparency Disclosure Form	3230361.005_DTDF
Enterprise Amendment	M97 - (83145124)
Enterprise Enrollment (Indirect)	X20-10637

By signing below, Customer and the Microsoft Affiliate agree that both parties (1) have received, read and understand the above contract documents, including any websites or documents incorporated by reference and any amendments and (2) agree to be bound by the terms of all such documents.

Customer	
Name of Entity (must be legal entity name)*	Leon County, Florida
Signature*	
Printed First and Last Name*	
Printed Title	
Signature Date*	
Tax ID	

** indicates required field*

Microsoft Affiliate	
Microsoft Corporation	
Signature	
Printed First and Last Name	
Printed Title	
Signature Date (date Microsoft Affiliate countersigns)	
Agreement Effective Date (may be different than Microsoft's signature date)	

Optional 2nd Customer signature or Outsourcer signature (if applicable)

Customer
Name of Entity (must be legal entity name)*
Signature* _____
Printed First and Last Name*
Printed Title
Signature Date*

** indicates required field*

Outsourcer
Name of Entity (must be legal entity name)*
Signature* _____
Printed First and Last Name*
Printed Title
Signature Date*

** indicates required field*

If Customer requires additional contacts or is reporting multiple previous Enrollments, include the appropriate form(s) with this signature form.

After this signature form is signed by the Customer, send it and the Contract Documents to Customer's channel partner or Microsoft account manager, who must submit them to the following address. When the signature form is fully executed by Microsoft, Customer will receive a confirmation copy.

Microsoft Corporation
Dept. 551, Volume Licensing
6880 Sierra Center Parkway
Reno, Nevada 89511
USA

Document X20-12883
Posted on September 8, 2026

Microsoft

Enterprise Enrollment State and Local

Enterprise Enrollment number *(Microsoft to complete)*	83145124
Previous Enrollment number *(Reseller to complete)*	63404539

Framework ID *(if applicable)*

This Enrollment must be attached to a signature form to be valid.

This Microsoft Enterprise Enrollment is entered into between the entities as identified in the signature form as of the effective date. Enrolled Affiliate represents and warrants it is the same Customer, or an Affiliate of the Customer, that entered into the Enterprise Agreement identified on the program signature form.

This Enrollment consists of: (1) these terms and conditions, (2) the terms of the Enterprise Agreement identified on the signature form, (3) the Product Selection Form, (4) the Product Terms, (5) the Microsoft Products and Services Data Protection Addendum, (6) any Supplemental Contact Information Form, Previous Agreement/Enrollment form, and other forms that may be required, and (7) any order submitted under this Enrollment. This Enrollment may only be entered into under a 2011 or later Enterprise Agreement. By entering into this Enrollment, Enrolled Affiliate agrees to be bound by the terms and conditions of the Enterprise Agreement.

All terms used but not defined are located at http://www.microsoft.com/licensing/contracts. In the event of any conflict the terms of this Agreement control.

Effective date. If Enrolled Affiliate is renewing Software Assurance or Subscription Licenses from one or more previous Enrollments or agreements, then the effective date will be the day after the first prior Enrollment or agreement expires or terminates. If this Enrollment is renewed, the effective date of the renewal term will be the day after the Expiration Date of the initial term. Otherwise, the effective date will be the date this Enrollment is accepted by Microsoft. Any reference to "anniversary date" refers to the anniversary of the effective date of the applicable initial or renewal term for each year this Enrollment is in effect.

Term. The initial term of this Enrollment will expire on the last day of the month, 36 full calendar months from the effective date of the initial term. The renewal term will expire 36 full calendar months after the effective date of the renewal term.

Terms and Conditions

1. Definitions.

Terms used but not defined in this Enrollment will have the definition in the Enterprise Agreement. The following definitions are used in this Enrollment:

"Additional Product" means any Product identified as such in the Product Terms and chosen by Enrolled Affiliate under this Enrollment.

"Community" means the community consisting of one or more of the following: (1) a Government, (2) an Enrolled Affiliate using eligible Government Community Cloud Services to provide solutions to a Government or a qualified member of the Community, or (3) a Customer with Customer Data that is subject to Government regulations for which Customer determines and Microsoft agrees that the use of Government Community Cloud Services is appropriate to meet Customer's regulatory requirements.

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Membership in the Community is ultimately at Microsoft's discretion, which may vary by Government Community Cloud Service.

"Enterprise Online Service" means any Online Service designated as an Enterprise Online Service in the Product Terms and chosen by Enrolled Affiliate under this Enrollment. Enterprise Online Services are treated as Online Services, except as noted.

"Enterprise Product" means any Desktop Platform Product that Microsoft designates as an Enterprise Product in the Product Terms and chosen by Enrolled Affiliate under this Enrollment. Enterprise Products must be licensed for all Qualified Devices and Qualified Users on an Enterprise-wide basis under this program.

"Expiration Date" means the date upon which the Enrollment expires.

"Federal Agency" means a bureau, office, agency, department or other entity of the United States Government.

"Government" means a Federal Agency, State/Local Entity, or Tribal Entity acting in its governmental capacity.

"Government Community Cloud Services" means Microsoft Online Services that are provisioned in Microsoft's multi-tenant data centers for exclusive use by or for the Community and offered in accordance with the National Institute of Standards and Technology (NIST) Special Publication 800-145. Microsoft Online Services that are Government Community Cloud Services are designated as such in the Use Rights and Product Terms.

"Industry Device" (also known as line of business device) means any device that: (1) is not useable in its deployed configuration as a general purpose personal computing device (such as a personal computer), a multi-function server, or a commercially viable substitute for one of these systems; and (2) only employs an industry or task-specific software program (e.g. a computer-aided design program used by an architect or a point of sale program) ("Industry Program"). The device may include features and functions derived from Microsoft software or third-party software. If the device performs desktop functions (such as email, word processing, spreadsheets, database, network or Internet browsing, or scheduling, or personal finance), then the desktop functions: (1) may only be used for the purpose of supporting the Industry Program functionality; and (2) must be technically integrated with the Industry Program or employ technically enforced policies or architecture to operate only when used with the Industry Program functionality.

"Managed Device" means any device on which any Affiliate in the Enterprise directly or indirectly controls one or more operating system environments. Examples of Managed Devices can be found in the Product Terms.

"Qualified Device" means any device that is used by or for the benefit of Enrolled Affiliate's Enterprise and is: (1) a personal desktop computer, portable computer, workstation, or similar device capable of running Windows Pro locally (in a physical or virtual operating system environment), or (2) a device used to access a virtual desktop infrastructure ("VDI"). Qualified Devices do not include any device that is: (1) designated as a server and not used as a personal computer, (2) an Industry Device, or (3) not a Managed Device. At its option, the Enrolled Affiliate may designate any device excluded above (e.g., Industry Device) that is used by or for the benefit of the Enrolled Affiliate's Enterprise as a Qualified Device for all or a subset of Enterprise Products or Online Services the Enrolled Affiliate has selected.

"Qualified User" means a person (e.g., employee, consultant, contingent staff) who: (1) is a user of a Qualified Device, or (2) accesses any server software requiring an Enterprise Product Client Access License or any Enterprise Online Service. It does not include a person who accesses server software or an Online Service solely under a License identified in the Qualified User exemptions in the Product Terms.

"Reseller" means an entity authorized by Microsoft to resell Licenses under this program and engaged by an Enrolled Affiliate to provide pre- and post-transaction assistance related to this agreement;

"Reserved License" means for an Online Service identified as eligible for true-ups in the Product Terms, the License reserved by Enrolled Affiliate prior to use and for which Microsoft will make the Online Service available for activation.

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"State/Local Entity" means (1) any agency of a state or local government in the United States, or (2) any United States county, borough, commonwealth, city, municipality, town, township, special purpose district, or other similar type of governmental instrumentality established by the laws of Customer's state and located within Customer's state's jurisdiction and geographic boundaries.

"Tribal Entity" means a federally recognized tribal entity performing tribal governmental functions and eligible for funding and services from the U.S. Department of Interior by virtue of its status as an Indian tribe.

"Use Rights" means, with respect to any licensing program, the use rights or terms of service for each Product and version published for that licensing program at the Volume Licensing Site and updated from time to time. The Use Rights include the Product-Specific License Terms, the License Model terms, the Universal License Terms, the Data Protection Terms, and the Other Legal Terms. The Use Rights supersede the terms of any end user license agreement (on-screen or otherwise) that accompanies a Product.

"Volume Licensing Site" means http://www.microsoft.com/licensing/contracts or a successor site.

2. Order requirements.

a. Minimum order requirements. Enrolled Affiliate's Enterprise must have a minimum of 250 Qualified Users or Qualified Devices. The initial order must include at least 250 Licenses for Enterprise Products or Enterprise Online Services.

(i) Enterprise commitment. Enrolled Affiliate must order enough Licenses to cover all Qualified Users or Qualified Devices, depending on the License Type, with one or more Enterprise Products or a mix of Enterprise Products and the corresponding Enterprise Online Services (as long as all Qualified Devices not covered by a License are only used by users covered with a user License).

(ii) Enterprise Online Services only. If no Enterprise Product is ordered, then Enrolled Affiliate need only maintain at least 250 Subscription Licenses for Enterprise Online Services.

b. Additional Products. Upon satisfying the minimum order requirements above, Enrolled Affiliate may order Additional Products.

c. Use Rights for Enterprise Products. For Enterprise Products, if a new Product version has more restrictive use rights than the version that is current at the start of the applicable initial or renewal term of the Enrollment, those more restrictive use rights will not apply to Enrolled Affiliate's use of that Product during that term.

d. Country of usage. Enrolled Affiliate must specify the countries where Licenses will be used on its initial order and on any additional orders.

e. Resellers. Enrolled Affiliate must choose and maintain a Reseller authorized in the United States. Enrolled Affiliate will acquire its Licenses through its chosen Reseller. Orders must be submitted to the Reseller who will transmit the order to Microsoft. The Reseller and Enrolled Affiliate determine pricing and payment terms as between them, and Microsoft will invoice the Reseller based on those terms. Throughout this Agreement the term "price" refers to reference price. Resellers and other third parties do not have authority to bind or impose any obligation or liability on Microsoft.

f. Adding Products.

(i) Adding new Products not previously ordered. New Enterprise Products or Enterprise Online Services may be added at any time by contacting a Microsoft Account Manager or Reseller. New Additional Products, other than Online Services, may be used if an order is placed in the month the Product is first used. For Additional Products that are Online Services, an initial order for the Online Service is required prior to use.

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(ii) Adding Licenses for previously ordered Products. Additional Licenses for previously ordered Products other than Online Services may be added at any time but must be included in the next true-up order. Additional Licenses for Online Services must be ordered prior to use, unless the Online Services are (1) identified as eligible for true-up in the Product Terms or (2) included as part of other Licenses.

g. True-up requirements. Enrolled Affiliate must submit an annual true-up order that accounts for any changes since the initial order or last order. If there are no changes, then an update statement must be submitted instead of a true-up order.

(i) Enterprise Products. For Enterprise Products, Enrolled Affiliate must determine the number of Qualified Devices and Qualified Users (if ordering user-based Licenses) at the time the true-up order is placed and must order additional Licenses for all Qualified Devices and Qualified Users that are not already covered by existing Licenses, including any Enterprise Online Services.

(ii) Additional Products. For Additional Products that have been previously ordered under this Enrollment, Enrolled Affiliate must determine the maximum number of Additional Products used since the latter of the initial order, the last true-up order, or the prior anniversary date and submit a true-up order that accounts for any increase.

(iii) Online Services. For Online Services identified as eligible for true-up in the Product Terms, Enrolled Affiliate may place a reservation order for the additional Licenses prior to use and payment may be deferred until the next true-up order. Microsoft will provide a report of Reserved Licenses ordered but not yet invoiced to Enrolled Affiliate and its Reseller. Reserved Licenses will be invoiced retrospectively to the month in which they were ordered.

(iv) Subscription License reductions. Enrolled Affiliate may reduce the quantity of Subscription Licenses at the Enrollment anniversary date on a prospective basis if permitted in the Product Terms, as follows:

1) For Subscription Licenses that are part of an Enterprise-wide purchase, Licenses may be reduced as long as (a) the initial order minimum requirements are maintained and (b) the total quantity of Licenses and Software Assurance for an applicable group meets or exceeds the quantity of Qualified Devices and Qualified Users (if ordering user-based Licenses) identified on the Product Selection Form, and includes any additional Qualified Devices and Qualified Users added in any prior true-up orders. Step-up Licenses do not count towards this total count.

2) For Enterprise Online Services in a given Product pool that are not a part of an Enterprise-wide purchase, Licenses can be reduced as long as (a) the initial order minimum requirements are maintained and (b) all then-active users of each Online Service are included the total quantity of Licenses remaining after the reduction. An Enrolled Affiliate may reduce Licenses for Online Services on or before the Enrollment anniversary date and place a reservation order for such licenses within 90 days after the anniversary date; however, any licenses ordered as described in this section will be invoiced to the Enrolled Affiliate for the time period the licenses were made available. Subscription Licenses ordered upfront may not be reduced.

3) For Additional Products available as Subscription Licenses, Enrolled Affiliate may reduce the Licenses. If the License count is reduced to zero, then Enrolled Affiliate's use of the applicable Subscription License will be cancelled.

Invoices will be adjusted to reflect any reductions in Subscription Licenses at the true-up order Enrollment anniversary date and effective as of such date.

(v) Update statement. An update statement must be submitted instead of a true-up order if, since the initial order or last true-up order, Enrolled Affiliate's Enterprise: (1) has not changed the number of Qualified Devices and Qualified Users licensed with Enterprise Products or Enterprise Online Services; and (2) has not increased its usage of Additional

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Products. This update statement must be signed by Enrolled Affiliate's authorized representative.

(vi) True-up order period. The true-up order or update statement must be received by Microsoft between 60 and 30 days prior to each Enrollment anniversary date. The last true-up order or update statement during an Enrollment term is due within 30 days prior to the Expiration Date, and any license reservations within this 30-day period will not be accepted. Enrolled Affiliate may submit true-up orders more often to account for increases in Product usage, but an annual true-up order or update statement must still be submitted during the annual order period.

(vii) Late true-up order. If the true-up order or update statement is not received when due, Microsoft may invoice Reseller for all Reserved Licenses not previously invoiced and Subscription License reductions cannot be reported until the following Enrollment anniversary date (or at Enrollment renewal, as applicable).

h. Step-up Licenses. For Licenses eligible for a step-up under this Enrollment, Enrolled Affiliate may step-up to a higher edition or suite as follows:

(i) For step-up Licenses included on an initial order, Enrolled Affiliate may order according to the true-up process.

(ii) If step-up Licenses are not included on an initial order, Enrolled Affiliate may step-up initially by following the process described in the Section titled "Adding new Products not previously ordered," then for additional step-up Licenses, by following the true-up order process.

i. Clerical errors. Microsoft may correct clerical errors in this Enrollment, and any documents submitted with or under this Enrollment, by providing notice by email and a reasonable opportunity for Enrolled Affiliate to object to the correction. Clerical errors include minor mistakes, unintentional additions and omissions. This provision does not apply to material terms, such as the identity, quantity or price of a Product ordered.

j. Verifying compliance. Microsoft may, in its discretion and at its expense, verify compliance with this Enrollment as set forth in the Enterprise Agreement.

3. Pricing.

a. Price Levels. For both the initial and any renewal term Enrolled Affiliate's Price Level for all Products ordered under this Enrollment will be Level "D" throughout the term of the Enrollment.

b. Setting Prices. Unless otherwise expressly agreed to by the parties and except for Online Services designated in the Product Terms as being exempt from fixed pricing, Enrolled Affiliate's prices for each Product or Service will be established by its Reseller. As long as Enrolled Affiliate continues to qualify for the same price level, Microsoft's prices for Resellers for each Product or Service ordered will be fixed throughout the applicable initial or renewal Enrollment term. Microsoft's prices to Resellers are reestablished at the beginning of the renewal term.

4. Payment terms.

For the initial or renewal order, Microsoft will invoice Enrolled Affiliate's Reseller in three equal annual installments. The first installment will be invoiced upon Microsoft's acceptance of this Enrollment and remaining installments will be invoiced on each subsequent Enrollment anniversary date. Subsequent orders are invoiced upon acceptance of the order and Enrolled Affiliate may elect to pay annually or upfront for Online Services and upfront for all other Licenses.

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5. End of Enrollment term and termination.

a. General. At the Expiration Date, Enrolled Affiliate must immediately order and pay for Licenses for Products it has used but has not previously submitted an order, except as otherwise provided in this Enrollment.

b. Renewal option. At the Expiration Date of the initial term, Enrolled Affiliate may request to renew Products and Services under this Enrollment for one additional 36-month term. Microsoft may make changes to this program that will make it necessary for Customer and its Enrolled Affiliates to enter into new agreements or Enrollments in order to renew. In order for a renewal request to be considered, Microsoft must receive a Renewal Form, Product Selection Form, and renewal request prior to or at the Expiration Date. Microsoft will review a renewal request made under this section in good faith and may accept or reject such request in its sole discretion.

c. If Enrolled Affiliate elects not to renew.

(i) Software Assurance. If Enrolled Affiliate elects not to renew Software Assurance for any Product under its Enrollment, then Enrolled Affiliate will not be permitted to order Software Assurance later without first acquiring a new License with Software Assurance.

(ii) Online Services eligible for an Extended Term. For Online Services identified as eligible for an Extended Term in the Product Terms, the following options are available at the end of the Enrollment initial or renewal term.

1) Extended Term. Licenses for Online Services will automatically expire in accordance with the terms of the Enrollment. An extended term option that allows Online Services to continue month-to-month ("Extended Term") is available. During the Extended Term, Online Services will be invoiced monthly at the then-current published price as of the Expiration Date plus a 3% administrative fee for up to one year. If Enrolled Affiliate wants an Extended Term, Enrolled Affiliate must submit a request to Microsoft at least 30 days prior to the Expiration Date.

2) Cancellation during Extended Term. At any time during the first twelve months of the Extended Term, Enrolled Affiliate may terminate the Extended Term by submitting a notice of cancellation to Microsoft for each Online Service. Thereafter, Microsoft may condition the continued use of each Online Service on the acceptance of new terms by the Enrolled Affiliate. Enrolled Affiliate will be notified in writing of any new terms at least 60 days before any such changes take effect. Enrolled Affiliate acknowledges and agrees that after the notice described in this section, its continued use of each Online Service after the effective date provided in the notice will constitute its acceptance of the new terms. If Enrolled Affiliate does not agree to the new terms, it must stop using the Online Services and terminate the Extended Term as provided in this section. Enrolled Affiliate's termination under this section will be effective at the end of the month following 30 days after Microsoft has received the notice.

(iii) Subscription Licenses and Online Services not eligible for an Extended Term. If Enrolled Affiliate elects not to renew, the Licenses will be cancelled and will terminate as of the Expiration Date. Any associated media must be uninstalled and destroyed and Enrolled Affiliate's Enterprise must discontinue use. Microsoft may request written certification to verify compliance.

d. Termination for cause. Any termination for cause of this Enrollment will be subject to the "Termination for cause" section of the Agreement. In addition, it shall be a breach of this Enrollment if Enrolled Affiliate or any Affiliate in the Enterprise that uses Government Community Cloud Services fails to meet and maintain the conditions of membership in the definition of Community.

e. Early termination. Any early termination of this Enrollment will be subject to the "Early Termination" Section of the Enterprise Agreement.

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For Subscription Licenses, in the event of a breach by Microsoft, or if Microsoft terminates an Online Service for regulatory reasons, Microsoft will issue Reseller a credit for any amount paid in advance for the period after termination.

6. Government Community Cloud.

a. Community requirements. If Enrolled Affiliate purchases Government Community Cloud Services, Enrolled Affiliate certifies that it is a member of the Community and agrees to use Government Community Cloud Services solely in its capacity as a member of the Community and, for eligible Government Community Cloud Services, for the benefit of end users that are members of the Community. Use of Government Community Cloud Services by an entity that is not a member of the Community or to provide services to non-Community members is strictly prohibited and could result in termination of Enrolled Affiliate's license(s) for Government Community Cloud Services without notice. Enrolled Affiliate acknowledges that only Community members may use Government Community Cloud Services.

b. All terms and conditions applicable to non-Government Community Cloud Services also apply to their corresponding Government Community Cloud Services, except as otherwise noted in the Use Rights, Product Terms, and this Enrollment.

c. Enrolled Affiliate may not deploy or use Government Community Cloud Services and corresponding non-Government Community Cloud Services in the same domain.

d. Use Rights for Government Community Cloud Services. For Government Community Cloud Services, notwithstanding anything to the contrary in the Use Rights:

(i) Government Community Cloud Services will be offered only within the United States.

(ii) Additional European Terms, as set forth in the Use Rights, will not apply.

(iii) References to geographic areas in the Use Rights with respect to the location of Customer Data at rest, as set forth in the Use Rights, refer only to the United States.

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Enrollment Details

1. Enrolled Affiliate's Enterprise.

Make an election for including Affiliates in the Enterprise (Required).

Check **only one box** in this section. If no boxes are checked, Microsoft will deem the Enterprise to include the Enrolled Affiliate only. If more than one box is checked, Microsoft will deem the Enterprise to include the largest number of Affiliates:

☒ **Enrolled Affiliate only.**

☐ **All Affiliates.** All Affiliates of Enrolled Affiliate are hereby included in the Enterprise. Enrolled Affiliate represents that its Affiliates are entire offices, bureaus, agencies, departments, or other entities, not partial offices, bureaus, agencies, or departments, or other partial entities. Enrolled Affiliate may order Products for use by its Affiliates. If it does, the licenses granted to Enrolled Affiliate under this Enrollment will apply to such Affiliates, but Enrolled Affiliate will have the sole right to enforce the Agreement and this Enrollment against Microsoft. Enrolled Affiliate will remain responsible for all obligations under this Enrollment and for its Affiliates' compliance with this Enrollment.

☐ **Enrolled Affiliate including.** Only the Enrolled Affiliate and the Affiliates listed below will be included in the Enterprise. Enrolled Affiliate represents that its Affiliates are entire offices, bureaus, agencies, departments, or other entities, not partial offices, bureaus, agencies, or departments, or other partial entities. Enrolled Affiliate may order Products for use by its Affiliates. If it does, the licenses granted to Enrolled Affiliate under this Enrollment will apply to such Affiliates, but Enrolled Affiliate will have the sole right to enforce the Agreement and this Enrollment against Microsoft. Enrolled Affiliate will remain responsible for all obligations under this Enrollment and for its Affiliates' compliance with this Enrollment.

The following Affiliates are included in the Enterprise:

Notwithstanding anything to the contrary in the Agreement, the parties acknowledge and agree to the following:

Products ordered under this Enrollment may be subject to U.S. and other countries' export jurisdictions. Each party will comply with all laws and regulations applicable to the import or export of the Products, including, without limitation, trade laws of the U.S., EU, and UK, such as the U.S. Export Administration Regulations, sanctions regulations administered by the U.S. Office of Foreign Assets Control, the EU Dual Use Regulation 2021/821, and/or other end-user, end use, and destination restrictions ("Trade Laws"). Customer will not, and will ensure its Affiliates will not, take any action that causes Microsoft to violate applicable Trade Laws. Microsoft may suspend or terminate this Enrollment immediately without notice to the extent that Microsoft reasonably believes that performance would cause it to violate Trade Laws or put it at risk of becoming subject to sanctions and penalties under such laws. Customer remains responsible for its and for its Affiliates' compliance with this section and, to the extent applicable, a Regional Trade Compliance Supplemental Terms incorporated herein by reference.

2. Contact information.

Each party will notify the other in writing if any of the information in the following contact information page(s) changes. The asterisks (*) indicate required fields. By providing contact information, Enrolled Affiliate consents to its use for purposes of administering this Enrollment by Microsoft, its Affiliates, and other parties that help administer this Enrollment. The personal information provided in connection with this Enrollment will be used and protected in accordance with the privacy statement available at https://privacy.microsoft.com/privacystatement.

a. Primary contact. This contact is the primary contact for the Enrollment from within Enrolled Affiliate's Enterprise. This contact may also be an Online Administrator for Volume Licensing

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in the Microsoft 365 Admin Center (MAC)and may grant online access to others. The primary contact will be the default contact for all purposes unless separate contacts are identified for specific purposes

Name of entity (must be legal entity name)* Leon County, Florida
Contact name: First* Will **Middle** **Last*** Whittle
Contact email address* whittlew@leoncountyfl.gov
Street address* 301 S. Monroe Street Office of Information Technology
City* Tallahassee
State* FL
Postal code* 32301-1861-
(Please provide the zip + 4, e.g. xxxxx-xxxx)
Country* United States
Phone* 850.606.5512
Tax ID
Work or School (WSA) Account ID whittlew@leoncountyfl.gov
** indicates required fields*

b. Notices contact and Online Administrator. This contact (1) receives the contractual notices, (2) is the Online Administrator for Volume Licensing in the Microsoft 365 Admin Center (MAC)and may grant online access to others, and (3) is authorized to order Reserved Licenses for eligible Online Servies, including adding or reassigning Licenses and stepping-up prior to a true-up order.

☐ Same as primary contact (default if no information is provided below, even if the box is not checked).

Contact name: First* Janna **Middle** **Last*** Richardson
Contact email address* richardsonj@leoncountyfl.gov
Street address* 301 S. Monroe Street Office of Information Technology
City* Tallahassee
State* FL
Postal code* 32301-1861-
(Please provide the zip + 4, e.g. xxxxx-xxxx)
Country* United States
Phone* (850) 606-5551
Work or School (WSA) Account ID richardsonj@leoncountyfl.gov
Language preference. Choose the language for notices. English
☐ This contact is a third party (not the Enrolled Affiliate). Warning: This contact receives personally identifiable information of the Customer and its Affiliates.
** indicates required fields*

c. Online Services Manager. This contact is authorized to manage the Online Services ordered under the Enrollment and (for applicable Online Services) to add or reassign Licenses and step-up prior to a true-up order.

☐ Same as notices contact and Online Administrator (default if no information is provided below, even if box is not checked)

Contact name: First* Will **Middle** **Last*** Whittle
Contact email address* whittlew@leoncountyfl.gov
Phone* 850.606.5512
Work or School (WSA) Account ID whittlew@leoncountyfl.gov
☐ This contact is from a third party organization (not the entity). Warning: This contact receives personally identifiable information of the entity.
** indicates required fields*

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d. Reseller information. Reseller contact for this Enrollment is:

Reseller company name* SHI International Corp.
Street address (PO boxes will not be accepted)* 290 Davidson Ave
City* Somerset
State* NJ
Postal code* 08873-4145
Country* United States
Contact name* JoshCho
Phone* 888-764-8888
Contact email address* msteam@shi.com
** indicates required fields*

By signing below, the Reseller identified above confirms that all information provided in this Enrollment is correct.

Signature* JoshCho

Printed name* Josh Cho
Printed title*
Date*

** indicates required fields*

Changing a Reseller. If Microsoft or the Reseller chooses to discontinue doing business with each other, Enrolled Affiliate must choose a replacement Reseller. If Enrolled Affiliate or the Reseller intends to terminate their relationship, the initiating party must notify Microsoft and the other party using a form provided by Microsoft at least 90 days prior to the date on which the change is to take effect.

e. If Enrolled Affiliate requires a separate contact for any of the following, attach the Supplemental Contact Information form. *Otherwise, the notices contact and Online Administrator remains the default.*

(i) Additional notices contact
(ii) Software Assurance manager
(iii) Subscriptions manager
(iv) Customer Support Manager (CSM) contact

3. Financing elections.

Is a purchase under this Enrollment being financed through MS Financing? ☐ Yes, ☒ No.

If a purchase under this Enrollment is financed through MS Financing, and Enrolled Affiliate chooses not to finance any associated taxes, it must pay these taxes directly to Microsoft.

Electronically submitted

Enterprise Enrollment Product Selection Form

Microsoft | Volume Licensing

Proposal ID

3230361.005

Enrollment Number

Language: English (United States)

Enrolled Affiliate's Enterprise Products and Enterprise Online Services summary for the initial order:				
Profile	Qualified Devices	Qualified Users	Device / User Ratio	CAL Licensing Model
Enterprise	3,084	3,100	0.9	User Licenses

Products	Enterprise Quantity
Office 365 Plans	
O365 G1 GCC	350
Windows Desktop	
Windows Enterprise OS Upgrade	334
Microsoft 365 Enterprise	
M365 G3 GCC USL Unified	2,750

Enterprise Enrollment Product Selection Form

Microsoft | Volume Licensing

Enrolled Affiliate's Product Quantities:				
Price Group	1	2	3	4
Enterprise Products	Office Professional Plus + M365 Apps for Enterprise + Office 365 (Plans E3 and E5) + Microsoft 365 Enterprise	Client Access License + Office 365 (Plans E1, E3 and E5) + Microsoft 365 Enterprise	Client Access License + Windows Intune + EMS USL + Microsoft 365 Enterprise	Win E3 + Win E5 + Win VDA + Microsoft 365 Enterprise
Quantity	2750	3100	2750	3084

Enrolled Affiliate's Price Level:	
Product Offering / Pool	**Price Level**
Enterprise Products and Enterprise Online Services USLs: Unless otherwise indicated in associated contract documents, Price level set using the highest quantity from Groups 1 through 4.	D
Additional Product Application Pool: Unless otherwise indicated in associated contract documents, Price level set using quantity from Group 1.	D
Additional Product Server Pool: Unless otherwise indicated in associated contract documents, Price level set using the highest quantity from Group 2 or 3.	D
Additional Product Systems Pool: Unless otherwise indicated in associated contract documents, Price level set using quantity from Group 4.	D

Notes	
Unless otherwise indicated in the associated contract documents, the price level for each Product offering / pool is set as described above, based upon the quantity to price level mapping below:	
Quantity of Licenses and Software Assurance	**Price Level**
2,399 and below	A
2,400 to 5,999	B
6,000 to 14,999	C
15,000 and above	D
Note 1: In the following countries, any direct Enrollment consisting of only Enterprise Online Services will not be eligible for the Renewal option described in Section 5.b. of the Enrollment or for a new Enrollment due to program changes: Argentina, Australia, Austria, Belgium, Canada, Chile, Cyprus, Denmark, Finland, France, Germany, Greece, Iceland, Ireland, Jamaica, Italy, Lichtenstein, Luxemburg, Malta, Netherlands, Norway, Portugal, Puerto Rico, South Africa, Spain, Sweden, Switzerland, Trinidad & Tobago, United Kingdom, United States, and Uruguay.	
Note 2: Enterprise Online Services may not be available in all locations. Please see the Product List for a list of locations where these may be purchased.	
Note 3: Unless otherwise indicated in the associated Agreement documents, the CAL selection must be the same across the Enterprise for each Profile.	
Note 4: Enrolled Affiliate acknowledges that in order to use a third party to reimage the Windows Operating System Upgrade,Enrolled Affiliate must certify that it has acquired qualifying operating system licenses. The requirement applies to Windows Enterprise OS Upgrade.See Product Terms for details.	
Note 5: If Enrolled Affiliate does not order an Enterprise Product or Enterprise Online Service associated with an applicable Product pool, the price level for Additional Products in the same pool will be price level “A” throughout the term of the Enrollment. Refer to the Qualifying Government Entity Addendum pricing provision for more details on price leveling.	

Microsoft Volume Licensing

Amendment to Contract Documents

Enrollment Number

AMD000516187

This amendment ("Amendment") is entered into between the parties identified on the attached program signature form. It amends the Enrollment or Agreement identified above. All terms used but not defined in this Amendment will have the same meanings provided in that Enrollment or Agreement.

Enterprise Enrollment
Invoice for Quoted Price
Amendment ID M97

The price quoted to Enrolled Affiliate is a fixed price based on an estimated order submission date. Microsoft will invoice Enrolled Affiliate based on this fixed price quote. If this order is submitted later than the estimated order submission date, Enrolled Affiliate will be charged for net new Monthly Subscriptions (including Online Services) for the period during which these services were not provided. For Indirect models, Pricing to Enrolled Affiliate is agreed between Enrolled Affiliate and Enrolled Affiliate's Reseller.

SKU Number	SKU Description	Existing Quantity	Incremental quantities
3PS-00001	Exchange Online Kiosk GCC Sub Per User	210	0
NMH-00001	Intune Device P1 GCC Sub Per Device	411	189
AAD-34704	M365 G3 Unified FUSL GCC Sub Per User	2,750	0
U4S-00002	O365 G1 GCC Sub Per User	350	0
TL3-00001	OneDrive business P2 GCC Sub Per User	16	0
RMU-00004	Phone Resource Account GCC Sub Phone System Virtual User	25	0
SEL-00001	Power Apps Premium GCC Sub Per User	27	0
1O5-00001	Power Automate Premium GCC Sub Per User	10	10
HKL-00002	Power BI Premium P1 GCC Sub	1	0
DDJ-00001	Power BI Pro GCC Sub Per User	63	0
NYH-00001	Teams AC with Dial Out US/CA GCC Sub Add-on	2,750	350

SKU Number	SKU Description	Existing Quantity	Incremental quantities
P3U-00001	Visio P2 GCC Sub Per User	25	1
EP2-24658	M365 Copilot GCC Sub Add-on	105	195
MQN-00002	Entra ID P2 Gov SU Entra ID P1 Per User	2,750	0
MQN-00001	Entra ID P2 Gov Sub Per User	0	560

Except for changes made by this Amendment, the Enrollment or Agreement identified above remains unchanged and in full force and effect. If there is any conflict between any provision in this Amendment and any provision in the Enrollment or Agreement identified above, this Amendment shall control.

This Amendment must be attached to a signature form to be valid.

Microsoft Internal Use Only:

"(M97)EnrAmend(Ind)(InvoiceforQuotedPrice)(WW)(ENG)(Dec2025)(IU).docx"		M97	Lime

Microsoft | Volume Licensing

Discount Transparency Disclosure Form - Final

Date:	8/23/2026
Program:	Enterprise 6
Enrollment Number:	Renewal
Quote Number:	3230361.005
Reseller Name:	SHI International Corp.
Reseller Address:	290 Davidson Ave Somerset, New Jersey, US, 08873-4145

Discount Details

For this enrollment, Microsoft provided the Customer's Partner a discount off of the Partner's Net Price. The Partner is required, by Microsoft, to pass on the discount to the Customer by reducing the Microsoft Product resale price by an amount equal to or greater than the discount.

Listed on this form is the maximum price the Partner may charge for the Microsoft Products to be ordered under this enrollment based on the provided discount, shown on the first page at the aggregate level, and at a product level in the following pages.

The requirement to pass through the discount does not mean that Microsoft is setting the Customer's actual price. Partners remain free to set the price charged for Microsoft Products at any point equal to or below MRP. The Customer's actual price will be established by a separate agreement between Customer and its Partner. Note that the MRP listed on this form does not include fees for non-Microsoft products, partner services or normal transaction costs. Normal transaction costs include taxes or other fees assessed by a local or federal government.

For Ordered Products

Currency	Maximum Resale Price
US Dollar	5,330,416.80

In this form, the following definitions apply:
"Customer" means the entity that may enter or has entered into a Contract with the Partner.
"Contract" means a binding agreement between the Partner and Affiliate, under which Customer orders Products from Partner.
"Microsoft" means (1) the entity that has entered into an agreement with Partner under which Partner may place orders for Microsoft Products for use by the Customer and (2) the affiliates of such entity, as appropriate.
"Product" means all Microsoft Products identified in the Product Terms, such as all Software, Online Services, and other web-based services, including pre-release or beta version. Microsoft product availability may vary by region.

Partner:	SHI International Corp.
Customer:	Leon County, Florida
Signature of Customer's authorized representative:	
Printed name:	
Printed title:	
Date:	

SECTION 1 - Licenses and Software Assurance					
Ordered Product Pricing & Usage Year 1					
Product Description	**Part Number**	**Maximum Price (USD)**	**License Quantity**	**Usage Country**	**Subtotal (USD)**
Enterprise					
Win Enterprise Device ALng SA	KV3-00368	57.15	334	United States	19,088.10
Additional Products					
Visual Studio Pro MSDN ALng SA	77D-00111	327.50	15	United States	4,912.50
Azure DevOps Server ALng SA	125-00124	67.52	1	United States	67.52
Azure DevOps Server CAL ALng SA User CAL	126-00196	77.76	14	United States	1,088.64
Exchange Server Standard ALng SA	312-02257	148.00	6	United States	888.00
SQL Server Enterprise Core ALng LSA 2L	7JQ-00341	6,154.40	10	United States	61,544.00
SQL Server Enterprise Core ALng SA 2L	7JQ-00343	2,637.62	20	United States	52,752.40
Win Server DC Core ALng LSA 2L	9EA-00039	344.69	20	United States	6,893.80
Win Server DC Core ALng SA 2L	9EA-00278	147.74	248	United States	36,639.52
Total Year 1 Maximum Price Licenses and Software Assurance					**183,874.48**

Ordered Product Pricing & Usage Year 2					
Product Description	**Part Number**	**Maximum Price (USD)**	**License Quantity**	**Usage Country**	**Subtotal (USD)**
Enterprise					
Win Enterprise Device ALng SA	KV3-00368	57.15	334	United States	19,088.10
Additional Products					
Visual Studio Pro MSDN ALng SA	77D-00111	327.50	15	United States	4,912.50
Azure DevOps Server ALng SA	125-00124	67.52	1	United States	67.52
Azure DevOps Server CAL ALng SA User CAL	126-00196	77.76	14	United States	1,088.64
Exchange Server Standard ALng SA	312-02257	148.00	6	United States	888.00
SQL Server Enterprise Core ALng LSA 2L	7JQ-00341	6,154.40	10	United States	61,544.00
SQL Server Enterprise Core ALng SA 2L	7JQ-00343	2,637.62	20	United States	52,752.40
Win Server DC Core ALng LSA 2L	9EA-00039	344.69	20	United States	6,893.80
Win Server DC Core ALng SA 2L	9EA-00278	147.74	248	United States	36,639.52
Total Year 2 Maximum Price Licenses and Software Assurance					**183,874.48**

Ordered Product Pricing & Usage Year 3					
Product Description	**Part Number**	**Maximum Price (USD)**	**License Quantity**	**Usage Country**	**Subtotal (USD)**
Enterprise					
Win Enterprise Device ALng SA	KV3-00368	57.15	334	United States	19,088.10
Additional Products					
Visual Studio Pro MSDN ALng SA	77D-00111	327.50	15	United States	4,912.50
Azure DevOps Server ALng SA	125-00124	67.52	1	United States	67.52
Azure DevOps Server CAL ALng SA User CAL	126-00196	77.76	14	United States	1,088.64
Exchange Server Standard ALng SA	312-02257	148.00	6	United States	888.00
SQL Server Enterprise Core ALng LSA 2L	7JQ-00341	6,154.40	10	United States	61,544.00
SQL Server Enterprise Core ALng SA 2L	7JQ-00343	2,637.62	20	United States	52,752.40
Win Server DC Core ALng LSA 2L	9EA-00039	344.69	20	United States	6,893.80
Win Server DC Core ALng SA 2L	9EA-00278	147.74	248	United States	36,639.52
Total Year 3 Maximum Price Licenses and Software Assurance					**183,874.48**

SECTION 2 - Monthly Subscriptions									
Ordered Product Pricing & Usage Year 1									
Product Description	**Part Number**	**Usage Indicator**	**Usage Start Date**	**Unit Of Measure**	**Unit Quantity**	**Maximum Price (USD)**	**License Quantity**	**Usage Country**	**Subtotal (USD)**
Enterprise									
M365 G3 Unified FUSL GCC Sub Per User	AAD-34704	Adjustable	10/1/2026	Monthly	12	37.07	2,750	United States	1,223,310.00
O365 G1 GCC Sub Per User	U4S-00002	Adjustable	10/1/2026	Monthly	12	9.50	350	United States	39,900.00
Additional Products									
M365 Copilot GCC Sub Add-on	EP2-24658	Adjustable	10/1/2026	Monthly	12	27.90	300	United States	100,440.00
Visio P2 GCC Sub Per User	P3U-00001	Adjustable	10/1/2026	Monthly	12	12.12	26	United States	3,781.44
Entra ID P2 Gov SU Entra ID P1 Per User	MQN-00002	Adjustable	10/1/2026	Monthly	12	2.65	2,750	United States	87,450.00
Entra ID P2 Gov Sub Per User	MQN-00001	Adjustable	10/1/2026	Monthly	12	7.98	560	United States	53,625.60
Exchange Online Kiosk GCC Sub Per User	3PS-00001	Adjustable	10/1/2026	Monthly	12	1.90	210	United States	4,788.00
Intune Device P1 GCC Sub Per Device	NMH-00001	Adjustable	10/1/2026	Monthly	12	1.78	600	United States	12,816.00
OneDrive business P2 GCC Sub Per User	TL3-00001	Adjustable	10/1/2026	Monthly	12	8.08	16	United States	1,551.36
Phone Resource Account GCC Sub Phone System Virtual User	RMU-00004	Adjustable	10/1/2026	Monthly	12	0.00	25	United States	0.00
Power Apps Premium GCC Sub Per User	SEL-00001	Adjustable	10/1/2026	Monthly	12	19.01	27	United States	6,159.24
Power Automate Premium GCC Sub Per User	1O5-00001	Adjustable	10/1/2026	Monthly	12	14.26	20	United States	3,422.40
Power BI Premium P1 GCC Sub	HKL-00002	Adjustable	10/1/2026	Monthly	12	4,035.16	1	United States	48,421.92
Power BI Pro GCC Sub Per User	DDJ-00001	Adjustable	10/1/2026	Monthly	12	9.61	63	United States	7,265.16
Teams AC with Dial Out US/CA GCC Sub Add-on	NYH-00001	Adjustable	10/1/2026	Monthly	12	0.00	3,100	United States	0.00
Total Year 1 Maximum Price Monthly Subscriptions									**1,592,931.12**

Ordered Product Pricing & Usage Year 2									
Product Description	**Part Number**	**Usage Indicator**	**Usage Start Date**	**Unit Of Measure**	**Unit Quantity**	**Maximum Price (USD)**	**License Quantity**	**Usage Country**	**Subtotal (USD)**
Enterprise									
M365 G3 Unified FUSL GCC Sub Per User	AAD-34704	Adjustable	-	Monthly	12	37.07	2,750	United States	1,223,310.00
O365 G1 GCC Sub Per User	U4S-00002	Adjustable	-	Monthly	12	9.50	350	United States	39,900.00
Additional Products									
M365 Copilot GCC Sub Add-on	EP2-24658	Adjustable	-	Monthly	12	27.90	300	United States	100,440.00
Visio P2 GCC Sub Per User	P3U-00001	Adjustable	-	Monthly	12	12.12	26	United States	3,781.44
Entra ID P2 Gov SU Entra ID P1 Per User	MQN-00002	Adjustable	-	Monthly	12	2.65	2,750	United States	87,450.00
Entra ID P2 Gov Sub Per User	MQN-00001	Adjustable	-	Monthly	12	7.98	560	United States	53,625.60
Exchange Online Kiosk GCC Sub Per User	3PS-00001	Adjustable	-	Monthly	12	1.90	210	United States	4,788.00
Intune Device P1 GCC Sub Per Device	NMH-00001	Adjustable	-	Monthly	12	1.78	600	United States	12,816.00
OneDrive business P2 GCC Sub Per User	TL3-00001	Adjustable	-	Monthly	12	8.08	16	United States	1,551.36
Phone Resource Account GCC Sub Phone System Virtual User	RMU-00004	Adjustable	-	Monthly	12	0.00	25	United States	0.00
Power Apps Premium GCC Sub Per User	SEL-00001	Adjustable	-	Monthly	12	19.01	27	United States	6,159.24
Power Automate Premium GCC Sub Per User	1O5-00001	Adjustable	-	Monthly	12	14.26	20	United States	3,422.40
Power BI Premium P1 GCC Sub	HKL-00002	Adjustable	-	Monthly	12	4,035.16	1	United States	48,421.92
Power BI Pro GCC Sub Per User	DDJ-00001	Adjustable	-	Monthly	12	9.61	63	United States	7,265.16
Teams AC with Dial Out US/CA GCC Sub Add-on	NYH-00001	Adjustable	-	Monthly	12	0.00	3,100	United States	0.00
Total Year 2 Maximum Price Monthly Subscriptions									**1,592,931.12**

Ordered Product Pricing & Usage Year 3									
Product Description	**Part Number**	**Usage Indicator**	**Usage Start Date**	**Unit Of Measure**	**Unit Quantity**	**Maximum Price (USD)**	**License Quantity**	**Usage Country**	**Subtotal (USD)**
Enterprise									
M365 G3 Unified FUSL GCC Sub Per User	AAD-34704	Adjustable	-	Monthly	12	37.07	2,750	United States	1,223,310.00
O365 G1 GCC Sub Per User	U4S-00002	Adjustable	-	Monthly	12	9.50	350	United States	39,900.00
Additional Products									
M365 Copilot GCC Sub Add-on	EP2-24658	Adjustable	-	Monthly	12	27.90	300	United States	100,440.00
Visio P2 GCC Sub Per User	P3U-00001	Adjustable	-	Monthly	12	12.12	26	United States	3,781.44
Entra ID P2 Gov SU Entra ID P1 Per User	MQN-00002	Adjustable	-	Monthly	12	2.65	2,750	United States	87,450.00
Entra ID P2 Gov Sub Per User	MQN-00001	Adjustable	-	Monthly	12	7.98	560	United States	53,625.60
Exchange Online Kiosk GCC Sub Per User	3PS-00001	Adjustable	-	Monthly	12	1.90	210	United States	4,788.00
Intune Device P1 GCC Sub Per Device	NMH-00001	Adjustable	-	Monthly	12	1.78	600	United States	12,816.00
OneDrive business P2 GCC Sub Per User	TL3-00001	Adjustable	-	Monthly	12	8.08	16	United States	1,551.36
Phone Resource Account GCC Sub Phone System Virtual User	RMU-00004	Adjustable	-	Monthly	12	0.00	25	United States	0.00
Power Apps Premium GCC Sub Per User	SEL-00001	Adjustable	-	Monthly	12	19.01	27	United States	6,159.24
Power Automate Premium GCC Sub Per User	1O5-00001	Adjustable	-	Monthly	12	14.26	20	United States	3,422.40
Power BI Premium P1 GCC Sub	HKL-00002	Adjustable	-	Monthly	12	4,035.16	1	United States	48,421.92
Power BI Pro GCC Sub Per User	DDJ-00001	Adjustable	-	Monthly	12	9.61	63	United States	7,265.16
Teams AC with Dial Out US/CA GCC Sub Add-on	NYH-00001	Adjustable	-	Monthly	12	0.00	3,100	United States	0.00
Total Year 3 Maximum Price Monthly Subscriptions									**1,592,931.12**

Future Pricing				
Enterprise Products				
Product Description	**Part Number**	**Pricing Information**		
		Max True Up Price (USD)		
True-Ups - Enterprise Products		**Year 1**	**Year 2**	**Year 3**
Win Enterprise Device ALng Upgrade SA	KV3-00381	216.82	175.61	134.40
Enterprise Online Services				
Product Description	**Part Number**	**Max Price(USD) / Month**		
Future Monthly - Enterprise Online Services				
M365 G3 Unified FUSL GCC Sub Per User	AAD-34704	37.07		
O365 G1 GCC Sub Per User	U4S-00002	9.50		
Additional Products				
Product Description	**Part Number**	**Pricing Information**		
		Max True Up Price (USD)		
True-Ups		**Year 1**	**Year 2**	**Year 3**
Visual Studio Pro MSDN ALng LSA	77D-00110	957.55	630.05	302.55
Azure DevOps Server ALng LSA	125-00110	439.02	371.50	303.98
Azure DevOps Server CAL ALng LSA User CAL	126-00169	505.18	427.42	349.66
Exchange Server Standard ALng LSA	312-02177	962.41	814.41	666.40
SQL Server Enterprise Core ALng LSA 2L	7JQ-00341	17,144.40	14,506.78	11,869.16
Win Server DC Core ALng LSA 2L	9EA-00039	960.21	812.46	664.72
Additional Online Products				
Product Description	**Part Number**	**Pricing Information**		
Online Services		**Max Price (USD)/ Month**		
M365 Copilot GCC Sub Add-on	EP2-24658	27.90		
Visio P2 GCC Sub Per User	P3U-00001	12.12		
Entra ID P2 Gov Sub Per User	MQN-00001	7.98		
Exchange Online Kiosk GCC Sub Per User	3PS-00001	1.90		
Intune Device P1 GCC Sub Per Device	NMH-00001	1.78		
OneDrive business P2 GCC Sub Per User	TL3-00001	8.08		
Phone Resource Account GCC Sub Phone System Virtual User	RMU-00004	0.00		
Power Apps Premium GCC Sub Per User	SEL-00001	19.01		
Power Automate Premium GCC Sub Per User	1O5-00001	14.26		
Power BI Premium P1 GCC Sub	HKL-00002	4,035.16		
Power BI Pro GCC Sub Per User	DDJ-00001	9.61		
Teams AC with Dial Out US/CA GCC Sub Add-on	NYH-00001	0.00		
Step-Ups		**Max Price (USD)/ Month**		
Entra ID P2 Gov SU Entra ID P1 Per User	MQN-00002	2.65		

Microsoft Volume Licensing

Previous Enrollment(s)/Agreement(s) Form

Entity Name: Leon County, Florida
Contract that this form is attached to: State Local Government

For the purposes of this form, "entity" can mean the signing entity, Customer, Enrolled Affiliate, Government Partner, Institution, or other party entering into a volume licensing program agreement.

Please provide a description of the previous Enrollment(s), Agreement(s), Purchasing Account(s), and/or Affiliate Registration(s) being renewed or consolidated into the new contract identified above.

a. Entity may select below any previous contract(s) from which to transfer MSDN subscribers to this new contract. Entity shall ensure that each MSDN subscriber transferred is either properly licensed under the new contract or is removed.

b. Entity may select below only one previous contract from which to transfer the Software Assurance (SA) Benefit contact details, i.e., benefits contact (*not* the SA manager) and the program codes, to this new contract.

c. An Open License cannot be used to transfer either the SA Benefit details or MSDN subscribers.

d. The date of the earliest expiring Enrollment/Agreement that contains SA or Online Services will be the effective date of the new contract (or SA coverage period for Select Plus).

e. Please insert the number of the earliest expiring Enrollment/Agreement with SA or Online Services in the appropriate fields of the new contract.

Enrollment/Agreement/ Purchasing Account/Affiliate Registration Description	Enrollment/Agreement/ Purchasing Account/Affiliate Registration Public Customer Number	Transfer SA Benefit Contact	Transfer MSDN Subscribers
Standard Enrollment	63404539	X	X

AGREEMENT

This Agreement, by and between **LEON COUNTY, FLORIDA,** a charter county and a political subdivision of the State of Florida, hereinafter referred to as the ("County" or "Customer" or "Participating Entity"), and **SHI INTERNATIONAL CORP.**, ("Contractor" or "SHI"), both a "Party" and together the "Parties," is entered into as of the date of last signature below ("Effective Date").

RECITALS

WHEREAS, The County desires to purchase and enter a Microsoft Licensing Enterprise Agreement, and the County has determined the best method to procure these services is through cooperative purchasing; and

WHEREAS, County Policy 96-1, Section 6.06 authorizes the County to purchase goods or services from authorized vendors listed on eligible contracts of other government entities, ("piggybacking"); and

WHEREAS, In 2024, the City of Mesa, Arizona ("City"), acting as the Principal Procurement Agency for Omnia Partners Public Sector – a nationwide public sector service cooperative -- ("Omnia"), issued solicitation Number 202056 ("RFP") seeking a vendor to provide information technology solution products and services, including resale of Microsoft Software and licensing, to the City and to other government entities nationwide; and

WHEREAS, The City competitively procured and awarded its contract to Contractor under City of Mesa Contract # 2020456-02 (the "Omnia Contract,") which Contract extends the pricing, terms, and conditions of the resultant contract to other "Participating Agencies," including the County; and

WHEREAS, The County desires to access and utilize the Omnia Contract and Contractor agrees to honor and apply the terms, conditions, and pricing of the Omnia Contract to County and

WHEREAS, Pursuant to Exhibit C, Section 38 of the Omnia Contract, the Parties desire to execute this Agreement to provide for additional terms to comply with County ordinances and policies as well as Florida law, rules and regulations, and Contractor acknowledges that any terms and conditions contained in this Agreement and any attachments or amendments thereto will not be less favorable to the County than what is contained in the Omnia Contract.

NOW, THEREFORE, in consideration of the mutual covenants and conditions identified herein, the Parties hereby agree as follows:

1. **RECITALS**

   The above recitals are true and correct and incorporated herein.

2. **SERVICES TO BE PROVIDED**

   The Contractor agrees to provide its goods and/or services to the County and/or to perform the work related as set forth in Contractor's Quotation attached hereto and incorporated herein as "Exhibit B."

3. **TERM**

   This Agreement shall begin on the Effective Date and will remain through the Omnia Contract expiration date of July 1, 2028 and any renewals or extensions approved by the City as provided by the Omnia Contract-- incorporated in full by reference herein.

4. **PAYMENT & COMPENSATION**

   The Contractor shall provide services in accordance with Exhibit B, at the rates specified therein, provided that the rates shall be less than or equal to the rates provided in the Omnia Contract. Payment will be made in

accordance with Section 218.70, Florida Statutes, et. seq., the "Local Government Prompt Payment Act." The continuation of this Agreement beyond the end of any County fiscal year is subject to both the appropriation and the availability of funds.

5. **PROMPT PAYMENT INFORMATION REQUIREMENTS AND NOTICES**

A. The County Project Manager is:

Name:
Street Address:
City, State, Zip:
Telephone:
E-mail:

B. The Contractor's Project Manager is:

Name:
Street Address:
City, State, Zip:
Telephone:
E-mail:

C. Notices to the Contractor are to be submitted to:

Name:
Street Address:
City, State, Zip:
Telephone:
E-mail:

D. Invoices to the County are to be submitted to:

Name:	Melanie Hooley
Street Address:	1800-3 North Blair Stone Road
City, State, Zip:	Tallahassee, FL 32308
Telephone:	850-6060-1610
E-mail:	HooleyM@leoncountyfl.gov

E. Proper form for an invoice is:
A numbered document with date of invoice; reference to the County purchase order number; itemized listing of all goods and Work being billed with unit prices and extended pricing; vendor's name, address, billing contact person information, and Federal tax identification number. The invoice must be properly addressed to the Division listed on the County purchase order and delivered to that address. Delivery to another County address will void the invoice, and it shall be of no force and effect.

6. **REVISIONS**

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

7. **AMENDMENTS**

No modification, amendment, or alteration in the terms or conditions contained in this Agreement shall be effective unless authorized by the Omnia Contract and contained in a written document prepared with the same or similar formality as this Agreement and executed by duly authorized representatives of the County and Contractor.

8. **CONFLICTING TERMS AND CONDITIONS**

The Leon County, Florida- Required Terms and Conditions are attached and hereby incorporated into this Agreement as "Exhibit A." In the event conflict of terms between Exhibit A and any other Contract, Agreement, or Exhibit, the terms and conditions of Exhibit A shall control.

9. **AUTHORITY TO SIGN**

Each signatory to this Agreement who signs on behalf of a party expressly represents and warrants that he or she has the authority to sign on behalf of that party.

10. **ENTIRE AGREEMENT**

This Agreement, including the terms and conditions shown above contains the complete and final agreement between the County and Contractor and no other agreement in any way modifying any of said terms and conditions will be binding upon the County unless made in conformance with this Agreement. Contractor may not unilaterally modify the terms of the Agreement (e.g., attachment or inclusion of standard preprinted forms, product literature, or terms accompanying or affixed to a product or purchase order, whether written or electronic) or by incorporating such terms onto Contractor's invoice or other documents forwarded by Contractor for payment. The County's acceptance of product or processing of documentation on forms furnished by Contractor for approval or payment shall not constitute acceptance of any proposed modification to terms and conditions and any additional or conflicting, terms proposed by Contractor. There shall be no force or effect to any different terms of any related purchase order or similar form even if signed by the Parties after the date hereof.

ORDER OF PRECEDENCE

1. Omnia Contract (incorporated by reference herein)
2. Exhibit A
3. Exhibit B

ATTACHMENTS

Exhibit A – Leon County, Florida-Required Terms and Conditions
Exhibit B – Contractor's Quote

[remainder of page intentionally left blank; signature page to follow]

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

LEON COUNTY, FLORIDA

By: _____
Vincent S. Long
County Administrator

Date: _____

ATTEST:
Gwen Knight, Clerk of the Court & Comptroller, Leon County, Florida

BY: _____

DATE: _____

APPROVED AS TO FORM:
Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

By: _____
Daniel Krumbholz
Assistant County Attorney

Date: _____

SHI INTERNATIONAL CORP.

By: _____

Printed Name _____

Title: _____

Date: _____

EXHIBIT A

LEON COUNTY, FLORIDA
REQUIRED TERMS AND CONDITIONS

In the event of a conflict between the provisions of this Exhibit A and Exhibits B, the provisions of this Exhibit A shall prevail. To the extent any provisions of this Exhibit A are the same or similar in any respect to any provisions of Exhibit B, the same or similar provision in Exhibit B is deleted and replaced with the provision in this Exhibit A. Notwithstanding anything to the contrary contained herein, the terms and conditions of the Omnia Contract shall control over any other Exhibit and/or attachment, and any terms and/or conditions not permitted by the Omnia Contract shall not be binding on the County.

1. **Appropriation of Funds.** The performance of the County of any of its obligations under this Agreement shall be subject to and contingent upon the availability of funds lawfully expendable for the purposes of this Agreement for the current and any future periods.

2. **Taxes.** The County is tax-exempt. A copy of the County's Certificate of Exemption is available upon request

3. **Disputes/Remedies**

   A. All disputes arising under or relating to this Agreement shall be resolved in accordance with this Section, except for disputes related to payments and payment disputes, which shall be addressed and resolved in accordance with Leon County Policy 96-1, as amended.

   B. The Parties shall attempt to resolve all disputes that arise under this Agreement in good faith and in accordance with the following procedure:
      1) The aggrieved Party shall give written notice to the other Party setting forth the nature of the dispute, date of occurrence (if known), and proposed equitable resolution.
      2) Representatives of both Parties shall meet at the earliest opportunity to discuss and resolve the dispute. If the dispute is resolved to the mutual satisfaction of both, they shall report their decision to the Parties in writing.
      3) If those representatives are unable to reconcile the dispute, they shall report their impasse to the appropriate County Director and the Contractor's designee, who, at their earliest opportunity, shall meet and attempt to reconcile the dispute.
      4) Should the Director and the Contractor's designee fail to resolve the dispute, they shall report their impasse to the County Administrator, or authorized representative, and the Contractor's designee, who, at their earliest opportunity, shall review and attempt to resolve the dispute.
      5) If the County Administrator and the Contractor's designee are not able to amicably resolve the dispute within fifteen (15) Business Days after the impasse is reported to them, then either Party can pursue whatever forms of relief that may be available to it under this Agreement, at law, or in equity.

4. **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.

5. **Insurance.** The terms and conditions related to Insurance as set forth in the Omnia Contract shall control.

6. **Permits.** If applicable, the Contractor shall obtain all necessary permits as required by law to lawfully perform the obligations under this Agreement.

7. **Licenses & Registrations.** The Contractor shall be responsible for obtaining and maintaining any applicable licenses, certifications, and/or registrations required pursuant to the laws of Leon County, the City of Tallahassee, or the State of Florida, or any other applicable state or Federal law. Should the Contractor, by reason of revocation, failure to renew, or any other reason, fail to maintain its license, certification, and/or registration necessary to operate, the Contractor shall be in default of this Agreement as of the date such license, certification, and/or registration is lost.

The Contractor shall be registered to do business with the Florida Department of State prior to execution of this Agreement unless Contractor provides written verification of its exempt status (See applicable sections of Title XXXVI, Chapters 605 through 623, Florida Statutes).

8. **Assignments.** This Agreement shall not be assigned or sublet in whole or in part without the written consent of the County nor shall the Contractor assign any monies due or to become due to it hereunder without the previous written consent of the County.

9. **Indemnification.** Contractor shall indemnify, hold harmless, and defend, the County, its officials, officers and employees in the same manner and within the limitations set forth in the Omnia Contract.

10. **Public Records**. By entering into this Agreement Contractor acknowledges and agrees that any records maintained, generated, received, or kept in connection with, or related to the performance of services provided under this Agreement are public records subject to the public records disclosure requirements of Section 119.071, Florida Statutes. Contractor agrees specifically to:

    A. Keep and maintain public records required by County to perform the services under this Agreement:

    B. Upon request from County, provide County with a copy of the requested records or allow the records to be inspected or copied within a reasonable time and at a cost that does not exceed that provided in Chapter 119, Florida Statutes, or as otherwise provided by law;

    C. Ensure that public records that are exempt or confidential and exempt from public record requirements are not disclosed except as authorized by law for the duration of this Agreement and following completion or termination of this Agreement if the records are not transferred County; and

    D. Upon completion or termination of this Agreement, transfer to County, at no cost, all public records in Contractor's possession or keep and maintain public records required by County to perform the services. If Contractor transfers the records to County, Contractor shall destroy any duplicate public records that are exempt or confidential and exempt. If Contractor keeps and maintains the public records, Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to County upon request in a format that is compatible with the information technology systems of County.

    E. A request for public records regarding this Agreement must be made directly to County, who will be responsible for responding to any such public records requests. Contractor will provide any requested records to County to enable County to respond to the public records request.

    Any material submitted to the County that Contractor contends constitutes or contains trade secrets or is otherwise exempt from production under Florida public records laws (including Chapter 119, Florida Statutes) must be redacted, conspicuously labeled "EXEMPT FROM PUBLIC RECORD PRODUCTION" AND THE APPLICABLE STATUTORY PROVISION FOR THE EXEMPTION MUST BE STATED. The redacted copy should be provided to the County and should only exclude those exact portions which are claimed confidential, proprietary, or trade secret. Contractor shall be responsible for defending its determination that the redacted portions of its documents are confidential, trade secret or otherwise not subject to disclosure. If Contractor fails to submit a Redacted Copy to, the County is authorized to produce the entire documents, data or records submitted by Contractor in answer to a public records request for these records.

    If a third party submits a request to the County for records designated as Trade Secret Materials by a Contractor, the County shall refrain from disclosing the unredacted copy of the designated Trade Secret Materials, unless otherwise ordered by a court of competent jurisdiction or authorized in writing by Contractor.

    Contractor acknowledges that failure to provide the public records to the County within a reasonable time may be subject to penalties under Section 119.10, Florida Statutes. Contractor further agrees not to release any records that are statutorily confidential or otherwise exempt from disclosure without first receiving prior written authorization from the

County.

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT:

LEON COUNTY PURCHASING DIVISION
ATTN: MELANIE HOOLEY, PURCHASING DIRECTOR
1800-3 N. BLAIRSTONE ROAD
TALLAHASSEE, FLORIDA 32308
PHONE: 850-606-1600
EMAIL: HOOLEYM@LEONCOUNTYFL.GOV

Contractor agrees to abide by all applicable federal, state and local laws and regulations. It is the responsibility of the Contractor to determine applicability and requirements of any such laws and to abide by them.

11. **Audits, Records, and Records Retention**

Contractor agrees:

A. To establish and maintain books, records, and documents (including electronic storage media) in accordance with generally accepted accounting procedures and practices, which sufficiently and properly reflect all revenues and expenditures of funds provided by the County under this Agreement.

B. To retain all client records, financial records, supporting documents, statistical records, and any other documents (including electronic storage media) pertinent to this Agreement for a period of five (5) years after termination of the Agreement, or if an audit has been initiated and audit findings have not been resolved at the end of five (5) years, the records shall be retained until resolution of the audit findings or any litigation which may be based on the terms of this Agreement.

C. To assure that these records shall be subject at all reasonable times to inspection, review, or audit by Federal, state, or other personnel duly authorized by the County.

D. If applicable to associated grant requirements, that persons duly authorized by the County and Federal auditors, pursuant to 45 CFR 75.364 shall have full access to and the right to examine this Agreement and related records and documents, regardless of the form in which kept, at all reasonable times for as long as records are retained.

E. To include these aforementioned audit and record keeping requirements in all approved subcontracts and assignments.

12. **Maintenance of Confidential Information** Each Party shall advise its employees, agents, subcontractors, and suppliers who receive or otherwise have access to the other party's Confidential Information of their obligation to keep such information confidential and shall promptly advise the other party in writing if it learns of any unauthorized use or disclosure of said Confidential Information. In addition, the Parties agree to cooperate fully and provide all reasonable assistance to ensure the confidentiality of the other party's Confidential Information as described in this article

13. **Data and Privacy.** Contractor shall comply with all applicable data and privacy laws and regulations, including, if applicable, Sections 287.138, and 501.171, Florida Statutes and shall ensure that County's data processed, transmitted, or stored by Contractor or in the system is not stored outside the United States. Contractor shall not sell, market, publicize, distribute, or otherwise make available to any third party any data, including personal identification

information (as defined by Section 501.171, Section 817.568, or Section 817.5685, Florida Statutes as amended) that Contractor may receive or otherwise have access to in connection with this Agreement, unless expressly authorized in advance by the County. If applicable and requested by the County, Contractor shall ensure that all hard drives or other storage devices and media that contained County's data have been wiped in accordance with the then-current best industry practices, including without limitation DOD 5220.22-M, and that an appropriate data wipe certification is provided to the satisfaction of the Contract Administrator.

14. **Foreign Countries Of Concern** Pursuant to Section 287.138, Florida Statutes, Contractor agrees to sign the below Attestation form, (Attachment # 1), confirming that it is not owned by the government of a Foreign Country of Concern, is not organized under the laws of nor has its Principal Place of Business in a Foreign Country of Concern, and the government of a Foreign Country of Concern does not have a Controlling Interest in its entity(s).

15. **Discriminatory Vendor and Scrutinized Companies Lists; Countries of Concern.** Contractor certifies that neither it nor any of its affiliates are Scrutinized Companies or Other Entities as identified in Section 287.135, Florida Statutes. In addition, Contractor agrees to observe the requirements of Section 287.135, Florida Statutes, for applicable sub-agreements entered into for the performance of work under this Agreement. Pursuant to Section 287.135, Florida Statutes, the County may immediately terminate this Agreement for cause if the Contractor, its affiliates, or its subcontractors are found to have submitted a false certification; or if the Contractor, its affiliates, or its subcontractors are placed on any applicable scrutinized companies or other entities list or engaged in prohibited contracting activity during performance under this Agreement.

    The agreement may be terminated by the County if the Contractor is found to have submitted a false certification as required under Section 287.135(5)(a), Florida Statutes, been placed on the Scrutinized Companies or Other Entities that Boycott Israel List or is engaged in a boycott of Israel.

    If the value of the goods or services under this agreement is for $1 million or more, this agreement may be terminated by the County if the Contractor is found to have submitted a false certification as provided under Section 287.135(5), Florida Statutes, has been placed on the Scrutinized Companies with Activities in Sudan List, or the Scrutinized Companies with Activities in Iran Terrorism Sectors List, or been engaged in business operations in Cuba or Syria.

16. **Prohibited Telecommunications Equipment**. If applicable, Contractor represents and certifies that Contractor and all Subcontractors do not use any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system, as such terms are used in 48 CFR §§ 52.204-24 through 52.204-26. Contractor represents and certifies that Contractor and all Subcontractors shall not provide or use such covered telecommunications equipment, system, or services during the term of the Agreement

17. **Public Entity Crimes Statement.** In accordance with Section 287.133, Florida Statutes, Contractor hereby certifies that to the best of its knowledge and belief neither Contractor nor its affiliates has been convicted of a public entity crime.

18. **Unauthorized Alien(s)** The Contractor agrees that unauthorized aliens shall not be employed nor utilized in the performance of the requirements of this Agreement. The County shall consider the employment or utilization of unauthorized aliens a violation of Section 274A(e) of the Immigration and Naturalization Act (8 U.S.C. 1324a). Such violation shall be grounds for termination of this Agreement by the County.

19. **Employment Eligibility Verification.** By providing goods and/or services to the County, the Contractor is obligated to comply with the provisions of Section 448.095, Florida Statutes, "Employment Eligibility." Compliance with Section 448.095, Florida Statutes., includes, but is not limited to, utilization of the E-Verify System to verify the work authorization status of all newly hired employees, and requiring all subcontractors to provide an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien. The Contractor affirms and represents that it is registered with the E-Verify system and is using same and will continue to use same as required by Section 448.095, Florida Statutes.

20. **Anti-Human Trafficking Affidavit.** In Accordance with Section 787.06(14), Florida Statutes (2025), the Contractor has provided to the County an affidavit signed by an officer or representative of the Contractor under penalty of perjury attesting that the Contractor does not use coercion for labor or services as defined in Section 787.06, Florida Statutes. (attached herein as "Attachment 2"). The Agreement may be terminated if the Affidavit is false.

21. **Certification Regarding Compliance With Anti-Discrimination Laws -- Prohibition Against Using County Funds For Diversity, Equity, And Inclusion.** Pursuant to Sections 125.595 and 287.139, Florida Statutes (2026), (effective January 1, 2027), as may be amended, Contractor certifies that it does not and shall not use County funds, directly or indirectly, to require its employees, contractors, subcontractors, volunteers, vendors, agents, or representatives to ascribe to, study, or be instructed using materials relating to diversity, equity, and inclusion as defined by Section 125.595, Florida Statutes. Contractor shall not use County funds, directly or indirectly, to establish, sustain, support, or staff a diversity, equity, and inclusion office or employ, contract, or otherwise engage a person to serve as a diversity, equity, and inclusion officer as defined in Sections 125.595, Florida Statutes. Contractor shall ensure that all County funds received shall be expended in compliance with Section 125.595, Florida Statutes, and any other applicable provision of Florida law.

    Termination for Cause. Contractor acknowledges that the above constitutes a material representation upon which the County has relied in amending and renewing this Agreement and that any false certification, material breach of these provisions, or violation of Sections 125.595 and 287.139, Florida Statutes (effective January 1, 2027), shall constitute a material breach of the Agreement and shall entitle the County, in its sole discretion, to terminate the Agreement immediately upon written notice.

22. **Non-Waiver.** Failure by the County to enforce or insist upon compliance with any of the terms or conditions of this Agreement or failure to give notice or declare this Agreement terminated shall not constitute a general waiver or relinquishment of the same, or of any other terms, conditions or acts; but the same shall be and remain at all times in full force and effect.

23. **Revisions.** In any case where, in fulfilling the requirements of this Agreement or of any guarantee, embraced in or required thereby it is necessary for the Contractor to deviate from the requirements of this Agreement, Contractor shall obtain the prior written consent of the County.

24. **Force Majeure.** If either of the Parties 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 (collectively "Force Majeure"), then the affected party shall be excused from performance hereunder during the period of inability to perform. 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 related to increased costs associated with fuel, labor, labor disputes, insurance, or other expenses of performing the obligations hereunder.

25. **Reservation of Sovereign Immunity.** The County expressly retains all rights, benefits and immunities of sovereign immunity in accordance with Section 768.28, Florida Statutes (2025). Notwithstanding anything set forth in any section of this Agreement to the contrary, nothing in this Agreement may be deemed a waiver of the County's immunity or limits of liability beyond any statutory limited waiver of immunity or limits of liability which may have been or may be adopted by the Florida Legislature, and the cap on the amount and liability of the County for damages, regardless of the number or nature of claims in tort, equity, or contract, shall not exceed the dollar amount set by the legislature for tort Nothing in this Agreement may inure to the benefit of any third party for the purpose of allowing any claim against the County, which would otherwise be barred under the doctrine of sovereign immunity or by operation of law

26. **Third Party Beneficiaries**. Neither the County nor the Contractor intends to directly or substantially benefit a third party by this Agreement. Therefore, the Parties acknowledge that there are no third-party beneficiaries to this Agreement and no third party shall be entitled to assert a right or claim against either of the Parties based upon this Agreement.

27. **Law, Jurisdiction, Venue, Waiver Of Jury Trial.** This Agreement shall be interpreted and construed in accordance with and governed by the laws of the State of Florida. Venue for all actions arising from, related to, or in connection with this Agreement shall be in the state courts of the Second Judicial Circuit in and for Leon County, Florida. If any claim arising from, related to, or in connection with this Agreement must be litigated in Federal court, the exclusive venue for any such lawsuit shall be in the United States District Court or United States Bankruptcy Court for the Northern District of Florida. By entering into this Agreement, the County and Contractor hereby expressly waive any rights either Party may have to a trial by jury of any civil litigation related to this Agreement.

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

29. **Severability**. It is intended that each section of this Exhibit shall be viewed as separate and divisible, and in the event that any section, or part thereof, shall be held to be invalid, the remaining sections and parts shall continue to be in full force and effect.

30. **Conflicting Terms And Conditions**. In the instance that any other agreement exists concerning the matters herein, then the terms and conditions in this Exhibit A shall prevail over all other terms and condition

31. **Interpretation.** This Agreement shall be interpreted without the aid of any canon, custom, or rule requiring construction against the drafter.

32. **Counterparts And Multiple Originals.** This Agreement may be executed in multiple originals and in counterparts, each of which shall be deemed to be an original, but all of which, taken together, shall constitute one and the same agreement

35. **Entire Agreement** The Agreement, including the terms and conditions shown above contains the complete and final agreement between the County and Contractor and no other agreement in any way modifying any of said terms and conditions will be binding upon the County unless permitted by the Omnia Contract and made in conformance with this Agreement. Contractor may not unilaterally modify the terms of the Agreement (e.g., attachment or inclusion of standard preprinted forms, product literature, or terms accompanying or affixed to a product or purchase order, whether written or electronic) or by incorporating such terms onto Contractor's invoice or other documents forwarded by Contractor for payment. The County's acceptance of product or processing of documentation on forms furnished by Contractor for approval or payment shall not constitute acceptance of any proposed modification to terms and conditions and any additional or conflicting, terms proposed by Contractor. There shall be no force or effect to any such different terms of any related purchase order or similar form even if signed by the Parties after the date hereof.

Order of Precedence
1. Exhibit A
2. Agreement

Attachments
1. Foreign Countries of Concern Attestation
2. Affidavit in Compliance with Anti Human Trafficking Laws.

Attachment 1

FOREIGN COUNTRY OF CONCERN ATTESTATION

This form must be completed by an officer or representative of an entity submitting a bid, proposal, or reply to, or entering into, renewing, or extending, a contract with a Governmental Entity which would grant the entity access to an individual's personal identifying information. Capitalized terms used herein have the definitions ascribed in Section 287.138, F.S.

SHI International Corp. is not owned by the government of a Foreign Country of Concern, is not organized under the laws of nor has its principal place of business in a Foreign Country of Concern, and the government of a Foreign Country of Concern does not have a Controlling Interest in the entity.

Under penalties of perjury, I declare that I have read the foregoing statement and that the facts stated in it are true.

Printed Name: _____

Title: _____

Signature: Date:

Attachment 2

AFFIDAVIT IN COMPLIANCE WITH ANTI HUMAN TRAFFICKING LAWS

In accordance with Section 787.06(14), Florida Statutes (2025), the undersigned, on behalf of the entity listed below ("Entity"), being duly sworn, hereby attests under penalty of perjury that:

1. I am over eighteen years of age. The following information is given from my own personal knowledge.
2. I am an officer or representative of the Entity.
3. The Entity does not use coercion for labor or services as defined in Section 787.06, Florida Statutes.
4. I understand that I am swearing or affirming under oath to the truthfulness of the claims made in this affidavit and that the punishment for knowingly making a false statement in this declaration may subject me to criminal penalties.
5. I am authorized to provide this affidavit on behalf of the Entity.

FURTHER AFFIANT SAYETH NOT.

SIGNATURE OF AFFIANT

Affiant's Name: _____

Title:_____

Entity:_____

STATE OF_____

COUNTY OF_____

Sworn to (or affirmed) and subscribed before me by means of [____] physical presence or [__] online notarization, this _____day of _____, 20_____, by _____ (Affiant's Name).

(Signature of Notary Public)
(Print, Type, or Stamp Commissioned Name of Notary and Affix Notary Seal)

[__] Who is personally known to me, or
[____] Who produced identification; Type of identification produced:

EXHIBIT B

Leon County

Budgetary Renewal - Omnia - July 2026 Pricing*

			Year 1		Year 2		Year 3	
Enterprise Products			10/1/2026 - 9/30/2027		10/1/2027 - 9/30/2028		10/1/2028 - 9/30/2029	
Part #	**Description**	**Quantity**	**Price**	**Extended**	**Price**	**Extended**	**Price**	**Extended**
AAD-34704	M365 G3 Unified FUSL GCC Sub Per User	2750	$416.29	$1,144,797.50	$416.29	$1,144,797.50	$416.29	$1,144,797.50
U4S-00002	O365 G1 GCC Sub Per User	350	$106.74	$37,359.00	$106.74	$37,359.00	$106.74	$37,359.00
Additional Products								
Part #	**Description**	**Quantity**	**Price**	**Extended**	**Price**	**Extended**	**Price**	**Extended**
125-00124	Azure DevOps Server ALng SA	1	$63.20	$63.20	$63.20	$63.20	$63.20	$63.20
126-00196	Azure DevOps Server CAL ALng SA User CAL	14	$72.78	$1,018.92	$72.78	$1,018.92	$72.78	$1,018.92
MQN-00002	Entra ID P2 Gov SU Entra ID P1 Per User	2890	$29.72	$85,890.80	$29.72	$85,890.80	$29.72	$85,890.80
3PS-00001	Exchange Online Kiosk GCC Sub Per User	210	$21.35	$4,483.50	$21.35	$4,483.50	$21.35	$4,483.50
312-02257	Exchange Server Standard ALng SA	6	$138.52	$831.12	$138.52	$831.12	$138.52	$831.12
NMH-00001	Intune Device P1 GCC Sub Per Device	600	$20.01	$12,006.00	$20.01	$12,006.00	$20.01	$12,006.00
EP2-24658	M365 Copilot GCC Sub Add-on	300	$309.31	$92,793.00	$309.31	$92,793.00	$309.31	$92,793.00
TL3-00001	OneDrive business P2 GCC Sub Per User	16	$90.73	$1,451.68	$90.73	$1,451.68	$90.73	$1,451.68
RMU-00004	Phone Resource Account GCC Sub Phone System Virtual User	25	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
SEL-00001	Power Apps Premium GCC Sub Per User	27	$213.48	$5,763.96	$213.48	$5,763.96	$213.48	$5,763.96
1O5-00001	Power Automate Premium GCC Sub Per User	20	$160.11	$3,202.20	$160.11	$3,202.20	$160.11	$3,202.20
HKL-00002	Power BI Premium P1 GCC Sub	1	$45,319.34	$45,319.34	$45,319.34	$45,319.34	$45,319.34	$45,319.34
DDJ-00001	Power BI Pro GCC Sub Per User	63	$99.71	$6,281.73	$99.71	$6,281.73	$99.71	$6,281.73
7JO-00343	SQL Server Enterprise Core ALng SA 2L	20	$2,468.62	$49,372.40	$2,468.62	$49,372.40	$2,468.62	$49,372.40
7JQ-00341	SQL Server Enterprise Core ALng LSA 2L	10	$5,760.06	$57,600.60	$5,760.06	$57,600.60	$5,760.06	$57,600.60
NYH-00001	Teams AC with Dial Out US/CA GCC Sub Add-on	3100	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
P3U-00001	Visio P2 GCC Sub Per User	26	$136.09	$3,538.34	$136.09	$3,538.34	$136.09	$3,538.34
TTD-00111	Visual Studio Pro MSDN ALng SA	15	$306.51	$4,597.65	$306.51	$4,597.65	$306.51	$4,597.65
KV3-00368	Win Enterprise Device ALng SA	334	$53.49	$17,865.66	$53.49	$17,865.66	$53.49	$17,865.66
9EA-00278	Win Server DC Core ALng SA 2L	248	$138.28	$34,293.44	$138.28	$34,293.44	$138.28	$34,293.44
9EA-00039	Win Server DC Core ALng LSA 2L	20	$322.61	$6,452.20	$322.61	$6,452.20	$322.61	$6,452.20
TOTAL ANNUAL				**$1,614,982.24**		**$1,614,982.24**		**$1,614,982.24**
THREE YEAR ESTIMATED TOTAL								**$4,844,946.72**

*Budgetary pricing - official SHI quote will be provided with EA renewal documents

Exhibit C-

City of Mesa

Contract # 2024056-02

for

Information Technology Solutions Products and Services

with

SHI International

Effective: July 2, 2024

[REMAINDER INCORPORATED HEREIN BY REFERENCE]

Leon County
Board of County Commissioners

Notes for Agenda Item #18

Leon County Board of County Commissioners

Agenda Item #18

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Status Report on Coordination with the Tallahassee – Leon County Commission on the Status of Women and Girls to Ensure Compliance with Senate Bill 1134

Review and Approval:	Vincent S. Long, County Administrator Chasity H. O'Steen, County Attorney
Department / Division Review:	Ken Morris, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Emily Norton, Deputy County Attorney

Statement of Issue:

This item seeks authorization to extend the County's contract with the Oasis Center for Women & Girls for administrative support of the Tallahassee – Leon County Commission on the Status of Women and Girls (CSWG) through December 31, 2026. The proposed three-month extension will provide additional time for the County, City of Tallahassee, and CSWG to develop and approve a revised charge and service delivery approach that complies with Senate Bill (SB) 1134 before the law takes effect on January 1, 2027. This item also recommends the extension of term end dates for seven CSWG members to coincide with the extension of the contract through December 31, 2026.

Fiscal Impact:

This item has a fiscal impact. Funding for the three-month contract extension, totaling approximately $17,188, is available in the Fiscal Year 2027 tentative budget. Should voters approve the proposed property tax amendment in November, funding for this program will be evaluated as part of the broader financial and organizational restructuring process anticipated during the FY 2028 budget development cycle.

Staff Recommendation:

Option #1: Authorize the County Administrator to execute a three-month extension of the County's contract for administrative support provided to the CSWG through December 31, 2026.

Option #2: Extend the term end date of seven CSWG members, Janel Robinson, Tiffany Martin, Micheala Denny, Amanda Leighty, Ashley Gilley, Melanie Andrade, and Kiosha Forston, to coincide with the extension of the contract through December 31, 2026.

Report and Discussion

Background:

This item seeks authorization to extend the County's contract with the Oasis Center for Women & Girls for administrative support of the Tallahassee – Leon County Commission on the Status of Women and Girls (CSWG) through December 31, 2026. The proposed three-month extension will provide additional time for the County, City of Tallahassee (City), and CSWG to develop and approve a revised charge and service delivery approach that complies with Senate Bill (SB) 1134 before the law takes effect on January 1, 2027. This item also recommends the extension of term end dates for seven CSWG members to coincide with the extension of the contract through December 31, 2026.

Tallahassee-Leon County Commission on the Status of Women and Girls (CSWG)

In 2010, the County adopted an Enabling Resolution establishing the Leon County Commission on the Status of Women and Girls to promote awareness of issues affecting women and girls in the community. Subsequently, in 2013, and again in 2015, the County and City Commissions adopted a joint Enabling Resolution establishing the Tallahassee-Leon County Commission on the Status of Women and Girls (CSWG). The Oasis Center for Women & Girls (Oasis), a local organization that provides programs and services addressing issues affecting women and girls, provides administrative support to the CSWG. The County and City each provide $68,750 annually for these services, for a combined annual funding amount of $137,500. Oasis also receives separate funding through the Community Human Services Partnership (CHSP) process for other specific programs and services.

Senate Bill 1134

On April 22, 2026, the Governor signed SB 1134, entitled Official Actions of Local Governments (Chapter 2026-43, Laws of Florida), which takes effect January 1, 2027. The legislation prohibits local governments from funding or promoting, directly or indirectly, or taking official action related to diversity, equity, and inclusion (DEI), as defined by the act. Local governments are also prohibited from adopting or enforcing ordinances, resolutions, rules, regulations, programs, or policies related to DEI.

SB 1134 defines "DEI" as any effort to: (1) manipulate or otherwise influence the composition of employees with reference to race, color, sex, ethnicity, gender identity, or sexual orientation, other than to ensure compliance with state and federal antidiscrimination laws; (2) promote or provide preferential treatment or special benefits to a person or group based on those characteristics; or (3) promote or adopt training, programming, or activities designed or implemented with reference to those categories. The definition does not include equal opportunity or equal employment opportunity materials designed to inform individuals about prohibitions against discrimination under state or federal law.

SB 1134 further provides that any existing local government ordinance, resolution, rule, regulation, program, or policy that conflicts with the act will be void as of January 1, 2027. Upon review by the County Attorney's Office, it has been determined that the current charge and

responsibility of the CSWG, as set forth under the joint Enabling Resolution, is in violation of SB 1134 and will be void January 1, 2027. Similarly, the County's current funding agreement with Oasis to provide administrative support for the CSWG in carrying out the charge established by the existing Enabling Resolution would be in violation of SB 1134.

In response, the County and the City are actively working with the CSWG to explore alternative service delivery options and develop a revised charge which complies with the restrictions established by SB 1134 while preserving opportunities to address community needs in a manner authorized by law. To support this effort, this item seeks authorization to extend the County's current contract with Oasis through December 31, 2026. The three-month extension of the contract, which is currently set to expire on September 30, 2026, will provide sufficient time for the CSWG to redevelop its charge and service delivery approach and receive the necessary approvals (County, City, and CSWG Board) prior to January 1, 2027. It is important to note that should voters approve the proposed property tax amendment in November, funding for this program will be evaluated as part of the broader financial and organizational restructuring process anticipated during the FY 2028 budget development cycle.

Proposed Term Extensions

This item also recommends the extension of term end dates for seven CSWG members to coincide with the extension of the contract through December 31, 2026. The terms of CSWG members Janel Robinson, Tiffany Martin, Micheala Denny, Amanda Leighty, Ashley Gilley, Melanie Andrade and Kiosha Forston are set to expire on September 30, 2026. These term extensions will provide CSWG the opportunity to focus on redeveloping its charge and service delivery approach prior to the January 1, 2027 deadline.

Analysis:

As detailed previously, SB 1134, which takes effect January 1st, prohibits local governments from funding or promoting, directly or indirectly, or taking official action related to diversity, equity, and inclusion (DEI). Local governments are also prohibited from adopting or enforcing ordinances, resolutions, rules, regulations, programs, or policies related to DEI. Any existing local government ordinance, resolution, rule, regulation, program, or policy that conflicts with the act will be void as of January 1, 2027. As defined under SB 1134, DEI, includes – in part – any effort to promote or provide preferential treatment or special benefits to a person or group based on that person's or group's sex or gender identity. Additionally, DEI is defined to include any effort to promote or adopt training, programing, or activities designed or implemented with reference to sex or gender identity.

As set forth under the Enabling Resolution, the CSWG currently serves as an advisory committee to the County and the City that has "as its goal the promotion of awareness on issues that affect women and girls in the community, including, but not limited to discrimination, disparate experiences of diverse women and girls, employment, education, services, health, economic security, access to justice, freedom from violence, and more" (Attachment #1). Upon review, the County Attorney's Office has determined that the CSWG's current charge and responsibilities, as established by the joint Enabling Resolution, is in violation of SB 1134 and will be void January

1, 2027. Specifically, the CSWG is established, authorized, and funded by the County and City to conduct activities focused on a population defined by sex—women and girls, which is one of the classifications expressly identified and prohibited under SB 1134. Accordingly, the CSWG cannot continue operating under its existing charge, to the extent it conflicts with SB 1134, upon the January 1st effective date of section 125.595, Florida Statutes.

As noted previously, the County is actively working with the CSWG to explore alternative service delivery options and develop a revised charge which complies with the restrictions established by SB 1134 while preserving opportunities to address community needs. To support this effort, this item seeks authorization to extend the County's current contract with Oasis through December 31, 2026. The three-month extension of the contract, which is currently set to expire on September 30, 2026, will provide sufficient time for the CSWG to redevelop its charge and service delivery approach, and receive the necessary approvals (County, City, and CSWG Board), prior to January 1, 2027. As of the publication of this agenda item, the proposed contract extension is anticipated to be considered by the City Commission at its September 23, 2026 meeting.

An update on these efforts will be brought back for consideration at the Board's December 8, 2026 meeting.

Options:

1. Authorize the County Administrator to execute a three-month extension of the County's contract for administrative and programming support provided to the CSWG through December 31, 2026.
2. Extend the term end dates of seven CSWG members, Janel Robinson, Tiffany Martin, Micheala Denny, Amanda Leighty, Ashley Gilley, Melanie Andrade and Kiosha Forston, to coincide with the extension of the contract through December 31, 2026.
3. Do not authorize the County Administrator to execute a three-month extension of the County's contract for administrative and programming support provided to the CSWG through December 31, 2026.
4. Board direction.

Recommendation:

Options #1 and #2

Attachment:

1. Joint Enabling Resolution Establishing the Tallahassee-Leon County Commission on the Status of Women and Girls

CITY RESOLUTION NO. 15-R-28
BOARD RESOLUTION NO. 15-56

A JOINT RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, AND THE CITY OF TALLAHASSEE COMMISSION TO ESTABLISH AN ADVISORY COMMITTEE WHICH SHALL BE NAMED THE TALLAHASSEE-LEON COUNTY COMMISSION ON THE STATUS OF WOMEN AND GIRLS AND WHICH SHALL OPERATE AND FUNCTION AS A DECISION MAKING COMMITTEE.

WHEREAS, the Board of County Commissioners of Leon County, Florida (the "Board"), and the City of Tallahassee Commission (the "Commission") recognizes and acknowledges the importance of public involvement and input in County and City governments; and

WHEREAS, women and girls make up more than half of the population in Tallahassee/Leon County; and

WHEREAS, while there has been significant progress made, there is still work to be done before women and girls achieve economic, education, and employment parity; and

WHEREAS, we must understand the current challenges that face our female citizens in order to best equip women and girls with the knowledge, skills, and equal access to reach for the promise of tomorrow; and

WHEREAS, in order for the Board and the Commission to consider the input of the public in the matter of the status of women and girls in the community, including, but not limited to discrimination, disparate experiences of diverse women and girls, employment, education, services, health, economic, security, access to justice, freedom from violence and more, the Board and Commission wish to establish and appoint an advisory committee to function and operate in

accordance with Board Policy No. 03-15, "Board-Appointed Advisory Committees: Establishment, Appointment, Function, Operation, and Dissolution" ("Board-Appointed Advisory Committees") and in accordance with City Commission Policy No. 110, Citizen Advisory Boards Guidelines.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY AND CITY COMMISSION OF TALLAHASSEE, that:

1. The Board and the Commission hereby establish an advisory committee, to be named the Tallahassee-Leon County Commission on the Status of Women and Girls (the "Committee"), for the purpose of promoting matters pertaining to the status of women and girls in Tallahassee, Leon County.

2. The Committee shall function and operate as a Decision Making Committee in accordance with Board Policy No. 03-15, "Board-Appointed Advisory Committees" and City Commission Policy No. 110, Citizen Advisory Guidelines, except with regard to Committee membership terms.

3. The Committee shall have as its goal the promotion of awareness on issues that affect women and girls in the community, including, but not limited to discrimination, disparate experiences of diverse women and girls, employment, education, services, health, economic security, access to justice, freedom from violence, and more.

4. The Committee shall be charged with the responsibility of providing input and recommendations to the Board and the Commission, as needed, on approaches with which to address issues affecting women and girls in Tallahassee, Leon County.

5. The Committee shall provide an annual written report to the Board and the Commission.

6. The Committee shall have twenty-one (21) members to be appointed as follows:

a. Seven (7) shall be appointed by the Board. Each County Commissioner shall appoint one (1) member.

b. Seven (7) shall be appointed by the Commission. The Mayor and each commissioner shall appoint one (1) member; the remaining two (2) appointments shall be made by the full Commission.

c. Seven (7) members shall be appointed by the Committee and ratified by the Board and the Commission.

d. Each member shall serve a two-year term; however, the following committee appointments shall be made for an initial term of one (1) year: County Commission Districts 1, 3 and 5; City Commission Seats 2, and 4, and a full Commission appointment; and four appointments by the Committee. After the initial appointments, all terms shall be for two (2) years.

7. The members of the Committee shall not be subject to full and public disclosure of financial interests.

8. Members of the Committee appointed by the Board may not serve more than three consecutive terms. Members of the Committee appointed by the Commission may not serve more than three consecutive terms.

9. The Committee shall be assisted by the staff of The Oasis Center for Women & Girls, Inc. pursuant to a separate agreement with Leon County and the City of Tallahassee.

10. The Committee shall be dissolved only upon direction of the Board and the Commission.

11. This Resolution shall become effective immediately upon its adoption.

DONE, ADOPTED, AND PASSED by the Board of County Commissioners of Leon County, Florida, this 17th day of November, 2015 and by the City Commission of the City of Tallahassee this 16th day of September, 2015.

LEON COUNTY, FLORIDA

ATTESTED BY:

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

BY: John Stott, Deputy Clerk
Bob Inzer
Clerk of the Circuit Court

APPROVED AS TO FORM:
Leon County Attorney's Office
Leon County, Florida

BY: _____
Herbert W. A. Thiele
County Attorney

CITY OF TALLAHASSEE, FLORIDA

ATTESTED BY:

BY: _____
Andrew D. Gillum
Mayor

BY: Kent Olson for
James O. Cooke, IV
City Treasurer-Clerk

RECEIVED
CITY TREASURER-CLERK
2015 OCT -8 PM 3:12

APPROVED AS TO FORM:

BY: Linda R Hudson, Deputy City Attorney
for Lewis E. Shelley
City Attorney

Leon County
Board of County Commissioners

Notes for Agenda Item #19

Leon County Board of County Commissioners

Agenda Item #19

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Status Report on County Authority and Procedures for Addressing Dilapidated and/or Damaged Mobile Homes

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Nawfal Ezzagaghi, Assistant County Administrator Scott Brockmeier, Director, Development Support & Environmental Management
Lead Staff / Project Team:	Emma Smith, Director of Code Compliance Services Jessica Lowe, Code Compliance Supervisor

Statement of Issue:

As requested by the Board, this item provides a status report on Leon County procedures and legal requirements related to dilapidated and/or damaged mobile homes.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

Option #1: Accept the status report on County authority and procedures for addressing dilapidated and/or damaged mobile homes.

Report and Discussion

Background:

This item provides a status report on Leon County's Code Enforcement procedures and legal requirements related to dilapidated and/or damaged mobile homes as requested by the Board on August 17, 2026. Specifically, this item answers four questions as it relates to dilapidated and/or damaged mobile homes: (1) what is the County's authority; (2) what is the code enforcement process; (3) when can the County intervene to require a structure to be repaired, removed, or demolished; and (4) why may a case require an extended period of time, even when a structure appears visibly deteriorated.

Mobile homes, like other residential structures, may become damaged by severe weather, deteriorate with age, or fall into disrepair when they are vacant or not adequately maintained. When these conditions rise to the level of a County Code violation, Leon County has established enforcement procedures to address the condition, first seeking voluntary compliance whenever possible and, when necessary, using formal enforcement and abatement procedures. These processes are designed to address unsafe and deteriorated conditions while protecting private property rights and providing the notice, hearing, and appeal rights required by law.

These procedures are applied to mobile homes in the same manner as to other residential structures, and the County's recent caseload reflects how they function in practice. Last fiscal year, Leon County Code Compliance received 607 code enforcement complaints, 24 of which involved mobile homes. Sixteen were resolved administratively, and eight were referred to the Code Enforcement Board (CEB). None required elevation to the Leon County Nuisance Abatement Board (NAB).

As set forth in this item, the County has enforcement tools available to address outstanding dilapidated structures and certain property conditions, including an order by the Code Enforcement Board (CEB) requiring correction of a condition that violates the Leon County Code of Laws (LCC), abatement by the property owner, County-performed abatement authorized by the Nuisance Abatement Board (NAB), and emergency abatement.

Chapters 6 and 14, LCC, establish two boards with distinct enforcement authority. The CEB is an independent quasi-judicial body that determines whether specified County code violations exist and upon a finding of a violation, may enter compliance orders, that provide for fines and liens. The NAB is composed of the CEB members; however, it exercises a separate authority: it determines whether unresolved violations of certain sections of the LCC exist and present a serious and continuing danger and, when the required findings are made, may authorize the County to abate the condition at the property owner's expense.

Structure of the County's Enforcement Authority

Leon County's Code Enforcement authority is longstanding and authorized in Chapter 162, Florida Statutes (F.S.). The legislative history of Chapter 6 of the Leon County Code of Laws (LCC), which establishes the CEB, traces from the 1980 Code and its 1992 recodification. Nuisance abatement of dilapidated structures has been used by the County since at least 1996, when the

Board adopted Ordinance No. 96-07, which initially was overseen by the CEB under Chapter 14, LCC. On March 7, 2017, the Board adopted Ordinance No. 17-04, which revised Chapter 14, LCC, to provide a streamlined nuisance abatement process. The NAB was created and is composed of the same members as the CEB. For the NAB to have jurisdiction, the CEB must first have found a property in violation of one of the following LCC provisions: Second, the violation must not have been corrected by the time period specified in the CEB Code Compliance Order.

On January 28, 2025, the Board adopted Ordinance No. 2025-01, which further revised the CEB hearing, fine, lien, and NAB appeal procedures to provide additional procedural protections for alleged violators to closely align the local process with Chapter 162, F.S., and align the timeframe for appeals of NAB orders with the Florida Rules of Appellate Procedure, to 30 days. The amendments in Ordinance No. 2025-01 also removed the ability for code enforcement liens to attach to real and personal property other than the property that had the violation owned by the violator.

As previously stated, Chapter 162, F.S., authorizes the County to enact its CEB, which it has through Chapter 6, LCC. Over time, the County has refined and improved how the authority is administered. The current framework provides a progression process from voluntary compliance to CEB enforcement. Once the CEB finds that violations of the LCC occurred but remain unresolved, the case proceeds to the NAB-authorized abatement. Exceptions to the abatement process are reserved for emergency conditions which present imminent peril or immediate danger that cannot safely await the ordinary process.

Governing Law and Required Property-Right Protections

Leon County's authority to address dilapidated mobile homes derives from state statutes and is implemented through several sections of the Leon County Code, as follows:

- Chapter 162, F.S. (Attachment #1) – Authorizes local code enforcement boards and establishes requirements for notice, hearings, orders, fines, liens, and appeals.
- Chapter 6, LCC (Attachment #2) – Establishes the Code Enforcement Board (CEB) and largely mirrors Chapter 162, F.S.
- Chapter 14, LCC (Attachment #3) – Establishes property-safety requirements and the Nuisance Abatement Board (NAB).
- Chapter 5, Article IV, LCC (Attachment #4) – Contains the County's Property Maintenance Code standards for existing structures and premises.

Code violation cases come before either board only after Code Compliance staff document a violation in the field. The Department of Development Support & Environmental Management (DSEM) conducts these inspections visually from a lawful location, generally the public right-of-way, without entering private property. An inspector within the Code Compliance Services Division therefore begins each initial inspection by determining whether the alleged violation can be observed from that vantage point. The practice promotes the safety of Code Compliance staff and respects the rights of owners who have not consented to entry onto their property.

The practice also governs how properties are treated relative to one another. Obtaining access to a neighboring private property in some cases, while relying on right-of-way observations in others, would subject similarly situated properties to different levels of inspection. That inconsistency could provide a basis for a claim of selective enforcement or unequal treatment under the Equal Protection Clause of the Fourteenth Amendment of the U.S. Constitution. A uniform right-of-way practice evaluates every property under the same protocols and provides a consistent, legally defensible basis for code enforcement.

Analysis:

As indicated in the Background, this analysis examines the standards and enforcement procedures Leon County applies in determining whether a dilapidated mobile home constitutes a violation of Chapter 5, Article IV, LCC, or Chapter 14, Article II, Section 14-21, LCC. This item first identifies the enforcement steps supported by the specific property condition; then addresses the CEB process and lien foreclosure, NAB-authorized abatement, and emergency abatement; and finally, summarizes the typical approximate time associated with each path. Together, these sections identify the County's enforcement authority and the circumstances under which immediate demolition is not the legally available response.

Table #1: County Enforcement Steps for Dilapidated or Damaged Mobile Homes

Enforcement Step	When It Applies	Steps To Follow
Initial code enforcement	A lawful visual inspection of a complaint determines validity and documents an applicable code violation.	Notice and opportunity to comply; Referral to CEB; CEB order; authorized fines and lien; possible foreclosure in an appropriate non-homestead case.
Nuisance abatement	A qualifying unresolved violation and CEB order remains uncorrected, and the condition presents a serious and continuing danger to public health, safety, and welfare.	NAB order requiring correction and deadline; if the owner still does not comply, County-performed repair, removal, or demolition at the owner's expense.
Emergency abatement	The condition presents imminent peril to public health or general welfare, or immediate danger to life or safety.	Immediate action authorized by the County Administrator or designee before a NAB hearing, subject to the emergency documentation and hearing requirements.

Step 1. Complaint and Lawful Initial Inspection

Potential violations are commonly identified through citizen complaints, although a code inspector may also observe a violation during the course of normal business. Section 162.06(1)(b), F.S., and Section 6-30(a)(2), LCC, require a person reporting a potential violation to provide a name and address before an enforcement proceeding may begin. An exception to this requirement exists when the inspector has reason to believe the condition presents an imminent threat to public health, safety, or welfare, or imminent destruction of habitat or sensitive resources.

When a potential violation is reported, the initial inspection is conducted within 48 to 72 hours. An inspector within the Code Compliance Services Division first determines whether the alleged violation can be observed from a lawful location, generally the public right-of-way (ROW). Consistent with Attorney General Opinion 2002-27, code enforcement officers are not authorized to enter onto any private, commercial, or residential property to conduct any inspections without the consent of the owner or the operator or occupant of such premises, or without an administrative inspection warrant. This limitation arises from the U.S. and Florida Constitutions, which protect against unreasonable governmental searches. Florida law provides for administrative inspection warrants under Sections 933.20–933.30, F.S., although such a warrant is not permitted for any owner-occupied family residence. This means the County would be required to obtain a search warrant or the owner's prior consent before conducting a search on those residences.

Consistent with these legal limitations, Code Compliance Services has maintained a long-standing practice of conducting visual inspections from the ROW and not entering private property to conduct the inspection. As previously noted, this practice promotes the safety of inspection staff and consistency by ensuring that properties are evaluated under the same basic conditions and that inspectors rely on observations made from locations where they have a lawful right to be present. It also establishes a clear and defensible record of what the inspector personally observed and the location from which the observation was made. In other words, such visual inspections conducted from the ROW are not considered "searches" under the Fourth Amendment of the U.S. Constitution and therefore would not be considered an unreasonable search. If the County were to change this practice and begin conducting inspections where possible from private property, then it could face a potential selective enforcement claim, which could be a violation of the Equal Protection Clause of the Fourteenth Amendment of the U.S. Constitution. Allowing access to a neighboring property in some cases, while relying solely on observations from the public ROW in others when permission is not granted by an adjoining property owner, could result in similarly situated properties being subjected to different levels of inspection. Such inconsistent treatment could potentially provide a basis for a claim of selective enforcement or unequal treatment under the Equal Protection Clause of the Fourteenth Amendment.

Step 2. Notice of Violation and Opportunity for Voluntary Compliance

If the inspection confirms a violation, Section 162.06(2), F.S., and Section 6-30(2), LCC, require notice to the violator and a reasonable period to correct the condition. Under Section 6-36, LCC, the Notice of Violation (NOV) is provided by certified mail, return receipt requested, or by an authorized hand-delivery method. If certified-mail service is not signed as received within 30 days, notice may be completed through the posting procedures specified in the LCC, including posting at the property and at the Leon County Courthouse.

The NOV identifies the section(s) of code which is (are) violated and the amount of time to comply (Voluntary Compliance Deadline). The amount of time for compliance varies and is according to the type and severity of the violation but is generally between 14 and 30 days for most cases. For example, a property owner with a dilapidated structure such as a mobile home is typically provided 30 days to correct the violation voluntarily (before the case is sent to CEB); if a mobile home is to be demolished to correct the code violation, the demolition will require a permit from DSEM.

Step *3. Code Enforcement Board Hearing, Compliance Order, Fines, and Liens*

If the violation remains after the voluntary compliance deadline, the matter is scheduled for a public hearing before the CEB. The owner receives a separate Notice of Hearing in accordance with Section 162.12, F.S., and Section 6-36, LCC. At the hearing, the CEB considers testimony, photographs, and other evidence and determines whether a violation of the LCC exists. If a violation is found, the CEB issues a Code Compliance Order that states what must be corrected and establishes a compliance deadline. The order is recorded with the Clerk of Courts in the Official Records, and an aggrieved party may appeal the Code Compliance Order to Circuit Court within 30 days of rendition.

If the property owner does not comply with the CEB order, the County sends a notice of noncompliance stating that daily fines and a lien may be imposed. The property owner then has 20 days to request a compliance review hearing to contest the finding of noncompliance, the fine, or the imposition of alien. If no timely hearing is requested, the CEB Chair may enter an Order Imposing a Fine based on the code inspector's affidavit of noncompliance.

Under Section 162.09, F.S., and Section 6-34, LCC, the fine may be up to $250 per day for a first violation and up to $500 per day for a repeat violation. A repeat violation is a subsequent violation of the same code provision within five years by the same owner and is not entitled to the same reasonable correction period before referral to the CEB. An unpaid fine may be recorded as a lien against the subject property. These remedies are intended to compel compliance; they do not, by themselves, authorize the County to enter the property and demolish the structure.

Step 4. Foreclosure Consideration

Section 162.09(3), F.S., and Section 6-34, LCC, permit foreclosure to be considered after a code enforcement lien has remained unpaid for three months. The three-month period identifies when foreclosure becomes legally available; it does not require the County to file a foreclosure action or establish an automatic foreclosure deadline. A code enforcement lien may not be foreclosed against real property that is protected homestead under Article X, Section 4 of the Florida Constitution.

There is no specific fine amount, number of days in violation, or other internal threshold that automatically triggers foreclosure. Foreclosure is evaluated on a case-by-case basis and is initiated sparingly. The County Attorney's Office assists in the County’s evaluation of whether foreclosure is in the best interest of the County. Relevant considerations may include the severity and duration of the violation, whether the property is protected homestead, the property's value and potential future use of the property, the anticipated cost of the foreclosure lawsuit, subsequent abatement, and the existence and priority of superior mortgages, liens, or other encumbrances.

For a non-homestead property, the statutory three-month period is the earliest point at which foreclosure becomes an available option; it is a minimum, not a deadline or an automatic next step. Because a code enforcement lien remains enforceable for up to 20 years, the County's timeline is not driven by the three-month mark.

The time necessary to pursue foreclosure can extend substantially beyond three months, as additional evaluation, CEB action, title and lien research, and further legal review may be necessary. Foreclosure is therefore a potential tool in some non-homestead cases; it is not a primary or immediate remedy for every dilapidated mobile home.

Step 5. Nuisance Abatement Board and County-Performed Abatement

For properties presenting more serious conditions, including but not limited to, severely dilapidated structures, nuisance abatement may be considered. The County's practice is to prioritize severely dilapidated structures and conditions presenting serious hazards. Under Chapter 14, LCC, and specifically, Section 14-51, LCC, the NAB is intended to address conditions that constitute a serious and continuing danger to the public and/or occupants.

The code inspector's inspection findings are reviewed by the Code Compliance Supervisor and Director of Code Compliance Services to determine the appropriate enforcement action. A nuisance abatement case follows the existing code enforcement process in regard to notice, hearings, and the opportunity to appeal decisions. The property owner is provided written certified mail notice of the nuisance and a reasonable period to voluntarily correct the condition. If the alleged nuisance remains, the matter may be referred to the NAB for a public hearing.

At the hearing, the NAB considers evidence, makes a determination on whether the violation rises to the level of a nuisance, and issues an order establishing a deadline for compliance (compliance period), if a nuisance is determined to exist. The NAB's order typically authorizes the County to undertake the necessary abatement work if the property owner fails to comply. Following expiration of the compliance period, the County may obtain bids from independent contractors and arrange for the authorized abatement of the property. The property owner is responsible for the cost of the work performed to abate the nuisance conditions. If the associated costs are unpaid by the property owner, the costs become an additional lien against the property.

Emergency Nuisance Abatement

Chapter 14, LCC, also provides a separate mechanism for emergency nuisance conditions. If a nuisance condition on a property presents imminent peril to the public health or general welfare or immediate danger to life or safety, Section 14-55, LCC, authorizes the County Administrator or designee to inspect the property, determine the emergency action required to make the property safe, including demolition (abate the nuisance), before a NAB hearing is held. For emergency action, the County Administrator or designee and the building official inspect the property and document the findings in a written report with photographs when feasible. If time permits, notice of the intended abatement action is provided to the owner, occupant, and lienholders. The property owner remains responsible for the County's emergency inspection and abatement costs. If no notice could be provided before the work, the NAB must hear the matter within a reasonable period after the abatement. This heightened process preserves the County's ability to address a true emergency while limiting immediate governmental entry and demolition to extraordinary circumstances (conditions that present an immediate threat to public health or safety). This provision is intended for extraordinary circumstances involving an immediate threat and is distinct from the ordinary nuisance abatement process.

Compliance Timeframes

The time required to resolve a case depends on the enforcement steps required, the owner's responsiveness, the severity of the condition, successful service of notice, hearing schedules, ordered compliance periods, appeals, title and lien research, and, where County work is authorized, contractor procurement. The following table identifies the principal drivers. Except in rare circumstances that qualify for emergency abatement, the steps outlined below are sequenced. Nuisance abatement is available after all attempts to obtain compliance are exhausted, including an order by the CEB. Foreclosure is a subsequent process which may be considered after a lien has remained unpaid after three months.

Table #2: Typical Enforcement Stages and Time Drivers

Stage	Typical or Required Timing	What May Extend the Stage
Initial inspection	Generally, within 48 to 72 hours.	Ability to lawfully observe and document the condition; ownership research; need for another lawful basis of access.
NOV and voluntary compliance	Generally, 14 to 30 days after notice; dilapidated structures typically receive 30 days.	Unsuccessful attempts at certified-mail delivery service after 30 days can require posting; good-faith progress may support additional time.
CEB hearing and order	Scheduled after required hearing notice; the order sets a case-specific compliance period; Orders are subject to a 30-day appeal period.	Board calendar, continuances, the corrective work required, and an appeal or requested stay.
Fine and lien	20-day period to request a compliance-review hearing after Notice of Noncompliance. If no compliance, lien is imposed.	Requested hearing, renewed compliance efforts, or additional inspections.
Foreclosure	May be considered after a lien remains unpaid for three months.	Homestead review, title and lien research, property value, approvals, litigation, and sale process. Cost of pursuing foreclosure may exceed the market value of the property.
NAB and County abatement	Separate notice, hearing, compliance, and appeal steps.	Notice to lienholders, title research, ordered compliance period, appeal, contractor quotes, permitting, and scheduling.
Emergency abatement	May proceed immediately when the emergency standard is satisfied.	Documentation and any notice that can safely be provided; post-action hearing if prior notice was not possible.

A case that does not achieve voluntary compliance can therefore require at least several months before the County may directly abate the property, and additional time may be necessary for appeals, additional notices, inspections, scheduling of hearings, contractor procurement, or complex demolition work. The passage of time reflects the statutory and constitutional process applicable to private property; it is not an administrative delay or a lack of County authority.

Conclusion

This status report provides an overview of the County's procedures and legal requirements related to dilapidated and/or damaged mobile homes. The County has authority in place to address these conditions. Chapter 162, F.S., and Chapters 6 and 14, LCC, provide for inspection, notice of violation, hearing, and abatement of structures that threaten public health, safety, and welfare. These provisions are applied as violations are identified through complaints and field observation, and cases of this type are addressed as part of ongoing code enforcement operations.

Of those complaints, cases involving dilapidated mobile homes are a small share of the County's overall code enforcement complaints – 24 of 607 in Fiscal Year 2024/2025. Most are resolved through corrective action by the property owner without NAB proceedings or County-performed abatement.

The steps and timelines described in this status report reflect the procedural protections afforded to property owners under state law and the LCC, including legal notice, an opportunity to be heard, and a defined period in which to correct a violation. These requirements govern the sequence and pace at which a case advances. Each case is carried through that sequence until the violation is corrected, or the available remedies are exhausted. These requirements are intended to ensure that the County can address conditions that threaten public health, safety, and welfare while providing property owners with legal notice, opportunity to be heard, and other procedural protections afforded by law.

Options:

1. Accept the status report on County authority and procedures for addressing dilapidated or damaged mobile homes.
2. Do not accept the status report on County authority and procedures for addressing dilapidated or damaged mobile homes.
3. Board direction.

Recommendation:

Option #1

Attachments:

1. Chapter 162, Florida Statutes - County or Municipal Code Enforcement
2. Chapter 6, Leon County Code of Laws - Code Enforcement
3. Chapter 14, Leon County Code of Laws - Property Safety and Maintenance
4. Chapter 5, Article IV, Leon County Code of Laws – Property Maintenance Code

CHAPTER 162

COUNTY OR MUNICIPAL CODE ENFORCEMENT

PART I

LOCAL GOVERNMENT CODE

ENFORCEMENT BOARDS

162.01 Short title.—Sections 162.01-162.13 may be cited as the "Local Government Code Enforcement Boards Act."

History.—s. 1, ch. 80-300; s. 72, ch. 81-259; s. 1, ch. 82-37.

Note.—Former s. 166.051.

162.02 Intent.—It is the intent of this part to promote, protect, and improve the health, safety, and welfare of the citizens of the counties and municipalities of this state by authorizing the creation of administrative boards with authority to impose administrative fines and other noncriminal penalties to provide an equitable, expeditious, effective, and inexpensive method of enforcing any codes and ordinances in force in counties and municipalities, where a pending or repeated violation continues to exist.

History.—s. 1, ch. 80-300; s. 2, ch. 82-37; s. 1, ch. 85-150; s. 1, ch. 86-201; s. 1, ch. 89-268.

Note.—Former s. 166.052.

162.03 Applicability.—

(1) Each county or municipality may, at its option, create or abolish by ordinance local government code enforcement boards as provided herein.

(2) A charter county, a noncharter county, or a municipality may, by ordinance, adopt an alternate code enforcement system that gives code enforcement boards or special magistrates designated by the local governing body, or both, the authority to hold hearings and assess fines against violators of the respective county or municipal codes and ordinances. A special magistrate shall have the same status as an enforcement board under this chapter. References in this chapter to an enforcement board, except in s. 162.05, shall include a special magistrate if the context permits.

History.—ss. 1, 2, ch. 80-300; s. 3, ch. 82-37; s. 2, ch. 86-201; s. 1, ch. 87-129; s. 2, ch. 89-268; s. 2, ch. 99-360; s. 63, ch. 2004-11.

Note.—Former s. 166.053.

162.04 Definitions.—As used in ss. 162.01-162.13, the term:

(1) "Local governing body" means the governing body of the county or municipality, however designated.

(2) "Code inspector" means any authorized agent or employee of the county or municipality whose duty it is to assure code compliance.

(3) "Local governing body attorney" means the legal counselor for the county or municipality.

(4) "Enforcement board" means a local government code enforcement board.

(5) "Repeat violation" means a violation of a provision of a code or ordinance by a person who has been previously found through a code enforcement board or any other quasi-judicial or judicial process, to have violated or who has admitted violating the same provision within 5 years prior to the violation, notwithstanding the violations occur at different locations.

History.—s. 1, ch. 80-300; s. 4, ch. 82-37; s. 10, ch. 83-216; s. 3, ch. 86-201; s. 3, ch. 89-268; s. 3, ch. 99-360; s. 22, ch. 2001-60.

Note.—Former s. 166.054.

162.05 Local government code enforcement boards; organization.—

(1) The local governing body may appoint one or more code enforcement boards and legal counsel for the enforcement boards. The local governing body of a county or a municipality that has a population of less than 5,000 persons may appoint five-member or seven-member code enforcement boards. The local governing body of a county or a municipality that has a population equal to or greater than 5,000 persons must appoint seven-member code enforcement boards. The local governing body may appoint up to two alternate members for each code enforcement board to serve on the board in the absence of board members.

(2) Members of the enforcement boards shall be residents of the municipality, in the case of municipal enforcement boards, or residents of the county, in the case of county enforcement boards. Appointments shall be made in accordance with applicable law and ordinances on the basis of experience or interest in the subject matter jurisdiction of the respective code enforcement board, in the sole discretion of the local governing body. The membership of each enforcement board shall, whenever possible, include an architect, a businessperson, an engineer, a general contractor, a subcontractor, and a realtor.

(3)(a) The initial appointments to a seven-member code enforcement board shall be as follows:

1. Two members appointed for a term of 1 year each.
2. Three members appointed for a term of 2 years each.
3. Two members appointed for a term of 3 years each.

(b) The initial appointments to a five-member code enforcement board shall be as follows:

1. One member appointed for a term of 1 year.
2. Two members appointed for a term of 2 years each.
3. Two members appointed for a term of 3 years each.

Thereafter, any appointment shall be made for a term of 3 years.

(c) The local governing body of a county or a municipality that has a population of less than 5,000 persons may reduce a seven-member code enforcement board to five members upon the simultaneous expiration of the terms of office of two members of the board.

(d) A member may be reappointed upon approval of the local governing body.

(e) An appointment to fill any vacancy on an enforcement board shall be for the remainder of the unexpired term of office. If any member fails to attend two of three successive meetings without cause and without prior approval of the chair, the enforcement board shall declare the member's office vacant, and the local governing body shall promptly fill such vacancy.

(f) The members shall serve in accordance with ordinances of the local governing body and may be suspended and removed for cause as provided in such ordinances for removal of members of boards.

(4) The members of an enforcement board shall elect a chair, who shall be a voting member, from among the members of the board. The presence of four or more members shall constitute a quorum of any seven-member enforcement board, and the presence of three or more members shall constitute a quorum of any five-member enforcement board. Members shall serve without compensation, but may be reimbursed for such travel, mileage, and per diem expenses as may be authorized by the local governing body or as are otherwise provided by law.

(5) The local governing body attorney shall either be counsel to an enforcement board or shall represent the municipality or county by presenting cases before the enforcement board, but in no case shall the local governing body attorney serve in both capacities.

History.—s. 1, ch. 80-300; s. 5, ch. 82-37; s. 4, ch. 86-201; s. 2, ch. 87-129; s. 4, ch. 89-268; s. 1, ch. 94-291; s. 1441, ch. 95-147.

Note.—Former s. 166.055.

162.06 Enforcement procedure.—

(1)(a) It shall be the duty of the code inspector to initiate enforcement proceedings of the various codes; however, no member of a board shall have the power to initiate such enforcement proceedings.

(b) A code inspector may not initiate enforcement proceedings for a potential violation of a duly enacted code or ordinance by way of an anonymous complaint. A person who reports a potential violation of a code or an ordinance must provide his or her name and address to the respective local government before an enforcement proceeding may occur. This paragraph does not apply if the code inspector has reason to believe that the violation presents an imminent threat to public health, safety, or welfare or imminent destruction of habitat or sensitive resources.

(2) Except as provided in subsections (3) and (4), if a violation of the codes is found, the code inspector shall notify the violator and give him or her a reasonable time to correct the violation. Should the violation continue beyond the time specified for correction, the code inspector shall notify an enforcement board and request a hearing. The code enforcement board, through its clerical staff, shall schedule a hearing, and written notice of such hearing shall be hand delivered or mailed as provided in s. 162.12 to said violator. At the option of the code enforcement board, notice may additionally be served by publication or posting as provided in s. 162.12. If the violation is corrected and then recurs or if the violation is not corrected by the time specified for correction by the code inspector, the case may be presented to the enforcement board even if the violation has been corrected prior to the board hearing, and the notice shall so state.

(3) If a repeat violation is found, the code inspector shall notify the violator but is not required to give the violator a reasonable time to correct the violation. The code inspector, upon notifying the violator of a repeat violation, shall notify an enforcement board and request a hearing. The code enforcement board, through its clerical staff, shall schedule a hearing and shall provide notice pursuant to s. 162.12. The case may be presented to the enforcement board even if the repeat violation has been corrected prior to the board hearing, and the notice shall so state. If the repeat violation has been corrected, the code enforcement board retains the right to schedule a hearing to determine costs and impose the payment of reasonable enforcement fees upon the repeat violator. The repeat violator may choose to waive his or her rights to this hearing and pay said costs as determined by the code enforcement board.

(4) If the code inspector has reason to believe a violation or the condition causing the violation presents a serious threat to the public health, safety, and welfare or if the violation is irreparable or irreversible in nature, the code inspector shall make a reasonable effort to notify the violator and may immediately notify the enforcement board and request a hearing.

(5) If the owner of property that is subject to an enforcement proceeding before an enforcement board, special magistrate, or court transfers ownership of such property between the time the initial pleading was served and the time of the hearing, such owner shall:

(a) Disclose, in writing, the existence and the nature of the proceeding to the prospective transferee.

(b) Deliver to the prospective transferee a copy of the pleadings, notices, and other materials relating to the code enforcement proceeding received by the transferor.

(c) Disclose, in writing, to the prospective transferee that the new owner will be responsible for compliance with the applicable code and with orders issued in the code enforcement proceeding.

(d) File a notice with the code enforcement official of the transfer of the property, with the identity and address of the new owner and copies of the disclosures made to the new owner, within 5 days after the date of the transfer.

A failure to make the disclosures described in paragraphs (a), (b), and (c) before the transfer creates a rebuttable presumption of fraud. If the property is transferred before the hearing, the proceeding shall not be dismissed, but the new owner shall be provided a reasonable period of time to correct the violation before the hearing is held.

History.—s. 1, ch. 80-300; s. 5, ch. 86-201; s. 1, ch. 87-391; s. 5, ch. 89-268; s. 2, ch. 94-291; s. 1442, ch. 95-147; s. 2, ch. 96-385; s. 4, ch. 99-360; s. 64, ch. 2004-11; s. 2, ch. 2021-167.

Note.—Former s. 166.056.

162.07 Conduct of hearing.—

(1) Upon request of the code inspector, or at such other times as may be necessary, the chair of an enforcement board may call a hearing of an enforcement board; a hearing also may be called by written notice signed by at least three members of a seven-member enforcement board or signed by at least two members of a five-member enforcement board. Minutes shall be kept of all hearings by each enforcement board, and all hearings and proceedings shall be open to the public. The local governing body shall provide clerical and administrative personnel as may be reasonably required by each enforcement board for the proper performance of its duties.

(2) Each case before an enforcement board shall be presented by the local governing body attorney or by a member of the administrative staff of the local governing body. If the local governing body prevails in prosecuting a case before the enforcement board, it shall be entitled to recover all costs incurred in prosecuting the case before the board and such costs may be included in the lien authorized under s. 162.09(3).

(3) An enforcement board shall proceed to hear the cases on the agenda for that day. All testimony shall be under oath and shall be recorded. The enforcement board shall take testimony from the code inspector and alleged violator. Formal rules of evidence shall not apply, but fundamental due process shall be observed and shall govern the proceedings.

(4) At the conclusion of the hearing, the enforcement board shall issue findings of fact, based on evidence of record and conclusions of law, and shall issue an order affording the proper relief consistent with powers granted herein. The finding shall be by motion approved by a majority of those members present and voting, except that at least four members of a seven-member enforcement board, or three members of a five-member enforcement board, must vote in order for the action to be official. The order may include a notice that it must be complied with by a specified date and that a fine may be imposed and, under the conditions specified in s. 162.09(1), the cost of repairs may be included along with the fine if the order is not complied with by said date. A certified copy of such order may be recorded in the public records of the county and shall constitute notice to any subsequent purchasers, successors in interest, or assigns if the violation concerns real property, and the findings therein shall be binding upon the violator and, if the violation concerns real property, any subsequent purchasers, successors in interest, or assigns. If

an order is recorded in the public records pursuant to this subsection and the order is complied with by the date specified in the order, the enforcement board shall issue an order acknowledging compliance that shall be recorded in the public records. A hearing is not required to issue such an order acknowledging compliance.

History.—s. 1, ch. 80-300; s. 6, ch. 82-37; s. 44, ch. 83-217; s. 6, ch. 86-201; s. 6, ch. 89-268; s. 3, ch. 94-291; s. 1443, ch. 95-147; s. 2, ch. 95-297.

Note.—Former s. 166.057.

162.08 Powers of enforcement boards.—Each enforcement board shall have the power to:

(1) Adopt rules for the conduct of its hearings.

(2) Subpoena alleged violators and witnesses to its hearings. Subpoenas may be served by the sheriff of the county or police department of the municipality.

(3) Subpoena evidence to its hearings.

(4) Take testimony under oath.

(5) Issue orders having the force of law to command whatever steps are necessary to bring a violation into compliance.

History.—s. 1, ch. 80-300; s. 7, ch. 82-37; s. 7, ch. 86-201; s. 7, ch. 89-268.

Note.—Former s. 166.058.

162.09 Administrative fines; costs of repair; liens.—

(1) An enforcement board, upon notification by the code inspector that an order of the enforcement board has not been complied with by the set time or upon finding that a repeat violation has been committed, may order the violator to pay a fine in an amount specified in this section for each day the violation continues past the date set by the enforcement board for compliance or, in the case of a repeat violation, for each day the repeat violation continues, beginning with the date the repeat violation is found to have occurred by the code inspector. In addition, if the violation is a violation described in s. 162.06(4), the enforcement board shall notify the local governing body, which may make all reasonable repairs which are required to bring the property into compliance and charge the violator with the reasonable cost of the repairs along with the fine imposed pursuant to this section. Making such repairs does not create a continuing obligation on the part of the local governing body to make further repairs or to maintain the property and does not create any liability against the local governing body for any damages to the property if such repairs were completed in good faith. If a finding of a violation or a repeat violation has been made as provided in this part, a hearing shall not be necessary for issuance of the order imposing the fine. If, after due notice and hearing, a code enforcement board finds a violation to be irreparable or irreversible in nature, it may order the violator to pay a fine as specified in paragraph (2)(a).

(2)(a) A fine imposed pursuant to this section shall not exceed $250 per day for a first violation and shall not exceed $500 per day for a repeat violation, and, in addition, may include all costs of repairs pursuant to subsection (1). However, if a code enforcement board finds the violation to be irreparable or irreversible in nature, it may impose a fine not to exceed $5,000 per violation.

(b) In determining the amount of the fine, if any, the enforcement board shall consider the following factors:

1. The gravity of the violation;

2. Any actions taken by the violator to correct the violation; and

3. Any previous violations committed by the violator.

(c) An enforcement board may reduce a fine imposed pursuant to this section.

(d) A county or a municipality having a population equal to or greater than 50,000 may adopt, by a vote of at least a majority plus one of the entire governing body of the county or municipality, an ordinance that gives code enforcement boards or special magistrates, or both, authority to impose fines in excess of the limits set forth in paragraph (a). Such fines shall not exceed $1,000 per day per violation for a first violation, $5,000 per day per violation for a repeat violation, and up to $15,000 per violation if the code enforcement board or special magistrate finds the violation to be irreparable or irreversible in nature. In addition to such fines, a code enforcement board or special magistrate may impose additional fines to cover all costs incurred by the local government in enforcing its codes and all costs of repairs pursuant to subsection (1). Any ordinance imposing such fines shall include criteria to be considered by the code enforcement board or special magistrate in determining the amount of the fines, including, but not limited to, those factors set forth in paragraph (b).

(e) For the demolition of a building or structure that is individually listed in the National Register of Historic Places as defined in s. 267.021 or is a contributing resource to a National Register-listed district, a code enforcement board or special magistrate may impose a fine that exceeds the limits of this subsection if the code enforcement board or special magistrate finds, based on competent substantial evidence, that the demolition of the building or structure was knowing and willful and was not permitted or the result of a natural disaster. A fine imposed pursuant to this paragraph may not exceed 20 percent of the fair or just market valuation of the property before demolition of the building or structure, as determined by the property appraiser.

(3) A certified copy of an order imposing a fine, or a fine plus repair costs, may be recorded in the public records and thereafter shall constitute a lien against the land on which the violation exists and upon any other real or personal property owned by the violator. Upon petition to the circuit court, such order shall be enforceable in the same manner as a court judgment by the sheriffs of this state, including execution and levy against the personal property of the violator, but such order shall not be deemed to be a court judgment except for enforcement purposes. A fine imposed pursuant to this part shall continue to accrue until the violator comes into compliance or until judgment is rendered in a suit filed pursuant to this section, whichever occurs first. A lien arising from a fine imposed pursuant to this section runs in favor of the local governing body, and the local governing body may execute a satisfaction or release of lien entered pursuant to this section. After 3 months from the filing of any such lien which remains unpaid, the enforcement board may authorize the local governing body attorney to foreclose on the lien or to sue to recover a money judgment for the amount of the lien plus accrued interest. No lien created pursuant to the provisions of this part may be foreclosed on real property which is a homestead under s. 4, Art. X of the State Constitution. The money judgment provisions of this section shall not apply to real property or personal property which is covered under s. 4(a), Art. X of the State Constitution.

History.—s. 1, ch. 80-300; s. 8, ch. 82-37; s. 2, ch. 85-150; s. 8, ch. 86-201; s. 2, ch. 87-391; s. 8, ch. 89-268; s. 4, ch. 94-291; s. 1, ch. 95-297; s. 5, ch. 99-360; s. 1, ch. 2000-125; s. 65, ch. 2004-11; s. 1, ch. 2025-87.

Note.—Former s. 166.059.

162.10 Duration of lien.—No lien provided under the Local Government Code Enforcement Boards Act shall continue for a period longer than 20 years after the certified copy of an order imposing a fine has been recorded,

unless within that time an action is commenced pursuant to s. 162.09(3) in a court of competent jurisdiction. In an action to foreclose on a lien or for a money judgment, the prevailing party is entitled to recover all costs, including a reasonable attorney's fee, that it incurs in the action. The local governing body shall be entitled to collect all costs incurred in recording and satisfying a valid lien. The continuation of the lien effected by the commencement of the action shall not be good against creditors or subsequent purchasers for valuable consideration without notice, unless a notice of lis pendens is recorded.

History.—s. 9, ch. 82-37; s. 9, ch. 86-201; s. 9, ch. 89-268; s. 5, ch. 94-291; s. 2, ch. 2000-125.

162.11 Appeals.—An aggrieved party, including the local governing body, may appeal a final administrative order of an enforcement board to the circuit court. Such an appeal shall not be a hearing de novo but shall be limited to appellate review of the record created before the enforcement board. An appeal shall be filed within 30 days of the execution of the order to be appealed.

History.—s. 1, ch. 80-300; s. 10, ch. 82-37; s. 3, ch. 85-150; s. 10, ch. 86-201.

Note.—Former s. 166.061.

162.12 Notices.—

(1) All notices required by this part must be provided to the alleged violator by:

(a) Certified mail, and at the option of the local government return receipt requested, to the address listed in the tax collector's office for tax notices or to the address listed in the county property appraiser's database. The local government may also provide an additional notice to any other address it may find for the property owner. For property owned by a corporation, notices may be provided by certified mail to the registered agent of the corporation. If any notice sent by certified mail is not signed as received within 30 days after the postmarked date of mailing, notice may be provided by posting as described in subparagraphs (2)(b)1. and 2.;

(b) Hand delivery by the sheriff or other law enforcement officer, code inspector, or other person designated by the local governing body;

(c) Leaving the notice at the violator's usual place of residence with any person residing therein who is above 15 years of age and informing such person of the contents of the notice; or

(d) In the case of commercial premises, leaving the notice with the manager or other person in charge.

(2) In addition to providing notice as set forth in subsection (1), at the option of the code enforcement board or the local government, notice may be served by publication or posting, as follows:

(a)1. Such notice shall be published in print in a newspaper or on a publicly accessible website as provided in s. 50.0311 for 4 consecutive weeks. If published in print, the notice shall be published once during each week for 4 consecutive weeks (four publications being sufficient) in a newspaper in the county where the code enforcement board is located. The newspaper shall meet such requirements as are prescribed under chapter 50 for legal and official advertisements.

2. Proof of publication shall be made as provided in ss. 50.041 and 50.051.

(b)1. In lieu of publication as described in paragraph (a), such notice may be posted at least 10 days prior to the hearing, or prior to the expiration of any deadline contained in the notice, in at least two locations, one of which shall be the property upon which the violation is alleged to exist and the other of which shall be, in the case of

municipalities, at the primary municipal government office, and in the case of counties, at the front door of the courthouse or the main county governmental center in said county.

2. Proof of posting shall be by affidavit of the person posting the notice, which affidavit shall include a copy of the notice posted and the date and places of its posting.

(c) Notice by publication or posting may run concurrently with, or may follow, an attempt or attempts to provide notice by hand delivery or by mail as required under subsection (1).

(3) Evidence that an attempt has been made to hand deliver or mail notice as provided in subsection (1), together with proof of publication or posting as provided in subsection (2), shall be sufficient to show that the notice requirements of this part have been met, without regard to whether or not the alleged violator actually received such notice.

History.—s. 1, ch. 80-300; s. 11, ch. 86-201; s. 3, ch. 87-391; s. 10, ch. 89-268; s. 6, ch. 94-291; s. 6, ch. 99-360; s. 3, ch. 2000-125; s. 1, ch. 2012-13; s. 2, ch. 2013-193; s. 1, ch. 2014-154; s. 14, ch. 2021-17; s. 14, ch. 2022-103.

Note.—Former s. 166.062.

162.125 Actions for money judgments under this chapter; limitation.—Actions for money judgments under this chapter may be pursued only on fines levied after October 1, 2000.

History.—s. 4, ch. 2000-125.

162.13 Provisions of act supplemental.—It is the legislative intent of ss. 162.01-162.12 to provide an additional or supplemental means of obtaining compliance with local codes. Except as provided in s. 162.06(1)(b), nothing contained in ss. 162.01-162.12 shall prohibit a local governing body from enforcing its codes by any other means.

History.—s. 11, ch. 82-37; s. 3, ch. 2021-167.

PART II
SUPPLEMENTAL COUNTY OR MUNICIPAL CODE OR ORDINANCE ENFORCEMENT PROCEDURES

162.21 Enforcement of county or municipal codes or ordinances; penalties.
162.22 Designation of enforcement methods and penalties for violation of municipal ordinances.
162.23 Notice to appear.
162.30 Civil actions to enforce county and municipal ordinances.
162.41 Code inspector body cameras; policies and procedures.

162.21 Enforcement of county or municipal codes or ordinances; penalties.—

(1) As used in this section, "code enforcement officer" means any designated employee or agent of a county or municipality whose duty it is to enforce codes and ordinances enacted by the county or municipality.

(2) A county or a municipality may designate certain of its employees or agents as code enforcement officers. The training and qualifications of the employees or agents for such designation shall be determined by the county or the municipality. Employees or agents who may be designated as code enforcement officers may include, but are not limited to, code inspectors, law enforcement officers, animal control officers, or firesafety inspectors. Designation as a code enforcement officer does not provide the code enforcement officer with the power of arrest or subject the code enforcement officer to the provisions of ss. 943.085-943.255. Nothing in this section amends, alters, or

contravenes the provisions of any state-administered retirement system or any state-supported retirement system established by general law.

(3)(a) A code enforcement officer is authorized to issue a citation to a person when, based upon personal investigation, the officer has reasonable cause to believe that the person has committed a civil infraction in violation of a duly enacted code or ordinance and that the county court will hear the charge.

(b) A code enforcement officer may not initiate an investigation of a potential violation of a duly enacted code or ordinance by way of an anonymous complaint. A person who reports a potential violation of a code or an ordinance must provide his or her name and address to the respective local government before an investigation may occur. This paragraph does not apply if the code enforcement officer has reason to believe that the violation presents an imminent threat to public health, safety, or welfare or imminent destruction of habitat or sensitive resources.

(c) Prior to issuing a citation, a code enforcement officer shall provide notice to the person that the person has committed a violation of a code or ordinance and shall establish a reasonable time period within which the person must correct the violation. Such time period shall be no more than 30 days. If, upon personal investigation, a code enforcement officer finds that the person has not corrected the violation within the time period, a code enforcement officer may issue a citation to the person who has committed the violation. A code enforcement officer does not have to provide the person with a reasonable time period to correct the violation prior to issuing a citation and may immediately issue a citation if a repeat violation is found or if the code enforcement officer has reason to believe that the violation presents a serious threat to the public health, safety, or welfare, or if the violation is irreparable or irreversible.

(d) A citation issued by a code enforcement officer shall be in a form prescribed by the county or the municipality and shall contain:

1. The date and time of issuance.
2. The name and address of the person to whom the citation is issued.
3. The date and time the civil infraction was committed.
4. The facts constituting reasonable cause.
5. The number or section of the code or ordinance violated.
6. The name and authority of the code enforcement officer.
7. The procedure for the person to follow in order to pay the civil penalty or to contest the citation.
8. The applicable civil penalty if the person elects to contest the citation.
9. The applicable civil penalty if the person elects not to contest the citation.
10. A conspicuous statement that if the person fails to pay the civil penalty within the time allowed, or fails to appear in court to contest the citation, the person shall be deemed to have waived his or her right to contest the citation and that, in such case, judgment may be entered against the person for an amount up to the maximum civil penalty.

(4) After issuing a citation to an alleged violator, a code enforcement officer shall deposit the original citation and one copy of the citation with the county court.

(5) A county or a municipality is authorized to enforce codes and ordinances under the provisions of this section and may enact an ordinance establishing procedures for the implementation of such provisions, including a schedule

of violations and penalties to be assessed by code enforcement officers. If a county or municipality chooses to enforce codes or ordinances under the provisions of this section, each code or ordinance or the ordinance enacted by the county or municipality establishing procedures for implementation of this section shall provide:

(a) That a violation of a code or an ordinance is a civil infraction.

(b) A maximum civil penalty not to exceed $500.

(c) A civil penalty of less than the maximum civil penalty if the person who has committed the civil infraction does not contest the citation.

(d) For the issuance of a citation by a code enforcement officer who has reasonable cause to believe that a person has committed an act in violation of a code or an ordinance.

(e) For the contesting of a citation in county court.

(f) Such procedures and provisions as are necessary to provide for the enforcement of a code or an ordinance under the provisions of this section.

(6) Any person who willfully refuses to sign and accept a citation issued by a code enforcement officer shall be guilty of a misdemeanor of the second degree, punishable as provided in s. 775.082 or s. 775.083.

(7) The provisions of this part shall not apply to the enforcement pursuant to ss. 553.79 and 553.80 of the Florida Building Code adopted pursuant to s. 553.73 as applied to construction, provided that a building permit is either not required or has been issued by the county or the municipality.

(8) The provisions of this section are additional and supplemental means of enforcing county or municipal codes or ordinances and may be used for the enforcement of any code or ordinance, or for the enforcement of all codes and ordinances. Except as provided in paragraph (3)(b), nothing contained in this section shall prohibit a county or municipality from enforcing its codes or ordinances by any other means.

History.—s. 11, ch. 89-268; s. 7, ch. 94-291; s. 1444, ch. 95-147; s. 3, ch. 96-385; s. 4, ch. 98-287; s. 115, ch. 2000-141; s. 35, ch. 2001-186; s. 4, ch. 2001-372; s. 4, ch. 2021-167.

162.22 Designation of enforcement methods and penalties for violation of municipal ordinances.—The governing body of a municipality may designate the enforcement methods and penalties to be imposed for the violation of ordinances adopted by the municipality. These enforcement methods may include, but are not limited to, the issuance of a citation, a summons, or a notice to appear in county court or arrest for violation of municipal ordinances as provided for in chapter 901. Unless otherwise specifically authorized and provided for by law, a person convicted of violating a municipal ordinance may be sentenced to pay a fine, not to exceed $500, and may be sentenced to a definite term of imprisonment, not to exceed 60 days, in a municipal detention facility or other facility as authorized by law.

History.—s. 1, ch. 94-255.

162.23 Notice to appear.—

(1) Notwithstanding s. 34.07, a code enforcement officer, designated pursuant to s. 162.21(1) and (2), may issue a notice to appear at any hearing conducted by a county court if the officer, based upon personal investigation, has reasonable cause to believe that the person has violated a code or ordinance. A notice to appear means a written order issued by a code enforcement officer in lieu of physical arrest requiring a person accused of violating the law to appear in a designated court or governmental office at a specified date and time. If a person issued a notice to

appear under this section refuses to sign such notice, the code enforcement officer has no authority to arrest such person.

(2) Prior to issuing a notice to appear, a code enforcement officer shall provide written notice to the person that the person has committed a violation of a code or ordinance and shall establish a reasonable time period within which the person must correct the violation. Such time period shall be no fewer than 5 days and no more than 30 days. If, upon personal investigation, a code enforcement officer finds that the person has not corrected the violation within the prescribed time period, a code enforcement officer may issue a notice to appear to the person who has committed the violation. A code enforcement officer is not required to provide the person with a reasonable time period to correct the violation prior to issuing a notice to appear and may immediately issue a notice to appear if a repeat violation is found, or if the code enforcement officer has reason to believe that the violation presents a serious threat to the public health, safety, or welfare or that the violator is engaged in violations of an itinerant or transient nature, as defined by local code or ordinance within the jurisdiction, or if the violation is irreparable or irreversible.

History.—s. 1, ch. 96-385; s. 7, ch. 99-360.

162.30 Civil actions to enforce county and municipal ordinances.—In addition to other provisions of law authorizing the enforcement of county and municipal codes and ordinances, a county or municipality may enforce any violation of a county or municipal code or ordinance by filing a civil action in the same manner as instituting a civil action. The action shall be brought in county or circuit court, whichever is appropriate depending upon the relief sought. Counties and municipalities are authorized and required to pay any counsel appointed by the court to represent a private party in such action if the provision of counsel at public expense is required by the Constitution of the United States or the Constitution of the State of Florida and if the party is indigent as established pursuant to s. 27.52. The county or municipality shall bear all court fees and costs of any such action, and may, if it prevails, recover the court fees and costs and expense of the court-appointed counsel as part of its judgment. The state shall bear no expense of actions brought under this section except those that it would bear in an ordinary civil action between private parties in county court.

History.—s. 87, ch. 2003-402.

162.41 Code inspector body cameras; policies and procedures.—

(1) As used in this section, the term:

(a) "Body camera" means a portable electronic recording device worn on a code inspector's person which records audio and video data of the code inspector's encounters and activities.

(b) "Code inspector" has the same meaning as in s. 162.04(2).

(2) A governmental entity that permits its code inspectors to wear body cameras shall establish policies and procedures addressing the proper use, maintenance, and storage of body cameras and the data recorded by body cameras. The policies and procedures must include all of the following:

(a) General guidelines for the proper use, maintenance, and storage of body cameras.

(b) Any limitation on which code inspectors are permitted to wear body cameras.

(c) Any limitation on code enforcement-related encounters and activities in which code inspectors are permitted to wear body cameras. A code inspector must be permitted to use a body camera to record any encounter with a member of the public which occurs while the inspector is performing his or her duties.

(d) General guidelines for the proper storage, retention, and release of audio and video data recorded by body cameras.

(3) A governmental entity that permits its code inspectors to wear body cameras shall do all of the following:

(a) Ensure that all personnel who wear, use, maintain, or store body cameras are trained in the governmental entity's body camera policies and procedures.

(b) Ensure that all personnel who use, maintain, store, or release audio or video data recorded by body cameras are trained in the governmental entity's policies and procedures.

(c) Retain audio and video data recorded by body cameras in accordance with the requirements of s. 119.021, except as otherwise provided by law.

(d) Perform a periodic review of actual body camera practices to ensure conformity with the governmental entity's body camera policies and procedures.

(4) Chapter 934 does not apply to body camera recordings made by code inspectors who elect to use body cameras.

History.—s. 1, ch. 2026-48.

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Chapter 6 CODE ENFORCEMENT[1]

ARTICLE I. IN GENERAL

Secs. 6-1—6-26. Reserved.

ARTICLE II. CODE ENFORCEMENT BOARD[2]

Sec. 6-27. Definitions.

The following words, terms and phrases, when used in this article, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Code enforcement board means the county code enforcement board created pursuant to F.S. ch. 162, pt. I, § 162.01 et seq.

Code inspectors means those authorized agents or employees of the county whose duty it is to ensure code compliance with the technical codes which are subject to this chapter.

(Code 1980, § 2-142; Code 1992, § 6-27; Ord. No. 17-04, § 12, 3-7-2017)

Sec. 6-28. Creation and membership.

(a) The county hereby creates a code enforcement board which shall have a jurisdiction within the unincorporated area of the county and be composed of seven members, all of whom shall be residents of the county.

(b) Appointment to the code enforcement board shall be made by the Board of County Commissioners. The membership of the code enforcement board shall, whenever possible, consist of an architect, a business person, an engineer, a general contractor, a subcontractor, a realtor and another citizen.

(c) Appointments to the code enforcement board shall be for a term of three years. Members may be reappointed for additional terms. Appointment to fill any vacancy on the code enforcement board shall be for the remainder of the unexpired term of the departing board member.

(d) Any member of the code enforcement board who fails to attend two out of three successive meetings during any calendar year shall automatically forfeit such appointment and the Board of County Commissioners shall promptly fill such vacancy. Members may also be removed for cause.

(Code 1980, §§ 2-141, 2-143(b), 2-143(d), 2-143(e); Code 1992, § 6-28; Ord. No. 17-04, § 12, 3-7-2017)

State law reference(s)—Authority to create code enforcement board, F.S. § 162.03(1); code enforcement board membership, F.S. § 162.05.

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[1]State law reference(s)—Code enforcement generally, F.S. ch. 162; enforcement of county ordinances by code inspectors, F.S. § 125.69(2); building trade ordinance enforcement, F.S. § 489.127(5).

[2]State law reference(s)—Local Government Code Enforcement Boards Act, F.S. § 162.01 et seq.

Sec. 6-29. Organization and expenses.

(a) At the first meeting of the code enforcement board, the members shall elect one of the members to be chairman. The person so elected shall function as chairman for a one-year term.

(b) Four or more members of the code enforcement board present at any meeting shall constitute a quorum in order for the code enforcement board to conduct its business. Members of the code enforcement board shall serve without compensation.

(Code 1980, § 2-144; Code 1992, § 6-29; Ord. No. 17-04, § 12, 3-7-2017)

State law reference(s)—Quorum and officers, F.S. § 162.05(4).

Sec. 6-30. Enforcement procedure.

(a) (1) It shall be the duty of the code inspector to initiate enforcement proceedings of the various codes; however, no member of the code enforcement board shall have the power to initiate such enforcement proceedings.

(2) The code inspector may not initiate enforcement proceedings for a potential violation of the codes by way of an anonymous complaint. A person who reports a potential violation of a code must provide his or her name and address to the County's Department of Development Support and Environmental Management before an enforcement proceeding may occur. This paragraph does not apply if the code inspector has reason to believe that the violation presents an imminent threat to public health, safety, or welfare or imminent destruction of habitat or sensitive resources.

(b) Except as provided in subsections (c) and (d) of this section, if a violation of the codes is found, the code inspector shall notify the violator and give him a reasonable time to correct the violation. Should the violation continue beyond the time specified for correction, the code inspector shall notify the code enforcement board and request a hearing. The code enforcement board, through its clerical staff, shall schedule a hearing, and written notice of such hearing shall be hand delivered or mailed as provided in section 6-36 to the violator. At the option of the code enforcement board, notice may additionally be served by publication or posting as provided in section 6-36. If the violation is corrected and then recurs or if the violation is not corrected by the time specified for correction by the code inspector, the case may be presented to the code enforcement board even if the violation has been corrected prior to the code enforcement board hearing, and the notice shall so state.

(c) If a repeat violation is found, the code inspector shall notify the violator but is not required to give the violator a reasonable time to correct the violation. The code inspector, upon notifying the violator of a repeat violation, shall notify the code enforcement board and request a hearing. The code enforcement board, through its clerical staff, shall schedule a hearing and shall provide notice pursuant to section 6-36. The case may be presented to the code enforcement board even if the repeat violation has been corrected prior to the code enforcement board hearing, and the notice shall so state.

(d) If the code inspector has reason to believe a violation presents a serious threat to the public health, safety, and welfare or if the violation is irreparable or irreversible in nature, the code inspector shall make a reasonable effort to notify the violator and may immediately notify the code enforcement board and request a hearing.

(e) The burden is on the county to show, by preponderance of the evidence that a violation has occurred.

(Code 1980, § 2-145; Code 1992, § 6-30; Ord. No. 89-8, § 1, 3-28-1989; Ord. No. 17-04, § 12, 3-7-2017; Ord. No. 21-15, § 1, 10-12-2021)

State law reference(s)—Similar provisions, F.S. § 162.06.

Sec. 6-31. Function.

The code enforcement board shall have the purpose of conducting hearings relating to the enforcement of the following provisions as now or hereafter amended:

(1) Chapter 5, building code, article II, technical standards;

(2) Chapter 5, building code, article IV, property maintenance code;

(3) Chapter 10, land development code;

(4) Chapter 11, licenses, taxation and miscellaneous business regulations, article XIX, refueling assistance for persons with disabilities; with the exception that the enforcement of the provisions in article IX, relating to nonconsensual towing and storage of vehicles and vessels, shall be as set forth in the enforcement provisions provided therein;

(5) Chapter 14, property safety and maintenance; and

(6) Any provision of the Leon County Code of Laws which the code enforcement board is specifically granted enforcement jurisdiction.

(Code 1980, § 2-143(a); Code 1992, § 6-31; Ord. No. 94-3, § 1, 2-22-1994; Ord. No. 9607, § 3, 7-16-1996; Ord. No. 98-19, § 1, 11-10-1998; Ord. No. 00-08, § 2, 2-22-2000; Ord. No. 04-11, § 2, 5-11-2004; Ord. No. 11-09, § 1, 5-24-2011; Ord. No. 17-04, § 12, 3-7-2017; Ord. No. 21-01, § 3, 1-26-2021; Ord. No. 25-05, § 1, 5-13-2025)

Sec. 6-32. Hearing procedure.

(a) The board administrator may call code enforcement board hearings. The code enforcement board may, at any hearing, set a future hearing date.

(b) The code enforcement board shall conduct a code compliance hearing at least once every two months, but may convene more often as caseload demands dictate.

(c) Minutes shall be kept of all hearings held by the code enforcement board, and all such hearings shall be open to the public.

(d) The County Administrator shall provide clerical and administrative personnel as may be required to assist the code enforcement board in the proper performance of its duties.

(e) Each case before the code enforcement board shall be presented by a representative of the county.

(f) The county will provide counsel to the code enforcement board, and in no case shall the County Attorney's staff present a case and represent the code enforcement board in the same case.

(g) Cases scheduled for a particular day shall be heard. All testimony shall be under oath and shall be recorded. At the code compliance hearing, the code enforcement board shall take testimony from the code inspector, the alleged violator and any other person familiar with the case or having knowledge about the case. The code enforcement board shall not be bound by any formal rules of evidence; however, it shall act to ensure fundamental due process in each case brought before the code enforcement board.

(h) At the conclusion of the code compliance hearing, the code enforcement board shall issue a code compliance order, including findings of fact based on evidence of record, conclusions of law, and an order requiring compliance and affording the proper relief consistent with powers granted herein. The terms of the code compliance order shall be adopted by motion, approved by a majority of those members present and voting, except that at least four members of the seven-member code enforcement board must vote in order for the action to be official. The code compliance order will include a notice that it must be complied with by a specified date, that a fine will be imposed if the order is not complied with by such date, specifying how the fine will be calculated, and that a lien will be imposed on the property. If the violation was corrected after

scheduling of the code compliance hearing but before such hearing, the code enforcement board may enter a code compliance order finding that the violation occurred and has been resolved, and order closing of the file. The code enforcement board shall provide the code compliance order by certified mail to the violator. A certified copy of such order may be recorded in the public records of the county and shall constitute notice to any subsequent purchasers, successors in interest, or assigns if the violation concerns real property, and the terms therein shall be binding upon the violator and, if the violation concerns real property, any subsequent purchasers, successors in interest, or assigns. If a code compliance order is recorded in the public records pursuant to this subsection and the order is complied with by the date specified in the order, the code enforcement board shall issue an order acknowledging code compliance that shall be recorded in the public records. A hearing is not required to issue such an order acknowledging compliance. The code enforcement board may at the time of the code compliance hearing authorize the chair to enter the order imposing fine and lien described in subsection 6-32(j) in the event the violator fails to comply with any one or more of the requirements set forth in the code compliance order.

(i) If the violator fails to comply with any one or more of the requirements set forth in the code compliance order issued by the code enforcement board by the corresponding compliance deadline, the county will send notice by certified mail to the violator advising that the violator has failed to comply with the code compliance order and will be subject to penalties in the form of a fine per day for each day that the violator remains out of compliance with the code compliance order, and that a lien as determined will be imposed on the property. The violator shall have 20 days from the date of the notice of noncompliance to file a request for a compliance review hearing before the code enforcement board to challenge the determination of noncompliance with the code compliance order, validity of the fine amount, or the imposition of the lien. Such request for a compliance review hearing shall be filed with the board administrator, who will notice the case for hearing. Failure to timely file a request for a compliance review hearing will be deemed a waiver of the right to challenge the determination of noncompliance in the code compliance order, validity of the fine amount, or the imposition of a lien.

(j) If the violator fails to timely file a request for a compliance review hearing, the county will submit an affidavit of noncompliance to the chair of the code enforcement board. Upon receipt of the affidavit of noncompliance, and confirmation that the violator waived the right to request a hearing to contest noncompliance, validity of the fine amount, or the imposition of a lien, the chair may execute an order imposing a fine, which will be filed against the violator immediately and a fine shall be assessed for the days the violator is out of compliance. The fines established by the order imposing fine shall constitute a lien against the property.

(k) Any case may be continued by the code enforcement board for good cause shown. If the code enforcement board's consideration of a case has already been publicly noticed, the code enforcement board's counsel may grant a continuance prior to the meeting at which a case is to be heard, provided that the request is unopposed by all parties. The continuance shall be announced during the publicly noticed hearing.

(Code 1980, § 2-146; Code 1992, § 6-32; Ord. No. 11-09, § 2, 5-24-2011; Ord. No. 17-04, § 12, 3-7-2017; Ord. No. 25-01, § 1, 1-28-2025)

State law reference(s)—Presentation of cases, F.S. § 162.05(5); conduct of hearing, F.S. § 162.07.

Sec. 6-33. Powers, generally.

The code enforcement board shall have the power to:

(1) Adopt rules for the conduct of the hearings it holds pursuant to section 6-32.

(2) Subpoena alleged violators and witnesses to its hearings. Subpoenas may be served by the county sheriff.

(3) Subpoena evidence.

(4) Take testimony under oath.

(5) Issue orders following a hearing, which orders shall have the force of law and shall set forth the steps necessary to be accomplished in order to bring a violation into compliance with the code that has been violated.

(6) Access administrative fines and impose liens on real and personal property pursuant to F.S. chs. 162 and 125.

(Code 1980, § 2-147; Code 1992, § 6-33; Ord. No. 17-04, § 12, 3-7-2017)

State law reference(s)—Similar provisions, F.S. § 162.08.

Sec. 6-34. Administrative fines; liens.

(a) As set forth above in section 6-32, when a code compliance order has not been complied with by the set time or, upon finding that a repeat violation has been committed, the violator may be ordered to pay a fine in an amount specified in this section for each day the violation continues past the date set by the code compliance order or, in the case of a repeat violation, for each day the repeat violation continues, beginning with the date the repeat violation is found to have occurred by the code inspector. Where a finding of a violation or a repeat violation has been made at a code compliance hearing and the violator has failed to timely request a compliance review hearing as provided in subsection 6-32(i), a hearing shall not be necessary for issuance of the order imposing the fine.

(b) A fine imposed pursuant to this chapter shall not exceed $250.00 per day for a first violation and shall not exceed $500.00 per day for a repeat violation. If, at the code compliance hearing, the code enforcement board finds the violation to be irreparable or irreversible in nature, it may impose a one-time fine not to exceed $5,000.00 per violation in the code compliance order. In determining the amount of the fine, if any, the code enforcement board shall consider the following factors:

(1) The gravity of the violation.

(2) Any actions taken by the violator to correct the violation.

(3) Any previous violations committed by the violator.

(c) The code enforcement board may reduce a fine imposed pursuant to this chapter upon request after the violation has been corrected.

(d) A lien for a violation of section 14-31 or 14-41 has a maximum lien threshold of $10,000.00 and shall cease accruing once the lien reaches $10,000.00. Violations that are found to be repeat violations, regardless of the violation, and violations of other sections of the Code other than sections 14-31 and 14-41 do not have a maximum lien threshold, unless otherwise stated.

(e) A certified copy of an order imposing a fine shall be recorded in the public records and, thereafter, shall constitute a lien against the land on which the violation exists. Upon petition to the circuit court, such order may be enforced in the same manner as a court judgment by the sheriffs of the state, but such order shall not be deemed to be a court judgment except for enforcement purposes. A fine imposed pursuant to this section shall continue to accrue until the violator comes into compliance or until judgment is rendered in a suit to foreclose on a lien filed pursuant to this chapter, whichever occurs first. After three months from the filing of any such lien which remains unpaid, the code enforcement board may authorize the County Attorney to foreclose on the lien. No lien created pursuant to the provisions of this chapter may be foreclosed on real property which is a homestead under Fla. Const. art. X, § 4. A lien arising from a fine

imposed pursuant to this Chapter runs in favor of the county, and the county may execute a satisfaction or release of lien entered pursuant to this chapter.

(Code 1980, § 2-148; Code 1992, § 6-34; Ord. No. 89-8, § 2, 3-28-1989; Ord. No. 17-04, § 12, 3-7-2017; Ord. No. 25-01, § 1, 1-28-2025)

State law reference(s)—Similar provisions, F.S. § 162.09; duration of lien, F.S. § 162.10.

Sec. 6-35. Appeals.

An aggrieved party, including the county, may appeal a final administrative order of the code enforcement board to the circuit court. An appeal shall be filed within 30 days of the execution of the order to be appealed.

(Code 1980, § 2-149.1; Code 1992, § 6-35)

State law reference(s)—Similar provisions, F.S. § 162.11.

Sec. 6-36. Notices.

(a) All notices required by this article shall be provided to the alleged violator by certified mail, return receipt requested; by hand delivery by the sheriff, code inspector or other person designated by the Board of County Commissioners; by leaving the notice at the violator's usual place of residence with any person residing therein who is above 15 years of age and informing such person of the contents of the notice; or, in the case of commercial premises, leaving the notice with the manager or other person in charge.

(b) If any notice sent by certified mail is not signed as received within 30 days after the postmarked date of mailing, notice may be provided by posting as described in subsection (d) of this section.

(c) In addition to providing notice as set forth in subsection (a) of this section, at the option of the code enforcement board, notice may also be served by publication as follows:

(1) Such notice shall be published once during each week for four consecutive weeks (four publications being sufficient) in a newspaper of general circulation in the county. The newspaper shall meet such requirements as are prescribed under F.S. ch. 50 for legal and official advertisements.

(2) Proof of publication shall be made as provided in F.S. §§ 50.041 and 50.051.

(d) In lieu of publication as described in subsection (c) of this section, such notice may be posted at least ten days prior to the hearing, or prior to the expiration of any deadline contained in the notice, at the property upon which the violation is alleged to exist and at the front door of the courthouse or the main county governmental center.

(e) Evidence that an attempt has been made to hand deliver or mail notice as provided in subsection (a) of this section, together with proof of publication or posting as provided in subsections (c) and (d) of this section, shall be sufficient to show that the notice requirements of this article have been met, without regard to whether or not the alleged violator actually received such notice. Notice by publication or posting may run concurrently with, or may follow, an attempt to provide notice by hand delivery or by mail as required under subsection (a) of this section.

(Code 1980, § 2-149; Code 1992, § 6-36; Ord. No. 17-04, § 12, 3-7-2017)

State law reference(s)—Similar provisions, F.S. § 162.12.

Chapter 14 PROPERTY SAFETY AND MAINTENANCE

ARTICLE I. IN GENERAL

Sec. 14-1. Reserved.

Sec. 14-2. Definitions.

The following words, terms and phrases, when used in this chapter, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Abandoned property means all tangible personal property that does not have an identifiable owner and that has been disposed on public property in a wrecked, inoperative, or partially dismantled condition or has no apparent intrinsic value to the rightful owner. The term "abandoned property" includes derelict vessels as defined in F.S. § 823.11.

Abate or *abatement* means the cessation or removal of a nuisance, including, but not limited to, demolishing, removing or securing a dilapidated structure, removing junk, or mowing or cutting of overgrowth.

Building means any structure, either temporary or permanent, built for the support, shelter, or enclosure of persons, chattels, or property of any kind. The term "building" includes tents, trailers, or mobile homes serving in any way the function of a building. The term "building" shall be construed as if followed by the words "or part thereof."

Code enforcement board means the Leon County Code Enforcement Board created by section 6-28.

Code inspector means those authorized agents or employees of the county whose duty it is to ensure code compliance with the technical codes included within this chapter.

Construction and demolition debris disposal means the practice of using a site for the permanent disposal from construction and/or demolition activities. The materials may be from on-site or off-site activities.

Dilapidated structure means any building which exhibits structural defects, whether or not such structural defects are manmade, as a result of the failure to make necessary repairs or as a result of deterioration or decay, such that said building threatens the public health, safety, or welfare.

Environmental constraints means environmental features which perform natural functions, have ecological value, or constitute special environmental management problems to site development, including wetlands, water bodies, watercourses, floodways, floodplains, closed basins, severe and significant grades, threatened, endangered, or special concern species or their habitat, native or high quality successional forest communities, cultural resources, special development zones, and karst features.

Junk means any junked or abandoned motor vehicle or parts thereof; any real property, fixture, personal property or other article having only nominal or salvage value which has been left unprotected from the elements; combustible and noncombustible waste materials of any kind or character; trash, debris, waste, litter, or refuse; and any other discarded or abandoned personalty, including, but not limited to, iceboxes, refrigerators, deep-freeze lockers, clothes washers, clothes dryers, stoves and household furniture and furnishings. The term "junk" does not include reasonable natural debris accumulations in wooded areas or on lawns, such as shrubbery and lawn clippings, leaves and compost piles for normal, personal, noncommercial use. *Junked or abandoned motor* vehicle means a motor vehicle that is a self-propelled vehicle that is not a bicycle, motorized scooter, electric personal assistive mobility device, swamp buggy, racecar, moped, or vehicle operated upon rails or guideway, and meets any of the following conditions:

(1) It does not have a license tag for the current year;

(2) Any part, equipment or piece thereof necessary for its operation is and remains removed therefrom for a period of at least 15 days;

(3) It is on the property of another without written permission of the owner of such property or premises;

(4) It is on property contrary to or in violation of any zoning law, regulation or ordinance;

(5) It is found at any location in the county and the owner or any person having custody or possession thereof cannot, after reasonable search and inquiry, be found or located;

(6) It is located in close proximity to a parcel of land with other junked or abandoned vehicle, and is not under the control or supervision of some person whose whereabouts can be ascertained upon reasonable search and inquiry; or

(7) For any other reason the motor vehicle appears, after reasonable inquiry and investigation, to be junked or abandoned.

Law enforcement officer means any officer of the state department of law enforcement, state highway patrol, county sheriff's department, municipal law enforcement departments, law enforcement department of any other political subdivision, law enforcement department of any college or university, department of natural resources, game and fresh water fish commission and any other officer sworn to uphold the law and having jurisdiction in the county.

Litter means all waste materials, including, but not limited to, garbage, bottles, glass, crockery, cans, scrap metal, paper, plastic, rubber, waste building materials and disposable packages or containers, and animal and vegetable waste resulting from the handling, preparation, cooking and consumption of food.

Litter receptacle means a container with a capacity of not less than ten gallons, constructed and placed for use as a depository for litter.

Lot means a designated parcel, tract, or area of land established by plat, subdivision, or as otherwise permitted by law, to be used, developed, or built upon as a unit, but excluding areas designated for open spaces, whether or not these areas are designated as lots on the plat.

Occupant means any person holding a written or oral lease of, or occupying the whole or part of, the premises.

Open-pit mining means the method of removing rock, sand, or other minerals by removal from an open pit, borrow pit, actual pit, or other manmade depression from which material is being extracted in the course of an open-pit mining operation.

Overgrowth means any herbaceous or woody plant life, including weeds, grasses, shrubs, bushes, and underbrush which is not being cultivated for ornamental purposes or intentionally designed as native landscape, which vegetation is more than 18 inches tall and is located in any residentially-zoned district in the county.

Owner means the person or entity holding fee simple title to a parcel, building, or structure.

Parcel means real property in the county, which has a single property certification number assigned to it by the property appraiser of the county.

Premises means a lot, plot, tract, parcel of land, or other real estate, including the buildings and structures thereon which, because of its unity of use, may be regarded as the smallest conveyable unit of real estate.

Private property means property owned by any person, including, but not limited to, yards, grounds, driveways, entrances or passageways, parking areas, storage areas, bodies of water, vacant land and recreation facilities, that is not public property.

Public property means lands and improvements owned by the federal government, the state, the county, a municipality, or special district and includes sovereignty submerged lands located adjacent thereto, buildings, grounds, parks, playgrounds, streets, sidewalks, parkways, rights-of-way, and other similar property.

(Code 1992, § 14-2; Ord. No. 17-04, § 2, 3-7-2017; Ord. No. 17-17, § 1, 10-10-2017)

Sec. 14-3. Scope; conflict with other regulations.

(a) The provisions of this chapter shall apply equally to new and existing conditions. Should a provision of any zoning, building, health, fire, or safety regulation of the county be in conflict with a provision of this chapter, the provision which establishes the higher standard for the promotion and protection of the public health and safety shall prevail.

(b) This chapter shall not restrict the right of any person to proceed by other means as provided by law against the owner of any property under enforcement action.

(Code 1992, § 14-3; Ord. No. 17-04, § 2, 3-7-2017)

Sec. 14-4. Applicability.

The provisions of this chapter shall be applicable throughout the unincorporated areas of the county, unless otherwise stated.

(Code 1992, § 14-4; Ord. No. 17-04, § 2, 3-7-2017)

Sec. 14-5. Enforcement.

The provisions of this chapter shall be enforced by the code enforcement board pursuant to the enforcement procedures outlined in chapter 6, unless otherwise stated. However, nothing in this chapter shall prevent the county from pursuing a cause of action under F.S. ch. 823, or other causes of action as permitted by state and federal law.

(Code 1992, § 14-5; Ord. No. 17-04, § 2, 3-7-2017)

Sec. 14-6. Inspection of lands.

The code inspector shall, as often as may be necessary, inspect land within the county to determine if a violation of this chapter exists.

(Code 1992, § 14-6; Ord. No. 17-04, § 2, 3-7-2017)

Sec. 14-7. Repeat invalid complaints.

(a) It is found and determined that the county has limited staff and resources and, therefore, cannot investigate properties that have received multiple complaints that have been determined to be invalid by the code inspector or code enforcement board.

(b) It shall be unlawful for any person to willfully and knowingly provide false or misleading information to code enforcement on matters pertaining to the enforcement of this chapter.

(c) The county may not investigate a complaint for six months if the county has received two complaints within one year determined to be invalid by the code inspector or code enforcement board regarding the same property without a change in ownership of said property.

(Code 1992, § 14-7; Ord. No. 17-04, § 2, 3-7-2017)

Sec. 14-8. Regulation of open-pit mining and construction and demolition debris disposal operations.

All areas proposed for use, currently used, or previously used for open-pit mining operations and/or construction and demolition debris disposal must be secured by a fence. The fence must be a least four feet in height with openings that will reject the passage of a seven-inch diameter sphere. The fence must be equipped with a gate which shall remain locked when workers or employees of the landowner or mining company are not present at the site. At every gate or access point, at least one sign must be posted which states, in at least four-inch tall letters, "Danger," "Keep Out," "No Trespassing," or similar language to indicate that there may be hazardous conditions on the premises. The requirements of this section shall not apply to those areas determined by the County Administrator or designee to have been reclaimed wherein no slope exceed a grade of greater than four to one horizontal run to vertical rise.

(Code 1992, § 14-8; Ord. No. 17-04, § 2, 3-7-2017)

Secs. 14-9—14-19. Reserved.

ARTICLE II. DILAPIDATED STRUCTURES

Sec. 14-20. Findings of fact and intent.

Dilapidated structures are a blighting factor which deteriorates property and can cause the property to become a threat to public health, safety and welfare. Dilapidated structures can also depreciate the value of the property and the value of the adjacent and surrounding properties. The Board of County Commissioners finds that dilapidated structures are a public nuisance. It is the intent of this article to provide for the prohibition of dilapidated structures as herein set forth. The Board of County Commissioners further authorizes the use of any and all means, including the use of county funds to abate dilapidated structures should the dilapidated structure threaten public health, safety or welfare.

(Code 1992, § 14-20; Ord. No. 17-04, § 3, 3-7-2017)

Sec. 14-21. Prohibited conditions.

Dilapidated structures, including real property, personal property or fixtures, on any lot or parcel of land, or other real property in the county, whether improved or unimproved, constitute a public nuisance and are prohibited, and every owner of real property in the county has a duty to keep his property free of any nuisance at his expense.

(Code 1992, § 14-21; Ord. No. 17-04, § 3, 3-7-2017)

Sec. 14-22. Enforcement.

The provisions of this article shall be enforced by the code enforcement board pursuant to the enforcement procedures outlined in chapter 6. If an owner fails to comply with an order of the code enforcement board requiring compliance with section 14-21, the county may, in addition to any further action taken by the code enforcement board as to the noncompliance, cause the dilapidated structure to be abated as provided in article V of this chapter.

(Code 1992, § 14-22; Ord. No. 17-04, § 3, 3-7-2017)

Secs. 14-23—14-29. Reserved.

ARTICLE III. JUNK

Sec. 14-30. Findings of fact and intent.

It is found and determined that a large amount of junk has and is accumulated in the county and that accumulations of junk constitute a menace to the public health, safety and welfare of the citizens of the county and mar and detract from the natural beauty of the county. The intent of this article is to alleviate this menace by providing for the prohibition of junk as herein set forth. The Board of County Commissioners authorizes the use of any and all means, including the use of county funds, to abate junk should the junk threaten public health, safety or welfare.

(Code 1992, § 14-30; Ord. No. 17-04, § 5, 3-7-2017)

Sec. 14-31. Prohibited conditions.

(a) No owner or occupant shall cause or permit junk, litter, or junked or abandoned motor vehicles to remain in or upon any yard, garden, lawn, open outbuilding or open area of any private property in the county for a period in excess of 15 days, other than in an enclosed litter receptacle or in connection with a business enterprise or activity, lawfully situated and zoned, and possessing a license or permit to store such junk upon its premises.

(b) No person shall drop, deposit, discard or otherwise dispose of any abandoned property in or upon any public property in the county, except in litter receptacles or in an area lawfully established and maintained as a garbage or waste disposal site, sanitary landfill or junkyard. Any article of abandoned property bearing a person's name or address or registered in a person's name, found on public property in a place other than as authorized, shall be presumed to be the property of such person and it shall be presumed that such person placed or caused to be placed such article of abandoned property where found. When a violation of this section is observed by any person, and the abandoned property is dumped or disposed of on public property has been ejected from a vehicle, the owner or operator of such vehicle shall be presumed to be the person who ejected such abandoned property. These presumptions shall be rebuttable by presentation of competent evidence to the contrary.

(Code 1992, § 14-31; Ord. No. 89-23, § 2(11-3), 8-15-1989; Ord. No. 17-04, § 5, 3-7-2017)

Sec. 14-32. Enforcement.

(a) Section 14-31(a) shall be enforced by the code enforcement board pursuant to the enforcement procedures outlined in chapter 6. If an owner fails to comply with an order of the code enforcement board requiring compliance with this article, the county may, in addition to any further action taken by the code enforcement board as to the noncompliance, cause the junk to be abated as provided in article V of this chapter.

(b) Section 14-31(b) shall be enforced by law enforcement officers. Any person who violates the provisions of section 14-60(b) is guilty of an offense and shall be punished as provided in section 1-9 and as provided in F.S. § 705.103, as amended.

(c) In the event that an abandoned property is found upon public property in violation of this article, then a law enforcement officer may cause a notice to be placed upon the abandoned property in substantially the following form:

NOTICE TO THE OWNER AND ALL PERSONS INTERESTED IN THE ATTACHED PROPERTY. This property, to-wit: (set forth brief description), is unlawfully upon this property (set forth brief description of location) in violation of chapter 14, Code of Laws, Leon County, Florida and must be removed within five days from the date of this notice; otherwise it shall be subject to removal and disposal pursuant to chapter 705, Florida

Statutes. The owner will be liable for the costs of removal, storage, publication of notice, and disposal. Dated this:

_____ /_____/_____

Signed: _____

LAW ENFORCEMENT OFFICER (set forth name, title, address and telephone number of law enforcement officer)

(d) Such notice shall be not less than eight inches by ten inches and shall be sufficiently weatherproof to withstand normal exposure to the elements. In addition to posting, the law enforcement officer shall make a reasonable effort to ascertain the name and address of the owner. If such is reasonably available to the law enforcement officer, he shall mail a copy of such notice to the owner on or before the date of posting. If the property is a motor vehicle or a vessel, the law enforcement agency shall contact the department of highway safety and motor vehicles in order to determine the name and address of the owner and any person who has filed a lien on the vehicle or vessel. Upon receipt of this information, the law enforcement agency shall mail a copy of the notice by certified mail, return receipt requested, to the owner and to the lien holder, if any.

(e) If, at the end of the period specified in the notice, the abandoned property has not been removed, then the law enforcement officer may cause the abandoned property to be removed as provided in F.S. ch. 705.

(f) Any person may seek an injunction against any violation of this article and recover such damages as he may suffer, including, but not limited to, the cost of removal of any abandoned property.

(Code 1992, § 14-32; Ord. No. 17-04, § 5, 3-7-2017)

Secs. 14-33—14-39. Reserved.

ARTICLE IV. LOT MOWING

Sec. 14-40. Findings of fact and intent.

It is hereby found and determined by the Board of County Commissioners that the overgrowth of weeds, grasses, shrubs, bushes, and/or underbrush, and noxious materials of any kind tend to be breeding places or havens for snakes and vermin of all kinds and character, or tend to be breeding places for mosquitoes, or tend to create a fire hazard and endanger the lives and property of the citizens of the county, or tend to create a nuisance or other unsightly or unsanitary condition that can threaten the public health, safety and welfare. It is the intent of this article to provide for the prohibition of the excessive accumulation of overgrowth as herein set forth.

(Code 1992, § 14-40; Ord. No. 17-04, § 7, 3-7-2017; Ord. No. 17-17, § 1, 10-10-2017)

Sec. 14-41. Prohibited conditions.

The overgrowth of weeds, grasses, shrubs, bushes, and/or underbrush, which is not being cultivated for ornamental purposes or intentionally designed as native landscape, upon any lot or parcel of land improved or unimproved within the unincorporated areas of the county for any zoning district that permits residential development, which exceeds 18 inches in height, to the extent that such portion of the lot or parcel of land is or may reasonably become infested or inhabited by rats or other vermin, or may furnish a breeding place for mosquitoes, or may reasonably cause disease or create a fire hazard, is declared to be a public nuisance and is hereby prohibited.

(Code 1992, § 14-41; Ord. No. 04-41, § 1, 11-30-2004; Ord. No. 17-04, § 7, 3-7-2017; Ord. No. 17-17, § 1, 10-10-2017)

Sec. 14-42. Applicability.

This article shall not be construed to require mowing, clearing or other maintenance of lots, or portions of lots, encumbered by a conservation easement or where mowing, clearing or other maintenance conflicts with the requirements of a special development zone, buffer zone, or environmental constraints.

(Code 1992, § 14-42; Ord. No. 04-41, § 1, 11-30-2004; Ord. No. 17-04, § 7, 3-7-2017)

Sec. 14-43. Enforcement.

The provisions of this article shall be enforced by the code enforcement board pursuant to the enforcement procedures outlined in chapter 6. If an owner fails to comply with an order of the code enforcement board requiring compliance with section 14-40, the county may, in addition to any further action taken by the code enforcement board as to the noncompliance, cause the prohibited conditions to be abated as provided in article V of this chapter.

(Code 1992, § 14-43; Ord. No. 17-04, § 7, 3-7-2017; Ord. No. 17-17, § 1, 10-10-2017)

Secs. 14-44—14-49. Reserved.

ARTICLE V. NUISANCE ABATEMENT

Sec. 14-50. Purpose and intent.

It is the intent of this article to promote, protect, and improve the health, safety, and welfare of the citizens of the county by creating an administrative board with the authority to determine whether a building or premises presents a serious and continuing danger to the public and/or occupants and enter an order allowing said nuisance to be abated by the county.

(Code 1992, § 14-50; Ord. No. 17-04, § 8, 3-7-2017)

Sec. 14-51. Nuisance abatement board.

(a) *Creation.* Members of the code enforcement board are hereby designated and established as the members of the nuisance abatement board. The terms of office of the members of the nuisance abatement board shall coincide with the terms of office of the code enforcement board. The chair and vice-chair of the code enforcement board shall serve as chair and vice-chair of the nuisance abatement board, respectively.

(b) *Organization and compensation.* Four or more members of the nuisance abatement board present at any meeting shall constitute a quorum in order for the nuisance abatement board to conduct business. Members of the nuisance abatement board shall serve without compensation. The County Administrator shall provide clerical and administrative personnel as may be required to assist the nuisance abatement board in the proper performance of its duties.

(c) *Function.* The nuisance abatement board may consider cases that have an order from the code enforcement board finding a violation of sections 14-21, 14-31, 14-41, or 5-314 and remain in violation of the code enforcement board's order.

(1) The county may abate violations of sections 14-21, 14-31, or 5-314 if the nuisance abatement board determines that a building or premises presents a serious and continuing danger to the public and/or occupants. A building or premises presents a serious and continuing danger to the public and/or occupants when it is not safe. Factors evidencing a determination that a property is not safe may

include, but are not limited to: unsecured or unsecurable dangerous conditions; a history demonstrating the property owner's failure to exercise reasonable control over the property, to keep it secure or safe; a history showing that the property has become an attractive nuisance to children or transients; a history showing a proliferation of criminal activity due to dilapidated conditions and lack of management and control over the premises; a history showing that notwithstanding the reasonable efforts of code compliance staff and/or the code enforcement board, the property remains in a condition which is dangerous to the public health, safety and welfare.

(2) The county may abate violations of section 14-41 if the premises upon which the overgrowth exists is determined to be abandoned, and the nuisance abatement board determines that the prohibited conditions at the premises present a serious and continuing danger to the public as set forth in section 14-40. For the purposes of this subsection, the term "abandoned" means any premises that is not lawfully occupied or inhabited as evidenced by non-homestead status; overgrown and/or dead vegetation; nonpayment of taxes; electricity, water, or other utilities turned off or otherwise non-operational; stagnant swimming pool; statements by neighbors, passersby, delivery agents or government agents; or other conditions which would indicate that the property is not lawfully inhabited.

(3) The burden is on the county to show by preponderance of the evidence that the building, premises, or overgrowth presents a serious and continuing danger to the public and/or occupants.

(d) *Powers.* The nuisance abatement board shall have the power to:

(1) Adopt rules for the conduct of the hearings it holds pursuant to section 14-52.

(2) Notice and/or subpoena alleged violators and witnesses to its hearings.

(3) Take testimony under oath.

(4) Issue orders following a hearing, which orders shall have the force of law, including ordering the demolition of the dilapidated structure, the repair of the building to render the building safe, the removal of junk, litter, or junked or abandoned motor vehicles from the premises, or the mowing or cutting of overgrowth on the premises should compliance not be achieved within the allotted time.

(Code 1992, § 14-51; Ord. No. 17-04, § 8, 3-7-2017; Ord. No. 17-17, § 1, 10-10-2017)

Sec. 14-52. Notice and hearing procedure.

(a) *Notice.* If a code inspector determines that a building or premises previously found to be in violation of sections 14-21, 14-31, 14-41, or 5-314 by the code enforcement board remains in violation and believes it to present a serious and continuing danger to the public and/or occupants of the building, the code inspector shall notify the violator of the public nuisance and provide him a reasonable time to abate the public nuisance. Should the violation continue beyond the reasonable time specified for abatement, the code inspector shall notify the nuisance abatement board and request a hearing. The nuisance abatement board, through its clerical staff, shall schedule a hearing, and notice of such hearing shall be as provided in section 6-36.

(1) Notice of the public nuisance shall be provided to the owner and occupant and shall include:

a. A description of the public nuisance and the steps needed to be performed to abate the public nuisance;

b. A reasonable time for the violator to abate the public nuisance;

c. That upon failure to abate the public nuisance as specified in the notice, the case may be referred to the nuisance abatement board for a hearing pursuant to article V of this chapter;

d. That the county may take all necessary steps to abate the public nuisance, including, but not limited to, the demolition of a dilapidated structure or the repair of the building to render it safe,

the removal of junk, litter, or junked or abandoned motor vehicles from the premises, or the mowing or cutting of overgrowth at the premises;

e. That the cost of any abatement action by the county will be imposed as a lien on the subject property and said lien may be subject to foreclosure.

(2) Notice of the nuisance abatement board hearing shall be provided to the owner and occupant and shall include:

a. That the county may take all necessary steps to abate the public nuisance, including, but not limited to, the demolition of a dilapidated structure or the repair of the building to render it safe, the removal of junk, litter, or junked or abandoned motor vehicles, or the mowing or cutting of overgrowth;

b. That the nuisance abatement board has the power to order the property to be vacated.

(3) If the county is seeking to demolish the public nuisance, such notice of the nuisance abatement board hearing shall be served not only upon the property owner of record, but shall also be served upon mortgage holders and lien holders of record.

(b) *Hearing procedure.*

(1) The chairman of the nuisance abatement board may call nuisance abatement board hearings and such hearings may also be called by a written notice signed by three members of the nuisance abatement board. The nuisance abatement board may, at any hearing, set a future hearing date.

(2) The nuisance abatement board shall convene as often as demand dictates.

(3) Minutes shall be kept of all hearings held by the nuisance abatement board and all such hearings shall be open to the public.

(4) Each case before the nuisance abatement board shall be presented by a representative of the county.

(5) The county will provide counsel to the nuisance abatement board, and in no case shall the County Attorney's staff present a case and represent the nuisance abatement board in the same case. The attorney representing the code enforcement board shall represent the nuisance abatement board.

(6) All cases scheduled for a particular day shall be heard. All testimony shall be under oath and shall be recorded. The nuisance abatement board shall take testimony from the code inspector, the alleged violator and any other person familiar with the case and/or property or having knowledge about the case and/or property. The nuisance abatement board shall not be bound by any formal rules of evidence; however, it shall act to ensure fundamental due process in each case brought before the nuisance abatement board.

(7) At the conclusion of the hearing, the nuisance abatement board shall issue findings of fact based on evidence of record and conclusions of law, and shall issue an order affording the proper relief consistent with powers granted herein. The finding shall be by motion approved by a majority of those members present and voting, except that at least four members of the seven-member nuisance abatement board must vote in order for the action to be official. The order shall indicate that it must be complied with by a specified date and, if the order is not complied with by such date, that the nuisance may be abated by the county and a lien may be imposed for the cost of the abatement pursuant to section 14-54.

(8) A certified copy of such order may be recorded in the public records of the county and shall constitute notice to any subsequent purchasers, successors in interest, or assigns, and the findings therein shall be binding upon the violator and any subsequent purchasers, successors in interest, or assigns. If an order is recorded in the public records pursuant to this subsection and the order is complied with by the date specified in the order, the nuisance abatement board shall issue an order acknowledging compliance that shall be recorded in the public records. A hearing is not required to issue such an order acknowledging compliance.

(9) In the event the owner fails to comply with the time set forth in the order issued by the nuisance abatement board, the county may take such action as authorized by the nuisance abatement board. A second hearing is not required if the code inspector files an affidavit of non-compliance with the nuisance abatement board affirming that the order was not complied with by the specified date.

(c) *Extension of time.* The nuisance abatement board may grant an extension of time to comply with the order if the owner has in good faith begun to comply with the order within the time set forth in the order. A request for an extension of time shall be, in writing, and shall state the reasons the owner has been unable to fully comply. The owner requesting the extension of time must be present at the nuisance abatement board meeting considering the extension. Failure to appear at the nuisance abatement board meeting may constitute forfeiture of the request for extension of time. Extensions of time shall total no more than one year from the date of the order.

(Code 1992, § 14-52; Ord. No. 17-04, § 8, 3-7-2017; Ord. No. 17-17, § 1, 10-10-2017)

Sec. 14-53. Procedure for vacating buildings or premises.

(a) *Procedure.* Notice to vacate a building or premises declared to be a serious and continuing danger to the public and/or occupants shall be in accordance with section 6-36. The property shall be kept posted with the notice to vacate until the property is rendered safe.

(b) *Penalty.* Any person who fails to abide by the notice to vacate or tampers with the posted notice to vacate shall be punished as provided in section 1-9.

(Code 1992, § 14-53; Ord. No. 17-04, § 8, 3-7-2017)

Sec. 14-54. Abatement by county.

(a) The county and/or agents or contractors hired by the county shall be authorized to enter the subject property for the purpose of inspecting and abating the nuisance.

(b) In the event the owner fails to comply with the order issued pursuant to section 14-51 within the time fixed therein, the county, through the County Administrator or designee and/or agents or contractors hired by the County Administrator or designee, is authorized to abate the conditions at the expense of the property owner.

(c) Upon having the nuisance abated, the county shall mail, by certified mail, return receipt requested, to the owner a notice of the cost of abating the conditions. If payment is not received within 30 days after the mailing of the notice of assessment for the work together with all costs of inspection and administration, the county may file a lien against the property for the actual cost of the work, inspection and administration costs, interest, plus reasonable attorney's fee, and other costs of collecting the sums. Nothing herein shall be construed to prevent the county from exercising its discretion to increase or decrease charges based on cost considerations, or utilizing means other than that contemplated in the notice provided for in this article, to abate the conditions violative of this chapter.

(d) The lien shall be recorded in the public records and, thereafter, shall constitute a lien against the land on which the public nuisance existed. A lien arising from a fine imposed pursuant to this article runs in favor of the county, and the county may execute a satisfaction or release of lien entered pursuant to this section. The County Attorney may foreclose on any lien that remains unpaid or to sue to recover a money judgment for the amount of the lien plus accrued interest. No lien created pursuant to the provisions of this subsection may be foreclosed on real property which is a homestead under section 4, article X of the state constitution. The money judgment provisions of this section shall not apply to real property or personal property which is covered under section 4(a), article X of the state constitution.

(e) Making such repairs or abatement does not create a continuing obligation on the part of the county to make further repairs, abate, or to maintain the property and does not create any liability against the county for any damages to the property if such repairs or abatement were completed in good faith.

(Code 1992, § 14-54; Ord. No. 17-04, § 8, 3-7-2017)

Sec. 14-55. Emergency situations.

(a) If a public nuisance presents imminent peril to the public health or general welfare or immediate danger to the life or safety of any person, unless the public nuisance is immediately rendered safe or demolished, the County Administrator or designee may cause such building to be made safe or demolished, junk, litter, or junked or abandoned motor vehicles to be removed, or overgrowth to be mowed or cut, prior to a hearing before the nuisance abatement board.

(b) For this purpose, the County Administrator or designee and building official may at once enter such building or land to perform an inspection. Upon inspection, the County Administrator or designee and building official shall determine if the building requires immediate demolition or repair in order to maintain the safety and welfare of the owner, occupant, or public. A written report will document the results of the inspection and include photographs documenting the public nuisance when feasible.

(c) If the County Administrator or designee determines there is sufficient time prior to demolition or repair action, a notice of intent to demolish or repair will be provided by certified mail, return receipt requested, hand delivery, or telephone to the owner and occupant. The county shall also notify any lien holders. Failure to perfect personal notice upon the owner, occupant, or lien holder shall not prevent the county from performing the emergency demolition, repairs, mowing, or removal and assessing a lien on the property.

(d) All costs incurred during the inspection, vacation, securing and emergency demolitions, repairs, or removal are the responsibility of the property owner and shall constitute a lien on the property as set forth in section 14-54.

(e) The owner, occupant, or other interested parties may request a hearing with the nuisance abatement board in writing, if the abatement action has not already occurred. The written notice for the request must include the requestor's contact information, including cellular phone number and electronic mail address. The hearing will be scheduled as soon as possible. Notice of the hearing will be mailed to the owner, occupant, and any other interested parties at least five days prior to the hearing.

(f) If no notice was sent prior to the abatement of the public nuisance, the nuisance abatement board shall hear the case within a reasonable period of time. Notice advising of the county's actions and the nuisance abatement board hearing shall be sent to the owner and lien holder, if any, of the property pursuant to section 6-36.

(Code 1992, § 14-55; Ord. No. 17-04, § 8, 3-7-2017; Ord. No. 17-17, § 1, 10-10-2017)

Sec. 14-56. Appeals.

(a) An aggrieved party and/or the county may appeal a final administrative order of the nuisance abatement board to the circuit court by writ of certiorari. An appeal shall be filed within 30 days of the entry of the order to be appealed. As used in this section, the term "aggrieved party" means a person who possesses a present legal right of present or future enjoyment of the property by virtue of a deed, title, mortgage, fully executed contract for purchase, lien on estate in the property, judgment of court, being named a beneficiary in a will or trust of a deceased owner or the legal spouse of the property owner.

(b) The filing of an appeal stays the order of the nuisance abatement board until the appeal is resolved unless the building or premises presents imminent peril to the public health or general welfare or presents immediate danger to the life or safety of any person.

(Code 1992, § 14-56; Ord. No. 17-04, § 8, 3-7-2017; Ord. No. 25-01, § 2, 1-28-2025)

Secs. 14-57—14-59. Reserved.

ARTICLE VI. INTRODUCED EXOTIC SPECIES

Sec. 14-60. Findings of fact.

It is hereby found and determined that:

(1) Chinese tallow trees (Sapium sebiferum), Coral ardisia (Ardisia crenata), and heavenly bamboo (Nandina domestica) plant species have spread rapidly to many areas of Leon County displacing the diverse native state vegetation and associated wildlife habitat, and creating ecologically undesirable vegetative monocultures.

(2) The health, safety, and welfare of the present and future residents of the county are dependent on minimizing degradation of the native ecological systems of the county.

(3) The comprehensive plan states that the Chinese tallow tree (Sapium sebiferum) is a plant species that is of serious concern and must be controlled.

(4) The county wishes to encourage the removal of Chinese tallow trees (Sapium sebiferum), Coral ardisia(Ardisia crenata), and heavenly bamboo (Nandina domestica).

(Code 1992, § 14-60; Ord. No. 07-20, § 1, 7-10-2007)

Sec. 14-61. Reserved.

Sec. 14-62. Definitions.

The following words, terms and phrases, when used in this article, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Importation means the conveyance by any method of plants into the county.

Planting means the placing on or setting into the ground of live plant material.

Propagating means the physical act of causing plants to multiply by any process of reproduction from plant stock; except that attempts to eradicate existing plant material shall not be construed as an act of propagating new plants.

Sale means the act of transferring or conveying containerized or bareroot plants to a purchaser for consideration.

Transportation means the act of carrying or conveying plants from one place to another for the purpose of sale, planting, importation, or propagation.

(Code 1992, § 14-62; Ord. No. 07-20, § 1, 7-10-2007)

Sec. 14-63. Prohibitions.

The importation, transportation, sale, propagation or planting of the following plant species is prohibited in the county: Chinese tallow trees (Sapium sebiferum), Coral ardisia (Ardisia crenata), and heavenly bamboo (Nandina domestica).

(Code 1992, § 14-63; Ord. No. 07-20, § 1, 7-10-2007)

Sec. 14-64. Applicability.

This article shall be applicable within the legal boundaries of the county, including all unincorporated and incorporated areas.

(Code 1992, § 14-64; Ord. No. 07-20, § 1, 7-10-2007)

Sec. 14-65. Enforcement and penalties.

(a) Any person in violation of this article shall be punished according to law. Each act of importing, transporting, selling, buying, propagating, or planting each individual plant shall constitute a separate and distinct violation.

(b) The County Administrator or designee shall be responsible for administering and enforcing this subdivision.

(c) Violation of this division will be heard by the code enforcement board.

(d) In addition to the enforcement procedures provided herein, the board may enforce this article by any other means provided by law, and may further enforce this article by actions at law and in equity, including actions for injunctive relief, and, if the county prevails in any such action, the county shall be entitled to its costs and reasonable attorney's fees incurred in such action.

(Code 1992, § 14-65; Ord. No. 07-20, § 1, 7-10-2007)

Secs. 14-66—14-69. Reserved.

ARTICLE VII. ABANDONED PROPERTY REGISTRATION PROGRAM

Sec. 14-70. Purpose and intent.

It is the purpose and intent of this article to establish a process to limit and reduce the deterioration of property located within unincorporated the county, which property is in mortgage foreclosure where property is distressed or deemed to be abandoned. It is further intended to establish a registration program as a mechanism to protect neighborhoods from becoming blighted through the lack of adequate maintenance or through distressed and/or abandoned properties that are subject to foreclosure proceedings.

(Code 1992, § 14-70; Ord. No. 13-24, § 2, 12-10-2013)

Sec. 14-71. Definitions.

The following words, terms and phrases, when used in this article, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Abandoned means any distressed property containing a building, structure, or which is vacant real estate that is not lawfully occupied or inhabited as evidenced by overgrown and/or dead vegetation; electricity, water or other utilities turned off or otherwise non-operational; stagnant swimming pool; or statements by neighbors, passersby, delivery agents or government agents; or other conditions which would indicate that the property is not lawfully inhabited.

Code inspector shall mean those authorized agents or employees of the county whose duty it is to ensure compliance with this Code.

Distressed property means any real property upon which a mortgagee has recorded a lis pendens or has filed a foreclosure action. A property will be considered distressed until the foreclosure action is dismissed or closed, or until the lis pendens is otherwise dissolved, or until such time as the mortgagee takes title to the property.

(Code 1992, § 14-71; Ord. No. 13-24, § 2, 12-10-2013)

Sec. 14-72. Registration and inspection of distressed real property.

(a) Registration. Within ten days of the date of taking an action which results in a property qualifying as distressed, the mortgagee taking such action shall register the property that is the security for the mortgage. A registration is required for each distressed property in the unincorporated area of the county. Registration pursuant to this section shall contain, at a minimum, the name and mailing addresses of the mortgagee and servicer, as well as the email addresses and telephone numbers of the mortgagee and servicer, and the name of the local property manager and said person's address, email address, and 24-hour telephone number. A local property manager shall be designated at the time of registration and shall be responsible for inspecting, securing, and maintaining the property. The property manager named in the registration shall be located within 50 miles of the county and available to be contacted by the county, Monday through Friday between 8:00 a.m. and 5:00 p.m.

(b) Within ten days of the date of taking an action which results in a property qualifying as distressed, a mortgagee who holds a mortgage for any real property located in unincorporated the county shall have the property physically inspected. The inspection must be done in person and scope of the inspection must be lawful.

    (1) If the property is occupied, but the property remains distressed, the mortgagee shall register the property as occupied and shall inspect the property quarterly until:

        a. The property no longer qualifies as distressed; or

        b. The property is found to be abandoned, in which case, the mortgagee shall update the property's status to abandoned with the county abandoned property registration program within ten days of the last inspection.

    (2) Property which is found to be abandoned shall be inspected at least every 60 days by the mortgagee or mortgagee's designee.

    (3) The mortgagee or mortgagee's designee shall certify that each inspection has taken place and the results of each inspection, in writing, within three working days of the inspection.

(c) Properties subject to this section shall remain subject to the requirement of this article as long as they remain distressed or abandoned properties.

(d) Any person or other legal entity that has registered a property under this article must report a change to the information contained in the registration within ten days of the change.

(e) An annual registration fee in an amount approved by the Board of County Commissioners shall be paid upon the registration or registration renewal of each distressed or abandoned property. Registration shall be valid for one year from the date of initial registration. Registration of the property must be renewed annually as long as the property remains distressed or abandoned.

(Code 1992, § 14-72; Ord. No. 13-24, § 2, 12-10-2013)

Sec. 14-73. Posting requirements.

(a) When a distressed property is determined to be abandoned, it shall be posted with the name and 24-hour contact telephone number of the local property manager, unless such posting is prohibited by recorded

covenants and restrictions. The posting shall be of a size and font that is legible from a distance of 45 feet. The posting shall contain the following language, at a minimum, with supporting information:

THIS PROPERTY IS MANAGED BY _____

AND IS INSPECTED ON A REGULAR BASIS.

THE PROPERTY MANAGER CAN BE CONTACTED

BY TELEPHONE AT _____

OR BY EMAIL AT _____

(b) The posting required in subsection (a) of this section shall be placed on the interior of a window facing the street to the front of the property so that it is visible from the street, or secured to the exterior of the building/structure facing the street to the front of the property so that it is visible from the street, or if no such area exists, on a stake of sufficient size to support the posting in a location that is at all times visible from the street to the front of the property. Exterior posting, shall be weather-resistant.

(Code 1992, § 14-73; Ord. No. 13-24, § 2, 12-10-2013)

Sec. 14-74. Maintenance requirements for abandoned properties.

Abandoned properties shall be maintained in accordance with all relevant county regulations, including, but not limited to, those contained in chapters 5, 6, 10, and 14.

(1) Abandoned properties shall be kept free of weeds, overgrown brush, dead vegetation, trash, junk, debris, building materials, any accumulation of newspapers, circulars, flyers, notices (except those required by federal, state, or local law), abandoned vehicles, discarded personal items, including, but not limited to, furniture, clothing, large and small appliances, printed material or any other items that give the appearance that the property is abandoned.

(2) The abandoned property shall be maintained free of graffiti or similar markings by removal or painting over with an exterior grade paint that matches the color of the exterior structure.

(3) Front, side, and rear yards, including landscaping, shall be maintained in accordance with this Code.

(4) Pools and spas shall be maintained so that the water remains free and clear of pollutants and debris. Pools and spas shall comply with all requirements of this Code and the Florida Building Code, as amended from time to time.

(5) Abandoned properties shall be maintained in a secure manner so as not to be accessible to unauthorized persons or open to the elements. The term "secure manner" means and includes, but is not limited to, the closure and locking of all windows, doors, gates and other openings of such size that will not allow a child or adult to access the interior of the structure and pool area, if any. Broken windows or doors shall be secured by reglazing or boarding.

(Code 1992, § 14-74; Ord. No. 13-24, § 2, 12-10-2013)

Sec. 14-75. Enforcement.

(a) Failure of the mortgagee to properly register or to modify the registration to reflect a change of information as required by this article is a violation of this article and shall be subject to enforcement pursuant to the code enforcement procedures established in chapter 6.

(b) Failure of the mortgagee to comply with the applicable registration, inspection, posting, and maintenance requirements is a violation of this article and shall be subject to enforcement pursuant to the Leon County Code Enforcement procedures established in chapter 6.

(Code 1992, § 14-75; Ord. No. 13-24, § 2, 12-10-2013)

Sec. 14-76. Additional authority.

(a) If an appropriate county code inspector has reason to believe that a property subject to the provisions of this article poses a serious threat to the public health, safety, and welfare, the code inspector may bring the violations before the county's code enforcement board or a court of competent jurisdiction as soon as possible to address the conditions of the property.

(b) If there is a finding that the condition of the property poses a serious threat to the public health, safety, and welfare, then the code enforcement board or a court of competent jurisdiction may direct the county to abate the violations and charge the mortgagee with the cost of abatement.

(Code 1992, § 14-76; Ord. No. 13-24, § 2, 12-10-2013)

Sec. 14-77. Provisions supplemental.

In addition to the remedies authorized in the article, the county may enforce its codes by any other means, including, but not limited to, injunction, abatement or as otherwise provided by law or ordinance.

(Code 1992, § 14-77; Ord. No. 13-24, § 2, 12-10-2013)

Chapter 5 BUILDING CODE

ARTICLE IV. PROPERTY MAINTENANCE CODE

DIVISION 1. FLORIDA BUILDING CODE

Sec. 5-4.01. Title.

(a) The regulations listed and stated shall be known as the Property Maintenance Code of Leon County, hereinafter referred to as "this code" as propagated by the International Code Council Property Maintenance Code.

(b) The International Code Council Property Maintenance Code is herein referred by reference as the Leon County Property Maintenance Code. All terms as utilized herein shall be defined as set forth in the International Code Council Property Maintenance Code.

(Ord. No. 21-01, § 1, 1-26-2021)

Sec. 5-4.02. Violations.

Any person violating the provisions of this article shall be punished as provided in section 1-9 of the Leon County Code of Laws. Any person may seek an injunction against any violation of the provisions of this article and recover such damages as they may suffer.

(Ord. No. 21-01, § 1, 1-26-2021)

Sec. 5-4.03. Scope.

(a) The provisions of this code shall apply to all existing residential and non-residential structures and all existing premises and constitute minimum requirements and standards for premises, structures, equipment, light, ventilation, heating, sanitation, protection from the elements, a reasonable level of safety from fire and other hazards, and for a reasonable level of sanitary maintenance; the responsibility of owners, and owner's authorized agent, operators and occupants; the occupancy of existing structures and premises, and for administration, enforcement, and penalties in the interest of the social and economic welfare of the community.

(b) The property maintenance code shall be construed to secure its expressed intent, which is to ensure public health, safety, and welfare insofar as they are affected by the continued occupancy and maintenance of structures and premises. Existing structures and premises that do not comply with these provisions shall be altered or repaired to provide a minimum level of health and safety as required herein.

(Ord. No. 21-01, § 1, 1-26-2021)

Sec. 5-4.04. Application to existing buildings.

(a) The provisions of this article shall apply to any structure irrespective of when such building was constructed, altered or repaired.

(b) If, within any period of 12 months, alterations or repairs costing in excess of 50 percent of the assessed value of the building by the Leon County Property Appraiser's Office are made to an existing building, such building shall be made to conform to the requirements of the county's building code for new buildings.

(c) If an existing building is damaged by fire or otherwise in excess of 50 percent of its the assessed value by the Leon County Property Appraiser's Office before such damage is repaired, it shall be made to conform to the requirements of the county's building code for new buildings.

(d) If the cost of such alterations or repairs within any 12-month period or the amount of such damage as referred to in subsection (c) of this section is more than 25 but not more than 50 percent of the assessed value of the building by the Leon County Property Appraiser's Office, the portions to be altered or repaired shall be made to conform to the requirements of the building code for new buildings to such extent as the building official may determine.

(e) Repairs and alterations not covered by the preceding subsections of this section, restoring a building to its condition previous to damage or deterioration, or altering it in conformity with the provisions of the building code or in such a manner as will not extend or increase an existing nonconformity or hazard, may be made with the same kind of materials as those of which the building is constructed.

(Ord. No. 21-01, § 1, 1-26-2021)

Sec. 5-4.05. Article declared remedial.

This article is hereby declared to be remedial, and shall be construed to secure the beneficial interests and purposes thereof, which are public safety, health and general welfare, through structural strength, stability, sanitation, adequate light and ventilation, and safety to life and property from fire and other hazards incident to the construction, alteration, repair, removal, demolition, use and occupancy of any structure or premises.

(Ord. No. 21-01, § 1, 1-26-2021)

Sec. 5-4.06. Maintenance.

All buildings or structures, both existing and new, and all parts thereof, shall be maintained in a safe and sanitary condition. All devices are safeguards which are required by this article in a building when erected, altered or repaired, and shall be maintained in good working order. The owner, or his designated agent, shall be responsible for the maintenance of buildings, structures and premises to the extent set out in this code.

(Ord. No. 21-01, § 1, 1-26-2021)

DIVISION 2. ADMINISTRATION AND ENFORCEMENT

Sec. 5-4.07. Generally.

(a) The division of code compliance is hereby meant to oversee the enforcement of this code and the director is known as the property maintenance official or "official" for the enforcement of this code.

(b) Notwithstanding the authority of the official to enforce this code, the Leon County Building Official shall have sole authority for interpretations, modifications, alternative materials, design, and methods of construction and equipment along with testing to verify compliance of this code or materials and reviewing and research reports, structural calculations, and new construction processes. The Leon County Building Official also has the sole authority to issue declarations of unsafe buildings, equipment, dangerous structures or premises; disconnection of service utilities; condemnation, abatement methods for compliance with the Florida Building Code, demolition, stop work orders, and determine imminent dangerous conditions.

(c) When there is a conflict with this code or any other code, reference, ordinance, or statute, the most restrictive regulation or requirement shall apply. The Leon County Building Official shall be the final authority for the interpretation and decision. The final decision would be appealable to the board of adjustment and

appeals. Appeals of the board of adjustment and appeal's findings are appealable to a court of competent jurisdiction.

(Ord. No. 21-01, § 1, 1-26-2021)

Sec. 5-4.08. Conflicts of interest.

No officer or employee connected with the office of the official, except one whose only connection is as a member of the board of adjustment and appeals, shall be financially interested in the furnishing of labor, material or appliances for the construction, alteration or maintenance of a building, or in the making of plans or of specifications therefor, unless he is the owner of such building. No such officer or employee shall engage in any work which is inconsistent with his duties or with the interests of the county.

(Ord. No. 21-01, § 1, 1-26-2021)

Sec. 5-4.09. Entry powers.

The official shall enforce the provisions of this code, and their authorized representative upon presentation of proper identification to the owner, agent or tenant in charge of such property, may enter any building, structure, dwelling, apartment, apartment house or premises, during all reasonable hours. If entry is refused, the official shall have recourse to the remedies provided by law to secure entry pursuant to F.S. §§ 933.20 to 933.30.

(Ord. No. 21-01, § 1, 1-26-2021)

Sec. 5-4.10. Inspections.

(a) The official shall request to be made inspections by a Leon County Building Inspector to determine the condition of existing residential and nonresidential structures in the interest of safeguarding the health and safety of the occupants of said structures and of the general public.

(b) For the purpose of making sure such inspections, the Leon County Inspector, upon presentation of proper identification to the owner, agent or tenant in charge of such property, is hereby authorized to enter, examine and survey at all reasonable times all residential, nonresidential structures and premises as related to the property maintenance code.

(c) The owner or occupant of every residential, nonresidential structures and premises, or the person in charge thereof, shall give the Leon County Inspector free access to such residential, nonresidential structures and premises at all reasonable times for the purpose of such inspection, examination and survey.

(Ord. No. 21-01, § 1, 1-26-2021)

Sec. 5-4.11. Site debris and cleaning requirements.

(a) *Site debris.*

(1) The contractor and/or owner of any active or inactive construction project shall be responsible for the clean-up and removal of all construction debris or any other miscellaneous discarded articles prior to receiving final inspection approval.

(2) The owner(s), contractor(s), workmen, and/or subcontractor(s) of all trades and disciplines performing works of improvement under permit or requiring a permit to be issued by the Leon County are required to keep on the property or job site a container of adequate size and construction to hold all wrappers, papers, insulation, roofing material, conduit, metal, straps, wires, bags, bottles, cans, cups,

containers, plastics, Styrofoam, food containers and debris of all kinds. Only one container is necessary per construction site and managed by the applicant/contactor.

Exemption: Interior renovation and/or alteration.

(3) All debris shall be kept in such a manner as to acceptably prevent the debris from being spread by any means. The container shall be designed in such a fashion as to be able to hold and contain such items under all circumstances, but not limited to hurricanes or tornadoes.

a. Such substances shall be deposited within the container daily.

(b) *Cleaning requirements.*

(1) Excessive dust created during site construction or demolition must be reasonably contained on the site or within proximity to the building or structure through wetting down the dust or materials or any alternate means that prevents excessive dust from leaving the construction or demolition site property.

(2) The contractor, owner or owner's agent, upon completion of the permitted construction project prior to final inspection, shall remove all debris and all other construction waste material and leave the construction site in good condition and shall replace all broken curbs, sidewalks prior to obtaining a certificate of occupancy/compliance. The building inspection notice will prohibit the certificate of occupancy/completion to be issued until the correction has been made and a reinspection has been approved.

(3) Post-completion storage of unpackaged, leftover, or unbound, excess building material not in use in the construction project is limited to a storage period of 90 days that is in sight from the road.

(c) *Corrective actions.*

(1) When three similar corrective notice(s) regarding the removal of debris have been issued for a construction site, but the subject conditions have yet to be remedied, a stop work order may be issued by the building official. In addition, the case may be referred to the code enforcement board for corrective action.

(Ord. No. 21-01, § 1, 1-26-2021)

Sec. 5-4.12. Liability of county employees.

Any officer or employee, or member of the board of adjustment and appeals, charged with the enforcement of this code, in the discharge of his duties, shall not thereby render themselves liable personally, and they are hereby relieved from all personal liability for any damage that may accrue to persons or property as a result of any act required or permitted in the discharge of his duties. Any suit brought against any officer or employee because of this code shall be defended by the county until the final termination of the proceedings.

(Ord. No. 21-01, § 1, 1-26-2021)

Leon County
Board of County Commissioners

Notes for Agenda Item #20

Leon County Board of County Commissioners

Agenda Item #20

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Status Report on Leon County's Efforts to Host Future World Athletics Cross Country Championship Events

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Mathieu Cavell, Director, Community Relations & Resilience Kerri L. Post, Director, Division of Tourism
Lead Staff / Project Team:	Amanda Heidecker, Director, Parks and Recreation Taylor Wheaton, Senior Sports Sales Manager

Statement of Issue:

Building on the successful 2026 World Athletics Cross Country Championships at Apalachee Regional Park, this item provides a status report on Leon County's bid to host the 2029 Cross Country Championships as well as ongoing efforts to serve as the permanent home for the event.

Fiscal Impact:

This item does not have a fiscal impact. However, should the County be awarded the bid for the 2029 World Athletics Cross Country Championships, an agenda item will come back to the Board detailing the associated costs to host the event.

Staff Recommendation:

Option #1: Accept the status report on Leon County's efforts to host future World Athletics Cross Country Championships events.

Report and Discussion

Background:

Building on the successful 2026 World Athletics Cross Country Championships (WXC26) at Apalachee Regional Park (ARP), this item provides a status report on Leon County's bid to host the 2029 Cross Country Championships as well as ongoing efforts to serve as the permanent home for the event.

This item would advance the following FY 2022 – FY 2026 Strategic Initiatives:

- *Establish Leon County's Apalachee Regional Park as the permanent home of the World Athletics Cross Country Championships by building on the defining success of the 2026 Championships and strengthening the County's relationship with World Athletics to position the global showcase of Leon County's natural beauty and world-class facilities as a catalyst for continued growth in sports tourism. (2026)*

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

- *(EC4) Grow our tourism economy, its diversity, competitiveness, and economic impact.*

On January 10, 2026, Leon County hosted the World Athletics Cross Country Championships (WXC26) at Apalachee Regional Park (ARP), marking the first major international sporting championship ever held in Tallahassee-Leon County. The Championships also marked the event's first return to the United States since 1992 in Boston and only the third time it has been hosted on U.S. soil. The event delivered significant local economic, global marketing, and community impacts, including:

- $6.09 million in local tourism economic impact generated for Leon County, according to Downs & St. Germain Research, Inc.
- 15,262 attendees, including 10,900 out-of-county visitors, with 57% visiting Leon County for the first time.
- Nearly $17 million in domestic earned media, generating significant destination exposure for Tallahassee-Leon County.
- A global audience reach of 3 billion, with WXC26 broadcast in 70 countries and federations and featured in 950 articles and stories worldwide.
- $24.5 million in global event impact, as reported by World Athletics' research agency, Nielsen—the highest global event impact of any World Athletics Cross Country Championships. This global measurement is separate from the $6.09 million local tourism economic impact.
- Nearly four times the global economic impact of recent Championships, compared with WXC Bathurst 2023 ($6.3 million) and WXC Belgrade 2024 ($5.5 million), demonstrating the success and growing global reach of WXC26.
- More than 100 local and state business partners and 500 volunteers supported WXC26, demonstrating the tremendous community involvement that helped successfully deliver Tallahassee-Leon County's first world championship.

- $10,000 donated to Leon County Schools from championship ticket sales to support local cross country and track and field programs, creating a lasting legacy and investing in the next generation of runners.

At the February 10, 2026 meeting, the Board accepted a status update on Leon County's successful hosting of the WXC26 at Apalachee Regional Park and authorized the Chairman to accompany the County Administrator and key staff for an in-person engagement with World Athletics leadership to advance the Board's initiative for Leon County to become the long-term home of the Championships.

On August 5, 2026, the Chairman, County Administrator and County staff traveled to Eugene, Oregon to meet with the leaders of Worlds Athletics to discuss the World Athletics Cross Country Championships (WXC 2029) bid and opportunities to host future Championships. The following analysis provides a summary of the County efforts to host the 2029 Championships and serve as a permanent home for subsequent events.

Analysis:

Building on the momentum of hosting the WXC26, the Chairman, County Administrator and County staff met with World Athletics President Sebastion Coe and Chief Executive Officer Jon Ridgeon in Eugene, Oregon on August 5, 2026 at the U20 World Athletics Track and Field Event, to discuss the WXC 2029 bid and opportunities to host future Championships. Throughout the international track and field event in Eugene, Leon County was both privately and publicly recognized for setting a new standard for the global championship.

The meeting with the World Athletic leaders provided an opportunity to reinforce Leon County's interest in hosting future Championships and explore a potential long-term hosting framework that could establish Apalachee Regional Park as the home for the Championships. As a result, World Athletics leadership shared their goals to enhance the cross-country events beyond 2030. This would include the potential for Leon County to serve as a pilot framework for a longer-term hosting model. Under this approach, an experienced host such as Leon County could lead planning and delivery functions including logistics, transportation, volunteer coordination, venue operations, athlete experience, and community engagement while World Athletics retains responsibility for governance and competition standards. This division of responsibilities could reduce costs and operational complexity while providing World Athletics with an experienced, proven host and allowing Leon County to continue building on the success of WXC26 and growing the sport of cross country.

Parallel to discussions of Leon County serving as the long-term home for the Championships, World Athletics leadership also enthusiastically welcomed the County's continued engagement to bid for the WXC 2029. County staff has completed the pre-qualification bid phase for WXC 2029 and has been approved to proceed with the formal bid process. Under World Athletics' current bidding calendar, the initial bid application is due October 23, 2026, with the final bid application due January 29, 2027, and the World Athletics Council expected to award the event in March 2027.

County staff are developing the initial bid application and supporting materials required by World Athletics. These materials will address the proposed new event concept and course at Apalachee Regional Park, accommodations and meeting facilities, transportation and accessibility, event operations, organizational structure, financial considerations, marketing and promotion expanding on the successful WXC26 edition. Should the County be awarded the bid for the WXC 2029, an agenda item will come back to the Board detailing the associated costs to host the event.

Options:

1. Accept the status report on Leon County's efforts to host future World Athletics Cross Country Championships events.
2. Do not accept the status report on Leon County's efforts to host future World Athletics Cross Country Championships events.
3. Board direction.

Recommendation:

Option #1

Leon County
Board of County Commissioners

Notes for Agenda Item #21

Leon County Board of County Commissioners

Agenda Item #21

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Fiscal Year 2024 – 2025 Annual Audit and Financial Statements

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Review and Approval:	Vincent S. Long, County Administrator Gwen Marshall, Clerk of the Circuit Court and Comptroller
Department / Division Review:	Ken Morris, Assistant County Administrator Roshaunda Bradley, Director, Office of Management and Budget
Lead Staff / Project Team:	Thomas Kauffman, Chief Financial Officer Timothy Shopmyer, Assistant Director of Finance Danielle Halon, General Accounting & Reporting Manager

Statement of Issue:

This agenda item seeks Board acceptance of the annual external audit and the County's financial statements, and approval for the Chairman to sign the letter transmitting these reports to the Auditor General in compliance with Florida Statutes.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

Option #1: Accept the Fiscal Year 2024 – 2025 Annual Audit and Financial Statements (Attachment #1) and authorize the Chairman to sign a letter transmitting the report to the Auditor General (Attachment #2).

Report and Discussion

Background:

Section 218.39, Florida Statutes, requires the Board to obtain an independent audit of the County's financial statements on an annual basis. The Board contracted for an independent audit with Thomas Howell Ferguson P.A. and Law, Redd, Crona, & Munroe P.A., Certified Public Accountants. The FY 2025 audit and financial report are provided to the Board for review under the Clerk's transmittal memorandum (Attachment #1).

The independent auditors issued an unqualified, or clean, opinion on the Board's fiscal year ended September 30, 2025 financial statements, which marks the 43rd consecutive year that Leon County has received the highest level of audit opinion. The audit also concluded that corrective actions have been taken to address findings and recommendations made in the preceding annual financial audit report. Of the eight audit findings in last year's report, four were considered resolved, and the remaining corrective actions were still ongoing at the end of FY 2025 due primarily to minor discrepancies for which appropriate measures were immediately put into place to mitigate these issues going forward.

The FY 2024 – 2025 annual audit identified five findings and recommendations. As further detailed in the Analysis section, the Clerk's Finance Office has developed additional corrective action plans and improved policies and procedures to address each finding. Each of the corrective actions presented in the item have been accepted by the auditors to resolve these deficiencies.

Analysis:

The report on internal control, report on compliance, and the management letter from the Board's external auditors are included in pages 56 to 70 of Attachment #1. There are five audit recommendations which have been accepted by management. The implementation of the recommendations is in progress. The letter transmitting the Management Letter (Attachment #2) will be forwarded to the Auditor General.

On July 23, 2026, the external auditor presented the annual audit report to the Advisory Audit Committee (AAC). The AAC is a five-member citizen committee with auditing and financial expertise appointed by the Clerk and Board. As standard practice when developing the annual internal audit plan, any external audit findings are considered when developing the scope of work for the next audit cycle.

Since the issuance of the external audit management letter, the Clerk's Finance Office has worked collaboratively with both internal and external stakeholders to resolve these deficiencies. The following provides a summary of each audit finding and status of associated corrective action plans.

Fixed Asset Disposals

Finding: The FY 2024 – 2025 audit identified several disposals of IT equipment that occurred during the year were not initially recorded for financial statement reporting. This was due to a minor discrepancy in the actual date surplus computing equipment items were identified for donation to Goodwill Industries and when they were actually transferred, or disposed of. Additionally, the audit identified discrepancies in the reconciliation of data between the system the Purchasing Division used to record the property disposals and the system Finance used to track disposals for fixed asset financial reporting. These discrepancies were found to be primarily related to pre-set report parameters in the database that were not capturing the correct information for financial reporting. The report parameters have since been corrected to ensure future reports accurately capture property disposal activity for financial reporting purposes.

Current Status: To address the finding, the Purchasing Division has implemented new procedures requiring the Property Control Specialist to be present during bulk surplus and donation pickups to verify the accuracy of the assets being removed and document the date of disposition. Additionally, the Property Control Specialist has coordinated with the OIT to establish more frequent, routine pickup schedules to improve oversight and ensure surplus and donated assets are tracked and processed in a timely and accurate manner. These corrective actions have been accepted by the auditors to resolve these deficiencies.

Fixed Assets Balances and Schedules

Finding: The audit identified multiple expenditures that were inadvertently recorded to a non-capital asset account which led to omissions in the fixed asset management system by the Clerk's Finance Office. A capital asset includes, but is not limited to, machinery and equipment, land, buildings, etc. Adjustments to the financial statements were required to reconcile these discrepancies.

Current Status: The Clerk's Finance Office has updated internal policies and procedures to institute additional data checks to proactively identify and correct information throughout the year, ensuring issues are addressed promptly as updated information is received. Additionally, the Clerk's Finance Office has also recently hired a new Finance Director and Assistant Finance Director which allows for additional planning and monitoring of staffing and deadlines and an added layer of internal controls and transaction review. Each of the corrective actions presented in the item have been accepted by the auditors to resolve these deficiencies.

The Closing Process:

Finding: This finding was attributed to a late invoice being received for one Public Works capital improvement project which affected the timeliness of recording grant revenue expenditures in the financial statements.

Current Status: Finance and OMB conduct annual year-end closeout meetings for all departments and Constitutional Officers to provide instruction on the year-end closing procedures to ensure year-end balances are accurately reflected so Finance can prepare the County's financial statements. These procedures have been followed and mostly successful, as only one late invoice was identified this year as being significant compared to the multiple invoices which impacted the

previous year's audit. However, while this invoice submission was considered an outlier, the audit finding still identified an opportunity to strengthen current processes. More thorough procedures have been put into place with project managers and County contractors to track outstanding invoices and ensure that all end of year invoices have been received. Departments are also now required to include OMB and Finance on all communication with granting agencies when a grant reimbursement has been requested so that an appropriate accounting is maintained for the financial schedules. These corrective actions have been accepted by the auditors to resolve these deficiencies.

Lease and Subscription Based Information Technology Arrangement (SBITA) Tracking and Recording

Finding: Recent changes in accounting standards now require more robust tracking for certain leases and subscription-based IT agreements. The audit noted improvements in the process for calculating and reporting Leases and SBITAs based on Finance's previous corrective action plan stemming from the FY 2024 audit. However, the audit found errors in reported contract amounts and instances in which eight new SBITAs were not included on the original SBITA schedules.

Current Status: Finance updated internal policies and procedures to ensure completeness going forward. This also included a modification to the County's internal contract routing form to include SBITAs as a "contract type" to ensure SBITAs are more clearly identifiable to Finance so they can be accurately recorded for auditing purposes. Additionally, an agenda item will also be brought back to the Board at the October meeting to update the Capital Asset Policy to properly account for SBITA tracking. These corrective actions have been accepted by the auditors to resolve these deficiencies.

Timely Billing and Accounts Receivables Collectability for Intergovernmental Grants

Finding: The audit identified intergovernmental grant revenues recorded by the Finance Division that inadvertently combined local match revenues in the accounting system which reflected inflated grant accounts and required adjustments to the financial statements. The audit also identified grant reimbursements that were not timely invoiced to the granting agencies. Some of these delays were due to changes in points of contact with granting agencies which impacted communication and caused billing challenges. However, in all of the identified cases, the County was able to demonstrate consistent communication with grant managers and verified ongoing grant eligibility.

Current Status: Finance and the Office of Management and Budget have strengthened internal procedures across all department grant managers to ensure completeness and accuracy of amounts recorded throughout the fiscal year. As reflected in the closing process finding, department grant managers are now required to include Finance and OMB on all requests for reimbursements to allow for timely recording of expected revenues. Additionally, more active monitoring of grant expenditures, including a review of the current grant status and pending or outstanding reimbursements has been implemented to improve the year-end reconciliation process for recording expected revenues. These corrective actions have been accepted by the auditors to resolve these deficiencies.

As reflected in the item, the County and Clerk's Finance Office have worked collaboratively with internal and external stakeholders to implement corrective actions to address the FY 2025 audit findings and strengthen internal controls and processes going forward. All of the corrective actions presented in the item and reflected in the audit report have been accepted by the auditors as sufficient to address the findings.

Options:

1. Accept the Fiscal Year 2024 – 2025 Annual Audit and Financial Statements (Attachment #1) and authorize the Chairman to sign the letter transmitting the report to the Auditor General (Attachment #2).
2. Do not accept the Fiscal Year 2024 – 2025 Annual Audit and Financial Report.
3. Board direction.

Recommendation:

Option #1

Attachments:

1. Transmittal Memorandum from the Clerk of the Circuit Court & Comptroller and the Annual Audit and Financial Report for FY 2024 – 2025
2. Response transmitting the report to the Auditor General

THE HONORABLE
GWEN KNIGHT
CLERK OF CIRCUIT COURT AND COMPTROLLER
CLERK OF COURTS • COUNTY COMPTROLLER • AUDITOR • TREASURER • RECORDER

August 4, 2026

Leon County Board of County Commissioners
301 S. Monroe Street, 5th Floor
Tallahassee, Florida 32301

RE: FY 2024-2025 Audit Report and Financial Statements

The Honorable Board of County Commissioners:

I am pleased to provide Leon County's Annual Audit Report and financial statements for the fiscal year ended September 30, 2025. The independent auditors issued unqualified opinion on the Board's financial statements, marking the 43rd consecutive year that Leon County has received the highest level of audit opinion.

The auditors' report on internal control over financial reporting, compliance, and other matters is included on pages 56 through 61, with the accompanying management letter on pages 62 through 70. The management letter contains five recommendations related to financial accounting processes. Management has reviewed and accepted each recommendation, as reflected in the response included with the report.

The Director of the Office of Management and Budget, the Clerk of the Circuit Court and Comptroller, the Finance Director, and the external auditors met to review the audit results. Following that discussion and staff's review of the audit recommendations, we recommend that the Board accept the Annual Audit Report and approve the associated response to the Florida Auditor General.

This item will be presented for Board consideration at the September 15 Board of County Commissioners meeting. As required by Florida law, a formal response addressing the auditors' comments will be submitted to the Florida Auditor General.

We extend our sincere appreciation to the many Leon County staff members whose professionalism and dedication contributed to the preparation of these financial statements and the successful completion of the annual audit. The Fiscal Year 2024–2025 Annual Comprehensive Financial Report has also been submitted to the Florida Government Finance Officers Association for its Certificate of Achievement for Excellence in Financial Reporting. Leon County has earned this distinction for 28 consecutive years, and we are confident this tradition of excellence will continue.

All referenced financial documents are available on the Leon County Clerk of the Circuit Court and Comptroller's website at www.leonclerk.com.

If you have any questions regarding the audit or the financial statements, please do not hesitate to contact me at 606-4005.

Sincerely,



Gwen Knight
Clerk of the Circuit Court & Comptroller

cc: Vince Long, County Administrator
Ken Morris, Assistant County Administrator
Thomas Kauffman, Chief Finance Officer
Timothy Shopmyer, Assistant Finance Director

Special-Purpose Financial Statements

Board of County Commissioners
Leon County, Florida

Year Ended September 30, 2025
with Report of Independent Auditors

Thomas Howell Ferguson P.A.
and
Law, Redd, Crona & Munroe, P.A.

Board of County Commissioners
Leon County, Florida

Special-Purpose Financial Statements
Year Ended September 30, 2025

Board of County Commissioners

Carolyn Cummings	At-Large
Nick Maddox	At-Large
Bill Proctor	District 1
Christian Caban, Chair	District 2
Rick Minor	District 3
Brian Welch	District 4
David O'Keefe, Vice Chair	District 5

COUNTY ADMINISTRATOR
Vincent S. Long

CLERK OF THE CIRCUIT COURT
AND
COMPTROLLER
Gwen Knight

Board of County Commissioners
Leon County, Florida

Special - Purpose Financial Statements
Year Ended September 30, 2025

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Thomas Howell Ferguson P.A.
Certified Public Accountants

LAW REDD
CPAs & ADVISORS

Report of Independent Auditors

The Honorable Board of County Commissioners
Leon County, Florida

Report on the Audit of the Special-Purpose Financial Statements

Opinions

We have audited the accompanying special-purpose financial statements of the major governmental funds, the proprietary funds, and the aggregate remaining fund information of the Board of County Commissioners of Leon County, Florida (the Board) as of and for the year ended September 30, 2025, and the related notes to the financial statements, which collectively comprise the Board's special-purpose financial statements as listed in the table of contents.

In our opinion, based on our audit and the report of the other auditors, the accompanying special-purpose financial statements referred to above present fairly, in all material respects, the respective financial position of the major governmental funds, the proprietary funds, the discretely presented component unit, and the aggregate remaining fund information of the Board as of September 30, 2025, and the respective changes in financial position, and, where applicable, cash flows thereof and the respective budgetary comparison for the General Fund, the Fine & Forfeiture Fund, the Grants Fund, and the Emergency Medical Services Fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

We did not audit the financial statements of the Housing Finance Authority of Leon County, a discretely presented component unit of Leon County, which represent 1.0%, 1.3%, and 0.1% of total assets, fund balance, and total revenues of the Board as of September 30, 2025. Those statements were audited by other auditors, whose report has been furnished to us, and our opinion, insofar as it relates to the amounts included for the Housing Finance Authority of Leon County, is based solely on the report of the other auditors.

Basis for Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Special-Purpose Financial Statements section of our report. We are required to be independent of the Board and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Emphasis of Matter

As discussed in Note 1, the accompanying special-purpose financial statements referred to above were prepared solely for the purpose of complying with the Rules of the Auditor General of the State of Florida (Rules). In conformity with the Rules, the accompanying special-purpose financial statements are intended to present the financial position and changes in financial position of the governmental funds, the proprietary funds, and the discretely presented component unit of the Board, and only that portion that is attributable to the transactions of the Board. They do not purport to, and do not, present fairly the financial position of Leon County, Florida, as of September 30, 2025, and the changes in its financial position for the year then ended in conformity with accounting principles generally accepted in the United States of America. Our opinion is not modified with respect to these matters.

As discussed in Note 16 to the special-purpose financial statements, previously disclosed balances for subscription liabilities and related right of use subscription assets as of October 1, 2024, have been restated to correct a previously reported misstatement. Our opinion is not modified with respect to this matter.

As discussed in Note 17 to the special-purpose financial statements, during the fiscal year ended September 30, 2025, the Board adopted Governmental Accounting Standards Board Statement No. 101, *Compensated Absences.* As a result, the October 1, 2024 fund balance for the Internal Service Funds and the Landfill Fund have been restated. Our opinion is not modified with respect to this matter.

Responsibilities of Management for the Special-Purpose Financial Statements

Management is responsible for the preparation and fair presentation of the special-purpose financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of special-purpose financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the special-purpose financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Board's ability to continue as a going concern for twelve months beyond the special-purpose financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditors' Responsibilities for the Audit of the Special-Purpose Financial Statements

Our objectives are to obtain reasonable assurance about whether the special-purpose financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the special-purpose financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.

- Identify and assess the risks of material misstatement of the special-purpose financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the special-purpose financial statements.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Board's internal control. Accordingly, no such opinion is expressed.

- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the special-purpose financial statements.

- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Board's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Supplementary Information

Our audit was conducted for the purpose of forming opinions on the special-purpose financial statements that collectively comprise the Board's special-purpose financial statements. The Schedule of Receipts and Expenditures of Funds Related to the Deepwater Horizon Oil Spill (the Schedule), pursuant to the *Rules of the Auditor General,* Chapter 10.550, is presented for purposes of additional analysis and is not a required part of the special-purpose financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the special-purpose financial statements. The information has been subjected to the auditing procedures applied in the audit of the special-purpose financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the special-purpose financial statements or to the special-purpose financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the Schedule is fairly stated, in all material respects, in relation to the special-purpose financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated May 29, 2026, on our consideration of the Board's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Board's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Board's internal control over financial reporting and compliance.

Thomas Howell Ferguson P.A.

Law Redd Crona + Munroe P.A.

Thomas Howell Ferguson P.A.
Tallahassee, Florida
May 29, 2026

Law, Redd, Crona & Munroe, P.A.

Board of County Commissioners
Leon County, Florida

Balance Sheet - Governmental Funds

September 30, 2025

	General Fund	Fine and Forfeiture Fund	Grants Fund	Emergency Medical Services Fund
Assets				
Cash	$ 27,261,166	$ -	$ 696,449	$ -
Investments	7,687,767	11,843,964	2,929,368	15,141,089
Receivables (net of allowances for uncollectibles):				
Accounts	170,268	41,584	-	8,113,330
Lease receivables	1,003,734	-	-	-
Special assessments	-	-	-	-
Due from other governments	3,346,399	-	9,373,503	-
Due from other funds	5,840,953	-	400,000	-
Due from other county units	2,412,826	2,707,207	18,406	1,073
Inventories	648,512	-	-	-
Prepaids	386,231	-	23,744	21,716
Total assets	$ 48,757,856	$ 14,592,755	$ 13,441,470	$ 23,277,208
Liabilities, deferred inflows, and fund balances				
Liabilities:				
Accounts payable	$ 3,287,670	$ 7,110	$ 2,428,105	$ 371,814
Accrued liabilities	2,149,351	-	7,086	525,003
Due to other governments	2,171,627	10,583	-	2,062,237
Due to other funds	352,859	-	3,255,479	-
Due to other county units	8,083	915,412	65,548	-
Deposits	12,992	171,529	-	-
Revenue received in advance	-	-	4,969,644	-
Total liabilities	7,982,582	1,104,634	10,725,862	2,959,054
Deferred inflows				
Deferred inflow of resources	949,312	-	-	-
Total deferred inflows	949,312	-	-	-
Fund balances:				
Nonspendable	1,034,743	-	23,744	21,716
Restricted	-	225,998	2,261,372	-
Committed	5,973,895	2,023,218	696,449	20,296,438
Assigned	6,663,512	11,238,905	-	-
Unassigned	26,153,812	-	(265,957)	-
Total fund balances	39,825,962	13,488,121	2,715,608	20,318,154
Total liabilities, deferred inflows, and fund balances	$ 48,757,856	$ 14,592,755	$ 13,441,470	$ 23,277,208

The accompanying notes are an integral part of these special-purpose financial statements.

Capital Improvement Fund	Nonmajor Governmental Funds	Total Governmental Funds
$ -	$ 2,053,835	$ 30,011,450
40,847,236	84,630,439	163,079,863
142,155	1,552,736	10,020,073
-	4,891,857	5,895,591
-	762,353	762,353
-	6,275,417	18,995,319
-	352,859	6,593,812
-	939,205	6,078,717
-	-	648,512
101,626	264,238	797,555
$ 41,091,017	$ 101,722,939	$ 242,883,245
$ 1,534,104	$ 3,755,115	$ 11,383,918
-	320,928	3,002,368
-	2,936,649	7,181,096
400,000	199,211	4,207,549
-	1,393	990,436
-	38,896	223,417
-	955,692	5,925,336
1,934,104	8,207,884	32,914,120
-	5,378,747	6,328,059
-	5,378,747	6,328,059
101,626	264,238	1,446,067
39,055,287	74,352,621	115,895,278
-	13,594,023	42,584,023
-	-	17,902,417
-	(74,574)	25,813,281
39,156,913	88,136,308	203,641,066
$ 41,091,017	$ 101,722,939	$ 242,883,245

Board of County Commissioners
Leon County, Florida

Statement of Revenues, Expenditures, and Changes in Fund Balances -
Governmental Funds

Year ended September 30, 2025

	General Fund	Fine and Forfeiture Fund	Grants Fund	Emergency Medical Services Fund
Revenues				
Taxes	$ 99,709,332	$ 122,121,951	$ -	$ 18,366,728
Licenses and permits	-	-	-	-
Intergovernmental	13,322,172	19,328	21,113,819	-
Charges for services	1,629,521	567,050	175,334	22,463,470
Fines and forfeitures	-	60,545	-	-
Interest	2,404,878	1,436,287	242,293	803,778
Net increase (decrease) in fair value of investments	38,221	29,003	-	34,288
Miscellaneous	618,317	-	541,892	545,041
Total revenues	117,722,441	124,234,164	22,073,338	42,213,305
Expenditures				
Current:				
General government	26,140,333	-	-	-
Public safety	3,404,528	3,952,136	1,593,491	34,545,690
Physical environment	2,406,293	-	855,929	-
Transportation	90	-	192,094	-
Economic environment	4,018,759	-	1,263,514	-
Human services	10,838,323	-	68,805	-
Culture and recreation	6,501,131	-	540,686	-
Judicial	4,844,423	2,552,288	4,089	-
Debt service:				
Principal retirement	3,030,847	-	-	-
Interest and fiscal charges	200,752	-	-	-
Capital outlay	3,286,562	-	18,570,606	2,500,859
Total expenditures	64,672,041	6,504,424	23,089,214	37,046,549
Excess (deficiency) of revenues over (under) expenditures	53,050,400	117,729,740	(1,015,876)	5,166,756
Other financing sources (uses):				
Transfers in	4,861,869	2,584,247	460,324	-
Subscription financing	2,698,474	-	-	-
Lease financing	-	-	-	-
Transfers out	(61,861,783)	(118,117,501)	(2,055,725)	(373,455)
Total other financing sources (uses)	(54,301,440)	(115,533,254)	(1,595,401)	(373,455)
Net changes in fund balances	(1,251,040)	2,196,486	(2,611,277)	4,793,301
Fund balances at beginning of year	41,077,002	11,291,635	5,326,885	15,524,853
Fund balances at end of year	$ 39,825,962	$ 13,488,121	$ 2,715,608	$ 20,318,154

The accompanying notes are an integral part of these special-purpose financial statements.

Capital Improvement Fund	Nonmajor Governmental Funds	Total Governmental Funds
$ -	$ 40,225,494	$ 280,423,505
-	2,982,926	2,982,926
100,000	10,347,253	44,902,572
-	13,916,380	38,751,755
-	117,461	178,006
1,510,487	4,254,343	10,652,066
108,511	222,136	432,159
-	3,751,127	5,456,377
1,718,998	75,817,120	383,779,366
4,015,302	1,110,891	31,266,526
1,369	19,791,384	63,288,598
624,955	9,715,788	13,602,965
-	15,475,262	15,667,446
-	8,445,527	13,727,800
-	3,500,973	14,408,101
237,444	8,778,488	16,057,749
471,756	395,484	8,268,040
581,710	5,296,858	8,909,415
53,644	415,967	670,363
14,903,831	12,932,756	52,194,614
20,890,011	85,859,378	238,061,617
(19,171,013)	(10,042,258)	145,717,749
20,087,705	31,522,768	59,516,913
-	-	2,698,474
1,194,042	-	1,194,042
-	(16,244,159)	(198,652,623)
21,281,747	15,278,609	(135,243,194)
2,110,734	5,236,351	10,474,555
37,046,179	82,899,957	193,166,511
$ 39,156,913	$ 88,136,308	$ 203,641,066

Board of County Commissioners
Leon County, Florida

Statement of Net Position - Proprietary Funds

September 30, 2025

	Business-type Activities - Landfill Fund	Business-type Activities - Internal Service Funds	Component Unit - Housing Finance Authority
Assets			
Current assets:			
Cash	$ 650	$ 1,008,600	$ 2,512,545
Cash with fiscal agent	-	300,000	-
Investments	-	9,058,744	-
Accounts receivable	1,558,856	1,566,448	36,071
Due from other governments	-	19,172	2,110
Due from other county units	370	58,378	-
Inventories	1,876	47,946	-
Prepaids	-	26,136	-
Total current assets	1,561,752	12,085,424	2,550,726
Noncurrent assets:			
Restricted investments	20,851,845	-	-
Mortgage loans receivable, net of allowance	-	-	278,092
Capital assets:			
Nondepreciable capital assets	1,809,844	-	-
Depreciable capital assets, net	6,012,647	302,802	-
Total noncurrent assets	28,674,336	302,802	278,092
Total assets	$ 30,236,088	$ 12,388,226	$ 2,828,818
Liabilities			
Current liabilities			
Accounts payable	$ 2,756,257	$ 534,330	$ 880
Accrued liabilities	28,908	10,689	-
Due to other governments	9,442	17,913	-
Due to other funds	2,386,263	-	-
Claims payable	-	4,695,941	-
Revenue received in advance	13,122	-	-
Compensated absences	111,469	48,730	-
Liability for closure costs	14,045,374	-	-
Good faith deposits	-	-	-
Total current liabilities	19,350,835	5,307,603	880
Noncurrent liabilities			
Liability for closure costs	7,897,467	-	-
Liability for compensation absences	211,776	92,581	-
Other post employment benefits	231,230	96,829	-
Total noncurrent liabilities	8,340,473	189,410	-
Total liabilities	27,691,308	5,497,013	880
Net position			
Net investment in capital assets	7,822,491	302,802	-
Unrestricted	(5,277,711)	6,588,411	2,827,938
Total net position	2,544,780	6,891,213	2,827,938
Total liabilities and net position	$ 30,236,088	$ 12,388,226	$ 2,828,818

The accompanying notes are an integral part of these special-purpose financial statements.

Board of County Commissioners
Leon County, Florida

Statement of Revenues, Expenses, and Changes in Fund Net Position - Proprietary Funds

Year ended September 30, 2025

	Business-type Activities - Landfill Fund	Business-type Activities - Internal Service Funds	Component Unit - Housing Finance Authority
Operating revenues			
Charges for services	$ 14,492,264	$ 12,365,581	$ 203,041
TBA program income	-	-	2,110
Other income	-	717,082	107,500
Sale of surplus land properties	-	-	11,700
Total operating revenues	14,492,264	13,082,663	324,351
Operating expenses			
Personnel services	2,291,993	732,927	-
Contractual services	13,691,582	187,947	73,037
Supplies	410,594	2,041,565	1,073
Communications services	34,190	741,213	-
Insurance	72,432	4,773,122	3,991
Utility services	97,091	-	-
Depreciation	521,662	117,711	-
Other services and charges	1,865,083	3,038,344	98,413
Total operating expenses	18,984,627	11,632,829	176,514
Operating (loss) income	(4,492,363)	1,449,834	147,837
Nonoperating revenues:			
Taxes	1,953,840	-	-
Interest	1,005,168	388,460	103,862
Net increase (decrease) in fair value of investments	32	-	-
Miscellaneous	56,449	-	-
Total nonoperating revenues	3,015,489	388,460	103,862
Income (loss) before contributions and transfers	(1,476,874)	1,838,294	251,699
Transfers in	3,454,042	60,000	-
Transfers out	(82,315)	(1,100,000)	-
Change in net position	1,894,853	798,294	251,699
Net position at beginning of year	719,152	6,122,110	2,576,239
Restatements	(69,225)	(29,191)	-
Net position at beginning of year, as restated	649,927	6,092,919	2,576,239
Net position at end of year	$ 2,544,780	$ 6,891,213	$ 2,827,938

The accompanying notes are an integral part of these special-purpose financial statements.

Board of County Commissioners
Leon County, Florida

Statement of Cash Flows - Proprietary Funds

Year ended September 30, 2025

	Business-type Activities - Landfill Fund	Business-type Activities - Internal Service Funds	Component Unit - Housing Finance Authority
Cash flows from operating activities:			
Receipts from customers fees and other income	$ 14,560,312	$ -	$ 306,551
Receipts from other governments	-	-	28,959
Payments to suppliers	(21,610,395)	(9,221,818)	(50,000)
Payments to employees	(2,245,542)	(708,411)	-
Internal activity - payments to other funds	-	(2,319)	-
Internal activity - cash received from other funds	2,313,831	12,411,409	-
Claims paid	-	(1,662,321)	-
Cash payments for general and administrative expense	-	-	(98,543)
Cash payments for program services	-	-	(78,801)
Net cash provided by (used in) operating activities	(6,981,794)	816,540	108,166
Cash flows from noncapital financing activities:			
Tax proceeds	1,953,840	-	-
Receipts (payments) on interfund loans	365,917	-	103,862
Transfers received from other funds	3,454,042	60,000	-
Receipts from other governments	369	-	-
Transfers to other funds	(82,315)	(1,100,000)	-
Net cash provided by (used in) noncapital financing activities	5,691,853	(1,040,000)	103,862
Cash flows from capital and related financing activities:			
Acquisition and/or construction of capital assets	(421,766)	(323,899)	-
Net cash provided by (used in) capital and related financing activities	(421,766)	(323,899)	-
Cash flows from investing activities:			
Net proceeds (purchases) from sales and maturities of investments	706,757	1,172,674	-
Interest and dividends received	1,005,168	-	-
Increase (decrease) in fair value of investments	32	383,285	-
Net cash provided by (used in) investing activities	1,711,957	1,555,959	-
Net cash increase (decrease) in cash	250	1,008,600	212,028
Cash at beginning of year	400	300,000	2,300,517
Cash at end of year	$ 650	$ 1,308,600	$ 2,512,545

(continued)

Board of County Commissioners
Leon County, Florida

Statement of Cash Flows - Proprietary Funds (continued)

Year ended September 30, 2025

	Business-type Activities - Landfill Fund	Business-type Activities - Internal Service Funds	Component Unit - Housing Finance Authority
Reconciliation of operating income (loss) to net cash provided by (used in) operating activities			
Operating income (loss)	$ (4,492,363)	$ 1,449,834	$ 147,837
Adjustments to reconcile operating income (loss) to net cash provided by (used) in operating activities:			
Depreciation expense	521,662	117,711	-
Miscellaneous	-	2,681	-
Changes in assets and liabilities:			
Accounts receivable	57,637	(989,118)	12,300
Inventories	(143)	47,025	
Prepaids	-	76,610	
Due from other governments	-	317,864	(1,141)
Due from other funds	-	-	
Accounts payable	111,789	(55,289)	(830)
Due to other funds	2,386,263	(2,319)	
Accrued liabilities	46,453	23,684	-
Claims payable	-	(172,143)	-
Revenue received in advance	10,411	-	-
Good faith deposits	-	-	(50,000)
Liability for closure costs	(5,623,503)	-	-
Net cash provided by (used in) operating activities:	$ (6,981,794)	$ 816,540	$ 108,166

The accompanying notes are an integral part of these special-purpose financial statements.

Board of County Commissioners
Leon County, Florida

Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual
General Fund

Year ended September 30, 2025

	Budget Amounts			Variance with Final Budget Positive (Negative)
	Original	Final	Actual Amounts	
Revenues				
Taxes	$ 98,521,948	$ 98,906,783	$ 99,709,332	$ 802,549
Intergovernmental	12,182,049	12,182,049	13,322,172	1,140,123
Charges for services	1,604,491	1,604,491	1,629,521	25,030
Interest	2,125,495	2,125,495	2,404,878	279,383
Net increase (decrease) in fair value of investments	-	-	38,221	38,221
Miscellaneous	243,010	243,010	618,317	375,307
Total revenues	114,676,993	115,061,828	117,722,441	2,660,613
Expenditures				
Current:				
General government	32,104,380	37,941,352	26,140,333	11,801,019
Public safety	3,658,211	3,571,405	3,404,528	166,877
Physical environment	2,892,663	2,892,663	2,406,293	486,370
Transportation	-	-	90	(90)
Economic environment	3,765,830	4,103,069	4,018,759	84,310
Human services	10,822,936	11,120,013	10,838,323	281,690
Culture and recreation	6,780,575	6,646,574	6,501,131	145,443
Judicial	577,208	503,708	4,844,423	(4,340,715)
Debt service:				
Principal retirement	-	-	3,030,847	(3,030,847)
Interest and fiscal charges	-	-	200,752	(200,752)
Capital outlay	526,890	540,533	3,286,562	(2,746,029)
Total expenditures	61,128,693	67,319,317	64,672,041	2,647,276
Excess (deficiency) of revenues over (under) expenditures	53,548,300	47,742,511	53,050,400	5,307,889
Other financing sources (uses):				
Transfers in	8,899,274	8,899,274	4,861,869	(4,037,405)
Subscription financing	-	-	2,698,474	2,698,474
Transfers out	(62,978,735)	(67,661,565)	(61,861,783)	5,799,782
Total other financing sources (uses)	(54,079,461)	(58,762,291)	(54,301,440)	4,460,851
Net change in fund balances	(531,161)	(11,019,780)	(1,251,040)	9,768,740
Fund balances at October 1	41,077,002	41,077,002	41,077,002	-
Fund balances at September 30	$ 40,545,841	$ 30,057,222	$ 39,825,962	$ 9,768,740

The accompanying notes are an integral part of these special-purpose financial statements.

Board of County Commissioners
Leon County, Florida

Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual
Fine & Forfeiture Fund

Year ended September 30, 2025

	Budget Amounts			Variance with Final Budget Positive (Negative)
	Original	Final	Actual Amounts	
Revenues				
Taxes	$ 120,258,813	$ 121,174,225	$ 122,121,951	$ 947,726
Intergovernmental	13,347	13,347	19,328	5,981
Charges for services	546,269	546,269	567,050	20,781
Fines and forfeitures	79,976	79,976	60,545	(19,431)
Interest	797,451	797,451	1,436,287	638,836
Net increase (decrease) in fair value of investments	-	-	29,003	29,003
Total revenues	121,695,856	122,611,268	124,234,164	1,622,896
Expenditures				
Current:				
Public safety	4,020,075	4,240,075	3,952,136	287,939
Judicial	2,864,905	2,844,905	2,552,288	292,617
Total expenditures	6,884,980	7,084,980	6,504,424	580,556
Excess (deficiency) of revenues over (under) expenditures	114,810,876	115,526,288	117,729,740	2,203,452
Other financing sources (uses):				
Transfers in	-	-	2,584,247	2,584,247
Transfers out	(114,810,876)	(118,117,501)	(118,117,501)	-
Total other financing sources (uses)	(114,810,876)	(118,117,501)	(115,533,254)	2,584,247
Net change in fund balances	-	(2,591,213)	2,196,486	4,787,699
Fund balances at October 1	11,291,635	11,291,635	11,291,635	-
Fund balances at September 30	$ 11,291,635	$ 8,700,422	$ 13,488,121	$ 4,787,699

The accompanying notes are an integral part of these special-purpose financial statements.

Board of County Commissioners
Leon County, Florida

Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual
Grants Fund

Year ended September 30, 2025

	Budget Amounts			Variance with Final Budget Positive (Negative)
	Original	Final	Actual Amounts	
Revenues				
Intergovernmental	$ 565,085	$ 37,482,116	$ 21,113,819	$ (16,368,297)
Charges for services	79,610	312,939	175,334	(137,605)
Interest	-	519,295	242,293	(277,002)
Miscellaneous	-	1,013,839	541,892	(471,947)
Total revenues	644,695	39,328,189	22,073,338	(17,254,851)
Expenditures				
Current:				
Public safety	791,530	4,480,627	1,593,491	2,887,136
Physical environment	-	2,058,878	855,929	1,202,949
Transportation	-	527,729	192,094	335,635
Economic environment	75,000	2,299,505	1,263,514	1,035,991
Human services	38,026	122,862	68,805	54,057
Culture and recreation	5,500	825,959	540,686	285,273
Judicial	94,088	176,360	4,089	172,271
Capital outlay	69,500	39,273,307	18,570,606	20,702,701
Total expenditures	1,073,644	49,765,227	23,089,214	26,676,013
Excess (deficiency) of revenues over (under) expenditures	(428,949)	(10,437,038)	(1,015,876)	9,421,162
Other financing sources (uses):				
Transfers in	428,949	460,324	460,324	-
Transfers out	(1,955,725)	(2,055,725)	(2,055,725)	-
Total other financing sources (uses)	(1,526,776)	(1,595,401)	(1,595,401)	-
Net change in fund balances	(1,955,725)	(12,032,439)	(2,611,277)	9,421,162
Fund balances at October 1	5,326,885	5,326,885	5,326,885	-
Fund balances at September 30	$ 3,371,160	$ (6,705,554)	$ 2,715,608	$ 9,421,162

The accompanying notes are an integral part of these special-purpose financial statements.

Board of County Commissioners
Leon County, Florida

Statement of Revenues, Expenditures, and Changes in Fund Balance - Budget and Actual
Emergency Medical Services Fund

Year ended September 30, 2025

	Budget Amounts			Variance with Final Budget Positive (Negative)
	Original	Final	Actual Amounts	
Revenues				
Taxes	$ 18,074,780	$ 18,077,489	$ 18,366,728	$ 289,239
Charges for services	19,206,959	21,172,718	22,463,470	1,290,752
Interest	512,843	512,843	803,778	290,935
Net increase (decrease) in fair value of investments	-	-	34,288	34,288
Miscellaneous	79,588	79,588	545,041	465,453
Total revenues	37,874,170	39,842,638	42,213,305	2,370,667
Expenditures				
Current:				
Public safety	33,255,341	35,477,596	34,545,690	931,906
Capital outlay	4,490,209	7,581,697	2,500,859	5,080,838
Total expenditures	37,745,550	43,059,293	37,046,549	6,012,744
Excess (deficiency) of revenues over (under) expenditures	128,620	(3,216,655)	5,166,756	8,383,411
Other financing sources (uses):				
Transfers out	(364,400)	(398,484)	(373,455)	25,029
Total other financing sources (uses)	(364,400)	(398,484)	(373,455)	25,029
Net change in fund balances	(235,780)	(3,615,139)	4,793,301	8,408,440
Fund balances at October 1	15,524,853	15,524,853	15,524,853	-
Fund balances at September 30	$ 15,289,073	$ 11,909,714	$ 20,318,154	$ 8,408,440

The accompanying notes are an integral part of these special-purpose financial statements.

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

Year Ended September 30, 2025

1. Accounting Policies

Reporting Entity

Leon County (the County) is a political subdivision of the state of Florida and provides services to its residents in many areas, including public safety, transportation, recreation, and human services. It is governed by an elected Board of County Commissioners (seven members). In addition to the members of the Board of County Commissioners, there are five elected Constitutional Officers: Clerk of the Circuit Court and Comptroller, Sheriff, Tax Collector, Property Appraiser, and Supervisor of Elections. The Constitutional Officers maintain separate accounting records and budgets. Effective for the 2003 fiscal year, the citizens of Leon County passed a voter referendum to make Leon County a charter county. The charter is a simple charter which allows for the same powers and duties as provided in the Constitution of the State of Florida and Florida Statutes. However, in certain instances, the charter either alters or expands the powers of the elected officials via voter referendum. The accounting policies of Leon County, Florida conform to generally accepted accounting principles as applicable to governments. The more significant accounting policies of the Leon County Board of County Commissioners (the Board) are described below.

Component Unit

The component unit discussed below is included in the Board's reporting entity either because of the significance of the operational relationship or the Board is financially accountable for the component unit. The Board is financially accountable for an organization when the Board appoints a voting majority of the organization's governing body and is able to impose its will on the organization; there is a potential for the organization to provide a financial benefit or impose a financial burden on the Board; or the organization is fiscally dependent on the Board.

Specific criteria used to determine financial accountability are:

- Selection of a voting majority of the governing body.
- Imposition of Will: Ability to remove appointed members at will; ability to approve or modify rate charges affecting revenue; ability to appoint, hire or dismiss management.
- Financial Benefit or Burden Relationship: The Board is legally entitled to or can otherwise access the organization's resources; the Board is legally obligated or has otherwise assumed the obligation to finance the deficits of or provide support to the organization; or the Board is obligated in some manner for the debt of the organization.
- Fiscal Dependency: Ability to approve or modify the organization's budget or rate charges; ability to approve debt issuances and/or tax levies.

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

1. Accounting Policies (continued)

Component Unit (continued)

Financial statements of component units are included in the financial reporting entity either as a blended component unit or as a discretely presented component unit in accordance with governmental accounting standards. As of September 30, 2025, the only component unit of the Board is the Housing Finance Authority of Leon County (the Authority) which is discretely presented in a separate column on the Board financial statements.

The Authority was created as a Florida public corporation in accordance with the Florida Housing Finance Authority Law, Part IV of Chapter 159, Florida Statutes (1979), following the adoption of an approving ordinance (#80-39) by the Board of County Commissioners of Leon County, Florida. The Authority is a Dependent Special District as defined in Section 189.4041, Florida Statutes.

The Authority's governing board is appointed by the Board; the budget is reviewed by the Board; all bonds issued and contracts entered into must be approved by the Board; the Board may, at its sole discretion, and at any time, alter or change the structure, organization, programs or activities of the Authority, including the power to terminate the Authority. This component unit is reported in a separate column to emphasize that it is legally separate from the Board. Separate financial information for the Housing Finance Authority is available at 615 Paul Russell Road, Tallahassee, Florida 32301.

Excluded from the Reporting Entity:

The Leon County Health Facilities Authority, Leon County Research and Development Authority, Leon County Education Facilities Authority and, Leon County Energy Improvement District have been established under Florida Statutes, Chapter 159, Part V, Chapter 154, Part III, Chapter 243, and Chapter 189, Part II, respectively. Operations of the above authorities are not included in this report because they do not meet the criteria for inclusion in the reporting entity as set forth in GASB Statement No. 39 and No. 61.

Other public entities located within Leon County and not included in the financial statements of the Board include municipalities and the following independent taxing districts authorized and established by the Laws of Florida:

Children's Services Council of Leon County
Leon County School Board District
Fallschase Special Taxing District
Northwest Florida Water Management District
Tallahassee-Leon County Civic Center Authority

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

1. Accounting Policies (continued)

Excluded from the Reporting Entity: (continued)

These potential component units have been excluded because they do not meet the criteria for inclusion in the reporting entity.

Consolidated Dispatch Agency

In May 2012, the City of Tallahassee, Leon County, Florida, and the Leon County Sheriff's Office entered into an inter-local agreement authorized by Section 163.01, Florida Statutes. This agreement created the Consolidated Dispatch Agency (CDA) for the purpose of dispatching law enforcement, fire and emergency medical services personnel. The term of this agreement is for a period of 10 years, commencing April 1, 2013, and will renew automatically thereafter. The CDA will govern and manage the provision of public safety consolidated dispatch services on a county-wide basis.

The governing body of the CDA consists of the City of Tallahassee City Manager, the Leon County Administrator and the Leon County Sheriff, hereinafter called the Council. The City and Board shall fund the CDA budget proportionately based upon the per capita population within the corporate limits of the City of Tallahassee for the city, and the per capita population within the unincorporated area of Leon County for the Sheriff, and a service cost allocation shall be included in the CDA's annual budget. Current audited financial statements may be obtained from the Consolidated Dispatch Agency, 300 S. Adams Street, Box A-19, Tallahassee, Florida 32301.

Capital Region Transportation Planning Agency

In December 2004, the Capital Region Transportation Planning Agency (CRTPA) was created through an inter-local agreement between the Florida Department of Transportation; the Counties of Leon, Gadsden, Jefferson and Wakulla; the Cities of Tallahassee, Chattahoochee, Gretna, Midway, Monticello, Quincy, St. Marks, Sopchoppy, Greensboro and Havana; and the Leon County School Board as authorized by Section 163.01 Florida Statues. It was established in order for the members to participate cooperatively in the development of transportation related plans and programs. The governing board consists of voting representatives from the Counties of Leon, Gadsden, Jefferson, and Wakulla; the Cities of Tallahassee, Gretna, Midway, Quincy, Greensboro and Havana; and the Leon County School Board. The Gadsden County representative also represents the City of Chattahoochee; the Jefferson County representative also represents the City of Monticello; and the Wakulla representative also represents the Cities of St. Marks and Sopchoppy. There is one nonvoting representative from the Florida Department of Transportation.

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

1. Accounting Policies (continued)

Capital Region Transportation Planning Agency (continued)

The CRTPA receives federal and state transportation funds for the performance of its transportation planning and programming activities. If operating expenses exceed the external funding obtained, the deficit is funded by the members of the CRTPA in proportion to their weighted votes. As a participating member of CRTPA, Leon County has a limited share of financial responsibility for any such deficits. Current audited financial statements may be obtained from the Capital Region Transportation Planning Agency, 300 S. Adams Street, Box A-19, Tallahassee, Florida 32301.

Blueprint Intergovernmental Agency

In October 2000, Leon County entered into an interlocal agreement with the City of Tallahassee as authorized by Section 163.01(7) Florida Statutes. This agreement created the Blueprint 2000 Intergovernmental Agency, now known as the Blueprint Intergovernmental Agency (Blueprint) to govern the project management for the project planning and construction of a list of projects known as the Blueprint projects. The Board of County Commissioners and the City Commission constitute Blueprint's Board of Directors and jointly govern the organization. The revenues to fund the projects under this agreement are the collections of the local government infrastructure sales surtax, which began December 1, 2004. This tax was extended pursuant to the provisions in Section 212.055, Florida Statutes, until December 31, 2039.

The County and Blueprint have entered into a Joint Partnership Agreement whereby the County receives an annual allocation of $3,875,000 from Blueprint for the performance of various infrastructure initiatives.

Current audited financial statements may be obtained from Blueprint Intergovernmental Agency, 315 S. Calhoun Street, Suite 450, Tallahassee, Florida 32301.

Basis of Presentation

The special-purpose financial statements are fund financial statements that have been prepared in conformity with the accounting principles and reporting guidelines established by the Governmental Accounting Standards Board (GASB) and accounting practices prescribed by the State of Florida, Office of the Auditor General.

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

1. Accounting Policies (continued)

Description of Funds

Governmental Major Funds:

The Board reports the following major funds in the governmental fund financial statements:

General Fund – The General Fund is the general operating fund of the Board. This fund is used to account for all financial transactions not required to be accounted for in another fund.

Fine & Forfeiture Fund – This fund is a special revenue fund, established to account for revenues collected pursuant to the provisions of Section 142.01, Florida Statutes. It also accounts for expenditures related to the costs of criminal prosecutions and for the proceeds of certain court fines and costs as well as accounting for ad valorem tax revenues collected and used to support the Sheriff's Department.

Grants Fund – This fund is a special revenue fund, used to account for the revenues and expenses of federal, state, and local grants awarded to the County. This fund also includes the corresponding county matching funds for the various grants.

Capital Improvement Fund – This fund is a capital projects fund, used to account for the acquisition or construction of major non-transportation related capital facilities and/or projects other than those financed by proprietary funds.

Emergency Medical Services Fund – This fund is a special revenue fund, used to account for and report the costs of providing emergency medical and transport services.

Proprietary Major Fund:

Landfill Fund – The Landfill Fund accounts for the revenues, expenses, assets and liabilities associated with the County landfill and transfer station.

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

1. Accounting Policies (continued)

Description of Funds (continued)

Other Fund Types:

Internal Service Funds – These funds account for goods or services provided by various departments to other departments of the Board on a cost-reimbursement basis.

Basis of Accounting

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the fund financial statements and relates to the timing of the measurements made.

The accompanying special-purpose financial statements have been prepared using the current financial resources measurement focus and the modified accrual basis of accounting for all Governmental Funds. Accordingly, revenues are recognized when measurable and available to pay liabilities of the current period and expenditures are generally recorded when the liability is incurred and/or will be paid from expendable available financial resources.

The Board considers receivables collected within 60 days after year-end to be available and susceptible to accrual as revenues of the current year. The following revenues are considered to be susceptible to accrual: taxes, charges for services, interest, state revenue sharing, federal forestry revenue, insurance agents' revenue, various other gas taxes, gas tax pour-over trust, federal and state grants, planning and zoning revenue, municipal service franchise fees, and special assessments.

Expenditures are generally recorded when the related fund liability is incurred. An exception to this general rule is principal and interest on general long-term debt which is recorded when due.

The financial statements of the Proprietary Funds are prepared on the economic resources measurement focus and the accrual basis of accounting. The Proprietary Fund revenues are recognized when earned and their expenses are recognized when incurred. Proprietary fund operating revenues, such as charges for services, result from exchange transactions associated with the principal activity of the fund. Exchange transactions are those in which each party receives and gives up essentially equal values. Nonoperating revenues, such as subsidies, taxes, and investment earnings, result from nonexchange transactions or ancillary activities.

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

1. Accounting Policies (continued)

Budgets and Budgetary Accounting

Florida Statutes, Section 129.01 (2) (b), requires that "The budgeted receipts must include 95 percent of all receipts reasonably anticipated from all sources, including taxes to be levied, provided the percent anticipated from ad valorem levies is as specified in s. 200.065(2)(a), and is 100 percent of the amount of the balances estimated to be brought forward at the beginning of the fiscal year." The Board has complied with the provisions of the above Florida Statutes.

Annual budgets for the governmental fund types and the Housing Finance Authority of Leon County are adopted on a basis consistent with accounting principles generally accepted in the United States of America. The legal level of budgetary control is at the fund level; however, budgets are monitored at varying levels of detail.

All annual appropriations lapse at fiscal year end, although the Board expects to honor purchase orders and contracts in process, subject to authority provided in the subsequent year's budget.

The budget information, as amended, presented in the financial statements was prepared on the modified accrual basis of accounting. All Board authorized amendments to the applicable budget originally approved have been incorporated into the data reflected in the special-purpose financial statements. The Board made several supplemental budgetary appropriations throughout the year.

The Board uses the following procedures in establishing the budgetary data reflected in the financial statements:

1. On a date determined by the Board annually, the designated budget officer submits to the Board a tentative budget for the ensuing fiscal year. The tentative budget includes proposed expenditures and funding sources.

2. The Board requires such changes to be made as it shall deem necessary, provided the budget remains in balance and subject to the notice and hearing requirements of Section 200.065, *Florida Statutes* and the budget preparation and adoption procedures, as defined in Section 129.03, *Florida Statutes*. The legal level of budgetary control is at the fund level.

3. Public hearings are held pursuant to Section 200.065, *Florida Statutes* in order for the Board to adopt the tentative and final budgets.

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

1. Accounting Policies (continued)

Budgets and Budgetary Accounting (continued)

4. Prior to October 1, the budget is legally enacted through passage of a resolution.

5. All changes to the final budget must be approved by the Board in accordance with Section 129.06, Florida Statutes.

6. Formal budgetary integration is used as a management control device during the year for all governmental funds of the Board.

7. Budgets for the governmental fund types are adopted on a basis consistent with accounting principles generally accepted in the United States of America.

Applicable budgets of Constitutional Officers are controlled by appropriations in accordance with budgetary requirements set forth in the Florida Statutes.

Cash and Investments

Cash includes amounts in demand deposits. The Board's investments consist of U.S. Government obligations, federal agencies and instrumentalities, money market funds, municipal bonds, corporate bonds, and commercial paper of prime quality and are reported at fair value.

In accordance with the provisions of GASB Statement No. 31, Accounting and Financial Reporting for Certain Investments and for External Investment Pools, investments of the Board are reported at amortized cost, which approximates fair value.

During the 2024-2025 fiscal year, the Board invested in three different investment pools: the Special Purpose Investment Account (SPIA) within the Florida Treasury Investment Pool (the Pool) administered by the Florida Department of Financial Services, as authorized by Section 17.61(1), Florida Statutes; The Florida Local Government Investment Trust (FLGIT), a local government investment pool developed through the joint efforts of the Florida Court Clerks and Comptrollers (FCCC) and the Florida Association of Counties (FAC); and the Local Government Surplus Funds Trust Fund (Florida PRIME), administered by the Florida State Board of Administration (SBA) as authorized by Section 218.415 (17), Florida Statutes. Florida PRIME is not a registrant with the SEC; however, the SBA has adopted operating procedures consistent with the requirements for the SEC Rule 2a-7 fund.

The Board liquidates and reallocates investments throughout the year by factoring in the current availability of the funds, cash flow plan for future availability and interest rates.

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

1. Accounting Policies (continued)

Receivables

Receivables are shown net of an allowance for uncollectibles. As the receivables age, the allowance increases. The emergency medical services allowance used for September 30, 2025 is equal to 58% of current year billings. Additionally, allowances have been placed on intergovernmental revenues of the Grants Fund. These allowances are for receivables not collected after a significant period of time and collection is not certain. Such allowances for doubtful accounts total $791,131 as of September 30, 2025.

Short-Term Interfund Receivables/Payables

During the course of operations, numerous transactions occur between individual funds for services rendered or goods provided resulting in receivables and payables that are classified as "due from other funds" or "due to other funds" on the balance sheet.

Inventories

Inventories in the General Fund and Internal Service Funds consist of expendable office supplies. The office supplies are valued at the average unit cost and are accounted for under the consumption method whereby the cost is recorded as an expenditure at the time of issuance to the user department.

Restricted Assets

Investments that are held in escrow in accordance with the Florida Administrative Code requirement for landfill closure and post-closure costs are shown as restricted in the Proprietary Fund.

Capital Assets

Capital assets purchased in the governmental fund types are recorded as expenditures (capital outlay) at the time of purchase. Such assets are reported as capital assets in the Statement of Net Position as part of the Leon County, Florida Annual Comprehensive Financial Report (Leon County ACFR). The Board does not record depreciation of these assets on its governmental fund financial statements, although depreciation is recorded for such assets in the Leon County ACFR. Donated assets are recorded at fair market value at the date of donation. Accounting policies for capitalization and depreciation of infrastructure assets including roads, bridges, curbs, gutters, and sidewalks are described in the Leon County ACFR. A summary of capital assets purchased by the Board's governmental funds is provided in Note 7.

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

1. Accounting Policies (continued)

Leases

Leases are defined by the general government as the right to use an underlying asset. As lessee, the Board recognizes a lease liability and an intangible right-of-use lease asset at the beginning of a lease unless the lease is considered a short-term lease or transfers ownership of the underlying asset. Right-of-use lease assets are measured based on the net present value of the future lease payments at inception, using the weighted average cost of capital, which approximates the incremental borrowing rate. Remeasurement of a lease liability occurs when there is a change in the lease term and/or other changes that are likely to have a significant impact on the lease liability. The Board calculates the amortization of the discount on the lease liability and reports that amount as outflows of resources. Payments are allocated first to accrued interest liability and then to the lease liability. Variable lease payments based on the usage of the underlying assets are not included in the lease liability calculations but are recognized as outflows of resources in the period in which the obligation was incurred. Such assets and liabilities are reported on the Statements of Net Position in the Leon County ACFR.

As lessor, the Board recognizes a lease receivable. The lease receivable is measured using the net present value of future lease payments to be received for the lease term and deferred inflow of resources at the beginning of the lease term. Periodic amortization of the discount on the receivable is reported as interest revenue for that period. Deferred inflows of resources are recognized as inflows on a straight-line basis over the term of the lease. This recognition does not apply to short-term leases, contracts that transfer ownership, leases of assets that are investments, or certain regulated leases. Any initial direct costs are reported as an outflow of resources for that period. Remeasurement of lease receivables occur when there are modifications, including but not limited to changes in the contract price, lease term, and adding or removing an underlying asset to the lease agreements. In the case of a partial or full lease termination, the carrying value of the lease receivable and the related deferred inflow of resources will be reduced and will include a gain or loss for the difference. For lease contracts that are short-term, the Board recognizes short-term lease payments as inflows of resources (revenues) based on the payment provisions of the lease contract. Liabilities are only recognized if payments are received in advance, and receivables are only recognized if payments are received subsequent to the reporting period. Refer to Note 5 for additional information regarding leases.

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

1. Accounting Policies (continued)

Subscription Based Information Technology Arrangements

Subscription Based Information Technology Arrangements (SBITAs) are defined by the general government as a contract that conveys control of the right to use another party's (a SBITA vendor's) information technology (IT) software, alone or in combination with tangible capital assets (the underlying IT assets), as specified in the contract for a period of time in an exchange or exchange-like transaction. The Board recognizes a subscription liability and an intangible right-of-use subscription asset at the beginning of a subscription term unless the SBITA is considered short-term or transfers ownership of the underlying asset. Right-of-use subscription assets are measured based on the net present value of the future SBITA payments at inception, using the weighted average cost of capital, which approximate the incremental borrowing rate. Remeasurement of a subscription liability occurs when there is a change in the SBITA term and/or other changes that are likely to have a significant impact on the subscription liability. The Board calculates the amortization of the discount on the subscription liability and reports that amount as outflows of resources. Payments are allocated first to accrued interest liability and then to the subscription liability. For SBITA contracts that are short-term, the Board recognizes short-term subscription payments as outflows of resources (expenses) based on the payment provisions of the subscription contract. Additional disclosures regarding regulated SBITAs are in Note 6 to the FS.

Fixed Assets

Fixed assets acquired in the Proprietary Funds are capitalized at cost. Gifts or contributions are recorded at fair market value at the time received. Depreciation on property and equipment in the Proprietary Funds is computed using the straight-line method over the estimated useful lives.

The general fixed assets used in the operations of the Board, Property Appraiser, Tax Collector, Clerk of the Circuit Court, and Supervisor of Elections, and the real property used by the Sheriff are accounted for by the Board, as the Board holds legal title and is accountable for them under Florida law.

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

1. Accounting Policies (continued)

Liability for Compensated Absences

The Board accrues a liability for employees' rights to receive compensation for future absences when certain conditions are met. The Board does not, nor is it legally required to accumulate expendable available financial resources to liquidate this obligation. Accordingly, the liability for the compensated absences is not reported in the governmental funds. However, the current and long-term portion of the liability for compensated absences is reported in the Statement of Net Position of Leon County ACFR. All amounts are calculated and reported consistent with GASB Statement No. 101, *Compensated Absences.*

Other Post Employment Benefits

The Board, through Leon County, offers retiree medical and life insurance benefits for qualifying Board employees that have retired from a Florida Retirement System (FRS) pension plan. Current and long-term portions of the liability for Other Post Employment Benefits (OPEB) applicable to the proprietary funds are reported in the Statement of Revenues, Expenses, and Changes in Fund Net Position - Proprietary Funds. The current and long-term portions of the liability for OPEB applicable to governmental funds are reported in the Statement of Net Position of the Leon County ACFR.

Executive Service Plan

Executive service and senior management employees of the Board are entitled to severance pay if terminated from employment. If there is a contract or employment agreement, severance pay may not exceed an amount greater than twenty weeks of compensation. If there is no contract, severance pay is limited to six weeks.

Net Position and Fund Balances

Net Position is the difference between fund assets and liabilities on the proprietary fund statements. Fund Balance is the difference between assets and liabilities on the governmental fund statement.

For financial reporting purposes, County policy defines the five fund balance classifications for governmental funds and the order that the resources are used.

Nonspendable Fund Balance - Balances are comprised of funds that cannot be spent because they are either not in spendable form or are legally or contractually required to be maintained intact.

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

1. Accounting Policies (continued)

Net Position and Fund Balances (continued)

Restricted Fund Balance - Balances are comprised of funds that have legally enforceable constraints placed on their use or those funds that have externally-imposed restrictions by resource providers or creditors, grantors, contributors, voters, or interlocal agreement, or enabling legislation.

Committed Fund Balance - Balances are comprised of unrestricted funds used for specific purposes pursuant to constraints imposed by formal action such as ordinances, resolutions, or legislation of Leon County and that remain binding unless removed by a majority vote of the Board of County Commissioners.

Assigned Fund Balance - Balances are comprised of unrestricted funds informally constrained by a majority vote of the Board of County Commissioners, or by a designated county officer, in a manner that reflects the County's use of those resources such as appropriations of fund balance at year end or at the beginning of the new fiscal year.

Unassigned Fund Balance - Balances are comprised of the residual of the unrestricted funds in the General Fund and are not nonspendable, restricted, committed, or assigned. Within all other governmental funds, unassigned fund balance is comprised of the negative residual in excess of what can be properly classified as nonspendable, restricted, or committed.

The County's policy is that available resources will be spent in the following order: restricted, committed, assigned, and unassigned.

Common Expenses

Certain expenses that are common to the Board and all Constitutional Officers are reported as expenditures of the Board and, therefore, are not budgeted by or allocated to the other Constitutional Officers. These are:

- Occupancy costs
- Property insurance
- Utilities (except telephone), and
- Janitorial service

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

1. Accounting Policies (continued)

Operating Transfers

The Board funds a portion or, in certain instances, all of the operating budgets of the County's Constitutional Officers. The payments by the Board to fund the operations of the Constitutional Officers are recorded as operating transfers out on the financial statements of the Board and as operating transfers in on the financial statements of the Constitutional Officers. Repayments to the Board are recorded as operating transfers out on the financial statements of the Constitutional Officers and as operating transfers in on the financial statements of the Board.

Use of Estimates

The preparation of the special-purpose financial statements is in conformity with accounting practices prescribed by the State of Florida, Office of the Auditor General, and requires management to make use of estimates that affect the reported amounts in the special-purpose financial statements. Actual results could differ from estimates.

2. Property Taxes

Under Florida Law, the assessment of all properties and the collection of all county, municipal, special taxing districts, and school board property taxes are consolidated in the offices of the County Property Appraiser and County Tax Collector. The laws of Florida regulating tax assessments are also designed to assure a consistent property valuation method statewide. State statutes permit counties to levy property taxes at a rate of up to 10 mills. The tax levy of Leon County is established by the Board prior to October 1 of each year. The millage rate collected by the Board during the current fiscal year was 8.3144 mills. County citizens were also assessed for emergency medical services through a Municipal Services Taxing Unit at a millage rate of 0.7500 mills. For County citizens charged a special assessment, the required annual payment is included on their tax bill.

All property is reassessed according to its fair market value as of January 1 of each year. Each assessment roll is submitted to the Executive Director of the State Department of Revenue for review to determine if the rolls meet all of the appropriate requirements of Florida Statutes.

All taxes are due and payable on November 1 of each year, or as soon thereafter as the assessment roll is certified and delivered to the Tax Collector. All unpaid taxes become delinquent on April 1 following the year in which they are assessed. Discounts are allowed for early payment at the rate of 4% in the month of November, 3% in the month of December, 2% in the month of January, and 1% in the month of February. The taxes paid in March are without discount. No accrual for the property tax levy becoming due in September 30, 2025 is included in the accompanying financial statements, since such taxes are collected to finance expenditures of the subsequent period.

2. Property Taxes (continued)

On or prior to June 1, following the tax year, tax certificates are sold for all delinquent taxes on real property in accordance with the laws of Florida. After sale, tax certificates bear interest of 18% per year or at any lower rate bid by the buyer. Application for a tax deed on any unredeemed tax certificates may be made by the certificate holder after a period of two years.

Delinquent taxes on personal property bear interest at 18% per year until the tax is satisfied either by seizure and sale of the property or by the seven-year statute of limitations. Since tax certificates were sold for substantially all current year delinquent property taxes, there were no material property taxes receivable at September 30, 2025.

3. Cash and Investments

Credit Risk

The Board's Investment Policy (the Policy) provides a structure for the portfolio that is designed to minimize credit risk. The majority of the securities held will be those of the highest available credit quality ratings. Staff will notify the Investment Oversight Committee (IOC) at any time holdings drop below the minimum credit ratings specified in the policy. The IOC will consider the market environment and make recommendations to hold and continue to monitor the investments or liquidate the investments. To further limit the Board's risk against possible credit losses, a maximum of 3% per issuer of the total portfolio managed by the Board's external manager may be held in corporate notes and bonds and 5% per issuer in commercial paper. The Policy also provides the following limits on the Board's external portfolio: 45% may be invested in Federal Instrumentalities, with a limit of 15% of the portfolio in any one issuer; 100% may be invested in United States Federal Agencies, with a limit of 20% of the portfolio in any one issuer; and if longer than one day, 15% may be invested in Repurchase Agreements, with a limit of 5% of the portfolio in any one issuer.

Effective July 9, 2024, new investments in Mortgage-Backed Securities, Asset-Backed Securities, Commercial Mortgage-Backed Securities, Bankers' Acceptances, or Constant Net Asset Value Money Market Mutual Funds are prohibited.

Section 218.415(16), Florida Statutes, stipulates the state-approved investment policy for all governmental entities and includes the following investments:

1. The Florida PRIME (formerly the Local Government Surplus Funds Trust Fund) or any authorized intergovernmental investment pool.

2. Securities and Exchange Commission (SEC) registered money market funds with the highest credit quality rating from a nationally recognized rating agency.

3. Cash and Investments (continued)

Credit Risk (continued)

3. Interest-bearing time deposits or savings accounts in qualified public depositories.

4. Direct obligations of the U.S. Treasury.

5. Federal agencies and instrumentalities.

6. Rated or unrated bonds, notes, or instruments backed by the full faith and credit of the government of Israel.

7. Securities of, or other interests in, any management type investment company or trust registered under the Investment Company Act of 1940, where the investment portfolio is limited to United States Government Obligations.

8. Other investments authorized by law or by ordinance for a county or a municipality.

9. Other investments authorized by law or by resolution for a school district or a special district.

In addition, Section 17.61(1), Florida Statutes permits organizations created by the Florida Constitution to participate in the existing State Treasury Investment Pool "Special Purpose Investment Account (SPIA)."

The Board's Investment Policy limits credit risk by restricting authorized investments to the following: Florida PRIME (Local Government Surplus Funds Trust Fund), State of Florida Special Purpose Investment Account (SPIA), direct obligations of the United States or its agencies and instrumentalities, direct obligations of states and municipalities, repurchase agreements, corporate debt securities, commercial paper, money market mutual funds, financial deposit instruments, the Florida Local Government Investment Trust (FLGIT), and the Florida Municipal Investment Trust (FMIvT).

3. Cash and Investments (continued)

Credit Risk (continued)

The Chief Financial Officer for the State of Florida (formerly the State Treasurer) has been investing state revenues, excess revenues of state universities and community colleges, and certain other public agencies in a commingled investment portfolio for several years. This program is authorized under Section 17.61(1), *Florida Statutes* and is called the Treasury Special Purpose Investment Account (SPIA). Historically, SPIA participants have received higher earnings reflecting the higher risk associated with the longer maturities and lower credit quality. The financial details and disclosures for the Treasury Investment Pool are made in Note 2 to the State of Florida Annual Comprehensive Financial Report (ACFR). The rating as of September 30, 2025 was AA-f by Standard and Poor's. A copy of SPIA's most recent financial statements can be found at http://www.myfloridacfo.com/Division/Treasury/. Investments in this pool are limited to a maximum of 100% of the portfolio. At September 30, 2025, the Board had $917,302 invested with SPIA.

The Florida Local Government Investment Trust (FLGIT) is a local government investment pool developed through the joint efforts of the Florida Court Clerks and Comptrollers (FCCC) and the Florida Association of Counties (FAC) for providing opportunities for the investment of excess public funds. FLGIT offers two investment funds to its participants, the Short Term Bond Fund and the Day to Day Fund. The Short Term Bond Fund is a longer term higher yielding fund, which is accounted for as a fluctuating Net Asset Value (NAV) pool. At September 30, 2025 the Board did not have any balances in the Short Term Bond Fund. The Day to Day Fund is a highly liquid fund with underlying investments having a weighted average maturity of less than 90 days. The Day to Day Fund does meet the criteria and has adopted operating procedures consistent with the requirements for a SEC Rule 2a-7 fund. The Day to Day Fund maintained a credit rating of AAAm by Fitch as of September 30, 2025. At September 30, 2025, the Board had $51,647,261 with the FLGIT Day to Day Fund. A copy of FLGIT's most recent financial statements can be found at http://www.floridatrustonline.com/funds-reports/day-to-day/. Investments with FLGIT are limited to a maximum of 45% of the portfolio.

3. Cash and Investments (continued)

Credit Risk (continued)

The Board also invests in Florida PRIME administered by the Florida State Board of Administration (SBA). Florida PRIME is an external investment pool that is not a registrant with the SEC; however, the SBA has adopted operating procedures consistent with the requirements for a SEC Rule 2a-7 fund. Florida PRIME is governed by Chapter 19-7 of the Florida Administrative Code, which identifies the Rules of the SBA. These rules provide guidance and establish the general operating procedures for the administration of Florida PRIME. Additionally, the State of Florida, Auditor General performs the operational audit of the activities and investments of the SBA. On September 30, 2025, Florida PRIME was invested in fixed rate and floating rate bank instruments, repurchase agreements, fixed rate and floating rate corporate commercial paper, floating rate corporate notes, money market mutual funds, and fixed rate and floating rate asset backed commercial paper. Investments in this pool are limited to a maximum of 45% of the portfolio. Investments in Florida PRIME are not evidenced by securities that exist in physical or book entry form. The current rating for the Florida PRIME is AAAm by Standard and Poor's. The weighted average days to maturity of the Florida PRIME at September 30, 2025 is 47 days. The fair value of the Board's position in the pool approximates the value of the pool shares. At September 30, 2025, the Board had $64,379,328 invested in Florida PRIME. Florida PRIME's most recent financial statements can be found at https://prime.sbafla.com/audits/.

Custodial Credit Risk

Custodial credit risk is the risk that, in the event of a bank failure or the failure of the counterparty, the government's deposits may not be returned to it, or may not be able to recover the value of its investments that are in the possession of an outside party.

Qualified public depositories of public funds are required to provide collateral each month pursuant to Section 280.04, Florida Statutes. The collateral is held by the Florida Division of Treasury or other custodian with full legal rights maintained by the Florida Division of Treasury to transfer ownership. Any loss not covered by the pledged securities and deposit insurance would be assessed by the Florida Division of Treasury and paid by the other public depositories. The Board's deposits are therefore considered fully insured or collateralized. Bank balances at September 30, 2025, were $32,646,856. Due to the nature of the Board's cash and investments, there is no exposure to custodial credit risk and concentration of credit risk.

Interest Rate Risk

Interest rate risk is the risk that changes in interest rates will adversely affect the fair value of investments. The Board manages interest rate risk by setting the range of duration for the Board's portfolio at 0.5 to 2.0 years. Unusual market or economic conditions may mandate moving the portfolio outside of this range. The Investment Oversight Committee will be convened and will approve any portfolio duration outside of the range specified above. The effective duration of investments is listed in the following table.

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

3. Cash and Investments (continued)

Interest Rate Risk (continued)

The externally managed portfolio totaled $76,514,969 at September 30, 2025, and was invested for a weighted average term of approximately 531 days, as compared to a weighted average term of 364 days in fiscal year 2024. The Board requires a minimum balance of short term investments. To meet the day-to-day operating needs of the Board and to provide the ready cash to meet unforeseen temporary cash requirements, a liquidity base of approximately three months of anticipated disbursements is kept in relatively short term investments. This includes investments in government pools with daily liquidity such as Florida PRIME, FLGIT Day to Day Fund, or money markets. The Board was in compliance with this requirement.

As of September 30, 2025, the value of the Board's deposits and investments, with their credit ratings, was as follows:

	Fair Value	Credit Rating	Duration
Deposits in Qualified Public Depositories	$ 31,016,666	N/A	N/A
External Investment in Government Pools:			
State of Florida Special Purpose Investment Account (SPIA)	917,302	AA-f	3.47
Florida Local Government Investment Trust Day to Day Fund (FLGIT)	51,647,261	AAAm	0.09
Florida PRIME Investment Pool	64,379,328	AAAm	0.13
Externally Managed Portfolio:			
Money Market	132,946	N/A	N/A
U.S. Treasuries	26,735,674	AA+	2.22
Government Sponsored Agencies:			
Federal Home Loan Bank	4,848,384	AA+	0.96
Federal National Mortgage Association	683,443	AA+	1.18
Other Government Sponsored Agencies	12,938,294	AA+	1.18
Mortgage Backed Securities	3,643,400	AA+	2.48
Corporate Bonds	12,743,539	A-	1.47
State and Local Obligations	1,076,738	AA-	1.65
Asset-Backed Securities	382,764	AAA	0.12
Short Term Bills and Notes	13,329,787	A-1+	0.13
Total cash and investments	$ 224,475,526		

The amounts above exclude cash on hand and amounts held by third parties in trust for the Board, but includes accrued interest of $468,411.

**The method for the FLGIT Day to Day Fund and Florida Prime duration is calculated using the weighted average maturity method.*

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

3. Cash and Investments (continued)

Foreign Currency Risk

The County contributes to the Florida Retirement System (FRS), the investments of which are administered by the State Board of Administration. The FRS's investment policy and exposure to foreign currency risk is disclosed in Note 2 of the State of Florida Annual Comprehensive Financial Report. A copy of this report is available at https://www.myfloridacfo.com/ Division/AA /Reports/.

4. Fair Value Measurements

Under GASB 72 application of fair value is limited to assets and liabilities that are currently measured at fair value and certain investments that are not currently measured at fair value.

FLGIT Day to Day Fund and Florida PRIME currently meet all the necessary criteria to elect to measure all the investments in FLGIT Day to Day Fund and Florida PRIME at amortized cost. Therefore, the County participant account balance is considered the fair value of the investment. FLGIT Day to Day Fund and Florida PRIME investments are exempt from the GASB 72 fair value hierarchy disclosures.

FLGIT Short Term Bond Fund reports based on the fair market value of the underlying securities. Therefore, any participant account balance is measured at net asset value per share and is not subject to fair value hierarchy level classification under GASB 72. The County did not have a balance with the FLGIT Short Term Bond Fund at September 30, 2025.

The fair value factor for SPIA at September 30, 2025 was 1.0065. SPIA funds are combined with State of Florida funds and are invested in a combination of short-term liquid instruments and intermediate-term fixed income securities. SPIA is measured at net asset value per share. Investments measured at net asset value are not subject to fair value hierarchy level classification under GASB 72.

Fair value measurement - The Board categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The hierarchy is based on the valuation inputs used to measure the fair value of the asset or liability. Level 1 inputs are quoted prices in active markets for identical assets or liabilities; Level 2 inputs are significant other observable inputs; Level 3 inputs are significant unobservable inputs.

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

4. Fair Value Measurements (continued)

The following table summarizes the assets and liabilities of the Board for which fair values are determined on a recurring basis as of September 30, 2025:

	Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)	Fair Value
Asset Backed Security (Mortgage Backed) – Non US Agency Sponsored	$ 0	$ 382,764	$ 0	$ 382,764
Corporate Bonds	0	12,743,539	0	12,743,539
Government Sponsored Agencies	0	18,470,121	0	18,470,121
US Government Obligations	26,735,674	0	0	26,735,674
Mortgage Backed Security - US Agency Sponsored	0	3,643,400	0	3,643,400
State and Local Obligations	0	1,076,738	0	1,076,738
Short Term Bills and Notes	0	13,329,787	0	13,329,787
Investments at fair value	$ 26,735,674	$ 49,646,349	$ 0	$ 76,382,023

5. Leases

The primary objective of GASB's No. 87 – *Leases* is to enhance the relevance and consistency of information about governments' leasing activities. This statement establishes a single model for lease accounting based on the principle that leases are financings of the right to use an underlying asset. Under this Statement, a lessee is required to recognize a lease liability and an intangible right- to-use lease asset, and a lessor is required to recognize a lease receivable and a deferred inflow of resources. For additional information, refer to the disclosures below.

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

5. Leases (continued)

Lessee

The Board has entered into one lease as lessee for the use of various pieces of equipment. The terms of these lease is48 months beginning on the contract commencement date. An initial lease liability was recorded totaling $279,905. As of September 30, 2025, the value of the lease liability is $141,813**.** The Board is required to make monthly payments of $8,004 through the term of the lease. The leases have an interest rate of 2.00%. The value of the right to use assets as of September 30, 2025 is $143,951 with accumulated amortization of $135,954 and is included with Equipment on the lease class activities table found below.

	As of September 30, 2025	
Asset Class	**Lease Asset Value**	**Accumulated Amortization**
Equipment	$ 279,905	$ 135,954

Total future minimum lease payments under lease agreements are as follows:

	Governmental Activities		
Fiscal Year	**Principal**	**Interest**	**Total**
2026	94,069	1,977	96,046
2027	47,744	279	48,023
2028	0	0	0
2029	0	0	0
2030	0	0	0
Total	$ 141,813	$ 2,256	$ 144,069

Leases Receivable

In October 2009, the Board purchased the Lake Jackson Huntington Oaks Property. There are several noncancellable lease agreements for the rental of its building. The lease agreements provide for monthly rentals, which escalate over the lease terms and expire on various dates. During the fiscal year, the Board had a total of 11 active leases as lessor for the use of commercial building space with remaining terms ranging from 1 to 106 months. As of September 30, 2025, the value of the lease receivable is $943,961. The lessees are required to make monthly fixed payments ranging from $1,013 to $7,276. The leases have an interest rate ranging from 2.00% to 4.44%. The value of the deferred inflow of resources as of September 30, 2025 was $908,961, and the Board recognized lease revenue of $394,436 during the fiscal year. The lessees have 1 or 2 extension option(s), for a range of 12 to 60 months each.

5. Leases (continued)

Total future minimum lease payments under lease agreements are as follows:

	Governmental Activities		
Fiscal Year	**Principal**	**Interest**	**Total**
2026	$ 264,404	$ 20,936	$ 285,340
2027	241,002	14,384	255,386
2028	215,618	8,175	223,793
2029	124,615	3,470	128,085
2030	36,082	1,474	37,556
2031-2034	62,240	2,513	64,753
Total	$ 943,961	$ 50,952	$ 994,913

In June 2003, the Board purchased the Bank of America building. There are several noncancellable lease agreements for the rental of its building. The lease agreements provide for monthly rentals, which escalate over the lease terms and expire on various dates. During the fiscal year, the Board had a total of 8 active leases as lessor for the use of office space with remaining terms at year end ranging from 9 to 138 months. As of September 30, 2025, the value of the lease receivable is $3,947,896. The lessees are required to make monthly fixed payments ranging from $6,853 to $29,126. The lease has an interest rate of 2.00%. The value of the deferred inflow of resources as of September 30, 2025 was $3,817,893, and the Board recognized lease revenue of $1,527,012 during the fiscal year. The lessees have 1 or 2 extension option(s), for a range of 14 to 60 months each.

Total future minimum lease payments under lease agreements are as follows:

	Governmental Activities		
Fiscal Year	**Principal**	**Interest**	**Total**
2026	$ 1,287,117	$ 66,333	$ 1,353,450
2027	654,610	46,245	700,855
2028	398,450	36,271	434,721
2029	363,009	28,839	391,848
2030	354,445	21,578	376,023
2031-2035	687,918	53,089	741,007
2036-2037	202,347	3,219	205,566
Total	$ 3,947,896	$ 255,574	$ 4,203,470

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

5. Leases (continued)

In January 2021, the Board purchased the Supervisor of Elections Voting Operation Center. There is one non-cancellable lease agreement for the rental of its building. The lease agreement provides for a monthly rental, which escalates over the lease term and expires on August 31, 2027. As of September 30, 2025, the value of the lease receivable is $1,003,734. The lessee is required to make monthly fixed payments ranging from $9,971 to $10,273. The lease has an interest rate of 2.00%. The value of the deferred inflow of resources as of September 30, 2025, was $949,312, and the Board recognized lease revenue of $117,230 during the fiscal year. The lessee has two (2) extension options, for three (3) years each.

Total future minimum lease payments under the lease agreement are as follows:

	Governmental Activities		
Fiscal Year	**Principal**	**Interest**	**Total**
2026	$ 104,526	$ 19,051	$ 123,577
2027	110,307	16,908	127,215
2028	116,363	14,646	131,009
2029	122,798	12,260	135,058
2030	129,253	9,746	138,999
2031-2033	420,487	12,789	433,276
Total	$ 1,003,734	$ 85,400	$ 1,089,134

6. Subscription Liabilities

The primary objective of GASB's No. 96 – *Subscription Based Information Technology Arrangements* (SBITAs) is to enhance the relevance and consistency of information about governments' information technology (IT) subscription activities. This statement establishes a single model for IT Subscription accounting based on the principle that SBITAs are financings of the right to use an underlying asset. Under this Statement, a government is required to recognize a subscription liability and an intangible right- to-use subscription asset.

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

6. Subscription Liabilities (continued)

The Board has entered into 23 IT Arrangements for the right to use another party's (a SBITA vendor's) information technology (IT) software. The terms of the arrangements extend through various times ranging between October 2025 and October 2030 beginning on the contract commencement date. An initial subscription liability was recorded in the amount of $11,972,014. As of September 30, 2025, the value of the subscription liability is $5,741,707. The Board is required to make annual payments ranging from $11,250 to $1,097,162 through the term of the leases. The leases have interest rates ranging from 3.480% to 4.880%. The value of the right to use asset as of September 30, 2025 of $6,113,862 with accumulated amortization of $5,858,152 and is included with the SBITA activities table found below.

	As of September 30, 2025	
Asset Class	Subscription Asset Value	Accumulated Amortization
SBITAs	$ 11,972,014	$ 5,858,152

Total future minimum payments under SBITA agreements are as follows:

	Governmental Activities		
Fiscal Year	Principal	Interest	Total
2026	$ 3,023,544	$ 216,638	$ 3,240,182
2027	1,725,483	78,039	1,803,522
2028	855,830	13,235	869,065
2029	136,850	4,327	141,177
2030	0	0	0
Total	$ 5,741,707	$ 312,239	$ 6,053,946

Board of County Commissioners
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Notes to Special-Purpose Financial Statements

7. Fixed Assets

A summary of changes in fixed assets and depreciation for the year ended September 30, 2025, follows:

	Beginning Balance (as Restated)	Additions	Reductions	Ending Balance
Governmental Funds:				
Land	$ 22,718,690	$ 0	$ 0	$ 22,718,690
Improvements other than buildings	51,546,119	6,302,312	0	57,848,431
Buildings and improvements	246,305,637	12,755,503	(1,352,362)	257,708,778
Equipment	83,676,947	8,676,406	(4,889,346)	87,464,007
Leasehold improvements	1,580,627	0	0	1,580,627
Construction in progress	56,516,079	37,924,628	(53,268,951)	41,171,756
Right-of-use lease asset	1,049,009	0	(769,104)	279,905
Subscription asset	8,106,432	3,892,304	(174,182)	11,824,554
Totals at historical cost	$ 471,499,540	$ 69,551,153	$ (60,453,945)	$ 480,596,748

Depreciation on capital assets used in governmental activities is recorded in the Leon County ACFR.

	Beginning Balance	Additions	Reductions	Ending Balance
Business-type Activities:				
Land	$ 1,809,844	$ 0	$ 0	$ 1,809,844
Construction in progress	1,544,360	294,266	(1,838,626)	0
Buildings and improvements	18,983,293	1,838,626	0	20,821,919
Equipment	5,874,539	530,418	(237,885)	6,167,072
Subscription asset	0	147,460	0	147,460
Totals at historical cost	28,212,036	2,810,770	(2,076,511)	28,946,295
Less accumulated depreciation for:				
Buildings and improvements	(16,913,551)	(123,247)	0	(17,036,798)
Equipment	(3,338,426)	(417,820)	70,349	(3,685,897)
Subscription asset	0	(98,307)	0	(98,307)
Total accumulated depreciation	(20,251,977)	(639,374)	70,349	(20,821,002)
	$ 7,960,059	$ 2,171,396	$ (2,006,162)	$ 8,125,293

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

8. Long-Term Liabilities

A. A summary of changes in the long-term debt of the Board follows:

	Balance October 1, 2024 (As Restated)	Additions	Reductions	Balance September 30, 2025	Due within One Year
Long-Term Liabilities					
Special revenue debt:					
Capital Improvement Revenue Refunding Bonds, Series 2017	$ 3,203,000	$ 0	$ (3,203,000)	$ 0	$ 0
Capital Improvement Revenue Refunding Bonds, Series 2020	324,967	0	(253,858)	71,109	71,109
Capital Improvement Revenue Refunding Bonds, Series 2021	4,475,000	0	(335,000)	4,140,000	345,000
Capital Improvement Revenue Refunding Bonds, Series 2021B	2,460,000	0	(480,000)	1,980,000	485,000
Total special revenue debt	10,462,967	0	(4,271,858)	6,191,109	901,109
Liability for closure costs	27,566,344	661,592	(6,285,095)	21,942,841	14,045,374
Liability for compensated absences	8,769,345	4,549,512	(3,547,720)	9,771,137	3,369,509
Arbitrage rebate liability	25,000	0	0	25,000	0
Lease liability- equipment	234,411	0	(92,598)	141,813	94,069
Subscription liability	5,524,018	3,738,038	(3,520,349)	5,741,707	3,023,544
Financed purchase liability- ESCO	13,580,000	0	(1,025,000)	12,555,000	1,045,000
	$ 66,162,085	$ 8,949,142	$ (18,742,620)	$ 56,368,607	$ 22,478,605

Total interest costs incurred for general long-term debt by the Board, including bond issuance costs, for the year ended September 30, 2025, was $673,045.

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

8. Long-Term Liabilities (continued)

B. A summary of each special revenue debt obligation outstanding at September 30, 2025 is as follows:

	Outstanding at September 30, 2025
$1,298,120 Capital Improvement Revenue note, Series 2020, is dated January 30, 2020 and bear interest of 1.89% per annum. The interest on the bonds is payable on June 1 and December 1, beginning June 1, 2020. The bond principal matures serially on December 1 of each year through the final maturity of December 1, 2025	71,109
$5,400,000 Capital Improvement Revenue note, Series 2021, is dated January 28, 2021 and bear interest of 1.85% per annum. The interest on the bonds is payable on December 1 and June 1, beginning December 1, 2021. The bond principal matures serially on December 1 of each year through the final maturity of December 1, 2036.	4,140,000
$3,400,000 Capital Improvement Revenue note, Series 2021B, is dated November 16, 2021 and bear interest of 1.29% per annum. The interest on the bonds is payable on December 1, beginning December 1, 2022. The bond principal matures serially on December 1 of each year through the final maturity of December 1, 2028.	1,980,000
The Capital Improvement Revenue Refunding Bonds Series 2020, Capital Improvement Revenue Refunding Bonds Series 2021, and the Capital Improvement Revenue Note Series 2021B are parity bonds payable from and secured by a lien upon certain non-ad valorem revenue. The pledged revenues include the Local Government Half-Cent Sales Tax, Guaranteed Entitlement, Second Guaranteed Entitlement, and additional State Revenue Sharing Funds (less the Guaranteed Entitlement and the Second Guaranteed Entitlement). Total pledged revenue was $19,609,717.	
Total Special Revenue Bond Obligations	$ 6,191,109

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

8. Long-Term Liabilities (continued)

C. A Schedule of Debt Service Requirements, including principal and interest, is as follows:

	Year ending September 30,				
	2026	**2027**	**2028**	**2029**	**2030**
Capital Improvement Revenue Bonds, Series 2020	71,781	0	0	0	0
Capital Improvement Revenue Bonds, Series 2021	421,590	420,208	418,733	417,165	420,505
Capital Improvement Revenue Bonds, Series 2021B	510,542	509,286	512,965	511,515	0
Total debt service	$ 1,003,913	$ 929,494	$ 931,698	$ 928,680	$ 420,505

	2031-2035	**2036-2037**	**Total Payments**	**Less Interest**	**Principal**
Capital Improvement Revenue Bonds, Series 2020	0	0	71,781	672	71,109
Capital Improvement Revenue Bonds, Series 2021	2,097,445	417,585	4,613,231	473,231	4,140,000
Capital Improvement Revenue Bonds, Series 2021B	0	0	2,044,308	64,308	1,980,000
Total debt service	$ 2,097,445	$ 417,585	$ 6,729,320	$ 538,211	$ 6,191,109

D. Financed purchase liability - ESCO

The County has an agreement with US Bank to finance the funding of an energy savings project. The project completed by the Energy Systems Group LLC included the installation of energy, water, and wastewater efficiency and conservation measures and related upgrades at County facilities. Terms of the agreement include bi-annual payments on June 1 and December 1. The agreement expires December 1, 2035. As of September 30, 2025 future payments totaling $13,809,404 consists of principal of $12,555,000 and interest of $1,254,404

8. Long-Term Liabilities (continued)

The future financed purchase liability and the net present value of the minimum payments relating to the energy savings project as of September 30, 2025, were as follows:

Period Ending September 30,	Principal	Interest	Debt Service
2026	1,045,000	211,892	1,256,892
2027	1,065,000	193,314	1,258,314
2028	1,080,000	174,427	1,254,427
2029	1,100,000	155,232	1,255,232
2030	1,120,000	135,685	1,255,685
2031	1,140,000	115,786	1,255,786
2032	1,160,000	95,534	1,255,534
2033	1,180,000	74,931	1,254,931
2034	1,200,000	53,975	1,253,975
2035	1,220,000	32,667	1,252,667
2036	1,245,000	10,961	1,255,961
Total	$ 12,555,000	$ 1,254,404	$ 13,809,404

9. Employees' Retirement Plan

GASB Statement No. 68, *Accounting and Financial Reporting for Pensions*, is effective for all fiscal years beginning after June 15, 2014. This Statement establishes standards for measuring and recognizing liabilities, deferred outflows of resources, and deferred inflows of resources, and expense/expenditures. For defined benefit pensions, this Statement identifies the methods and assumptions that should be used to project benefit payments, discount projected benefit payments to their actuarial present value, and attribute that present value to periods of employee service. As described in Note 1, the financial statements of the Board are fund statements considered to be special-purpose financial statements consistent with accounting practices prescribed by the State of Florida Auditor General. Accordingly, the net pension liability is included in the Leon County ACFR rather than in these Special-Purpose Financial Statements.

All full-time employees of the Board are eligible to participate in the Florida Retirement System (FRS). The FRS includes various plans and programs, including a defined benefit pension plan (Pension Plan), which is primarily a cost-sharing, multiple-employer defined benefit public-employee pension plan. Information as to benefits, contribution rates, and vesting requirements by membership category is provided in the Leon County ACFR. Contributions and benefits are established in Section 121.71, *Florida Statutes*.

9. Employees' Retirement Plan (continued)

Participating employer contributions are based upon actuarially determined blended rates established by the State Legislature that are expressed as percentages of annual covered payroll and are adequate to accumulate sufficient assets to pay benefits when due. Employees who are not participating in the Deferred Retirement Option Plan are required to contribute 3% of their salary to the FRS.

The Board also participates in the Retiree Health Insurance Subsidy (HIS) Program, a cost-sharing, multiple-employer defined benefit pension plan established under Section 112.363, *Florida Statutes*. The benefit is a monthly cash payment to assist retirees of state-administered retirement systems in paying their health insurance costs. Additional information regarding benefits is provided in the Leon County ACFR.

The HIS Program is funded by required contributions from FRS participating employers as set by the State Legislature. Employer contributions are a percentage of gross compensation for all active FRS employees and are reported by employers with monthly payroll reports and included with the amount submitted for retirement contributions. For the fiscal year ended September 30, 2025, the contribution rate was 2% of payroll pursuant to Section 112.363, *Florida Statutes*.

The total employer retirement contributions for the fiscal years ended September 30, 2025, 2024, and 2023 were $10,243,611 $9,580,999, and $8,137,384, respectively, which is equal to the required contribution for each year.

The Pension Plan and the HIS Program are administered by the State of Florida Department of Management Services, Division of Retirement. The Division of Retirement issues a publicly available FRS Annual Report that includes financial statements and required supplementary information for the Pension Plan and HIS Program. That report may be obtained by writing to the Division of Retirement, P.O. Box 9000, Tallahassee, Florida 32399-9000, or on the website located at www.dms.myflorida.workforce_operations/retirement/publications.

10. Other Post Employment Benefits

Plan Description

The Board participates in an agent multiple-employer plan administered by the County for all the constitutional officers under which qualified retired employees are permitted to participate in the health and life insurance benefits program (the Program). As described in Note 1, the Program may be amended by the Board. A stand-alone financial report is not issued for the Program. As described in Note 1, the financial statements of the Board are fund statements considered to be special-purpose financial statements consistent with accounting practices by the State of Florida Auditor General. Accordingly, the annual OPEB obligation of the Board is recognized in the Leon County ACFR rather than in these Special-Purpose Financial Statements.

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

11. Risk Management

The County is exposed to various risks of loss related to torts; theft of, damage to and destruction of assets; error and omissions; injuries to employees; and natural disasters. The following is a summary of the County's coverage and exposure relating to the various risks of loss retained as of September 30, 2025.

General Liability

Effective December 15, 2016, the Board purchased commercial insurance for general liabilities from Travelers, which has a $25,000 deductible.

The actuarially determined liability determined below reflects open claims associated with this carrier.

Changes in the Board's claim liability amount were as follows:

	Beginning of Fiscal Year	Current Year Claims and Changes in Estimates	Claims Payments	Balance at Fiscal Year End
September 30, 2024	$ 0	$ 178,369	$ 0	$ 178,369
September 30, 2025	$ 178,369	$ (48,652)	$ 0	$ 129,717

Workers' Compensation

The Board maintains a self-insurance Internal Service Fund (the Fund) to account for insurance activities relating to workers' compensation, which is administered by a third-party administrator, Commercial Risk Management, Inc. (previously administered by Preferred Governmental Claims Solutions). Under this program, the Board absorbs losses up to a maximum of $500,000 for each claim. At September 30, 2025, the Board had $300,000 deposited with the third-party administrator for use against future claims. The Board purchases commercial insurance for claims in excess of coverage provided by the Fund. Settled claims have not exceeded the retention level for this commercial coverage in the current year and any of the past five years.

All funds of the Board participate in this program and make payments to the Insurance Service Fund based on payroll exposure in the amounts needed to pay prior and current year claims and to establish a reserve for catastrophic losses. Net position of the Self Insurance Fund is reserved for anticipated future catastrophic losses pursuant to County policy and GASB Statement No. 10.

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

11. Risk Management (continued)

Workers' Compensation (continued)

The actuarially-determined claims liability for workers' compensation of $4,518,180, which includes incurred but not reported claims of $2,813,104, reported in the Fund at September 30, 2025, is based on the requirements of Governmental Accounting Standards Board Statement No. 10, which requires that a liability for claims be reported if information prior to the issuance of the financial statements indicates that it is probable that a liability has been incurred as of the date of the financial statements and the amount of the loss can be reasonably estimated.

Changes in the Fund's claims liability amount were as follows:

	Beginning of Fiscal Year	Current Year Claims and Changes in Estimates	Claims Payments	Balance at Fiscal Year End
September 30, 2024	$ 6,800,211	$ (687,286)	$ (1,463,000)	$ 4,649,925
September 30, 2025	$ 4,649,925	$ 1,460,255	$ (1,592,000)	$ 4,518,180

Automobile Liability

The Board purchases commercial coverage for automobile liability insurance through the same provider of its general liability insurance. All vehicles are covered for physical damage with a $5,000 deductible and for liability with a $5,000 deductible.

All funds of the Board participate in this program and pay premiums to the Insurance Service Fund based on the vehicles used by their personnel. Changes in the Fund’s claims liability were as follows:

	Beginning of Fiscal Year	Current Year Claims and Changes in Estimates	Claims Payments	Balance at Fiscal Year End
September 30, 2024	$ 46,936	$ (7,146)	$ 0	$ 39,790
September 30, 2025	$ 39,790	$ 8,254	$ 0	$ 48,044

The actuarially-determined claims liability for automobile liability insurance of $48,044 includes incurred but not reported claims of $16,341.

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

12. Other Required Individual Fund Disclosures

A. Interfund Receivables, Payables, and Transfers

Interfund balances in the Governmental Funds primarily represent repayments due from other funds responsible for particular expenditures to the funds that initially paid for them. Interfund balances are due and payable within one year.

Interfund receivable and payable balances at September 30, 2025, are as follows:

Fund	Interfund Receivables	Interfund Payable
General Fund	$ 5,840,953	$ 352,859
Capital Improvement Fund	0	400,000
Nonmajor Governmental Funds	352,859	199,211
Internal Service Funds	0	0
Emergency Medical Services Fund	0	0
Grants Funds	400,000	3,255,479
Fine & Forfeiture Fund	0	0
Landfill Fund	0	2,386,263
	$ 6,593,812	$ 6,593,812

Each fund has a discrete purpose. However, often, there is a need for one fund to support a portion of another fund's activities. To accomplish this, monies are moved between funds through a process called interfund transfers. Interfund transfers, excluding transfers to other constitutional officers, for the year ended September 30, 2025, consisted of the following:

Transfers to the General Fund from:	
Grants Fund	$ 1,955,725
Nonmajor Governmental Funds	690,841
Enterprise Fund	50,581
Total transfers to the General Fund	2,697,147

Board of County Commissioners
Leon County, Florida

Notes to Special-Purpose Financial Statements

12. Other Required Individual Fund Disclosures (continued)

A. Interfund Receivables, Payables, and Transfers (continued)

Transfers to the Grants Fund from:	
General Fund	428,949
Emergency Medical Services Fund	31,375
Total transfers to the Grants Fund	460,324
Transfers to the Capital Improvement Fund from:	
General Fund	12,815,334
Grants Fund	100,000
Nonmajor Governmental Fund	6,072,371
Internal Service Fund	1,100,000
Total transfers to the Capital Improvement Fund	20,087,705
Transfers to the Nonmajor Governmental Funds:	
General Fund	22,267,907
Nonmajor Governmental Funds	9,254,861
Total transfers to the Nonmajor Governmental Funds	31,522,768
Total transfers to Governmental Funds	54,767,944
Transfers to the Enterprise Fund from:	
General Fund	3,454,042
Total transfers to the Enterprise Funds	3,454,042
Transfers to the Internal Service Funds from:	
Nonmajor Governmental Funds	60,000
Total transfers to Internal Service Funds	60,000
Total Interfund Transfers	$ 58,281,986

13. Closure and Post-closure Care Cost

State and federal laws and regulations require the Board to place a final cover on each of its landfill cells when it stops accepting waste and to perform certain maintenance and monitoring functions on each cell for thirty years after closure. Although closure and post-closure care costs will be paid only near or after the date that the landfill stops accepting waste, the Board reports a portion of these costs as an operating expense in each period based on landfill capacity used as of each balance sheet date. The $21,942,841 reported as landfill closure and post-closure care liability at September 30, 2025, $7,897,467 as noncurrent and $14,045,374 as current, represents the cumulative amount reported to date based on the use of 100% of the estimated capacity of the landfill cells placed in use. These amounts are based on what it would cost to perform closure and post-closure care in 2025 on those cells placed in use. Actual costs may be higher due to inflation, changes in technology, or changes in regulations. The landfill is no longer accepting waste.

The Board is required by state and federal laws to make annual contributions to an escrow account to finance a minimum of all closure costs. The Board is in compliance with those minimum requirements, and at September 30, 2025, held investments in the amount of $20,851,845 for these purposes that are reported as restricted assets on the balance sheet. The Board expects that future inflation costs will be paid from interest earnings on these annual contributions. However, if interest earnings are inadequate or additional post-closure care requirements are determined; these costs may need to be covered by charges to future landfill users or from future tax revenue.

14. Commitments and Contingencies

A. Contract commitments:

Grants

The Board is currently receiving, and has received in the past, grants which are subject to special compliance audits by the grantor agency that may result in disallowed expense amounts. Such amounts, if any, constitute a contingent liability of the Board. Accordingly, such liabilities are not reflected within the financial statements.

Long-Term Construction Projects

The Board is committed to various material long-term construction projects at September 30, 2025. These commitments have been included in the 2025-2026 fiscal year budget and the five-year Capital Improvement Program and certain amounts have been reserved in the capital projects fund. Current contracts outstanding as of September 30, 2025 approximate $18.8 million.

14. Commitments and Contingencies (continued)

B. Potential liabilities resulting from litigation:

The Board is a defendant in various lawsuits arising from the normal course of operations. The outcome of these lawsuits is not presently determinable.

C. Encumbrances:

Encumbrances represent commitments related to unperformed contracts for goods or services. They do not constitute expenditures or liabilities. The commitments will be honored in the subsequent year. The Board had no reserved encumbrances as of September 30, 2025.

15. Impairment of Capital Assets

For the year ended September 30, 2025, the Board identified a building that was impaired as a result of damage caused by a tornado. The event constituted an identifiable impairment indicator under GASB Statement No. 42, *Accounting and Financial Reporting for Impairment of Capital Assets and for Insurance Recoveries*, as the damage resulted in a significant and unexpected decline in the service utility of the asset.

The impairment loss was measured using the restoration cost approach, which estimates the loss in service utility by comparing the cost to restore the asset to its pre-event condition with the carrying value of the asset. As a result of this analysis, the Board recognized an impairment loss of $1,352,362, which is reported in the Leon County ACFR.

The Board recorded insurance recoveries related to this impairment as other operating income in the internal service fund created for insurance services. Insurance recoveries of $717,082 and $500,000 were recognized during fiscal years 2025 and 2024, respectively.

As of September 30, 2025, the Board had expended $923,036 toward the restoration of the impaired building and related capital assets. The Board expects to incur an additional $1,242,278 in restoration costs in future periods.

16. Correction of an Error

During the year ended September 30, 2025, management identified two SBITAs where the SBITA liability and right of use asset was not properly reported in the prior year. This error had no impact on recorded fund balance. To correct this error, the related disclosures previously reported in Notes 6, 7 and 8 for SBITA liability and right of use SBITA assets net of accumulated amortization as of September 30, 2024, increased by $2,137,710.

17. Change in Accounting Principle

During the year ended September 30, 2025, management adopted GASB Statement No. 101, *Compensated Absences*. This adoption resulted in changes to the process for estimating the compensated absences liability reported in Note 1 and Note 8. This change in accounting principle resulted in the previously disclosed balance as of September 30, 2024 for compensated absences to be increased by $2,209,973. This change in accounting principle reduced the reported net position of the Landfill Fund and Internal Service funds as of September 30, 2024 by $(69,225) and $(29,191), respectively. This change in accounting principle had no impact on the reported fund balance of the governmental funds reported in the special-purpose financial statements for the year ended September 30, 2024.

During the year ended September 30, 2025, management adopted GASB Statement No. 102, *Certain Risk Disclosures*. This change in accounting principle had no impact on the special-purpose financial statements for the year ended September 30, 2024.

18. Subsequent Event

The Board has evaluated subsequent events through May 29, 2026, the date the financial statements were available to be issued. No subsequent events were identified that required disclosure.

Other Schedules

Leon County, Florida

Schedule of Receipts and Expenditures of Funds Related to the Deepwater Horizon Oil Spill

Year Ended September 30, 2025

Source	Amount Received during the 2024-25 Fiscal Year	Amount Expended during the 2024-25 Fiscal Year
British Petroleum:		
Agreement No. 134036	$ -	$ -

Note: This schedule does not include funds related to the Deepwater Horizon Oil Spill that are considered Federal awards or State financial assistance. Leon County, Florida did not receive or expend any Federal awards or State financial assistance related to the Deepwater Horizon Oil Spill.

See report of independent auditors.

Other Reports

Report of Independent Auditors on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance With *Government Auditing Standards*

The Honorable Board of County Commissioners
Leon County, Florida

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States (*Government Auditing Standards*), the special-purpose financial statements of the major governmental funds, the proprietary funds, and the aggregate remaining fund information of the Board of County Commissioners of Leon County, Florida (the Board), as of and for the year ended September 30, 2025, and the related notes to the financial statements, which collectively comprise the Board's special-purpose financial statements, and have issued our report thereon dated May 29, 2026. Our report includes reference to other auditors who audited the financial statements of the Housing Finance Authority of Leon County, a discretely presented component unit of Leon County, as described in our report on the Board's special-purpose financial statements. This report does not include the results of the other auditors' testing of internal control over financial reporting or compliance and other matters that are reported separately by these auditors.

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Board's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Board's internal control. Accordingly, we do not express an opinion on the effectiveness of the Board's internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. However, as described in the accompanying *Management Letter,* we identified certain deficiencies in internal control that we consider to be material weaknesses and significant deficiencies.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. We consider the deficiencies described in the accompanying *Management Letter* as items 2025-002, 2025-003, and 2025-004, to be material weaknesses.

A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance. We consider the deficiency described in the accompanying *Management Letter* as item 2025-001 and 2025-005 to be significant deficiencies.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Board's special-purpose financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the special-purpose financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards.*

Board's Response to Findings

Government Auditing Standards requires the auditor to perform limited procedures on the Board's response to the findings identified in our audit and described in the accompanying *Management Letter.* The Board's response was not subjected to the other auditing procedures applied in the audit of the special-purpose financial statements and, accordingly, we express no opinion on the response.

Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Board's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Board's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

We have issued a *Management Letter* to the Board of County Commissioners of Leon County, Florida dated May 29, 2026, presenting certain required disclosures and comments pursuant to the *Rules of the Auditor General*, Chapter 10.550.





Thomas Howell Ferguson P.A.
Tallahassee, Florida
May 29, 2026

Law, Redd, Crona & Munroe, P.A.

Report of Independent Accountants on Compliance with Section 218.415, *Florida Statutes*, Local Government Investment Policies

The Honorable Board of County Commissioners
Leon County, Florida

We have examined the Board of County Commissioners of Leon County, Florida's (the Board) compliance with local government investment policies provided in Section 218.415, *Florida Statutes*, during the year ended September 30, 2025. Management is responsible for the Board's compliance with the specified requirements. Our responsibility is to express an opinion on the Board's compliance with the specified requirements based on our examination.

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. Those standards require that we plan and perform the examination to obtain reasonable assurance about whether the Board complied, in all material respects, with the specified requirements referenced above. An examination involves performing procedures to obtain evidence about whether the Board complied with the specified requirements. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risks of material noncompliance, whether due to fraud or error. We believe that the evidence we obtained is sufficient and appropriate to provide a reasonable basis for our opinion.

We are required to be independent and to meet our other ethical responsibilities in accordance with relevant ethical requirements relating to the engagement.

Our examination does not provide a legal determination on the Board's compliance with specified requirements.

In our opinion, the Board complied, in all material respects, with the aforementioned requirements for the year ended September 30, 2025.

This report is intended solely for the information and use of the Board of County Commissioners of Leon County, Florida and the Florida Auditor General and is not intended to be and should not be used by anyone other than these specified parties.

Thomas Howell Ferguson P.A.

Thomas Howell Ferguson P.A.
Tallahassee, Florida
May 29, 2026

Law Redd Crona & Munroe P.A.

Law, Redd, Crona & Munroe, P.A.
Tallahassee, Florida

Report of Independent Accountants on Compliance with Sections 365.172 and 365.173, *Florida Statutes*, Emergency Communications Number E911 System Fund

The Honorable Board of County Commissioners
Leon County, Florida

We have examined the Board of County Commissioners of Leon County, Florida's (the Board) compliance with emergency communications number E911 system fund requirements provided in Sections 365.172 and 365.173, *Florida Statutes*, during the year ended September 30, 2025. Management of the Board is responsible for the Board's compliance with the specified requirements. Our responsibility is to express an opinion on the Board's compliance with the specified requirements based on our examination.

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. Those standards require that we plan and perform the examination to obtain reasonable assurance about whether the Board complied, in all material respects, with the specified requirements referenced above. An examination involves performing procedures to obtain evidence about whether the Board complied with the specified requirements. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risks of material noncompliance, whether due to fraud or error. We believe that the evidence we obtained is sufficient and appropriate to provide a reasonable basis for our opinion.

We are required to be independent and to meet our other ethical responsibilities in accordance with relevant ethical requirements relating to the engagement.

Our examination does not provide a legal determination on the Board's compliance with specified requirements.

In our opinion, the Board complied, in all material respects, with the aforementioned requirements for the year ended September 30, 2025.

This report is intended solely for the information and use of the Board of County Commissioners of Leon County, Florida and the Florida Auditor General and is not intended to be and should not be used by anyone other than these specified parties.

Thomas Howell Ferguson P.A.

Law Redd Crona + Munroe P.A.

Thomas Howell Ferguson P.A.
Tallahassee, Florida
May 29, 2026

Law, Redd, Crona & Munroe P.A.
Tallahassee, Florida

Report of Independent Accountants on Compliance with Section 288.8017, *Florida Statutes*, Receipts and Expenditures of Funds Related to the Deepwater Horizon Oil Spill

The Honorable Board of County Commissioners
Leon County, Florida

We have examined the Board of County Commissioners of Leon County, Florida's (the Board) compliance with the receipts and expenditures of funds related to the Deepwater Horizon oil spill provided in Section 288.8017, *Florida Statutes*, during the year ended September 30, 2025. Management of the Board is responsible for the Board's compliance with the specified requirements. Our responsibility is to express an opinion on the Board's compliance with the specified requirements based on our examination.

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. Those standards require that we plan and perform the examination to obtain reasonable assurance about whether the Board complied, in all material respects, with the specified requirements referenced above. An examination involves performing procedures to obtain evidence about whether the Board complied with the specified requirements. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risks of material noncompliance, whether due to fraud or error. We believe that the evidence we obtained is sufficient and appropriate to provide a reasonable basis for our opinion.

We are required to be independent and to meet our other ethical responsibilities in accordance with relevant ethical requirements relating to the engagement.

Our examination does not provide a legal determination on the Board's compliance with specified requirements.

In our opinion, the Board complied, in all material respects, with the aforementioned requirements for the year ended September 30, 2025.

This report is intended solely for the information and use of the Board of County Commissioners of Leon County, Florida and the Florida Auditor General and is not intended to be and should not be used by anyone other than these specified parties.

Thomas Howell Ferguson P.A.

Law Redd Crona & Munroe P.A.

Thomas Howell Ferguson P.A.
Tallahassee, Florida
May 29, 2026

Law, Redd, Crona & Munroe P.A.
Tallahassee, Florida

Management Letter

The Honorable Board of County Commissioners
Leon County, Florida

Report on the Special-Purpose Financial Statements

We have audited the special-purpose financial statements of the Board of County Commissioners of Leon County, Florida (the Board), as of and for the fiscal year ended September 30, 2025, and have issued our report thereon dated May 29, 2026.

Auditors' Responsibility

We conducted our audit in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards,* issued by the Comptroller General of the United States, and Chapter 10.550, Rules of the Auditor General.

Other Reporting Requirements

We have issued our Report of Independent Auditors on Internal Control over Financial Reporting and Compliance and Other Matters Based on an Audit of the Special-Purpose Financial Statements Performed in Accordance with *Government Auditing Standards* and Report of Independent Accountants on an examination conducted in accordance with AICPA Professional Standards, AT-C Section 315, regarding compliance requirements in accordance with Chapter 10.550, Rules of the Auditor General. Disclosures in those reports, which are dated May 29, 2026, should be considered in conjunction with this management letter.

Prior Audit Findings

Section 10.554(1)(i)1., Rules of the Auditor General, requires that we determine whether or not corrective actions have been taken to address findings and recommendations made in the preceding annual financial audit report. Corrective actions regarding the recommendations made in the preceding financial report are described below.

2024-001- Fixed Asset Disposals

This corrective action is ongoing as of September 30, 2025, and as a result, this is the third consecutive year this specific recommendation is reported. See current year recommendation 2025-001.

2024-002 Manual Journal Entries Process Improvements

Corrective action for this recommendation was taken and this recommendation was considered resolved in the current year.

2024-003 Construction in Progress

Corrective action for this recommendation was taken and this recommendation was considered resolved in the current year.

2024-004 Fixed Assets Balances and Schedules

This corrective action is ongoing as of September 30, 2025, and as a result, this is the second consecutive year this specific recommendation is reported. See current year recommendation 2025-002.

2024-005 Closing Process

This corrective action is ongoing as of September 30, 2025, and as a result, this is the second consecutive year this specific recommendation is reported. See current year recommendation 2025-003.

2024-006 Lease and SBITA Tracking and Recording

This corrective action is ongoing as of September 30, 2025, and as a result, this is the second consecutive year this specific recommendation is reported. See current year recommendation 2025-004.

2024-007 Reconciliation of Balances Between Other Constitutional Officers

Corrective action for this recommendation was taken and this recommendation was considered resolved in the current year.

2024-008 Timely Preparation and Review of Monthly Bank Reconciliations

Corrective action for this recommendation was taken and this recommendation was considered resolved in the current year.

Official Title and Legal Authority

Section 10.554(1)(i)4., Rules of the Auditor General, requires that the name or official title and legal authority for the primary government and each component unit of the reporting entity be disclosed in this management letter, unless disclosed in the notes to the financial statements. The name or official title and legal authority for the primary government and each component unit of the reporting entity are disclosed in Note 1 of the Notes to the Special-Purpose Financial Statements.

Financial Management

Section 10.554(1)(i)2., Rules of the Auditor General, requires that we communicate any recommendations to improve financial management. The following recommendations were made:

2025-001- Fixed Asset Disposals

Criteria: The purchasing division sets the policies and procedures regarding the disposal of fixed assets. These policies and procedures are necessary for financial reporting in accordance with the Government Accounting Standards Board (GASB) and to mitigate risks of material misstatement and misappropriation of assets. To sell, trade-in, transfer, cannibalize or dispose of unserviceable or uneconomically repairable equipment, the Board's policies require the Property Custodian to complete and submit a Property Control Form to the Property Control Specialist, outlining the action and the reason(s) for said action, prior to actual disposal. The Board's policies require a thorough review of the annual Tangible Personal Property Report by the Property Control Specialist, Procurement Administrator, and Purchasing Director to ensure complete and accurate information prior to its submission to the Board. The Board's policies require physical inventories be conducted by Property Control in coordination with the appropriate Property Custodian. During the physical inventory, if tangible personal property is found that is not on the property record, action will be taken by Property Control to evaluate it and place it on the Property Record in the department where it was found. Once notified by the Property Control Specialist that inventory is closed, the Finance Department utilizes reports pulled from the RECOUP system to record fixed asset disposals in the Sage Fixed Asset system.

Condition: Several large disposals of equipment that occurred during the year were not initially recorded for financial statement reporting.

Cause: The RECOUP system is the database used to document disposals by the property control specialist. A RECOUP system disposal report is pulled by finance to reconcile disposals to the SAGE Fixed Asset System used for financial reporting.

We noted deficiencies in communication between departments disposing of items and the property control specialist. These deficiencies can create gaps in the completeness and accuracy of the RECOUP reports. As a result, we identified several assets with inaccurate disposal dates in the RECOUP reports.

Additionally, the process for recording the disposals in the RECOUP system is a highly manual process and prone to errors based on limitations in the system and the information it generates. Additionally, the systems utilized for property disposals (RECOUP) does not integrate with the system for tracking disposals for fixed asset financial reporting (SAGE). This results in a detailed reconciliation process that is prone to errors if not performed timely, routinely, and with the proper report parameters during the year.

Effect: Fixed asset disposals are not properly included in the SAGE fixed asset listing resulting in misstatements in financial reporting for fixed assets.

Recommendation: Management should improve policies and procedures in place to communicate and obtain appropriate supporting documentation for all fixed asset disposals, in a timely manner. Management should consider the various fixed asset systems in use and consider if those various systems properly serve the various departments of the County. Additionally, management should determine if the systems have additional features or add ons that may assist in the reconciliation or integration between systems. Management should be performing more routine reconciliation between the inventory system and the fixed asset system for financial reporting.

Management's response:

Management acknowledges and concurs with the proposed changes for recording of disposals as mentioned. Management is currently working on improving adherence to timelines by working on schedules for inventory, and ensuring that all items are flowing correctly to the inventory specialist and finance staff as needed. We concur with the finding and the recommendation of new software for greater efficiency, which will be implemented at a feasible point in time.

2025-002 Fixed Assets Balances and Schedules

Criteria: The Board sets the policies and procedures regarding the capitalization of fixed assets for financial reporting. These financial reporting policies and procedures are necessary for financial reporting in accordance with the Government Accounting Standards Board (GASB). Expenditures for assets meeting the capitalization requirements outlined in the capitalization policy should be included in the BOCC Sage Fixed Asset Listing. Additionally, the Fixed Asset Listing and related fixed asset schedules which outline balances to be reported on the trial balance should reconcile to each other and not contain errors.

Condition: We noted multiple expenditures for the purchase of capital assets or improvements meeting the definition of capital assets under GASB and the capitalization policy of the Board, that were not properly reported or included in the fixed asset management system. Additionally, it was noted that certain capitalizable items were recorded in non-capital outlay accounts and vice versa. The errors were discovered during the audit process. Lastly, adjustments were required in order to reconcile the fixed asset schedules with the fixed asset listing and trial balance.

Cause: Significant turnover in the finance department impacted the schedules prepared by management including the loss of institutional knowledge and constraints on the organizations time and ability to investigate and correct the reported balances and schedules. This turnover coupled with a lack of detailed policies and procedures for the timing and reconciliation of the amounts recorded as capital outlay expenditures to the fixed asset software and schedules led to errors in reported amounts. Challenges in proper expense account coding existed due to communication deficiencies on the nature of the underlying capital projects. Initial omissions for certain capitalizable items led to inaccurate reporting

Effect: Management's risk of material misstatement over fixed assets reported on the government wide financial statements and the BOCC special-purpose financial statements is increased.

Recommendation: Management should update the policies and procedures to include specific roles and responsibilities for the communication of ongoing projects, incoming invoices related to projects, and the reconciliation of capital outlay expenditures to amounts recorded as fixed asset additions. The performance of these tasks should occur at more frequent intervals throughout the year.

Management's response:

Finance is reviewing our current Fixed Asset policies and procedures, working to eliminate the gaps that have been identified above, and removing the roadblocks to ensure accurate reporting going forward. Management has also instituted additional data checks to proactively identify and correct information throughout the year, ensuring issues are addressed promptly as updated information is received. All parties will be taking a more active role in order to ensure financial statement accuracy. We have also requested a new fixed asset accountant position.

2025-003 Closing Process

Criteria: The Committee for Sponsoring Organizations (COSO) defines internal controls as, "a process effected by an entity's board, management, and other personnel, designed to provide reasonable assurance of the achievement of objectives relating to operations, reporting, and compliance."

Condition: The preliminary trial balance for fiscal year 2025 included significant errors and omitted information. The errors were discovered during the audit process and were properly investigated and corrected by management.

Cause: Delays in the receipt of invoices from various departments for revenues and payables impacted various schedules and reports.

It should also be noted that significant turnover in the finance department impacted the schedules prepared by management including the loss of institutional knowledge and constraints on the organization's time and ability to investigate and correct the reported balances and schedules as well as a lack of detailed policies and procedures for the formal year end closing formalized for the finance department.

Effect: These matters led to significant errors in the schedules provided and amounts reported prior to audit adjustment.

Additionally, these financial statement misstatements can lead to incomplete and inaccurate information to those charged with governance, other constitutional officers and other County departments.

Recommendation: Management should review its policies and procedures for significant transaction cycles, document the process for closing the books for its monthly and annual financial reporting, and set a timeline for the monthly and annual reconciliation of account balances and schedules.

Management should continue to evaluate the structure and staffing roles and responsibilities of the finance department.

Management's response:

The finance department does agree that more concrete procedures need to be documented and is currently working to update and create more thorough desktop procedures to better identify and prevent these types of errors. Additionally, more thorough procedures are being put into place to track late invoices and ensure that all end of year invoices have been received.

2025-004 Lease and SBITA Tracking and Recording

Criteria: GASB Statement No. 96 defines how Subscription Based Information Technology Arrangements (SBITAs) should be recorded for government entities.

Condition: THF noted improvements in the process for calculating and reporting Leases and SBITAs in accordance with GASB 87 and GASB 96 based on management's previous corrective action plan. However, instances were noted in which eight (8) new SBITAs were not included on the original SBITA schedules in accordance with GASB 96.

Cause: Significant turnover in the finance department impacted the schedules prepared by management including the loss of institutional knowledge and constraints on the organizations time and ability to investigate and correct the reported schedules. This turnover coupled with a lack of detailed policies and procedures for the timing and identification of potential SBITA assets led to errors in reported amounts.

Effect: Management's risk of material misstatement over SBITAs reported on the government wide financial statements and the BOCC special-purpose financial statements is increased. Initially provided details were misstated by a significant amount.

Recommendation: Management should improve policies and procedures in place to identify leases and SBITAs. Management should also implement a more detailed review of schedules and reported balances.

Management's response:

Management will agree on turnover being the reason for the missed SBITAs, and have taken measures to implement new policies and procedures to compensate for this and ensure completeness going forward.

2025-005 Timely Billing and A/R collectability

Criteria: GASB Statement No. 33 defines the appropriate standard for recognition of receivables and revenue for expenditure driven grant activities in governmental funds.

Condition: During the audit we identified intergovernmental grant revenues recorded beyond grant award amounts. In these instances the County has not met the eligibility requirements for revenue recognition. Additionally, we noted long outstanding A/R balances that were not timely invoiced to intergovernmental grantors.

Cause: Separation of duties and responsibilities between finance for recording revenues, deferred revenues, and accounts receivable and the process for managing and billing the grant are resulting in the discrepancies.

Effect: Adjustments to reduce revenues and record allowances for doubtful accounts were identified during the audit and were necessary for proper financial reporting.

Recommendation: Management should improve its policies and procedures for grant recording. This includes improved communications between Finance and the applicable departments regarding the nature of the grant, the grant award amounts, matching funds, and billing/collectability challenges.

Management's response:

Management continues to improve its policies and procedures across all departments to ensure completeness and accuracy of amounts recorded throughout the fiscal year. Additionally, more active communication regarding grants is taking place, and year-end policies and procedures related to these processes are being updated to address this issue.

Additional Matters

Section 10.554(1)(i)3., Rules of the Auditor General, requires us to communicate noncompliance with provisions of contracts or grant agreements, or fraud, waste, or abuse, that has occurred, or is likely to have occurred, that has an effect on the financial statements that is less than material but warrants the attention of those charged with governance. In connection with our audit, we did not note any such findings.

Purpose of this Letter

Our management letter is intended solely for the information and use of the Legislative Auditing Committee, members of the Florida Senate and the Florida House of Representatives, the Florida Auditor General, Federal and other granting agencies, the Board of County Commissioners of Leon County, Florida and applicable management, and is not intended to be and should not be used by anyone other than these specified parties.

Thomas Howell Ferguson P.A.

Law Redd Crona & Munroe P.A.

Thomas Howell Ferguson P.A.
Tallahassee, Florida
May 29, 2026

Law, Redd, Crona & Munroe, P.A.
Tallahassee, Florida

Leon County

Board of County Commissioners

301 South Monroe Street, Tallahassee, Florida 32301
(850) 606-5300 www.leoncountyfl.gov

Commissioners

CHRISTIAN CABAN
District 2
Chairman

DAVID T. O'KEEFE
District 5
Vice Chairman

BILL PROCTOR
District 1

RICK MINOR
District 3

BRIAN WELCH
District 4

CAROLYN D. CUMMINGS
At-Large

NICK MADDOX
At-Large

VINCENT S. LONG
County Administrator

CHASITY H. O'STEEN
County Attorney

September 16, 2026

Ms. Sherrill F. Norman, Auditor General
111 West Madison Street
Claude Pepper Building, Rom 401
Tallahassee, Florida 32399-1450

Re: Annual Financial Report

Dear Auditor General Norman:

On August 4, 2026, Leon County received its audited financial statements for the year-ended September 30, 2025. Along with the report, Leon County received the external auditor's management letter. Pursuant to Florida Statutes, Section 218.39, Leon County's management letter is enclosed.

Leon County continues to focus on efforts to improve the efficiency and effectiveness of operations and to further refine the financial management of the County.

Sincerely,

Christian Caban
Chairman

cc: Gwen Knight, Clerk of the Circuit Court & Comptroller
Vincent S. Long, Leon County Administrator
Roshaunda Bradley, Director, Leon County Office of Management & Budget

DRAFT

Leon County
Board of County Commissioners

Notes for Agenda Item #22

Leon County Board of County Commissioners

Agenda Item #22

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Fiscal Year 2024 – 2025 Annual Investment Report

Review and Approval:	Vincent S. Long, County Administrator Gwen Knight, Clerk of the Circuit Court and Comptroller
Department / Division Review:	Ken Morris, Assistant County Administrator Roshaunda Bradley, Director, Office of Management and Budget
Lead Staff / Project Team:	Thomas Kauffman, Chief Financial Officer Timothy Shopmyer, Assistant Finance Director

Statement of Issue:

As required by the County's Investment Policy No. 17-4, "Leon County Investment Policy", this item seeks Board acceptance of the Fiscal Year (FY) 2024 – 2025 Annual Investment Report as provided by the Leon County Clerk of Circuit Court and Comptroller (Attachment #1).

Fiscal Impact:

This item has no fiscal impact. The Annual Investment Report details investment income earned of approximately $11.9 million for FY 2024 – 2025.

Staff Recommendation:

Option #1: Accept the Annual Investment Report for FY 2024 – 2025 (Attachment #1).

Report and Discussion

Background:

As required by Policy No. 17-4, "Leon County Investment Policy" (Policy), this item seeks Board acceptance of the FY 2024 – 2025 Annual Investment Report as provided by the Leon County Clerk of Circuit Court and Comptroller (Attachment #1).

Local governments are authorized by sections 125.01 and 218.415, Florida Statutes, to invest funds determined to be surplus. Surplus funds include funds held for long-term projects, future expenditures, emergency reserves, and more. Investing these funds allows local governments to earn interest, which is then allocated to support County services. The County's Investment Policy applies to all funds held by the County in excess of those required to meet current/daily expenses and further defines the primary objectives for all County investment activities to be the safety of principal, maintenance of liquidity, and finally, return maximization.

Pursuant to Chapter 2, Article VII, Sec. 2-253 of the Leon County Code of Laws, the County's Investment Oversight Committee (IOC) reviews the County's portfolio activity at least quarterly for compliance with the Policy. Section XIII of the Policy states that the IOC will provide the Board of County Commissioners with an annual report on the performance and conditions of the County's investments. The IOC was created to formulate investment strategies, provide short-range direction, and monitor the performance and structure of the County's portfolio. The IOC's membership consists of the Clerk of the Circuit Court and Comptroller or designee, the County Administrator or designee, one member appointed by the Clerk, and two members appointed by the Board of County Commissioners. The three appointed members shall not be employed by any office of the county government and shall be residents of the County. They must have experience in matters involving portfolio management or institutional fixed income investments. Appointees serve three-year terms and may serve up to three terms.

Surplus funds are invested through a variety of investment instruments. Maintaining a core level of assets with the government pools, such as the State of Florida Special Purpose Investment Account (SPIA) or other short-term entities, is viewed as the best way of maintaining secure asset values with sound investment practices. The County utilizes a professional portfolio manager, Insight Investments, to invest the intermediate term investments. Overnight investments and liquidity are maintained through the County's banking contract.

Analysis:

Clerk staff, in conjunction with the external portfolio manager, developed an Annual Investment Report that outlines the investment activities of the County (Attachment #1). The IOC reviewed and approved the report and authorized it to be presented to the Board. The Clerk and IOC report that the investment of all funds was consistent with Policy No. 17-4, implemented pursuant to Chapter 2, Article VII, Sec. 2-253 of the Leon County Code of Laws.

The County's Investment Policy provides the parameters on how County funds can be managed and is based on guidelines established in Florida Statutes to place the highest priority on the safety of principal and liquidity of funds. This is due to local governments' role in providing

essential services and the need to have funds readily accessible to meet these obligations. Florida Statutes require the Policy to be structured to reduce risk factors, such as market risk, inflation risk, interest rate risk, credit risk, and liquidity risk, which could lead to a shortage of funds available to provide services. The Investment Policy was last revised in 2024 to increase liquidity, reduce investment duration limits, and restrict certain higher risk securities which are more susceptible to market volatility. These parameters enhance the overall safety of the County's investment portfolio but mitigate potential higher yields compared to private sector investment funds.

The total income of $11,914,308 provided an effective rate of return of 4.34% on an average daily balance of $274,729,467 during the fiscal year ending September 30, 2025. This return on investment aligns with other Florida county governments include Orange (4.57%) and Hillsborough Counties (4.27%) in FY 2025. For comparison, Leon County's portfolio earned a total income of $12,488,274 during the fiscal year ending September 30, 2024. This total income provided an effective rate of return of 4.74% on an average daily balance of $263,314,885.

Market rates were steady most of the year with a slight trend down in rates throughout the fiscal year. The portfolio is still positioned to maximize returns in this environment by focusing on shorter duration investments resulting in average daily balances higher than previous years. The IOC and external managers will continue to actively monitor the portfolio, offering recommendations and policy changes as necessary.

Looking ahead, the IOC, with guidance from Insight Investments serving as the County's professional portfolio manager, is positioned to make any necessary investment strategy adjustments as monetary policy continues to evolve in response to global uncertainties. The IOC remains committed to the Policy's primary investment objective of safety and liquidity for the County's overall portfolio.

Options:

1. Accept the FY 2024 – 2025 Annual Investment Report (Attachment #1).
2. Do not accept the FY 2024 – 2025 Annual Investment Report.
3. Board direction.

Recommendation:

Option #1

Attachment:

1. FY 2024-2025 Annual Investment Report

ANNUAL INVESTMENT REPORT

FOR THE YEAR ENDED
SEPTEMBER 30, 2025

GWEN KNIGHT

CLERK OF CIRCUIT COURT AND COMPTROLLER

LEON COUNTY, FLORIDA

ANNUAL INVESTMENT REPORT

Fiscal Year Ended September 30, 2025, Leon County, Florida

EXECUTIVE SUMMARY

The Investment Policy approved by the Commission provides for a conservatively managed portfolio that performed as expected during fiscal year 2025. The Investment Policy objectives are safety of principal, adequate liquidity and investment return, in that order of priority. Parameters related to portfolio duration, credit quality, liquidity and instrument selection have been established to ensure investment policy objectives are being met. **The portfolio earned total income of $11,914,308 for fiscal year ending September 30, 2025, a 4.60% decrease in investment income over the prior fiscal year. The portfolio investment performance provided an effective rate of return of 4.34% on an average daily balance of $274,729,467.** For comparison, the portfolio earned $12,488,274 for the prior fiscal year with an effective rate of return of 4.74% on an average daily balance of $263,314,885.

Economic and market conditions

From late 2024 through mid-2025, U.S. economic activity moderated from earlier strength amid elevated policy, fiscal, and geopolitical uncertainty. Consumer spending and business investment remained supportive of growth, while manufacturing activity and labor market momentum softened. Financial markets were periodically disrupted by shifts in U.S. trade policy, including the announcement, delay, and reinstatement of tariffs, which complicated the inflation outlook and weighed on business confidence. Geopolitical tensions and growing fiscal concerns, including a downgrade of U.S. sovereign credit, added to volatility, though overall market sentiment continued to favor a gradual economic slowdown rather than a recession.

Interest rate policy and Treasury market

The Federal Reserve maintained a restrictive policy stance through late 2024 and the first half of 2025 as it balanced easing inflation pressures against signs of labor market cooling. As growth slowed and employment conditions weakened, the Fed shifted toward an easing bias and implemented a 25-basis-point rate cut in the third quarter of 2025, marking the beginning of a gradual policy normalization cycle. Short-term Treasury yields, which had remained elevated into early 2025, declined as markets priced in further rate cuts, while longer-term yields were comparatively stable. As a result, the Treasury yield curve remained relatively flat for much of the period but began to show early signs of modest steepening.

Fixed income performance, outlook, and risks

Fixed income markets benefited from declining rate volatility and improving policy clarity. Corporate bonds performed well, supported by falling Treasury yields, strong investor demand, and continued tightening in credit spreads, which approached historically low levels across many sectors. Investment-grade corporates generated solid returns despite episodic market volatility. Looking ahead, the outlook for fixed income remains cautiously constructive, supported by expectations for slower but positive economic growth and additional Federal Reserve rate cuts. Key risks include renewed inflation driven by trade policy or energy prices, a sharper-than-expected labor market slowdown, escalating geopolitical tensions, or renewed fiscal concerns that could place upward pressure on Treasury yields.

ANNUAL INVESTMENT REPORT

Fiscal Year Ended September 30, 2025, Leon County, Florida

Portfolio summary

At the end of fiscal year 2025 the term securities investment portfolio had an unrealized gain of approximately $236,000. This unrealized gain is an improvement from the unrealized loss of approximately $183,000 at the end of the previous fiscal year. This improvement is attributed to yields on securities purchased being higher than average market yields at the end of the fiscal year.

The Committee has recommended; and the County has adopted changes to the County's Investment Policy to reduce the risk and volatility of the investment portfolio. Changes to the investment policy include adjusting performance benchmark the term securities portfolio to better represent the shorter duration, lower risk investment strategy. The County added $15 million to the term securities portfolio after this benchmark calibration.

Section 218.415(15), Florida Statutes, requires the Leon County Clerk of Circuit Court and Comptroller to provide an annual report to the Board of County Commissioners of the securities in the portfolio by investment type, book value, market value and income earned. This information is included in Table I and Table II below and the chart on page 8 as of September 30, 2025.

Table I Ending Balances Fiscal Year Ended September 30, 2025

Portfolio	Book Value	Market Value
Insight Investment	76,382,023	76,514,969
FL State Treasury SPIA	923,205	917,302
FL Local Govt Inv Trust Fund	51,647,261	51,647,261
Florida Prime (SBA)	43,527,500	43,527,500
Prime Restricted MM	20,851,828	20,851,828
Wells Fargo Cash	1,049,477	1,049,477
Wells Fargo Sweep	31,149,244	31,149,244
Total Cash and Investments	**$225,530,538**	**$225,657,581**

Table II Average Daily Balance and Income

Investment Type	*FY 2024 Avg Daily Balance*	*FY 2025 Avg Daily Balance*	*Total Income FY 2025*
Insight Investment	56,982,230	61,340,021	2,382,190
FL State Treasury SPIA	4,371,773	892,089	34,074
FL Local Govt Inv Trust Fund	84,841,458	69,364,492	3,112,871
Florida Prime (SBA)	86,747,671	92,343,819	3,210,882
Prime Restricted MM	14,034,046	20,355,528	931,705
Wells Fargo Cash	1,124,192	1,119,117	-
Wells Fargo Sweep	15,213,515	29,314,401	1,242,586
Total Daily Average	263,314,885	274,729,467	
Total Income			**$11,914,308**
Income / Avg. Daily Bal			**4.34%**

ANNUAL INVESTMENT REPORT

Fiscal Year Ended September 30, 2025, Leon County, Florida

Investment Oversight Committee

The Investment Policy of the Board of County Commissioners provides for an Investment Oversight Committee (IOC) to work with the Clerk of the Circuit Court and Comptroller in the investment management of the portfolio. The Committee meets quarterly unless interim issues require more frequent meetings. Meetings are noticed, open to the public and the minutes of each meeting recorded. The IOC consists of the Clerk Designee, Chief Deputy, Kenneth Kent; the County Administrator Designee, Assistant County Administrator, Ken Morris and OMB Director, Roshaunda Bradley, and three qualified individuals with financial or investment expertise who are independent of employment and business relationships with Leon County. The three outside members as of September 30, 2025, were Chairman, J. Ben Watkins III, State of Florida Director of the Division of Bond Finance, Claudia Sachs, CFP®, of Osaic Wealth and G Ben Hensarling, Deputy Director of Member Services, Department of Management Services. During the fiscal year ending September 30, 2025, the portfolio was managed within the guidelines and limitations of the IOC recommendations and the Commission-approved policy without exception.

Investment Managers

The investment portfolio quarter ending balances ranged from $218,658,869 to $374,198,907 during the fiscal year, with higher balances during the first and second quarter as tax collections are received. The total investment portfolio had a weighted average duration during the fiscal year ranging between 0.23 and 0.51 years since it has been invested primarily in money market funds. The internal portfolio was generally allocated to the Florida Local Government Investment Trust (FLGIT), Florida Treasury Special Purpose Investment Account (SPIA) and Florida Prime (SBA) during the year for diversification and liquidity.

Insight Investment, the external portfolio manager, invested an average of 23% of the Leon County portfolio during the fiscal year. As of September 30, 2025, Insight Investment managed approximately $76 million in fixed income assets that resulted in a weighted average duration during the fiscal year ranging between 1.43 and 1.49 years. The established performance benchmark for Insight Investment is the ICE BofA 0-3 Year US Treasury & Agency Index. Insight Investment, formerly known as Cutwater Asset Management, has managed the County's external portfolio since June 1, 2010.

In October 2018, an additional money market account was opened with Wells Fargo for restricted funds for the Leon County Landfill. This Landfill money market account has a rate of Federal Funds less 10 basis points. In June 2019, the County added the Florida Local Government Investment Trust (FLGIT) Day to Day Fund to provide more flexibility for liquidity. Additional information for the FLGIT Day to Day Fund is provided on page 5 section B of this Annual Investment Report.

ANNUAL INVESTMENT REPORT

Fiscal Year Ended September 30, 2025, Leon County, Florida

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ANNUAL INVESTMENT REPORT

Fiscal Year Ended September 30, 2025, Leon County, Florida

I. INVESTMENT POLICY

Section 218.415, Florida Statutes provides units of local government the ability to adopt a written investment plan to govern the investment of their investment portfolio. The Leon County Board of County Commissioners on July 9, 2024 adopted revisions to the investment policy. These revisions to the Policy, which were recommended by the Investment Oversight Committee, were designed to be more conservative by reducing volatility in the portfolio, eliminating asset-backed securities as allowable investments and expanding allocations to money market funds for liquidity needs. The modifications to the investment policy also ensure the safety of the principal and earning a reasonable rate of return by modifying the portfolio sector maximums for specific security types.

The Florida Constitution provides that the Clerk of Court and Comptroller (Clerk) will be responsible for the investment of County funds and this report is being submitted by the Clerk as provided by the Board's Investment Policy. All investment activity was conducted in accordance with written procedures and internal controls.

II. INVESTMENT OVERSIGHT COMMITTEE

The Clerk established the Investment Oversight Committee (IOC) to formulate investment strategies, to provide short-range direction, and to monitor the performance and structure of the County's portfolio. The IOC consists of the Clerk Designee, Chief Deputy, Kenneth Kent; the County Administrator Designee, OMB Director, Roshaunda Bradley; Assistant County Administrator, Ken Morris, and three qualified individuals with financial or investment expertise who are independent of employment and business relationships with Leon County. The three outside members as of September 30, 2025, were Chairman, J. Ben Watkins III, State of Florida Director of the Division of Bond Finance, G Ben Hensarling, Deputy Director of Member Services, Department of Management Services and Claudia Sachs, CFP®, of Osaic Wealth.

III. ACTIVITIES OF THE INVESTMENT OVERSIGHT COMMITTEE

The IOC scheduled periodic meetings to discuss issues relating to the investments of the County. During the current year, the IOC continued to overweight investments on the short-end of the yield curve for maximum safety and liquidity while not giving-up any investment performance and maintained the average annual effective duration for the managed external portfolio of approximately 1.43 and 1.49 years. Given the current volatile market environment, the focus on Federal monetary policy and geopolitical uncertainties, the IOC will continue to carefully monitor the portfolio duration and allocation of assets.

IV. INVESTMENT OBJECTIVES

The Policy states that the primary objectives of all investment activities for the County should be safety of principal, maintenance of adequate liquidity and finally, return maximization.

Safety of principal is the foremost investment objective. Investment transactions should seek to

keep capital losses to a minimum, whether the result of security defaults, or erosion of market value. This is best insured by establishing minimum acceptable credit ratings, limiting the portfolio's overall duration, setting maximum exposures by sector, defining appropriate levels of diversification and authorized transactions and limiting exceptions.

The second objective is the provision of sufficient liquidity. A portion of the County's overall portfolio should be maintained very liquid in order to meet operating, payroll, and ongoing capital requirements. Maintaining a core level of assets with the government pools, such as FLGIT and Florida Prime or other short-term money market funds, is viewed as the best way of maintaining secure asset values with sound investment practices. The remainder of the overall portfolio should be managed in such a manner that funds can be liquidated in a reasonable amount of time, recognizing that there are other sources for day-to-day liquidity and that this portfolio is primarily available for income generation within the constraints of this policy.

Maximizing yield on the portfolio is of least importance compared to the safety and liquidity objectives above. Return maximization is guided by the predefined and acceptable levels of risk as defined in this policy.

V. PORTFOLIO PERFORMANCE

Acceptable portfolio performance is the result of balancing the rewards of investing, or the income earned, with the risks associated with those investments. Factors influencing the portfolio's performance are the types of permitted investments and allowable maturities, liquidity requirements, overall interest rate environment, cash flows, and the investment manager's performance.

The portfolio earned total income of $11,914,308 for fiscal year ending September 30, 2025, a 4.60% decrease in investment income over the prior fiscal year. The portfolio investment performance provided an effective rate of return of 4.34% on an average daily balance of $274,729,467. Overall average investment balances increase by $11.4 million during the year. For comparison, the portfolio earned $12,488,274 for the prior fiscal year with an effective rate of return of 4.74% on an average daily balance of $263,314,885.

The actively managed external portfolio eliminated the mark-to-market unrealized loss from the prior year, and also realized gains for the 12-months ending September 30, 2025 of $33,094. The purchase yield on the external portfolio on September 30, 2025, was 4.05% versus 3.66% on September 30, 2024 and includes an unrealized gain of approximately $236,000. This improvement is attributed to yields on securities purchased being higher than average market yields at the end of the fiscal year. Certain individual securities purchased during the lower rate environment had a lower market value than their book value at year-end but the aggregate portfolio value exceeds the cost of investments. The County has sufficient liquidity and reserves.

The following is the latest overall market and portfolio specific commentary provided by the County's investment advisor, Insight Investment.

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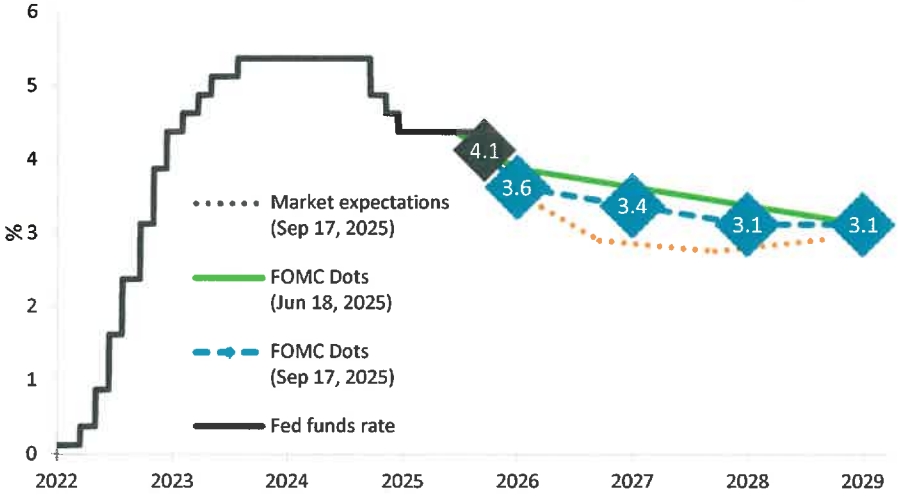
Fiscal Year Ended September 30, 2025, Leon County, Florida

Insight Investment Calendar Year Fourth Quarter 2025 Review & Outlook

The FOMC delivered a 25bp cut to the Fed Funds rate, taking it to a target range of 4% to 4.25%. It marked the first rate cut since December 2024. The only dissenting vote was from the newest member, Stephen Miran, who voted for a 50bp cut. The Fed's updated "dot plot" reflected two further additional rate cuts by year-end, a slightly faster profile than in June (Chart 1). Individual projections were bifurcated with six members projecting no further rate cuts this year.

The FOMC cited labor market conditions as the main driver of its decision to cut rates, noting "Job gains have slowed, and the unemployment rate has edged up" and "downside risks to employment have risen."

Chart 1: The FOMC cut rates and forecast a steeper rate-cutting profile



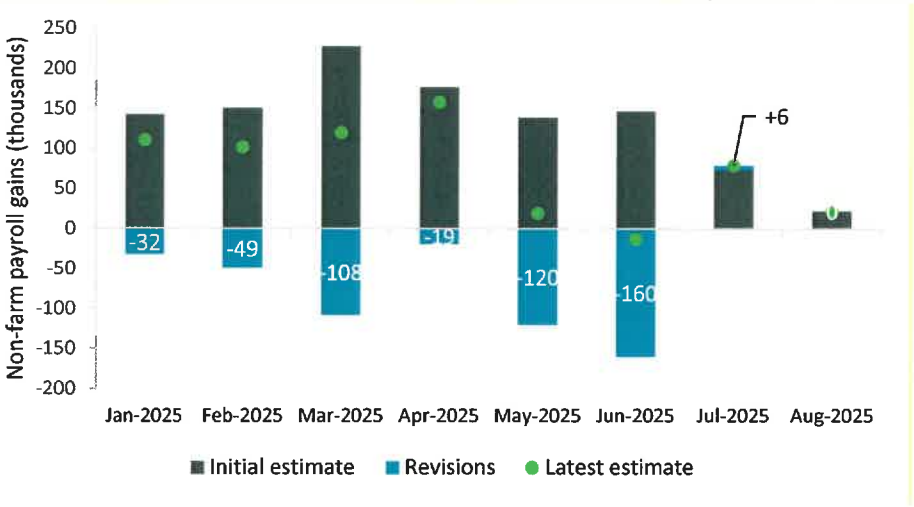
Source: Federal Reserve, Bloomberg, Insight September 17, 2025

This decision reflected increasingly finely balanced labor market metrics. The US economy added 22,000 jobs in August, below expectations for 75,000. The two previous months were revised down by 21,000, adding overall to the total downward revisions year-to-date (Chart 2). Job gains continued to be heavily concentrated in healthcare and leisure and hospitality. The unemployment rate remained at 4.3% while the broader U6 unemployment measure increased from 7.9% to 8.1%, a new post-pandemic high. Elsewhere, the ratio of job openings to unemployed edged below one for the first time since 2017. Initial jobless claims briefly reached 264,000, the highest since 2021, albeit reports later indicated this was inflated by cases of fraud in Texas. The measure subsequently eased to 218,000 by the end of the month. Continuing jobless claims remained around cycle highs.

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Chart 2: Payrolls data faced downward revisions over the year



Source: Department of Labor, Bloomberg, September 30, 2025

Inflation remained above-target (which the FOMC also acknowledged). Headline CPI rose from 2.7% to 2.9% and PCE increased from 2.6% to 2.7%. Core CPI remained at 3.1% and core PCE remained at 2.9%. Inflation was notable in food, shelter and "super core" (i.e. excluding food, energy and shelter) categories. Tariff inflation was evident in small categories like televisions, sewing machines and jewelry.

The third estimate of Q2 GDP growth was revised up from 3.3% to 3.8% SAAR, which reflected upward revisions to consumption and business investment.

VI. PERMITTED INVESTMENTS AND ALLOWABLE MATURITIES

Table 1 summarizes the permitted investments, composition limits, and maximum allowable maturities. The County's available funds are invested according to Leon County's Investment Policy Section XV, which authorizes the County to invest in specific permitted investment types. The permitted investments are restricted by the Policy in their composition limits and maximum allowable maturities. The Policy permits maturities of the operating portfolio establishing a range of 60 days to 10 years. Table 1 gives a brief description of each investment type according to Section XVI of the Policy. It is generally regarded that the following investment types are safe investments and meet the Policy's first objective: safety of principal.

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Fiscal Year Ended September 30, 2025, Leon County, Florida

Table 1: Permitted Investments

Investment Type	*Composition Limit*	*Max Maturity/WAL*
Repurchase Agreements	15%, 5% any one issuer	*60 Days*
Commercial Paper	20%, 5% any one issuer	*270 Days*
Financial Deposit Instruments	30%	*2-Year, 1-Year Avg*
Federal Instrumentalities	45%, 15% any one issuer	*5-Year*
Corporate Debt	20%, 3% any one issuer	*5-Year*
Municipal Bonds	20%, 3% any one issuer	*5-Year*
US Government Securities	100%	*10-Year*
US Federal Agencies (full faith and credit)	100%, 20% any one issuer	*5-Year*
Florida Prime (SBA), FLGIT	45% each pool	*NA*
FL Municipal Investment Trust (FMIvT)	15%	*NA*
SPIA, Money Markets	100%	*NA*
Prime Money Market Funds	35%	*NA*
Government Money Market Funds	50%	*NA*
US Treasury Money Market Funds	100%	*NA*

The internal portfolio was invested in the following government pools during fiscal year ending September 30, 2025:

A. Florida Local Government Surplus Funds Trust Fund, also known as Florida PRIME

Florida PRIME is administered by the Florida State Board of Administration (SBA) for the purpose of pooling investment funds of local governments in an investment portfolio of money market instruments that provide liquidity while preserving capital. On February 13, 2008, the Trustees of the SBA hired Federated Investors to manage Florida PRIME, effective on March 1, 2008. As of October 1, 1997, the SBA had converted Florida PRIME to a "2a-7 like" investment pool (SEC Rule 2a-7 of the Investment Company Act of 1940). On September 30, 2025, Florida PRIME was invested in fixed rate and floating rate bank instruments, repurchase agreements, fixed rate and floating rate corporate commercial paper, floating rate corporate notes, money market mutual funds, and fixed rate and floating rate asset backed commercial paper. The rating for Florida Prime as of September 30, 2025, was AAAm by Standard and Poor's. A maximum of 45% of the portfolio may be invested with Florida PRIME without the written direction of the County's Chief Financial Officer to deviate from the Investment Policy limitation based on market conditions.

B. The Florida Local Government Investment Trust Government Fund (FLGIT)

The Florida Local Government Investment Trust (FLGIT) is a local government investment pool developed through the joint efforts of the Florida Court Clerks and Comptrollers (FCCC) and the Florida Association of Counties (FAC) for providing opportunities for the investment of excess public funds. FLGIT offers two investment funds to its participants, the Short Term Bond Fund and the Day to Day Fund. The Short Term Bond Fund is a longer term higher yielding fund. On September 30, 2025, the County did not have any balances in the Short-Term Bond Fund with FLGIT. The Day to

Day Fund is a highly liquid fund with underlying investments having a weighted average maturity of less than 90 days. The FLGIT Day to Day Fund does meet the criteria and has adopted operating procedures consistent with the requirements for a SEC Rule 2a-7 fund. On September 30, 2025, the majority of the Day-to-Day Fund was invested in US Treasuries, Agencies and Repurchase Agreements with the remainder in short term Corporate Bonds, Commercial Paper and Certificates of Deposit. The Day-to-Day Fund maintained a credit rating of AAAm by Fitch as of September 30, 2025. A maximum of 45% of the portfolio may be invested with FLGIT without the written direction of the County's Chief Financial Officer to deviate from the Investment Policy limitation based on market conditions.

C. Special Purpose Investment Account (SPIA)

Effective July 1, 2004, Section 17.61(1), Florida Statutes was amended to permit organizations created by the Florida Constitution to participate in the existing State Treasury Investment Pool "Special Purpose Investment Account (SPIA)." Historically, SPIA participants have received higher earnings reflecting the higher risk associated with the longer maturities and lower credit quality. The rating for the Treasury Investment Pool as of September 30, 2025, was AA-f by Standard and Poor's with a duration of 3.47 years. The County Investment Policy allows up to 100% of the County portfolio to be invested in SPIA.

In March 2015, the Florida Treasury implemented procedures to provide better cash forecasting and an increase in funds available for longer term investments which should increase the interest earnings of the pool as a whole. These enhancements included (1) closing the pool to new non-component unit entities, (2) requiring new withdrawal notices and minimum balance requirements and (3) setting a cap on investment amounts. Instead of 100% liquidity with 3 days' notice, the Florida Treasury now requires 5 days' notice for liquidations between $20 and $75 million and 20 days' notice for liquidations over $75 million. In addition, 6 months' notice is required for liquidations planned below a floor calculated as 60% of the previous 3 months average balance. The changes by the Florida Treasury reduce the possibility of large unplanned liquidations from the pool. The IOC evaluated these changes and determined that the associated risks would be monitored, and dollars reallocated between asset classes (including SPIA) based on periodic analysis of the market risk.

The financial details and disclosures for the Treasury Investment Pool are made in Note 4 to the State of Florida Annual Comprehensive Financial Report (ACFR).

On September 30, 2025, most of the Florida Treasury Investment Pool holdings were in US Treasuries, US Government Agencies/Bonds, Corporate Bonds, and Agency Mortgage-Backed Securities. The Pool's fair value factor was 1.0065 for September 2025. A factor of more than 1.0000 indicates that the market value of the Pool's investments is more than the funds invested in the Pool. For more information relating to the Treasury Investment Pool, please visit the website at http://www.myfloridacfo.com/Division/Treasury.

VII. LIQUIDITY REQUIREMENTS

The second objective in managing the County's investments is the provision of sufficient liquidity. On a regular basis, the County's receipts and disbursements are analyzed to determine trends in cash inflow and outflow. Cash inflows are invested immediately upon receipt and become part of the portfolio.

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The portfolio provides cash for weekly payment of operating and capital expenditures, biweekly payment of payroll expenditures and semiannual debt service payments. A liquidity base of approximately at least three months of anticipated disbursements is kept in relatively short term investments.

VIII. INVESTMENT OPERATIONS

Investing activities are conducted by the investment advisor and qualified professionals in the Clerk's Office in accordance with Florida Statutes, County Ordinances, and written policies and procedures. Periodic reports of investment activity and positions are prepared and distributed to management of the Clerk's Office, management of the BCC and the Investment Oversight Committee. Regular meetings of the IOC are held to monitor the portfolio, evaluate investment performance and discuss investment strategies.

The investment advisor and Clerk staff use sophisticated techniques in carrying out investment activities including the use of electronic bank and trust account systems, electronic funds transfer, on-line real-time monitoring of U.S. securities markets and electronic trading. Bank account balances, cash requirements, investment positions and trust account activity are monitored daily. The county employs stringent internal controls and prioritizes cybersecurity measures to safeguard its investments and financial assets against potential threats and risks. Current conditions and evaluations of national economic activity are considered in making asset allocation decisions.

A. Portfolio Balances

The portfolio's ending balance for fiscal year 2025 was $225,530,538 while the ending balance for 2024 was $218,646,696, an increase of $6,883,842.

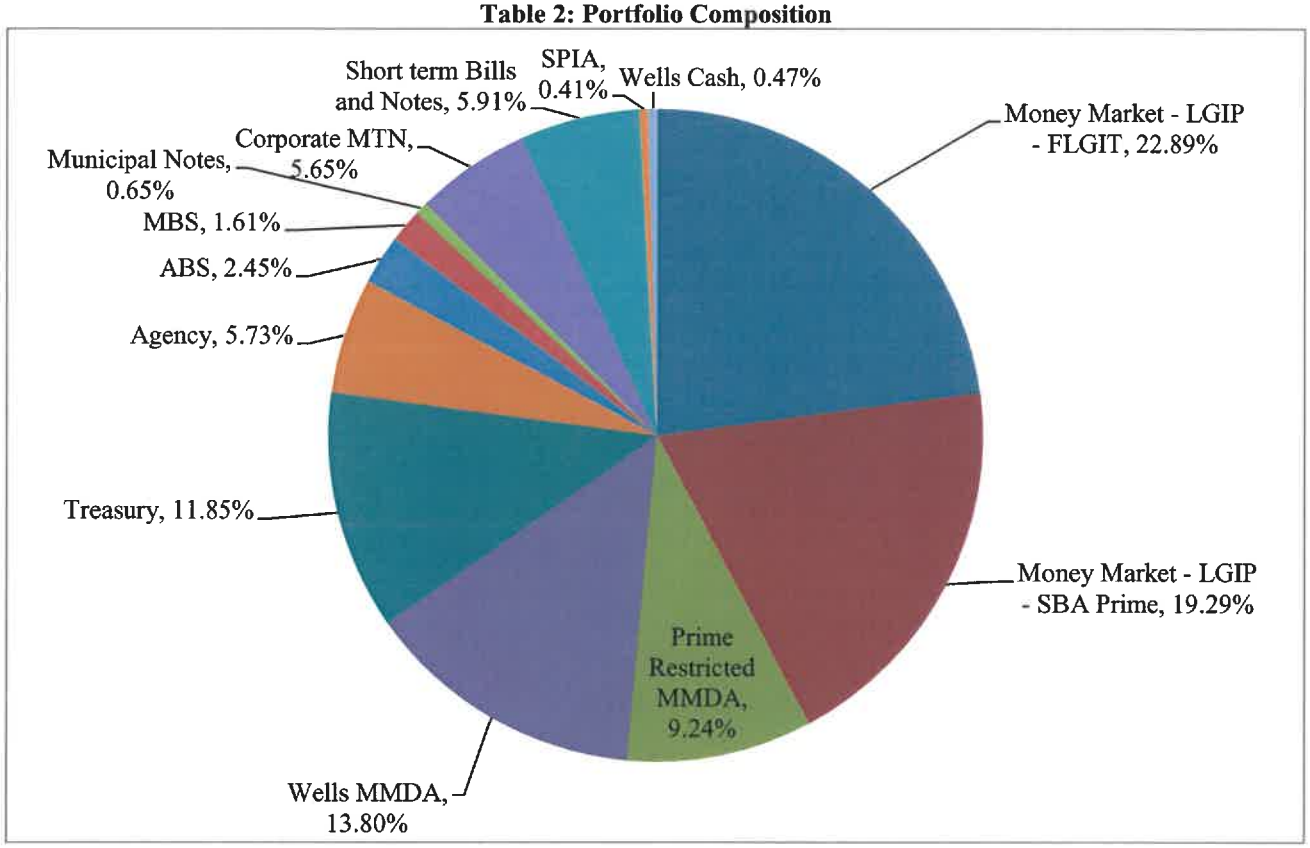
B. Portfolio Composition

The Clerk or the Clerk's designee (Chief Financial Officer) shall have the option to further restrict or increase investment percentages from time to time based on market conditions. Any exceptions to the portfolio composition guidelines or limits must be in writing from the Chief Financial Officer directed to the appropriate parties and discussed at each quarterly Investment Oversight Committee meeting. The portfolio was managed in compliance with diversification requirements for investment types as shown in the following:

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Table 2: Portfolio Composition



C. Portfolio Maturities

Portfolio management was also accomplished in compliance with the Policy that requires ensuring sufficient liquidity as well as diversity in maturities. Shown in Table 3 are the average terms of each investment type held as of fiscal year end 2024 and 2025. Average term is the weighted average number of days remaining to maturity of the investment. Average terms greater than one year represent investments of non-current funds, including the non-current operating portfolio, and investments of bond proceeds and debt service reserve funds. The externally managed portfolio was invested for a weighted average term of approximately 910 days in fiscal year 2025, as compared with a weighted average term of 686 days in fiscal year 2024.

The policy no longer permits investments in U.S. Agency Mortgage Backed or Asset Backed Securities. Existing positions will be allowed to mature or may be sold prior to maturity, subject to the condition that such sales do not materially and adversely impact portfolio performance.

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Table 3: Average Term by Investment Type (Days)

	FY 2025	FY 2024
US Treasury Bills & Notes	608	272
US Agency Notes	1015	539
US Agency Mortgage-Backed Securities	3916	3982
Asset Backed Securities	873	896
Municipal Securities	634	809
Corporate Securities	855	441

D. Earnings and Yields

The portfolio earned total income of $11,914,308 for fiscal year ending September 30, 2025. This total income provided an effective rate of return of 4.34% on an average daily balance of $274,729,467. For comparison, the portfolio earned $12,488,274 for the prior fiscal year. This represents an effective rate of return of 4.74% on an average daily balance of $263,314,885. The range of duration of the County's overall portfolio is defined as 0.5 years to 2.0 years. Unusual market or economic conditions may mandate moving the portfolio outside of this range. The Investment Oversight Committee will be convened and will approve any portfolio duration outside of the range specified above. The duration of the portfolio was an annual average of 0.35 years and has been intentionally invested on the short-end of the yield curve to take advantage on an inverted yield curve and mitigate market volatility from economic and geopolitical uncertainties.

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Table 4: Quarter Weighted Average Yields

	9.30.24	12.31.24	3.31.25	6.30.25	9.30.25
Insight Investment	3.66%	3.66%	4.13%	4.01%	4.05%
FL Local Govt Investment Trust	4.45%	4.60%	4.41%	4.43%	4.35%
FL State Treasury SPIA	5.30%	3.45%	3.94%	4.14%	4.38%
Florida Prime (SBA)	5.33%	4.70%	4.51%	4.47%	4.39%
Florida Prime Restricted MM	5.33%	4.70%	4.51%	4.47%	4.39%
Wells Fargo Restricted MM	0.00%	0.00%	0.00%	0.00%	0.00%
Wells Fargo Cash	2.15%	2.00%	1.75%	1.75%	1.75%
Wells Fargo Sweep	4.97%	4.40%	4.19%	4.15%	4.06%
Quarter Wt. Average Yields	3.85%	4.45%	4.38%	4.31%	4.21%

The dollar amount of interest earnings is used in historical and budgetary comparisons and in cash flow analysis. Actual interest earnings totaled $11,875,677 in fiscal year 2025 and $12,490,727 in fiscal year 2024. Actual interest earnings were $6,219,55 more than the budget in fiscal year 2025 and $6,694,173 more than the budget in fiscal year 2024.

Table 5: Budget and Actual Interest Earnings

	FY 2025	FY 2024
Actual	$11,875,677	$12,490,727
Budget	$5,655,752	$5,796,554
Variance	$6,219,955	$6,694,173

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IX. CONCLUSION

In conclusion, the results outlined in the Annual Investment Report are as follows:

- Due to the Federal Reserve keeping interest rates steady for most of the fiscal year and a 25-basis point reduction in September 2025, the portfolio did not have any material unrealized losses. This is a continued improvement from the prior years and reflects the more conservative positioning of the externally managed investment portfolio.
- Investment income decreased approximately 4.6% from the previous year. However, there was a $11.4 million increase in the overall average investment balances. This reduction in income is primarily due to lower short term rates from the money market portfolio during the fiscal year compared with the prior fiscal year. The rates available on money market funds were comparable to longer duration securities due to federal monetary policy and a flat yield curve. Since shorter term securities offered comparable yields with less investment risk and superior liquidity, money market funds were used as the primary investment for the investment portfolio. The interest rate environment and fixed income market has been volatile due to uncertainties caused by inflationary pressures, the direction of federal monetary policy, geopolitical events, tariffs and international trade policies. At the end of the fiscal year, 71 percent of the investment portfolio was held between 0-3 months duration to avoid investment risk with no discernable benefit in yields. When global uncertainties and monetary policy becomes clearer and market conditions change, this strategy will be reassessed to reposition the portfolio, if needed. In anticipation of further federal reserve interest rate reductions to offset anticipated labor market weakening and to add modest duration to the portfolio, the Committee recommended that the County allocate additional funds to the external portfolio in September to hedge against further interest rate cuts by the Federal Reserve. An additional $15,000,000 was allocated to the external portfolio with additional allocations to be considered in the future. These funds were invested with similar duration to the existing externally managed portfolio.
- The Investment Portfolio activity was in compliance with the Investment Policy.

Investment Oversight Committee

The IOC met regularly to monitor market conditions, investment performance, ensure compliance with the investment policy and oversee the performance of the external manager. The investment policy requires staff to notify the IOC of any deviations from the investment policy including any time that any holdings drop below the minimum credit ratings required under the policy or investment policy limits are exceeded. The IOC will then consider the current market environment and make recommendations or any corrective action needed. Any deviations from the investment policy shall be in writing and authorized by the County's Chief Financial Officer.

The committee updated the investment policy in the May 2024 meeting to minimize the risks of volatility.

On June 23, 2026, the IOC met to review and approve this annual report summarizing the performance of the internally and externally managed portfolios.

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Fiscal Year Ended September 30, 2025, Leon County, Florida

Presented by:

Ben Watkins, Chairman
Investment Oversight Committee

Gwen Knight, Clerk of the Court
and Comptroller, Leon County, Florida

Leon County
Board of County Commissioners

Notes for Agenda Item #23

Leon County Board of County Commissioners

Agenda Item #23

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Final Report of the 2025 – 2026 Leon County Citizen Charter Review Committee

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives

Statement of Issue:

This item seeks Board acceptance of the Final Report of the 2025 – 2026 Leon County Citizen Charter Review Committee which provides a comprehensive record of the Committee's work during the charter review process.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

Option #1: Accept the Final Report of the 2025 – 2026 Leon County Citizen Charter Review Committee.

Report and Discussion

Background:

This item seeks Board acceptance of the Final Report of the 2025 – 2026 Leon County Citizen Charter Review Committee (Attachment #1).

The convening of the 2025 – 2026 Leon County Citizen Charter Review Committee (CCRC) is essential to the following FY 2022 – FY 2026 Strategic Initiative:

- *Establish a Citizen Charter Review Committee to review the County's Home Rule Charter and propose any amendments or revisions ahead of the 2026 General Election. (2025-101)*

This particular Strategic Initiative aligns with the Board's Governance Strategic Priority:

- *(G1) Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.*

On November 5, 2002, the citizens of Leon County adopted a Home Rule Charter providing for full home rule authority under the law and citizen determination of the structure, powers, and functions of County government. The Leon County Charter (Charter) outlines the roles and responsibilities of the County's constitutional officers, the County's relationship with its municipality, and establishes the process by which amendments to the Charter may be proposed.

The Charter requires a CCRC to be convened every eight years to review the County Charter and propose any amendments or revisions for consideration by the Board that may be advisable for placement on the general election ballot. The first CCRC was convened in 2009, followed by the 2017 – 2018 CCRC.

On September 15, 2025, the Board appointed 21 citizens to serve on the 2025 – 2026 CCRC, with three appointments made by each Commissioner. Members served without compensation and were initially appointed to a term of 120 days. The CCRC was provided broad authority to recommend any Charter amendments it deemed advisable and to seek public input throughout its deliberations.

The following citizens were appointed to serve on the 2025 – 2026 CCRC:

- Mary Ann Lindley, Chair
- Chauncy Haynes, Vice Chair
- Joey Davis
- Linda Bond Edwards
- Liz Ellis
- Anita Favors
- Max Herrle
- Darryl Jones
- Howard Kessler
- Henry Lewis, III
- Slaton Murray
- Heidi Otway
- Sean Pittman
- Ryan Ray
- Shamarial Roberson
- Temple Robinson
- William Smith
- Bruce Strouble, Jr.
- Jarrett Terry
- Katrina Tuggerson
- Barry Wilcox

Pursuant to its Bylaws, the 2025 – 2026 CCRC conducted nine meetings between October 23, 2025, and February 19, 2026. These meetings were held on a biweekly basis at the Leroy Collins Leon County Main Public Library which provided a centralized location and adequate space to ensure accessibility to the public. Following the Board's direction on March 10, 2026, to reconvene the CCRC to consider a specific issue, the 2025 – 2026 CCRC conducted a special meeting on May 28, 2026, followed by three public hearings on June 30, July 16, and July 30, 2026. All meetings were publicly noticed and provided opportunities for citizen input.

Over the course of nine months, the 2025 – 2026 CCRC conducted a comprehensive review of the Leon County Charter and considered a range of issues related to County government, ultimately advancing four proposed Charter amendment recommendations and two policy recommendations to the Board. Policy recommendations reflected issues the 2025 – 2026 CCRC determined were important for Board consideration but did not require or warrant inclusion in the Charter. Of the four proposed Charter amendments, the Board advanced two using the amendment language approved by the 2025 – 2026 CCRC: the amendment revising the Charter Preamble to reflect the esteemed humanity of all residents, which the Board advanced as a Board-initiated amendment to expedite the required public hearing process; and the Historic Harm Charter Amendment establishing a Community Impact Assessment process. Both will appear on the November 3, 2026 General Election ballot. For the 2025 – 2026 CCRC's remaining proposed Charter amendment recommendations related to healthcare access and affordable housing, the Board elected not to pursue Charter amendments and instead directed the continuation of the County's longstanding efforts in these areas.

Analysis:

While the Board adopted Bylaws to guide the Charter review process, the 2025 – 2026 CCRC was provided broad discretion to consider any issues it deemed appropriate. The Board also referred one specific issue to the 2025 – 2026 CCRC for consideration: whether the Charter should provide for County ordinances to prevail over municipal ordinances in the event of conflict.

The 2025 – 2026 CCRC's initial review process was divided into two phases: issue/discussion meetings and decision meetings. During the issue/discussion phase, Committee members identified potential Charter amendment proposals for additional analysis and deliberation. Proposals receiving sufficient Committee support advanced to the decision phase for consideration of proposed Charter amendment language and potential advancement to the public hearing process.

During the course of its work, the 2025 – 2026 CCRC considered eleven topics, five of which the CCRC chose not to advance for potential inclusion in the Leon County Charter:

1. Annexation Procedures and Processes
2. Establishment of an Office of Inspector General
3. Establishment of a Leon County Bill of Rights
4. Pursuit of County/City Consolidation
5. Establishment of Community Values of Diversity, Equity and Inclusion, and Local Business Preference

The 2025 – 2026 CCRC advanced two policy recommendations and four proposed charter amendments to the Board:

- Policy Recommendation Encouraging Leon County and the City of Tallahassee to Consider Alignment of Street Renaming Policies and Procedures to Promote Public Safety
- Policy Recommendation Encouraging the Board to Create a Division of Food Systems within the Leon County Office of Human Services and Community Partnerships
- Proposed Amendment Revising the Charter Preamble to Reflect the Esteemed Humanity of all Residents of Leon County
- Proposed Amendment Revising the Charter Preamble to Affirm the County's Commitment to Creating a Community that is Safe, Vibrant, and Provides Access to Healthcare for All Citizens
- Proposed Amendment to Codify the County's Affordable Housing Trust Fund in the County Charter
- Proposed Amendment to Address Historic Harm by Establishing a Community Impact Assessment Process in the County Charter

On March 10, 2026, the Board received a status report detailing the 2025 – 2026 CCRC's work to date, including two policy recommendations and three (at that time) proposed Charter amendment recommendations, and provided direction on each (Attachment #2). The Board voted to advance one proposed Charter Amendment – the "Esteemed Humanity" Preamble Amendment - as a Board-initiated Charter amendment. As previously reported to the Board, advancing a CCRC recommendation as a Board-initiated charter amendment accelerated the timeline for required public hearings while providing the Board maximum flexibility on determining the final amendment and ballot language. The Board subsequently conducted its required public hearings to advance the Board-initiated "Esteemed Humanity" Charter Amendment for placement on the November 3, 2026 General Election ballot.

The fourth and final recommended Charter amendment was approved by the 2025 – 2026 CCRC following direction by the Board to reconvene to consider a specific issue. At the March 10th meeting, the Board also requested an agenda item on the previous iteration of the draft Historic Harm Charter Amendment, which was considered, but ultimately not recommended, by the CCRC related to persistent disparities resulting from historic public policy decisions. On May 12, 2026, the Board provided direction to reconvene the 2025 – 2026 CCRC to consider advancing a revised Historic Harm Charter Amendment to address historic harmful public policy decisions based on geographical areas in the community rather than race, gender, ethnicity, or any other protected class to ensure compliance with state and federal laws.

At its May 28, 2026 special meeting, the CCRC advanced a revised Historic Harm Charter Amendment establishing a Community Impact Assessment process to its required public hearings. The 2025 – 2026 CCRC subsequently conducted three public hearings on June 30, July 16, and July 30, 2026, and ultimately recommended the proposed Charter amendment to the Board. On August 17, 2026, the Board approved placement of the proposed Historic Harm Charter Amendment, as advanced by the 2025 – 2026 CCRC, on the November 3, 2026 General Election ballot.

With the 2025 – 2026 CCRC's work complete, the Final Report of the 2025 – 2026 Leon County Citizen Charter Review Committee (Attachment #1) provides a comprehensive record of the Committee's deliberations during the charter review process. Additionally, a high-level summary of the Board's action taken on each of the 2025 – 2026 CCRC's recommendations is provided below, with additional analysis on each recommendation provided in the Final Report.

2025 – 2026 Citizen Charter Review Committee Proposed Policy Recommendations

During the course of its work, the 2025 – 2026 CCRC considered two topics which it recognized as important but not appropriate or necessary for inclusion in the Leon County Charter. As a result, the CCRC provided two policy recommendations for Board consideration rather than Charter amendment proposals. The two policy recommendations are summarized below and further detailed in the Final Report.

Policy Recommendation Encouraging Leon County and the City of Tallahassee to Consider Alignment of Street Renaming Policies and Procedures to Promote Public Safety

As part of the Charter review process, the Board directed the 2025 – 2026 CCRC to consider whether County ordinances should prevail over municipal ordinances in the event of conflict. In reviewing this issue, the 2025 – 2026 CCRC considered the County's and City of Tallahassee's differing street renaming procedures and the potential public safety and emergency response concerns associated with roadways having inconsistent names along the same corridor. Although the 2025 – 2026 CCRC did not recommend a Charter amendment providing for County ordinances to prevail over municipal ordinances, it recommended that the County work with the City to align street renaming policies and procedures.

Board Action: On March 10, 2026, the Board considered the 2025 – 2026 CCRC's policy recommendation as well as an alternative option to address the issue through a Charter amendment. Recognizing that the County has no means to require a unified process other than through the Charter, the Board directed staff to prepare two Board-initiated Charter amendments: one providing for uniform countywide street naming, renaming, and addressing standards, and another providing for all County ordinances to prevail over municipal ordinances in the event of conflict, to the extent permitted by law. On June 9, 2026, the Board conducted its first and only public hearing to place both Board-initiated Charter amendments on the November 3, 2026 General Election ballot.

Policy Recommendation Encouraging the Board to Create a Division of Food Systems within the Leon County Office of Human Services and Community Partnerships

During the Charter review process, the 2025 – 2026 CCRC considered whether food access and food system resilience should be addressed in the Charter. After reviewing the County's existing food security programs, partnerships, investments, and organizational structure, the 2025 – 2026 CCRC did not advance a proposed Charter amendment and, instead, recommended that the Board establish a Division of Food Systems within the Office of Human Services and Community Partnerships (HSCP) to coordinate countywide food security efforts.

Board Action: On March 10, 2026, the Board considered the 2025 – 2026 CCRC's recommendation and directed staff to continue the County's long-standing commitment to reducing food insecurity through its existing organizational structure, community engagement, continued investment, and partnerships with local stakeholders, while increasing efforts to promote community awareness of available resources. The Board also directed that a workshop on this topic be scheduled following completion of the Florida A&M University Food Council report. This report is anticipated to be completed in December of 2026, and the workshop will be scheduled following the completion of the report.

2025 – 2026 Citizen Charter Review Committee Proposed Amendment Recommendations

In addition to the policy recommendations, the 2025 – 2026 CCRC advanced the four proposed Charter amendments to the Board for placement on the 2026 General Election Ballot as summarized below. Additional analysis and the full amendment language for each proposal is provided in the Final Report (Attachment #1).

Proposed Amendment Revising the Charter Preamble to Reflect the Esteemed Humanity of all Residents of Leon County

The 2025 – 2026 CCRC voted to advance Charter amendment language to incorporate affirmation of the esteemed humanity of all residents as a shared community value in the Preamble of the Charter. Recognizing that the Preamble serves as an introduction and broadly reflects what the Charter seeks to achieve, it does not delineate specific structures, authorities, policies, or provision of services for County government. With this in mind, the 2025 – 2026 CCRC approved proposed language to incorporate the affirmation of esteemed humanity of all residents as a guiding aspiration of the Charter document.

Board Action: On March 10, 2026, the Board considered and voted to advance the proposed Charter amendment as a Board-initiated Charter amendment. On June 9, 2026, the Board conducted its first and only public hearing to place the Board-initiated Charter amendment revising the Charter Preamble to reflect the esteemed humanity of all residents of Leon County on the November 3, 2026 General Election ballot.

Proposed Amendment Revising the Charter Preamble to Affirm the County's Commitment to Creating a Community that is Safe, Vibrant, and Provides Access to Healthcare for All Citizens

In consideration of the County's long-standing efforts to provide healthcare access for uninsured and underinsured low-income residents, the 2025 – 2026 CCRC recommended revising the Charter Preamble to affirm the County's commitment to ensuring primary healthcare access. As reported to the 2025 – 2026 CCRC throughout its consideration of this issue, there are no county charters in Florida that include language regarding the provision of healthcare as it reflects a policy-specific issue that is more appropriately addressed through County policy or codes. Accordingly, staff presented the 2025 – 2026 CCRC with an alternative option to provide a policy recommendation encouraging the continuation of Leon County's longstanding commitment to ensuring healthcare access for low-income residents and thereby supporting an equitable, safe, healthy, and vibrant community. However, the 2025 – 2026 CCRC recommended the Board consider revising the Charter Preamble to highlight this issue. Both options were provided in the March 10th Status Report for the Board's consideration.

Board Action: On March 10, 2026, the Board considered, but did not advance, the 2025 – 2026 CCRC's recommendation and voted to continue the County's long-standing commitment to ensuring healthcare access for low-income residents, thereby supporting an equitable, safe, healthy, and vibrant community.

Proposed Amendment to Codify the County's Affordable Housing Trust Fund in the County Charter

The 2025 – 2026 CCRC voted to advance a proposed Charter amendment codifying the County's Affordable Housing Trust Fund in the Charter. As reported to the 2025 – 2026 CCRC, the County currently maintains an Affordable Housing Trust Fund which the Board has existing authority to fund and administer through its policy, budgetary, and ordinance authority without the need for a Charter amendment. While affordable housing provisions have been adopted in four county charters in recent years, the proposed amendment sought to memorialize the broad discretion that the Board already has to address and invest in the changing affordable housing needs in the community. Accordingly, staff presented the 2025 – 2026 CCRC with an alternative option to provide a policy recommendation encouraging the continuation of Leon County's longstanding commitment to increasing and preserving the stock of affordable housing in the community. However, the 2025 – 2026 CCRC recommended pursuing adoption of the affordable housing provisions in the Charter. Both options were provided in the March 10th Status Report for the Board's consideration.

Board Action: On March 10, 2026, the Board considered, but did not advance, the 2025 – 2026 CCRC's recommendation and instead directed staff to continue the County's long-standing commitment to increasing and preserving the stock of affordable housing in the community.

Proposed Amendment to Address Historic Harm by Establishing a Community Impact Assessment Process

The 2025 – 2026 CCRC voted to advance the proposed "Historic Harm" Charter Amendment addressing adverse community conditions related to historic public policies and governmental practices. The proposed Charter amendment provides for periodic community impact assessments, public reporting, and the Board's review of adverse community conditions in historically underserved and vulnerable populations related to the County's historic laws, policies, and practices. The periodic community impact assessment process would be based on geographic areas, rather than race, gender, ethnicity, or any other protected class, to ensure compliance with state and federal laws.

Board Action: On August 17, 2026, the Board conducted its first and only public hearing to place the Historic Harm Charter Amendment on the November 3, 2026 General Election ballot.

Conclusion

The 2025 – 2026 CCRC Final Report (Attachment #1) provides a comprehensive record of the Committee's work during the charter review process, including additional background and analysis on the 2025 – 2026 CCRC's recommendations advanced to the Board for consideration. As outlined below, the Board has advanced a total of five proposed Charter amendments for

placement on the November 3, 2026 General Election ballot. The first two proposed amendments were recommended by the 2025 – 2026 CCRC.

1. Charter Amendment to Reflect the Esteemed Humanity in the Preamble
2. Charter Amendment to Address Historic Harm by Establishing a Community Impact Assessment Process
3. Charter Amendment to Provide for Uniform Countywide Street Naming, Renaming, and Addressing Standards
4. Charter Amendment to Provide for County Ordinances to Prevail Over Municipal Ordinances in the Event of Conflict
5. Charter Amendment to Remove and Replace Outdated Statutory References as Proposed by the Board of County Commissioners

If approved by a majority of electors voting on the referendum, each of the proposed Charter amendments shall become effective January 1, 2027 with draft Ordinances to be brought back to the Board for consideration soon thereafter. Additional information on next steps for implementation, as necessary, will be presented to the Board following the November General Election.

Options:

1. Accept the Final Report of the 2025 – 2026 Leon County Citizen Charter Review Committee.
2. Board direction.

Recommendation:

Option #1

Attachments:

1. Final Report of the 2025 – 2026 Leon County Citizen Charter Review Committee
2. March 10, 2026 Status Report on the 2025 – 2026 Leon County Citizen Charter Review Committee

2025-2026

Leon County

Citizen Charter Review Committee

FINAL REPORT

September 2026

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INTRODUCTION AND OVERVIEW

As part of the 1968 Florida Constitutional Revision, the State of Florida's voters approved an amendment which constitutionally-vested all 67 Florida counties with home rule powers and provided citizens with the ability to adopt a county charter. Prior to the 1968 Constitutional Revision, Florida counties only had those powers expressly granted to them by the State.

Charters are formal documents which confer certain powers, duties, and privileges to the county. Charters resemble state constitutions in that they must be approved by the voters within the county. Charter governments reflect community preferences, recognize that a "one-size-fits-all" approach does not work for all counties, provide flexibility in fulfilling state-mandated functions, and provide an increased ability to address local concerns. Through a charter, counties have the power of self-government and the authority to tailor structures, service delivery mechanisms, and intergovernmental relationships to address local issues.

On November 5, 2002, the citizens of Leon County voted to adopt a home rule charter, making Leon County the 19th charter county in Florida. Currently, there are 20 charter counties in the state, which represent over 75% of the state's population. All county charters have a process by which charter revisions and amendments are submitted to the local electorate; however, only 18 counties including Leon County require a regularly scheduled review of their charter by an appointed citizen committee. The purpose of a charter review process is to ensure that the county government continues to reflect the preferences of its citizens.

According to the Leon County Charter (the Charter), a Citizen Charter Review Committee must be convened every eight years and charged with reviewing the Charter and proposing any amendments or revisions for consideration by the Board of County Commissioners (the Board) which may be advisable for placement on the general election ballot. The first Citizen Charter Review Committee was convened in 2009. The second Citizen Charter Review Committee was convened in 2017.

Eight years later, on September 15, 2025, the Board appointed 21 citizens to the 2025-2026 Leon County Citizen Charter Review Committee (the Committee). All members served through July 2026, for a term of nine (9) months, after which a final report was presented to the Board in September 2026.

The Board charged the Committee with the broad purview to recommend any proposed Charter Amendments they deemed advisable and to seek public input in their deliberations.

COMMITTEE MEMBERSHIP AND STAFF

As established by the Leon County Board of County Commissioners, the 2025 – 2026 Leon County Citizen Charter Review Committee consists of 21 Leon County residents with three appointments per Commissioner. Members of the Committee are listed herein. They served without compensation.

Committee Members:	Appointing Commissioner:
Mary Ann Lindley, Chair	Brian Welch
Chauncy Haynes, Vice Chairman	Carolyn Cummings
Joey Davis	Rick Minor
Linda Bond Edwards	Carolyn Cummings
Liz Ellis	Brian Welch
Anita Favors	Rick Minor
Max Herrle	Bill Proctor
Darryl Jones	Nick Maddox
Howard Kessler	David O'Keefe
Henry Lewis, III	Carolyn Cummings
Slaton Murray	Christian Caban
Heidi Otway	Rick Minor
Sean Pittman	Nick Maddox
Ryan Ray	David O'Keefe
Shamarial Roberson	Nick Maddox
Temple Robinson	Bill Proctor
William Smith	Brian Welch
Bruce Strouble, Jr.	David O'Keefe
Jarrett Terry	Bill Proctor
Katrina Tuggerson	Christian Caban
Barry Wilcox	Christian Caban

The 2025 – 2026 Leon County Citizen Charter Review Committee was facilitated by Vincent S. Long, County Administrator, Ken Morris, Assistant County Administrator, and Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives, with legal support and analysis provided by Chasity H. O'Steen, County Attorney. Additional staff support and analysis was provided by Shington Lamy, Assistant County Administrator, Abigail Thomas, Director of the Office of Human Services and Community Partnerships, and Cameron Williams, Management Analyst. The Clerks to the Board, Beryl Wood and Daniel J. Antonaccio, maintained the minutes of the Committee's meetings.

COMMITTEE PROCESS

The Committee was provided with bylaws to assist in guiding the charter review process. Pursuant to the Bylaws of the Leon County Citizen Charter Review Committee, the Committee conducted nine meetings between October 23, 2025, and February 19, 2026. All meetings were publicly noticed, broadcasted and live-streamed, and the opportunity for citizen testimony was provided at every meeting. The meetings were divided among two phases: issue/discussion meetings and decision meetings. During the issue/discussion meetings, Committee members identified Charter Amendment proposals for additional analysis and deliberation. Following Committee discussion and approval, proposals advanced to the second phase of meetings for Committee consideration of proposed Charter Amendment language. The Committee was also required to conduct three public hearings for advancement of any proposed Charter Amendment to the Board for consideration.

At its March 10, 2026 meeting, the Board received a status report on the Committee's review process, including two policy recommendations and three proposed Charter Amendment recommendations advanced by the Committee, as detailed later in this report. At that time, the Board advanced three proposals as Board-initiated Charter Amendments for placement on the November 2026 General Election ballot. Additionally, in May 2026, the Board reconvened the Committee to consider advancing a Charter Amendment to address historic harmful public policy decisions based on geographical areas ("Historic Harm" Charter Amendment). The proposed Historic Harm Charter Amendment was advanced through the Committee's public hearing process.

The Committee conducted the three public hearings on the proposed Historic Harm Charter Amendment on June 30, July 16, and July 30, 2026. At the conclusion of the final public hearing, the proposed Charter Amendment was approved by a majority vote of the Committee to be advanced to the Board for consideration. On August 17, 2026, the Board conducted its public hearing and approved placement of the proposed Charter Amendment on the 2026 General Election ballot.

A comprehensive review of the Committee process including the Charter Amendment proposals, policy recommendations, and additional topics considered by the Committee are included in the following sections of this final report. The current County Charter, Committee Bylaws, meeting minutes, and meeting agendas are included as Appendices.

COMMITTEE RECOMMENDATIONS

As part of the charter review process, the Board had the ability to limit or provide direction to the Committee to address specific issues it deems appropriate. For the current charter review process, the Committee was not limited in its purview and had full discretion to review any and all relevant issues. After consideration and deliberation of numerous policy issues, however, the Board selected one issue for the Committee to consider for advancement as a proposed Charter Amendment: whether the Leon County Charter should provide for County ordinances to prevail over City ordinances in the event of conflict. The Committee discussed this issue at length but did not recommend a Charter Amendment on this issue.

As of the conclusion of its work, the Committee considered a total of fifteen issues and recommended the following two policy recommendations and four Charter Amendments to be advanced to the Board of County Commissioners for consideration:

1. **Proposed Amendment:** Revising the Charter Preamble to Reflect the Esteemed Humanity of all Residents of Leon County
2. **Proposed Amendment:** Revising the Charter Preamble to Affirm the County's Commitment to Creating a Community that is Safe, Vibrant, and Provides Access to Healthcare for All Citizens
3. **Proposed Amendment:** to Codify the County's Affordable Housing Trust Fund in the County Charter
4. **Proposed Amendment:** to Address Historic Harm by Establishing a Community Impact Assessment Process in the County Charter
5. **Policy Recommendation:** Encouraging Leon County and the City of Tallahassee to Consider Alignment of Street Renaming Policies and Procedures to Promote Public Safety
6. **Policy Recommendation:** Encouraging the Board to Create a Division of Food Systems within the Leon County Office of Human Services and Community Partnerships

The following information is provided for each Committee recommendation:

- The proposed Charter Amendment language or policy recommendation advanced by the Committee; and
- A summary of the background and analysis on the specific subject considered by the Committee.

Proposed Amendment Revising the Charter Preamble to Reflect the Esteemed Humanity of all Residents of Leon County

Summary of Committee and Board Action: On February 5, 2026 the Committee voted 18-0 to advance a proposed Charter Amendment revising the Charter Preamble to reflect the esteemed humanity of all residents of Leon County. On March 10, 2026, the Board considered and voted to advance the proposed Charter Amendment as a Board-initiated Charter Amendment. On June 9, 2026, the Board conducted its first and only public hearing to place the Board-initiated Charter Amendment revising the Charter Preamble to reflect the esteemed humanity of all residents of Leon County on the November 3, 2026 General Election ballot.

Proposed Charter Amendment: The following proposed amendment language was recommended to the Board (proposed language is underlined):

> SECTION 1. HOME RULE CHARTER
>
> PREAMBLE
>
> We, the citizens of Leon County, Florida, united in the belief that governmental decisions affecting local interests should be made locally, rather than by the State, and that County government should be reflective of the people of the County and should serve them in achieving a more responsive and efficient form of government, hereby affirm the esteemed humanity of all residents of Leon County. We recognize in every person a shared dignity, not granted by government, but inherent and deserving of consideration in our public affairs. ~~and i~~In order to empower the people of this County to make changes in their own government, we do ordain and establish this Home Rule Charter for Leon County, Florida.

Summary of Background and Analysis: At its January 22, 2026 meeting, the Committee requested Charter Amendment language to incorporate affirmation of the esteemed humanity of all residents as a shared community value in the Charter. Recognizing that the Preamble serves as an introduction and broadly reflects what the Charter seeks to achieve, it does not delineate specific structures, authorities, policies, or provision of services for County government.

With this in mind, at its February 5, 2026 meeting, the Committee was presented with proposed language amending the Preamble of the Charter to reflect the esteemed humanity of all residents of Leon County as a guiding aspiration of the Charter document. The Committee advanced the proposed language, which was presented to the Board in the Committee's March 10, 2026 status report. At that time, the Board advanced the proposal as Board-initiated Charter Amendment for placement on the November 2026 General Election ballot.

Proposed Amendment to Address Historic Harm by Establishing a Community Impact Assessment Process in the County Charter

Summary of Committee and Board Action: At its third and final public hearing on July 30, 2026, the Committee voted 14–0 to recommend a proposed Historic Harm Charter Amendment establishing a process for periodic Community Impact Assessments, public reporting of assessment findings, and the Board's review and consideration of adverse community conditions related to historic County laws, policies, and practices. On August 17, 2026, the Board conducted its first and only public hearings to place the Historic Harm Charter Amendment on the November 3, 2026 General Election ballot.

Proposed Charter Amendment: The following proposed amendment language was recommended to the Board (proposed language is underlined):

ARTICLE VI. COMMUNITY IMPACT ASSESSMENTS

Sec. 6.1. Purpose.

Sec. 6.2. Periodic Community Impact Assessment Process.

Sec. 6.3. Board of County Commissioners Review and Response.

Sec. 6.4. Implementation and Legal Compliance.

Sec. 6.1. Purpose.

(1) The purpose of this article is to provide for the periodic assessments, public reporting, and the Leon County Board of County Commissioners' review of adverse community conditions in historically underserved and vulnerable populations related to the County's historic laws, policies, and practices. This article is intended to inform County decision-making in a manner consistent with applicable state and federal laws.

(2) By April 1, 2027, the Board of County Commissioners shall adopt an ordinance for implementation of this article, consistent with applicable state and federal laws.

Sec. 6.2. Periodic Community Impact Assessment Process.

(1) Leon County shall conduct a periodic community impact assessment of adverse community conditions within geographic areas of the County related to historic County laws, policies and practices, subject to appropriation and funding availability.

(2) The County shall publish the findings of such assessments in a publicly accessible format.

Sec. 6.3. Board of County Commissioners Review and Response.

(1) The Board of County Commissioners shall review and consider the findings of each Community Impact Assessment during a public meeting.

Sec. 6.4. Implementation and Legal Compliance.

(1) This article establishes a periodic process for assessment, public reporting, and the Board of County Commissioners' review and does not mandate specific policy outcomes, funding allocations, or preferential treatment for any individual or group.

(2) Nothing in this article shall be construed to authorize any program, policy, or action inconsistent with applicable state or federal constitutional provisions or statutes, rules, or regulations or any applicable court order.

Summary of Background and Analysis: During the Charter Review process, the Committee requested an analysis of the County's ongoing efforts to reduce poverty and inequity in the community. The analysis highlighted the County's use of empirical data to inform service-delivery decisions, engagement with residents, and significant investments in neighborhoods that have historically experienced poverty. The Committee also considered a member proposal to amend the Charter to require County programs and funding to be targeted in communities that had experienced historic racial discrimination.

Following discussion on January 22, 2026, the Committee directed staff to prepare a draft "Historic Harm" Charter Amendment and corresponding ballot language addressing persistent disparities resulting from historic public policy decisions, including slavery and segregation. On February 19, 2026, the Committee received the requested draft amendment and ballot language, together with an analysis of state and federal actions restricting or prohibiting certain governmental activities based on identified categories, including race. In light of these legal considerations and the County's existing authority and ongoing efforts to address poverty and inequities, the Committee did not advance the proposed amendment.

Upon receiving the Committee's status report on March 10, 2026, the Board requested additional analysis of the Historic Harm proposal, which had been considered, but not advanced by the Committee. Subsequent state and federal actions created additional legal and funding considerations associated with governmental programs and activities involving race and other protected classifications, including the Florida Legislature's passage of SB 1134 (2026) and new federal requirements affecting recipients of federal funding.

On April 10, 2026, the Board received a comprehensive analysis of the initial Historic Harm proposal and these evolving state and federal requirements. Following its review, the Board requested development of a revised framework that could address adverse community conditions associated with historic public policy decisions while remaining consistent with applicable state and federal law. On May 12, 2026, the Board voted to reconvene the Committee to consider a revised Charter Amendment based on geographic areas and community conditions rather than race, gender, ethnicity, or other protected classifications.

On May 28, 2026, the Committee reconvened and received an overview of the Board's direction, the County's existing efforts to address the needs of historically underserved areas and vulnerable populations, and options for a revised Charter Amendment. The Committee voted to advance a revised proposal establishing a Community Impact Assessment process addressing adverse community conditions related to historic County laws, policies, and practices.

The Committee subsequently conducted three public hearings on June 30, July 16, and July 30, 2026. Through the public hearing process, the Committee refined the proposed amendment and ultimately voted 14–0 on July 30th to recommend the proposed Charter Amendment to the Board for consideration for placement on the November 3, 2026 General Election ballot.

Proposed Amendment Revising the Charter Preamble to Affirm the County's Commitment to Creating a Community that is Safe, Vibrant, and Provides Access to Healthcare for All Citizens

Summary of Committee and Board Action: On February 19, 2026, the Committee voted 19-0 to advance a proposed Charter Amendment revising the Charter Preamble to affirm the County's commitment to healthcare access. On March 10, 2026, the Board considered, but did not advance, the CCRC's recommendation and voted to continue the County's long-standing commitment to ensuring healthcare access for low-income residents and thereby supporting an equitable, safe, healthy, and vibrant community.

Proposed Charter Amendment: The following proposed amendment language was recommended to the Board. As approved by the Committee, the proposed revision to the Preamble includes the Committee's previous recommendation regarding the esteemed humanity of all residents of Leon County in the Preamble (**bold**), with additional language (**bold and underlined**) to reflect the Committee's request to affirm the County's long-standing commitment to ensuring healthcare access for low-income residents.

> SECTION 1. HOME RULE CHARTER
>
> PREAMBLE
>
> We, the citizens of Leon County, Florida, united in the belief that governmental decisions affecting local interests should be made locally, rather than by the State, and that County government should be reflective of the people of the County and should serve them in achieving a more responsive and efficient form of government**, hereby affirm the esteemed humanity of all residents of Leon County. We recognize in every person a shared dignity, not granted by government, but inherent and deserving of consideration in our ~~public affairs~~ effort to create a community that is safe, vibrant, and provides access to healthcare for all citizens.**

Summary of Background and Analysis: On December 4, 2025, the Committee requested information regarding funding mechanisms available to support healthcare services for uninsured and underinsured low-income residents. On January 8, 2026, the Committee received an analysis of the County's existing investment in healthcare access, including approximately $7.7 million in annual funding for primary, dental, mental, specialty, and pharmaceutical healthcare services for low-income residents. Throughout its consideration of the issue, Committee members expressed strong support for the County's long-standing efforts and investment in ensuring healthcare access for low-income residents.

Following its review on January 8th, the Committee directed staff to prepare a proposed Charter Amendment affirming the County's commitment to healthcare access. In response to this direction, staff developed proposed language for inclusion in the Charter Preamble, recognizing that the Preamble broadly reflects the principles and aspirations of the Charter rather than establishing specific governmental structures, authorities, policies, or service requirements.

As reported to the Committee, no other Florida county charter includes language regarding the provision of healthcare. County charters generally address broad organizational matters related to the authority, structure, and powers of county government, while healthcare access can be addressed through the Board's existing policymaking and budgetary authority. Accordingly, staff presented an alternative option for the Committee to provide a policy recommendation

encouraging the continuation of Leon County's long-standing commitment to ensuring healthcare access for low-income residents without amending the Charter.

On February 19, 2026, the Committee considered both approaches and voted to recommend the proposed Charter Amendment revising the Charter Preamble to affirm the County's commitment to healthcare access, which was presented to the Board in the Committee's March 10, 2026 status report. On March 10, 2026, the Board considered, but did not advance, the CCRC's recommendation and voted to continue the County's long-standing commitment to ensuring healthcare access for low-income residents and thereby supporting an equitable, safe, healthy, and vibrant community.

Proposed Amendment to Codify the County's Affordable Housing Trust Fund in the County Charter

Summary of Committee and Board Action: On February 5, 2026, the Committee voted 12–6 to advance a proposed Charter Amendment codifying the County's existing Affordable Housing Trust Fund in the Leon County Charter. On March 10, 2026, the Board considered, but did not advance, the CCRC's recommendation and instead directed staff to continue the County's long-standing commitment to increasing and preserving the stock of affordable housing in the community

Proposed Charter Amendment: The following proposed amendment language was recommended to the Board (proposed language is underlined):

Sec. 1.10. - Leon County Affordable Housing Trust Fund.

(1) *Leon County Affordable Housing Trust Fund established.* The Leon County Affordable Housing Trust Fund ("Trust Fund") is hereby established.

(2) *Purposes of Trust Fund.* The purpose of the Trust Fund is to provide a continuing, non-lapsing fund for the Leon County Commission to use to address the need for affordable housing within Leon County. The Trust Fund will be used to create and sustain affordable housing throughout Leon County for renters and homeowners and increase housing opportunities for very low and extremely low-income households.

(3) *Revenue sources.* The Trust Fund established under this section shall be funded as directed by the County Commission, and may be comprised of the following sources:

A. Leon County General Revenue appropriated to the Trust Fund by the County Commission as part of the annual budget;

B. Funds voluntarily contributed by municipalities that may elect to participate in the Trust Fund and programs funded by the Trust Fund;

C. Grants or donations of money, property, or any other thing of value made to the Trust Fund;

D. Mandatory or voluntary payments, including but not limited to fees from new commercial and residential development, made pursuant to the development policies established by ordinance; and

E. Other sources as established by ordinance.

(4) *Continuing Nature of Trust Fund.* Unless otherwise provided by ordinance or required by applicable law, unspent portions of the Trust Fund established under this section, repayments of principal and interest on loans provided from the Trust Fund, and interest earned from the deposit or investment of monies from the Trust Fund:

A. Shall remain in the Trust Fund to be used exclusively for the purposes of the Trust Fund;

B. Do not revert to the general revenues of the County; and

C. Any appropriations do not lapse.

(5) *Administration and Oversight of Trust Fund.* The Trust Fund shall be administered, appropriated, and expended by the County Commission in a manner consistent with

the purposes of the Trust Fund as set forth in this section. The Trust Fund shall be administered in a manner that allows the Trust Fund to leverage other sources of public funds and private investment. The Trust Fund shall be included in the annual audit.

(6) *Implementation by Ordinance.* No later than March 31, 2027, the County Commission shall adopt one or more ordinances implementing the provisions of this section, which ordinances may be amended from time to time by the County Commission consistent with the provisions of this section.

Summary of Background and Analysis:

On January 8, 2026, the Committee received an analysis of the funding sources utilized by Leon County to support affordable housing, including general revenue, infrastructure surtax proceeds, grants, and bond financing. The analysis also detailed how these resources are invested to increase and preserve the community's affordable housing stock through the County's existing Affordable Housing Trust Fund, programs, and services. Throughout its consideration of the issue, Committee members expressed strong support for the County's long-standing commitment to increasing and preserving affordable housing.

Leon County currently maintains an Affordable Housing Trust Fund pursuant to Chapter 8, Article V, of the Leon County Code of Laws. Accordingly, a Charter Amendment was not necessary to provide the Board with additional authority to maintain the Trust Fund or invest in the community's changing affordable housing needs. Rather, the proposed amendment would codify the existing Trust Fund in the Charter and establish broad provisions governing its purpose, potential revenue sources, continuing nature, administration, oversight, and implementation.

Most Florida county charters do not address affordable housing. Four of Florida's 20 charter counties include affordable housing provisions, which generally memorialize the respective county commission's authority to establish and implement a trust fund dedicated to affordable housing. More broadly, the Leon County Charter generally addresses the governing authority, structure, and powers of County government rather than specific policy priorities, which are typically established through the Board's strategic planning, budgetary, policymaking, and ordinance-adoption processes.

Given the Board's existing authority and the County's established Affordable Housing Trust Fund, staff presented an alternative policy recommendation encouraging the continuation of Leon County's long-standing commitment to increasing and preserving affordable housing without amending the Charter. On February 5, 2026, the Committee considered both approaches and voted to recommend the proposed Charter Amendment codifying the Affordable Housing Trust Fund in the Charter, which was presented to the Board in the Committee's March 10, 2026 status report. At that time, the Board considered, but did not advance, the CCRC's recommendation and instead directed staff to continue the County's long-standing commitment to increasing and preserving the stock of affordable housing in the community.

Policy Recommendation Encouraging Leon County and the City of Tallahassee to Consider Alignment of Street Renaming Policies and Procedures to Promote Public Safety

Summary of Committee and Board Action: **On** February 5, 2026, the Committee voted 18-0 to advance a policy recommendation encouraging Leon County to work with the City of Tallahassee (the City) to align street renaming policies and procedures to prevent public safety and emergency services-related issues due to lack of uniformity among street names. On March 10, 2026, recognizing that the County has no means to require a unified process other than through the Charter, the Board directed staff to prepare two Board-initiated Charter Amendments: one providing for uniform countywide street naming, renaming, and addressing standards, and another providing for all County ordinances to prevail over municipal ordinances in the event of conflict, to the extent permitted by law. On June 9, 2026, the Board conducted its first and only public hearings to place both Board-initiated Charter Amendments on the November 3, 2026 General Election ballot.

Summary of Background and Analysis: This policy recommendation was borne from the Board's direction to advance to the Committee for consideration whether County ordinances should prevail over municipal ordinances in the event of a conflict. To support its consideration, the Committee received an analysis on the County's existing regulatory authority and examples of conflicts between County and City ordinances. Among the examples provided to the Committee was the County and City's differing street renaming ordinances and the potential for public safety and emergency services-related issues due to inconsistent naming across segments of roadways.

Historically, the County and City operated under a unified system established through the County's Uniform Street Naming and Property Numbering System Ordinance, applying consistent criteria to roadway naming and numbering for public safety purposes. However, in May 2024, the City adopted a separate ordinance establishing its authority to rename streets within the municipal limits (excluding County-maintained and state roads), resulting in the County no longer being able to apply its standards to City-maintained streets. Since that time, more than ten streets and segments of roadways have been renamed – several of which have resulted in roadways bearing multiple names along the same corridor, creating fragmented street names across a single roadway. In regard to street renaming, regulatory uniformity is critical to ensuring accurate GPS routing, timely emergency response, and the protection of life and property for citizens no matter where they reside within the County. With these considerations in mind, this issue was presented as one example of countywide regulatory uniformity that the Committee may wish to consider when determining whether County ordinances should prevail when a conflict exists.

The agenda materials provided to the Committee made clear that the City made a deliberate decision within its legal authority to adopt its own street renaming process, and the County has no means to effectuate a unified process other than a Charter Amendment providing County ordinances to prevail over City ordinances, broadly or specific to this issue.

Following deliberations, the Committee did not support advancing a Charter Amendment providing for County ordinances to prevail over City ordinances in the event of conflict or in this specific circumstance regarding street renaming standards. However, the Committee recognized the public safety concerns in unifying the street renaming standards and sought to make a policy recommendation to the Board. On February 5, 2026, the Committee approved the policy

recommendation encouraging the County to work with the City to align street renaming policies and procedures.

On March 10, 2026, the Board considered the CCRC's policy recommendation as well as an alternative option to address the issue through a Charter amendment. Recognizing that the County has no means to require a unified process other than through the Charter, the Board directed staff to prepare two Board-initiated Charter Amendments: one providing for uniform countywide street naming, renaming, and addressing standards, and another providing for all County ordinances to prevail over municipal ordinances in the event of conflict, to the extent permitted by law. On June 9, 2026, the Board conducted its first and only public hearings to place both Board-initiated Charter Amendments on the November 3, 2026 General Election ballot.

Policy Recommendation Encouraging the Board to Create a Division of Food Systems within the Leon County Office of Human Services and Community Partnerships

Summary of Committee Action: On February 19, 2026, the Committee voted 12–7 to advance a policy recommendation encouraging the establishment of a Division of Food Systems within the Leon County Office of Human Services and Community Partnerships (HSCP) to coordinate countywide food security efforts. On March 10, 2026, the Board considered the CCRC's recommendation and directed staff to continue the County's long-standing commitment to reducing food insecurity through its existing organizational structure, community engagement, continued investment, and partnerships with local stakeholders, while increasing efforts to promote community awareness of available resources.

Summary of Background and Analysis: On December 4, 2025, the Committee requested an analysis of food security and whether the issue should be addressed in the Leon County Charter. On December 18, 2025, the Committee received the requested analysis, including information regarding the County's ongoing efforts to address food insecurity through community engagement, programs, partnerships, and investment. Throughout its consideration of the issue, Committee members expressed support for the County's existing efforts while identifying opportunities to increase awareness of available resources and strengthen coordination among community partners.

Following its initial review, the Committee directed staff to prepare a proposed Charter Amendment addressing food security. As requested by the Committee, the proposal included establishment of an Office of Food Access and Resilience, recognition of food access and food system resilience as a County responsibility, and inclusion of "equitable access to nutritious food" as a guiding value in the Charter Preamble. On February 19, 2026, the Committee received the proposed Charter Amendment, with the accompanying analysis noting that HSCP already administers programs and services dedicated to reducing food insecurity and increasing food access through the County's strategic investments, policies, community partnerships, and direct services. Because these functions were already aligned within HSCP, creation of a separate office was not recommended.

The Committee was also advised that no other Florida county charter specifically addresses food access or food insecurity and that the Board already has the authority to address food insecurity through its policymaking, programming, partnerships, and budgetary decisions without amending the Charter. Accordingly, staff did not recommend advancing the proposed Charter Amendment and instead presented an alternative policy recommendation encouraging the Board to continue the County's long-standing commitment to reducing food insecurity through the use of empirical data, community engagement, continued investment, and partnerships with local stakeholders to increase food access in areas with high rates of food insecurity.

Following its consideration of the issue, the Committee did not advance the proposed Charter Amendment. Instead, the Committee voted to recommend that the Board establish a Division of Food Systems within HSCP to coordinate countywide food security efforts. The Board also directed that a workshop on this topic be scheduled following completion of the Florida A&M University Food Council report which is anticipated to be completed in December 2026.

ADDITIONAL TOPICS CONSIDERED FOR CHARTER AMENDMENTS

The Citizen Charter Review Committee considered the following topics as possible Charter Amendments but voted at various phases of the Committee process to not advance them as recommendations.

1. Annexation Procedures and Processes
2. Establishment of an Office of Inspector General
3. Leon County Bill of Rights
4. County/City Consolidation
5. Joint City-County Land Development Code
6. Community Values of Diversity, Equity and Inclusion, and Local Business Preference

Annexation Procedures and Processes

Summary of Committee Action: On November 20, 2025, the Committee voted 20–0 to request additional information regarding annexation, including applicable state preemption, statutory annexation procedures, and the County's flexibility in addressing annexation. On December 4, 2025, the Committee received the requested analysis and voted 19–0 to accept the report and take no further action.

Summary Analysis: Annexation of unincorporated property into the City of Tallahassee is governed by Chapter 171, Florida Statutes, as well as the City-County Interlocal Agreement implementing annexation procedures required by the City-County Comprehensive Plan. Generally, property proposed for annexation must be contiguous to the City, reasonably compact, and may not create an enclave.

Florida law establishes separate processes for voluntary and involuntary annexations. Voluntary annexations are initiated by property owners and, in Leon County, generally require review and approval by both the City and County Commissions pursuant to the Interlocal Agreement. Involuntary annexations are initiated by a municipality and are subject to additional statutory requirements, including, in most instances, approval by affected voters through referendum.

Prior to the Committee's review, the Board of County Commissioners considered whether the Charter could establish an exclusive method for annexation or provide for annexation of unincorporated property within Capital Circle. The Committee received the analysis prepared for the Board to inform their discussion on this issue. As presented to the Committee, state law preempts counties from establishing an exclusive process for involuntary annexation and that any Charter provision establishing an alternative process for voluntary annexation would remain subject to the existing City-County Interlocal Agreement. Following its review, the Committee did not advance an annexation-related Charter amendment to the Board for consideration.

Establishment of an Office of Inspector General

Summary of Committee Action: On November 20, 2025, the Committee voted 20–0 to request an agenda item with analysis related to the establishment of an Office of Inspector General (OIG). On February 5, 2026, the Committee received the requested analysis and considered a proposed Charter amendment to establish an independently funded OIG. The proposed amendment failed by a vote of 4–14, after which the Committee voted 16–2 to accept the report and take no further action on the issue.

Summary Analysis: Offices of Inspector General (OIGs) exist at various levels of government to detect, investigate, and prevent fraud, waste, abuse, mismanagement, and misconduct within government organizations. Common OIG functions include conducting investigations and audits, reviewing contracts, and providing other oversight intended to safeguard public resources. Several Florida local governments have established independent OIGs, with the scope and authority of these offices varying by jurisdiction. In some cases, their responsibilities extend beyond internal County operations to functions such as investigating ethics complaints and providing oversight of municipalities or other governmental entities.

Leon County currently performs many functions commonly associated with an OIG through its existing governmental structure without further cost to taxpayers. The independently elected Clerk of Court and Comptroller (Clerk) serves as the auditor and custodian of County funds, and the Charter requires the Clerk to maintain an internal audit function overseen by an independent Audit Committee. Additional safeguards include the County's Code of Ethics and Standards of Conduct, Fraud, Waste, and Abuse Hotline, personnel complaint and investigation procedures, purchasing and contract review, external financial audits, and referral of potential criminal or state ethics violations to the appropriate agencies. The Board also funded an additional Internal Auditor position in FY 2026 to expand auditing capacity.

Four counties have established independent OIGs in their respective charters which are implemented by ordinance: Miami-Dade, Broward, Jacksonville-Duval, and Palm Beach Counties. While their structures and responsibilities vary, these offices generally perform investigative, auditing, contract oversight, and related functions intended to safeguard public resources. To provide these services, however, the average annual budget for the OIG across these counties is $4.5 million (ranging from $1.5 million to $8.7 million in FY 2024). Furthermore, the number of full-time employees (FTEs) of each OIG ranges from 12 to 42 FTEs among the four counties – which potentially reflects personnel fulfilling functions that potentially could be otherwise provided for within Florida's county government structure. Finally, the majority of complaints (87%) received across the four OIGs required no action or were referred to other governmental agencies – further reinforcing the existing oversight, investigative, and enforcement functions in place at the state level.

Leon County Bill of Rights

Summary of Committee Action: On December 4, 2025, the Committee voted 12–7 for information to be brought back on bill of rights established in other county charters in Florida. On January 22, 2026, the requested analysis was presented to the Committee and a motion to prepare Charter Amendment language for this topic using Miami-Dade and Broward charter examples as a framework failed by a vote of 5–9.

Summary Analysis: The Leon County Charter does not contain a separate Bill of Rights, but the Preamble expresses broad principles of representative, responsive, and locally accountable government. Leon County has also adopted policies and resolutions addressing transparency, public participation, ethical conduct, human rights, and other principles commonly reflected in local bills of rights.

Among Florida charter counties, Broward and Miami-Dade Counties contain extensive Bill of Rights provisions within their charters, while Orange and Pinellas Counties provide broader statements that are further implemented through ordinances, policies, and procedures. Many of the individual rights addressed by these provisions are also protected by the U.S. Constitution, Florida Constitution, or existing federal and state law.

In considering whether to establish additional rights through the Leon County Charter, the Committee discussed the legal and practical implications of creating enforceable Charter provisions. Any locally established rights would remain subject to federal and state law and could not regulate matters preempted to higher levels of government. Similar protections could also be established by ordinance, which would provide greater flexibility for the Board to modify those provisions over time as laws and community needs change.

County/City Consolidation

Summary of Committee Action: On December 4, 2025, the Committee voted 17–2 to receive the County's broader analysis of City-County consolidation that had been requested during a recent meeting of the Board of County Commissioners. On December 18, 2025, the Committee received the requested report, including an overview of prior consolidation efforts, the legal process required for governmental consolidation, and the Board's direction to pursue a nonbinding countywide advisory referendum, or "straw ballot," to gauge voter interest. At that time, the Committee voted 18–0 to accept the report and take no further action.

Summary Analysis: Leon County and the City of Tallahassee have previously considered governmental consolidation through four unsuccessful referenda held in 1971, 1973, 1976, and 1992. At the same time, the County and City have achieved functional consolidation in several areas through joint programs and service arrangements, including planning, economic development, infrastructure, emergency communications, and geographic information systems.

Full governmental consolidation cannot be accomplished solely through an amendment to the Leon County Charter. Article VIII, Section 3 of the Florida Constitution requires the Florida Legislature to enact a special act establishing a consolidation plan, followed by approval of that plan by voters through a binding referendum. Development of a consolidation plan would require substantial consideration of matters including governmental structure and representation, existing debts, employees, constitutional officers, service delivery, and taxing authority.

In December 2025, the Board of County Commissioners determined that a nonbinding countywide straw ballot would provide an appropriate first step to gauge public interest before undertaking the extensive process necessary to develop a formal consolidation plan. Because the Board had already established a separate process for further consideration of consolidation, and because full governmental consolidation could not be accomplished through the Leon County Charter alone, the Committee did not pursue development of a Charter Amendment on this issue.

Community Values of Diversity, Equity and Inclusion, and Local Business Preference

Summary of Committee Action: On January 8, 2026, the Committee voted 13–2 to request analysis of potential Charter language recognizing diversity, equity, and inclusion (DEI) and local business preference as community values. On January 22, 2026, the Committee received the requested analysis and voted 13–0 to accept the report and take no further action.

Summary Analysis: The Leon County Charter does not identify specific policy priorities or contain individual community value statements. Rather, its Preamble establishes broad principles that County government should be representative of the people of the County and provide a responsive and efficient form of government. The County has historically addressed poverty, inequities, and other community needs through policies, programs, services, procurement practices, and funding decisions implemented under the Board's existing authority and consistent with applicable state and federal law.

The Committee considered whether the Charter should be amended to expressly recognize DEI and local business preference as community values. With respect to DEI, the Committee's analysis identified ongoing state and federal actions seeking to restrict or prohibit certain DEI-related policies, programs, and funding practices. The Committee was also advised of potential fiscal consequences set forth under federal grant funding requirements.

More broadly, incorporating specific policy priorities into the Charter could limit the County's flexibility to respond to changes in state and federal law and to modify policies and programs as community needs evolve. Such priorities can instead be addressed through the Board's existing policymaking, strategic planning, budgetary, and administrative authority without amending the Charter.

APPENDIX A: CURRENT LEON COUNTY CHARTER

PART I
LEON COUNTY FLORIDA CHARTER[1]

SECTION 1. - HOME RULE CHARTER

ARTICLE I. - CREATION, POWERS AND ORDINANCES OF HOME RULE CHARTER GOVERNMENT

ARTICLE II. - ORGANIZATION OF COUNTY GOVERNMENT

ARTICLE III. - ELECTED COUNTY CONSTITUTIONAL OFFICERS

ARTICLE IV. - POWERS RESERVED TO THE PEOPLE: INITIATIVE AND RECALL

ARTICLE V. - HOME RULE CHARTER TRANSITION, AMENDMENTS, REVIEW, SEVERANCE, EFFECTIVE DATE

SECTION 2. - BALLOT QUESTION TO BE PRESENTED TO ELECTORATE

SECTION 3. - BALLOT QUESTION FORM

SECTION 4. - FURTHER AUTHORIZATION

SECTION 5. - SEVERABILITY

SECTION 6. - EFFECTIVE DATE

CHARTER DISPOSITION TABLE—ORDINANCES

SECTION 1. HOME RULE CHARTER

The proposed Home Rule Charter of Leon County, Florida, shall read as follows: PREAMBLE

We, the citizens of Leon County, Florida, united in the belief that governmental decisions affecting local interests should be made locally, rather than by the State, and that County government should be reflective of the people of the County and should serve them in achieving a more responsive and efficient form of government and in order to empower the people of this County to make changes in their own government, do ordain and establish this Home Rule Charter for Leon County, Florida.

ARTICLE I. CREATION, POWERS AND ORDINANCES OF HOME RULE CHARTER GOVERNMENT

Sec. 1.1. Creation and general powers of Home Rule Charter government.

Sec. 1.2. Body corporate, name and boundaries.

Sec. 1.3. Construction.

[1]Editor's note(s)—The Leon County Home Rule Charter was originally enacted by Ord. No. 2002-07 adopted May 28, 2002; to be presented at special election of Nov. 5, 2002. Ord. No. 2002-16, adopted Sept. 10, 2002, repealed Ord. No. 2002-07 in its entirety. Subsequently, Ord. No. 2002-17, adopted Sept. 10, 2002, special election of Nov. 5, 2002; effective Nov. 12, 2002, enacted the Home Rule Charter to read as set out herein.

Sec. 1.4. County purposes.

Sec. 1.5. Municipal purposes.

Sec. 1.6. Relation to municipal ordinances.

Sec. 1.7. Transfer of power.

Sec. 1.8. Division of powers.

Sec. 1.9. Relation to state law.

Sec. 1.1. Creation and general powers of Home Rule Charter government.

The County shall have all powers of self-government not inconsistent with general law, with special law approved by vote of the electors, or with this Charter. The County shall have all county and municipal powers of self-government granted now or in the future by the Constitution and laws of the State of Florida.

Sec. 1.2. Body corporate, name and boundaries.

Leon County shall be a body corporate and politic. The corporate name shall be Leon County, Florida. The County seat and boundaries shall be those designated by law on the effective date of this Home Rule Charter.

Sec. 1.3. Construction.

The powers granted by this Home Rule Charter shall be construed broadly in favor of the charter government. The specified powers in this Charter shall not be construed as limiting, in any way, the general or specific power of the government as stated in this article. It is the intent of this article to grant to the charter government full power and authority to exercise all governmental powers necessary for the effective operation and conduct of the affairs of the charter government.

Sec. 1.4. County purposes.

The County, operating under this Charter, shall have all special powers and duties which are not inconsistent with this Charter, heretofore granted by law to the Board of County Commissioners, and shall have such additional county and municipal powers as may be required to fulfill the intent of this Charter.

Sec. 1.5. Municipal purposes.

The County shall have all necessary municipal powers to accomplish municipal purposes within the County.

In the event the board of county commissioners levies the municipal public services tax on utilities, any additional recurring or non-recurring fee or charge imposed on a utility relating to the use or occupation of the public rights-of-way shall not exceed what is reasonably necessary to properly monitor and enforce compliance with the county's rules and regulations concerning placement and maintenance of utility facilities in the public rights-of-way.

Sec. 1.6. Relation to municipal ordinances.

(1) Except as otherwise provided by law or this Charter, municipal ordinances shall prevail over County ordinances to the extent of any conflict within the boundaries of the municipality. To the extent that a

county ordinance and a municipal ordinance shall cover the same subject without conflict, then both the municipal ordinance and the county ordinance shall be effective, each being deemed supplemental to the other.

(2) *Minimum Environmental Regulations.* County ordinances shall establish minimum standards, procedures, requirements and regulations for the protection of the environment and shall be effective within the unincorporated and incorporated areas of the County. Such standards, procedures, requirements and regulations shall include, but shall not be limited to, tree protection, landscaping, aquifer protection, stormwater, protection of conservation and preservation features, and such other environmental standards as the Board of County Commissioners determines to be necessary for the protection of the public health, safety, and welfare of the citizens throughout Leon County. Standards shall be designed to place emphasis on supporting healthy natural systems occurring in the environment. However, nothing contained herein shall prohibit a municipality from adopting ordinances, standards, procedures, requirements or regulations establishing a more stringent level of environmental protection within the incorporated area of the County.

(Ord. No. 2010-22, § 1, 8-17-2010)

Sec. 1.7. Transfer of power.

Whenever a municipality, special district or agency shall request, by a majority vote of the governing body, the performance or transfer of a function to the County, the County is so authorized by a majority vote of the Board of County Commissioners to have the power and authority to assume and perform such functions and obligations. This section does not authorize a transfer in violation of Article VIII, § 4 of the Constitution of Florida.

Sec. 1.8. Division of powers.

This Charter establishes the separation between legislative and administrative functions of this government. The establishment and adoption of policy shall be the responsibility of the Board of County Commissioners and the execution of that policy shall be the responsibility of the County Administrator.

Sec. 1.9. Relation to state law.

Special laws of the state legislature relating to or affecting Leon County and general laws of local application which apply only to Leon County, except those laws relating exclusively to a municipality, the school board, or a special district, shall be subject to approval by local referendum to the extent that they are not in conflict with this Charter. All special laws so approved shall become ordinances, and may be subject to amendment or repeal by the Board of County Commissioners.

ARTICLE II. ORGANIZATION OF COUNTY GOVERNMENT

Sec. 2.1. Elected Commission and appointed County Administrator form of government.

Sec. 2.2. Legislative branch.

Sec. 2.3. Executive branch.

Sec. 2.4. County attorney.

Sec. 2.1. Elected Commission and appointed County Administrator form of government.

Leon County shall operate under an elected County Commission and an appointed County Administrator form of government with separation of legislative and executive functions in accordance with the provisions of this

Home Rule Charter. The legislative responsibilities and powers of the County shall be assigned to, and vested in, the Board of County Commissioners. The executive responsibilities and power of the County shall be assigned to, and vested in, the County Administrator, who shall carry out the directives and policies of the Board of County Commissioners and enforce all orders, resolutions, ordinances and regulations of the Board, the Charter and all applicable general law to assure that they be faithfully executed.

Sec. 2.2. Legislative branch.

(1) *The County Commission.* The governing body of the County shall be a Board of County Commissioners composed of seven (7) members serving staggered terms of four (4) years. There shall be one (1) Commissioner elected for each of the five (5) County Commission districts, established pursuant to general law or by ordinance, and they shall be elected by the electors of that district. There shall be two (2) At-large Commissioners elected on a countywide basis by the electors of the County. Elections for all seven (7) members of the County Commission shall be non-partisan. Each candidate for the office of district County Commissioner shall reside within the district from which such candidate seeks election at the time of qualifying to run for that office, and during the term of office each Commissioner shall reside in the district from which such Commissioner ran for office, provided that any Commissioner whose residence is removed from a district by redistricting may continue to serve during the balance of the term of office.

(2) *Redistricting.* Redistricting of County Commission district boundaries shall be in accordance with general law, changed only after notice and a public hearing as provided by general law.

(3) *Salaries and Other Compensation.* Salaries and other compensation of the County Commissioners shall be established by ordinance, and salary shall not be lowered during an officer's term in office.

(4) *Authority.* The Board of County Commissioners shall exercise all legislative authority provided by this Home Rule Charter in addition to all other powers and duties authorized by general law or special law approved by a vote of the electorate.

(5) *Vacancies.* A vacancy in the office of County Commissioner shall be defined and filled as provided by general law.

(6) *Administrative Code.* The County Commission shall adopt an administrative code in accordance with general law.

(7) *Limitation on Campaign Contributions.* No candidate for any County office for which compensation is paid shall accept any contribution from any contributor, including a political committee, as defined by state law, in cash or in kind, in an amount in excess of $250 per election.

(Ord. No. 2010-21, § 1, 8-17-2010)

Editor's note(s)—Effective July 1, 2021, Section 2.2(7) of the Charter has been rendered void pursuant to Chapter 2021-16, Laws of Florida.

Sec. 2.3. Executive branch.

(1) The County Administrator.

(A) The County Administrator shall be appointed by an affirmative vote of a majority plus one (1) of the entire membership of the Board of County Commissioners. The County Administrator shall serve at the pleasure of the Board of County Commissioners until such time as the County Administrator shall be removed by a vote for removal of a majority plus one (1) of the entire membership of the Board of County Commissioners voting during the first regularly scheduled meeting occurring after a meeting of the Board at which a motion expressing the intent of the Board to remove the County Administrator

was adopted by majority vote of those present and voting. The County Administrator shall be the chief executive officer of the County and all executive responsibilities and powers shall be assigned to, and vested in, the County Administrator. The County Administrator shall exercise all executive authority provided by this Home Rule Charter and all other powers and duties authorized by general or special law.

(B) The County Administrator shall be chosen on the basis of his/her professional qualifications, administrative and executive experience, and ability to serve as the chief administrator of the County. The County Administrator shall reside within the County during his/her tenure as County Administrator.

(C) The compensation of the County Administrator shall be fixed by the Board of County Commissioners at a level commensurate with the responsibilities of the position, with performance appraisals conducted by the Board of County Commissioners at least annually.

(D) A vacancy in the office shall be filled in the same manner as the original appointment. The County Administrator may appoint an Acting County Administrator in the case of his/her temporary vacancy.

(2) Senior Management. The County's senior management employees, with the exception of the County Attorney's Staff, shall serve at the pleasure of the County Administrator, who may suspend or discharge senior management personnel with or without cause.

(3) Non-interference by Board of County Commissioners. Except for the purpose of inquiry and information, members of the Board of County Commissioners are expressly prohibited from interfering with the performance of the duties of any employee of the county government who is under the direct or indirect supervision of the County Administrator or County Attorney by giving said employees instructions or directives. Such action shall constitute malfeasance within the meaning of Article IV, Section 7(a) of the Florida Constitution. However, nothing contained herein shall prevent a County Commissioner from discussing any county policy or program with a citizen or referring a citizen complaint or request for information to the County Administrator or County Attorney.

(Ord. No. 2010-23, § 1, 8-17-2010; Ord. No. 2010-24, § 1, 8-17-2010; Ord. No. 2010-25, § 1, 8-17-2010)

Sec. 2.4. County attorney.

(1) There shall be a County Attorney selected by the Board of County Commissioners who shall serve at the pleasure of, and report directly to, the Board of County Commissioners, and shall reside within the County during his/her tenure as County Attorney.

(A) The County Attorney shall provide legal services to the Board of County Commissioners, the County Administrator, and County departments, boards and agencies organized under the Board of County Commissioners.

(B) The compensation of the County Attorney shall be fixed by the Board of County Commissioners at a level commensurate with the responsibilities of the position with performance appraisals conducted by the Board of County Commissioners at least annually.

Sec. 2.5. Code of Ethics.

In order to provide a high level of transparency and ethical conduct under charter government, the Board of County Commissioners shall enact by ordinance a Code of Ethics no later than the first County Commission meeting in December 2019. The Code of Ethics shall prescribe standards of conduct for members of the Board of County Commissioners and its employees, as well as to all members of appointed boards and committees that have been created by the Board of County Commissioners. The Code of Ethics shall supplement and not contradict

or supersede any statutory or administrative standards of conduct which apply to any such officer or employee. The Code of Ethics shall include, but is not limited to, standards of conduct, provisions defining offenses, prescribing penalties within the limits allowed by law, and establishing lobbyist regulations. The Code shall not conflict with the power of the Governor to suspend county officers or of the Senate to remove them from office, or the power of the people to recall them from office.

(Ord. No. 2018-06, § 1, 4-10-2018)

ARTICLE III. ELECTED COUNTY CONSTITUTIONAL OFFICERS

Sec. 3.1. Preservation of constitutional offices.

Sec. 3.2. Non-partisan elections.

Sec. 3.3. Clerk auditor.

Sec. 3.4. Limitation on campaign contributions.

Sec. 3.1. Preservation of constitutional offices.

The offices of the Sheriff, Property Appraiser, Tax Collector, Clerk of the Circuit Court and Supervisor of Elections shall remain as independently elected constitutional offices, and the status, powers, duties and functions of such offices shall not be altered by this Home Rule Charter, or any revisions or amendments hereto, except as provided in Section 5.2 below. The constitutional officers shall perform their executive and administrative functions as provided by law.

Sec. 3.2. Non-partisan elections.

(1) Non-Partisan Offices. The Supervisor of Elections shall be non-partisan.

(A) Non-Partisan Election Procedures. If three or more candidates, none of whom is a write-in candidate, qualify for such office, the names of those candidates shall be placed on a non-partisan ballot at the first primary election. If no candidate for such office receives a majority of the votes cast for such office in the first primary election, the names of the two candidates receiving the highest number of votes for such office shall be placed on the general election ballot.

(B) Qualification by Petition. A candidate for non-partisan office may qualify for election to such office by means of the petitioning process provided in general law.

Editor's note(s)—Pursuant to the holding by the Florida Supreme Court in the *Orange County v. Singh* case (268 So. 3d 668), Section 3.2(1) of the Charter has been rendered unenforceable. Henceforth the election for the office of Supervisor of Elections shall be partisan.

Sec. 3.3. Clerk auditor.

(1) The Leon County Clerk of the Court shall serve as the Auditor to the Commission as specified by law. The Clerk shall employ a Certified Internal Auditor, Certified Public Accountant, or such other person qualified by education or experience in governmental accounting, internal auditing practices and fiscal controls, which shall include at least five (5) years' experience in professional accounting, auditing, governmental fiscal administration or related experience, unless the Clerk holds such qualifications. The Board of County Commissioners shall fund the audit function of the Clerk.

(2) Audit Committee. There shall be a five member Audit Committee of which two members shall be appointed by the County Commission and three by the Clerk. The Audit Committee shall adopt an annual plan of work for the Auditor and shall oversee the work of the Auditor. The Audit Committee members shall be residents of Leon County, none of whom may be an employee or officer of County government, and who have experience as a public accountant, internal auditor, or as a financial manager for a public, private or not for profit institution. The purpose of the Committee is to promote, maintain, and enhance the independence and objectivity of the internal audit function by ensuring broad audit coverage, adequate consideration of audit reports, and appropriate action on recommendations. Clerk shall provide for the organization and duties of the audit committee, including membership terms, voting procedures, officers, sub-committees, meeting schedules and staff support.

Sec. 3.4. Limitation on campaign contributions.

No candidate for any County office for which compensation is paid shall accept any contribution from any contributor, including a political committee, as defined by state law, in cash or in kind, in an amount in excess of $250 per election.

(Ord. No. 2010-21, § 2, 8-17-2010)

Editor's note(s)—Effective July 1, 2021, Section 3.4 of the Charter has been rendered void pursuant to Chapter 2021-16, Laws of Florida.

ARTICLE IV. POWERS RESERVED TO THE PEOPLE: INITIATIVE AND RECALL

Sec. 4.1. Citizen initiative.

Sec. 4.2. Recall.

Sec. 4.1. Citizen initiative.

(1) *Right to Initiate.* The electors of Leon County shall have the right to initiate County ordinances in order to establish new ordinances and to amend or repeal existing ordinances, not in conflict with the Florida Constitution, general law or this Charter, upon petition signed by at least ten percent (10%) of the total number of electors qualified to vote in the County reflecting ten percent (10%) of the total number of electors qualified to vote within each of the five (5) commission districts. The total number of electors qualified shall mean the total number of electors qualified to vote in the last preceding general election.

(2) *Procedure for Petition.* The sponsor of an initiative shall, prior to obtaining any signatures, submit the text of a proposed ordinance to the Supervisor of Elections, with the proposed ballot summary and the form on which signatures will be affixed and obtain a dated receipt therefor. Any such ordinances shall embrace but one (1) subject and matter directly connected therewith. The sponsor shall cause a notice of such submission to be published within fourteen (14) days thereof in a newspaper of general circulation in the County. The allowable period for obtaining signatures on the petition shall be completed not later than one (1) year after initial receipt of the petition by the Supervisor of Elections. The sponsor shall comply with all requirements of general law for political committees, and shall file quarterly reports with the Supervisor of Elections stating, to the best of the sponsor's information and belief, the number of signatures procured. The time and form of such reports may be prescribed by ordinance. When a sufficient number of signatures is obtained, the sponsor shall thereupon submit signed and dated forms to the Supervisor of Elections, and upon submission, shall pay all fees required by general law. The Supervisor of Elections shall, within sixty (60) days after submission of signatures, verify the signatures thereon, or specify a reason for the invalidity of each rejected signature, if the petition is rejected for insufficiency of the number of valid signatures. If the petition is

rejected for insufficiency of the number of signatures, the sponsor shall have an additional thirty (30) days within which to submit additional signatures for verification. The Supervisor of Elections shall, within thirty (30) days of submission of additional signatures, verify the additional signatures. In the event sufficient signatures are still not acquired, the Supervisor of Elections shall declare the petition null and void and none of the signatures may be carried over onto another identical or similar petition.

(3) *Consideration by Board of County Commissioners.* Within sixty (60) days after the requisite number of signatures has been verified by the Supervisor of Elections and reported to the Board of County Commissioners, the Board of County Commissioners shall give notice and hold public hearing(s) as required by general law on the proposed ordinance and vote on it. If the Board fails to enact the proposed ordinance it shall, by resolution, call a referendum on the question of the adoption of the proposed ordinance to be held at the next general election occurring at least forty-five (45) days after the adoption of such resolution. If the question of the adoption of the proposed ordinance is approved by a majority of those registered electors voting on the question, the proposed ordinance shall be declared, by resolution of the Board of County Commissioners, to be enacted and shall become effective on the date specified in the ordinance, or if not so specified, on January 1 of the succeeding year. The Board of County Commissioners shall not amend or repeal an ordinance adopted by initiative prior to the next succeeding general election, without the approval of a majority of the electors voting at a referendum called for that purpose.

(4) *Limitation on Ordinances by Initiative.* The power to enact, amend or repeal an ordinance by initiative shall not include ordinances or provisions related to County budget, debt obligations, capital improvement programs, salaries of County officers and employees, the assessment or collection of taxes, or the zoning of land.

Sec. 4.2. Recall.

All members of the Board of County Commissioners shall be subject to recall as provided by general law.

ARTICLE V. HOME RULE CHARTER TRANSITION, AMENDMENTS, REVIEW, SEVERANCE, EFFECTIVE DATE

Sec. 5.1. Home Rule Charter Transition.

Sec. 5.2. Home rule charter amendments.

Sec. 5.3. Severance.

Sec. 5.4. Home rule charter effective date.

Sec. 5.1. Home Rule Charter Transition.

(1) *General Provisions.* Unless expressly provided otherwise in this Home Rule Charter, the adoption of this Charter shall not affect any existing contracts or obligations of Leon County; the validity of any of its laws, ordinances, regulations, and resolutions; or the term of office of any elected County officer, whose term shall continue as if this charter had not been adopted.

(2) *Initial County Commissioners.* The persons comprising the Leon County Board of County Commissioners on the effective date of this Charter shall become the initial members of the Board of County Commissioners of the Charter government and shall perform the functions thereof until the normal expiration of their terms or until the election and qualification of their successors as provided by law.

(3) *Outstanding Bonds.* All outstanding bonds, revenue certificates, and other financial obligations of the County outstanding on the effective date of this Charter shall be obligations of the Charter government. All actions

taken by the former government relating to the issuance of such obligations are hereby ratified and confirmed. Payment of such obligations and the interest thereon shall be made solely from, and charged solely against, funds derived from the same sources from which such payment would have been made had this Charter not taken effect.

(4) *Employees Continuation.* All employees of the former County government shall, on the effective date of this Charter, become employees of the County government created by this Charter. All existing wages, benefits, and agreements, and conditions of employment shall continue, until modified by lawful action of the County Commission.

Sec. 5.2. Home rule charter amendments.

(1) Amendments Proposed by Petition.

(A) The electors of Leon County shall have the right to amend this Home Rule Charter in accordance with Sec. 4.1 of this Charter.

(B) Each proposed amendment shall embrace but one (1) subject and matter directly connected therewith. Each Charter amendment proposed by petition shall be placed on the ballot by resolution of the Board of County Commissioners for the general election occurring in excess of ninety (90) days from the certification by the Supervisor of Elections that the requisite number of signatures has been verified. If approved by a majority of those electors voting on the amendment at the general election, the amendment shall become effective on the date specified in the amendment, or, if not so specified, on January 1 of the succeeding year.

(2) Amendments and Revisions by Citizen Charter Review Committee.

(A) A Citizen Charter Review Committee shall be appointed by the Board of County Commissioners at least twelve (12) months before the general election occurring every eight (8) years thereafter, to be composed and organized in a manner to be determined by the Board of County Commissioners, to review the Home Rule Charter and propose any amendments or revisions which may be advisable for placement on the general election ballot. Public hearings shall be conducted as provided by F.S. § 125.63.

(B) No later than ninety (90) days prior to the general election, the Citizen Charter Review Committee shall deliver to the Board of County Commissioners the proposed amendments or revisions, if any, to the Home Rule Charter, and the Board of County Commissioners shall consider such amendments or revisions to be placed on the general election ballot, in accordance with F.S. § 125.64.

(C) If the Citizen Charter Review Committee does not submit any proposed Charter amendments or revisions to the Board of County Commissioners at least ninety (90) days prior to the general election, the Citizen Charter Review Committee shall be automatically dissolved.

(3) Amendments Proposed by the Board of County Commissioners.

(A) Amendments to this Home Rule Charter may be proposed by ordinance adopted by the Board of County Commissioners by an affirmative vote of a majority plus one (1) of the membership of the Board. Each proposed amendment shall embrace but one (1) subject and matter directly connected therewith. Each proposed amendment shall only become effective upon approval by a majority of the electors of Leon County voting in a referendum at the next general election. The Board of County Commissioners shall give public notice of such referendum election at least ninety (90) days prior to the general election referendum date.

(B) If approved by a majority of those electors voting on the amendment at the general election, the amendment shall become effective on the date specified in the amendment, or, if not so specified, on January 1 of the succeeding year.

Sec. 5.3. Severance.

If any provision of this Charter or the application thereof to any person or circumstance is held invalid, the invalidity shall not affect other provisions or applications of the Charter which can be given effect without the invalid provision or application, and to this end the provisions of the Charter are declared severable.

Sec. 5.4. Home rule charter effective date.

This Charter shall become effective November 12, 2002.

SECTION 2. BALLOT QUESTION TO BE PRESENTED TO ELECTORATE

The proposed Charter of Leon County, Florida, shall be presented to the qualified Leon County electorate by placing the question of whether to adopt same on the ballot at the special election to be held on November 5, 2002.

SECTION 3. BALLOT QUESTION FORM

The question on the ballot shall be substantially in the following form:

CHARTER FOR LEON COUNTY, FLORIDA

AS PROPOSED BY LEON COUNTY ORDINANCE NO. 2002-___

Question

Shall there be a Home Rule Charter for Leon County, Florida, establishing all rights and powers of local self government; authorizing the proposal and adoption of ordinances by voter initiative and referendum; preserving elected constitutional county officers; providing a non-partisan Supervisor of Elections; providing for non-partisan elections of county commissioners; allowing recall of commissioners by citizen referendum; and providing a method of amendment, which shall take effect November 12, 2002?

Yes for Approval ___

No for Rejection ___

SECTION 4. FURTHER AUTHORIZATION

The Board of County Commissioners of Leon County, Florida, is authorized to adopt all resolutions and take all actions necessary in order for this Charter referendum proposition and those propositions referenced in the Preamble and Articles of the proposed Charter herein to be properly placed on the ballot for the special election of November 5, 2002. Said referendum shall be conducted according to the requirements of law governing referendum elections in the State of Florida.

SECTION 5. SEVERABILITY

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 thereof.

SECTION 6. EFFECTIVE DATE

This ordinance shall have effect upon becoming law, but shall be of no further force or effect if the proposed Charter is not duly approved at the November 5, 2002, special election. The Charter of Leon County, Florida, as proposed by this Ordinance, shall become effective November 12, 2002, if the Charter is approved by a "yes" vote by a majority of those duly qualified electors voting on the question posed at the November 5, 2002, referendum.

DULY PASSED AND ADOPTED BY the Board of County Commissioners of Leon County, Florida, this 9th day of September, 2002.

LEON COUNTY, FLORIDA

BY:

/s/ DAN WINCHESTER

CHAIRMAN

BOARD OF COUNTY

COMMISSIONERS

ATTESTED BY:

/s/ BOB INZER

CLERK OF THE COURT

BY:

CLERK

APPROVED AS TO FORM:

COUNTY ATTORNEY'S OFFICE

LEON COUNTY, FLORIDA

BY:

/s/ HERBERT W.A. THIELE, ESQ.

COUNTY ATTORNEY

APPENDIX B: LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE BYLAWS

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BYLAWS OF THE LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

In order to govern its function and operation in a manner consistent with the Home Rule Charter of Leon County, Florida, approved by the electorate of Leon County on the 5th day of November 2002 and subsequently amended on the 2nd day of November 2010 and on the 6th day of November 2018, the Leon County Citizens Charter Review Committee (hereinafter "Committee") hereby adopts the following Bylaws.

It shall be the duty of the Committee to carry out the following charge: To review the Home Rule Charter of Leon County, Florida and propose any amendments or revisions for consideration by the Board of County Commissioners (BCC) which may be advisable for placement on the general election ballot.

ARTICLE I.

APPLICABLE FLORIDA LAWS AND BCC POLICIES

Section 1.1 **Public Records Law and E-Mails:** Each member of the Committee shall comply with the Florida's Public Records Law, Chapter 119, Florida Statutes (F.S.), and Leon County BCC Policy 96-4, "Public Records, Electronic Communications, and Records Retention", as may be amended from time to time, and each member of the Committee shall be provided a copy of BCC Policy 96-4.

Section 1.2 **Government In the Sunshine Law:** Each member of the Committee shall comply with applicable provisions of the Florida Government in the Sunshine Law, Chapter 286, F.S., as may be amended from time to time.

Section 1.3 **Code of Ethics:** The Committee shall comply with the County's Code of Ethics as set forth under Chapter 2, Article XII, of Leon County Code of Laws and the following state laws with regard to the Florida Code of Ethics for Public Officers and Employees:

Clause 1.3.1 Each member of the Committee shall comply with Section 112.3143, F.S., "Voting Conflicts", as may be amended from time to time, and shall be provided a copy of Section 112.3143, F.S.

Clause 1.3.2 Each member of the Committee shall abide by the Standards of Conduct set forth in Section 112.313, F.S., as may be amended from time to time, and shall be provided a copy of Section 112.313, F.S.

ARTICLE II.

OFFICERS AND DUTIES

Section 2.1 The Committee shall appoint a Chairperson and Vice-Chairperson by a simple majority vote at its first meeting.

Section 2.2 The Chairperson and Vice-Chairperson shall serve until the dissolution of the Committee and assume the following powers and duties:

Clause 2.2.1 The Chairperson shall preside at all regular and special meetings of the Committee.

Clause 2.2.2 The Chairperson shall represent the Committee at all functions and activities (but without authority to state any position of the Committee not previously approved).

Clause 2.2.3 The Chairperson shall call special meetings when necessary;

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Clause 2.2.4 The Chairperson shall set meeting agendas in coordination with County staff.

Section 2.3 In the event of the Chairperson's absence, or at the direction of the Chairperson, the Vice-Chairperson shall assume the powers and duties of the Chairperson.

Section 2.4 In the event that either the Chairperson or the Vice-Chairperson is unable to complete their term or fulfill their duties, a replacement from among its members should be appointed with a simple majority vote of the Committee as soon as reasonably possible.

ARTICLE III.

TERM OF MEMBERS

Section 3.1 Each member shall serve on the Committee beginning on October 23, 2025 through February 19, 2026 for all regular and special meetings or upon completion of business. In addition, as necessary, the Committee may be required to hold three public hearings on proposed Charter amendments between June and July of 2026.

ARTICLE IV.

ATTENDANCE AND REPLACEMENT OF MEMBERS

Section 4.1 **Attendance at Meetings:** Regular attendance and attention to the business of the Committee is expected. All Committee members are required to attend meetings in person.

Section 4.2 **Vacancies**: The seat of any member who fails to attend three consecutive regular meetings, without previous notification, shall be presumed vacant. A seat deemed vacant may be filled by the appointing County Commissioner no later than the BCC's December 9, 2025 meeting. Following the BCC's December 9, 2025 meeting, recognizing that the Committee will be nearing completion of its regular meeting schedule, any vacant seat shall remain unfilled through the remainder of the Committee's business.

ARTICLE V.

MEETINGS

Section 5.1 **Regular Meetings:** The Committee shall hold biweekly meetings on Thursdays. Such regular meetings shall be held at **the Leon County Library** or at an alternative location, approved by the County Administrator, as necessary. The regular meeting schedule will be posted to the County's webpage in advance of the Committee's first meeting. The duration of meetings shall not exceed **two** hours unless extended by a simple majority vote of the Committee. In order to expedite meetings, the Chairperson may place time limits on discussion of agenda items.

Section 5.2 **Special Meetings:** The Chairperson, or a simple majority vote of the Committee, may call a special meeting of the Committee to discuss any issue properly before the Committee. Such special meetings may be convened only after notification is given to each member of the Committee and after public notice is given, no later than three days before the special meeting is scheduled to begin.

Section 5.3 **Public Comment (In-Person):** The Committee will consider public comment on all substantive agenda items. Under the agenda item of "Public Comment", interested citizens shall be afforded an opportunity to provide in-person comments on matters before the Committee. The remarks of any citizen should be germane to the agenda or matters to come before the Committee. Each agenda shall include a point during the meeting at which "Public Comment" may be made. Each citizen addressing the

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Committee is asked to observe the general rules of courtesy and civility, and to avoid repetition of other speakers. Citizens are asked to limit their comments to three minutes in the interest of fairness to all citizens desiring to be heard; although, this requirement may be waived at the discretion of the Chairperson for good cause.

Clause 5.3.1 Written Public Comment: Citizens wishing to provide written public comment on matters before the Committee shall be afforded the opportunity to submit their comments at CCRC@LeonCountyFL.gov. To ensure adequate time for distribution and Committee review, written comments are required to be submitted at least 24 hours prior to the scheduled meeting time. Comments submitted after the deadline will be added to the official minutes of the meeting, but the County cannot guarantee that the Committee will have adequate time to review those comments prior to the meeting.

Section 5.4 Meeting Agendas: County staff shall assist the Chairperson of the Committee in developing an agenda for each meeting of the Committee. The agenda for regular meetings of the Committee shall be generally as follows, subject to amendment or revision by the Committee Chairperson or a majority of the members present:

I. Call to Order
II. Roll Call
III. Approval of Minutes of Previous Meeting
IV. Reports of Chairperson (if any)
V. Presentations by Invited Guests
VI. Remarks of Interested Citizens
VII. Unfinished Business
VIII. New Business
IX. Adjournment with Day Fixed for Next Meeting

Section 5.5 Official Acts and Quorum: Any and all official acts by the Committee shall require a majority vote of the members present and voting, except as otherwise set forth in these Bylaws; however, the Committee shall take no such action unless a quorum is present at the meeting. In order to constitute a quorum, there must be a majority of the Committee's current membership present at the meeting. The minutes of the meeting shall reflect the number of affirmative votes on a motion and shall specify the names of any members voting against the motion.

No member of the Committee shall have the power to vote by proxy. Only those members physically present shall be entitled to vote. Telephonic participation is not permitted.

Section 5.6 Meeting Minutes: Minutes shall be taken by the Clerk to the BCC at all regular and special meetings of the Committee. Minutes of Committee proceedings shall be filed with the County in accordance with BCC Policy No. 03-15, "Board-Appointed Citizen Committees."

Section 5.7 Procedure: *Roberts' Rules of Order Revised* shall govern the procedure of all meetings. No action taken by the Committee shall be deemed void or invalid because of a failure to adhere to *Robert's Rules of Order Revised*.

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BYLAWS OF THE LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

ARTICLE VI.
DELIBERATIONS

Section 6.1 The Committee shall conduct meetings in three phases: (1) Issues Agendas, (2) Decision Agendas, and (3) Public Hearings and Transmittal (as necessary).

Clause 6.1.1 **Issues Agendas:** In the first phase of meetings, the Committee shall identify policy issues for discussion and potential recommendations to the BCC for placement on the general election ballot. By simple majority vote, the Committee shall approve policy issues to be considered and schedule Issues Agenda meetings at which the approved issues shall be discussed. Once the preliminary policy issues have been approved for discussion during Issue Agenda meetings, additional policy issues may be added and scheduled upon the request of 2/3 of Committee membership present.

Any issue may be stricken from further consideration at Issues Agenda meetings by a majority of those members present.

Clause 6.1.2 **Decision Agendas:** By a simple majority vote, the Committee shall approve those issues to be discussed during the second phase of meetings and schedule Decision Agenda meetings at which sample text of proposed amendments shall be considered. After a proposed amendment has been discussed, the Committee may, by a simple majority vote of those members present, direct County staff to prepare proposed amendments for review at public hearings and inclusion in the BCC status report to be presented in March 2026.

Clause 6.1.3 **Public Hearings and Transmittal:** In accordance with the County Charter and Section 125.63, F.S., the Committee must hold at least three public hearings, at intervals not less than 10, nor more than 20, days apart. After all hearings, the Committee shall amend (if necessary) and approve the proposed Charter amendments, ballot titles, and summaries for recommendation to the BCC with the concurrence of a simple majority vote of present Committee membership. These public hearings, if necessary, would be held in June and July 2026.

The Committee shall direct the Chairperson to transmit the proposed amendments, ballot titles, and summaries to the BCC by Wednesday, August 5, 2026.

ARTICLE VII.
POLICY ON PUBLICITY

Section 7.1 Public statements by the Committee shall be coordinated through the Chairperson and County staff. Members of the Committee may make public or private statements of their personal feelings, attitudes or beliefs at any time. In making such statements, members of the Committee shall on every occasion make an affirmative statement that their views are not represented as the views of the Committee as a whole. The Chairperson of the Committee shall be responsible for announcing the adopted positions of the Committee.

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BYLAWS OF THE LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

ARTICLE VIII.

AMENDMENTS TO BYLAWS

Section 8.1 **Amendments:** These rules and policies shall be presented by staff and adopted as the Bylaws of the Committee at its first meeting. The Bylaws may be amended by an affirmative vote of 2/3 of the entire Committee's membership. The Amended Bylaws shall become effective upon the approval of the County Attorney as to the legality of the form and content of such amendment.

Approved As To Legality of Form and Content:

County Administrator's Office

BY: _____

Vincent S. Long
County Administrator

County Attorney's Office

DocuSigned by:
BY: Chasity H. O'Steen
BCE5E0EFD079484...

Chasity H. O'Steen
County Attorney

APPENDIX C: MEETING MINUTES

Citizen Charter Review Committee
October 23, 2025
11:30 a.m. - 1:30 p.m.
Leon County Main Library
Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on October 23, 2025, at 11:30 a.m. in the Leon County Main Library with Committee members Mary Ann Lindley, Chauncy Haynes, Darryl Jones, Sean Pittman, Linda Bond Edwards, Henry Lewis III, Bruce Strouble Jr., Howard Kessler, Ryan Ray, Liz Ellis, Joey Davis, Anita Favors, Barry Wilcox, Katrina Tuggerson, Slaton Murray, Temple Robinson, Max Herrle, Shamarial Roberson, and Jarrett Terry in attendance. Committee members Heidi Otway and William Smith were absent. Also present were County Administrator Vince Long, Assistant County Administrator Ken Morris, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Management Analyst Cameron Williams, and Clerks to the Board, Beryl Wood and Daniel J. Antonaccio.

Absent Members: Heidi Otway and William G. Smith

Opening Remarks & Committee Charge – Vincent S. Long, County Administrator

County Administrator Vince Long convened the inaugural meeting of the Citizen Charter Review Committee, welcoming members and expressing appreciation for their willingness to serve. He thanked the members on behalf of the Board of County Commissioners, county staff, and the community, emphasizing that their contributions are essential to maintaining an effective and representative home-rule government.

He provided an overview of the Charter Review process, noting that the Committee convenes once every eight years to review the Leon County Charter, referred to as the "home rule constitution", and make recommendations to the Board of County Commissioners. Members will have 120 days to conduct their review and may propose amendments or determine that no changes are necessary. The Board granted broad latitude for discussion, identifying only one specific issue requiring formal review, which will be addressed later in the process.

Committee Introductions:

County Administrator Long stated that county staff's role is to fully support the Committee. He introduced key members of the staff resource team:

- Chasity O'Steen, County Attorney
- Ken Morris, Assistant County Administrator
- Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives and primary staff liaison
- Cameron Williams, Management Analyst

He emphasized that the process will be methodical and transparent, with members reviewing every article and section of the Charter to ensure that it continues to reflect the needs and preferences of the community.

Each member of the Committee introduced themselves and shared their background and connection to Leon County.

Commissioner Proctor welcomed the Committee and spoke to their diversity.

Commissioner Minor thanked everyone for being present and for their public service.

Overview of Charter Government:

County Administrator Vince Long provided an overview presentation on the history, purpose, and framework of charter county government in Florida. County Administrator Long explained that a county charter functions as a home rule constitution, the local governing document that defines the framework, authority, and structure of county government. It is a *living document*, subject to amendment only by the local electorate.

The concept of charter county government, he said, arises from the principle that *one size does not fit all* in local governance. No two Florida counties are identical, and each faces unique local issues and needs. He noted that while all counties must fulfill the same state-mandated responsibilities, charters allow local governments to tailor their organization and powers to fit their communities.

County Administrator Long provided an overview of Florida History related to the operation of local governments under "Dillon's Rule" prior to the 1968 Constitutional Revision. County Administrator Long's overview continued with how the 1968 Constitutional Revision granted home rule authority to local governments by allowing counties to adopt charters by local referendum to exercise greater autonomy and flexibility in addressing community-specific issues. Since that time, 20 of Florida's 67 counties have adopted charters, representing roughly 75–80 percent of the state's population.

Leon County's Charter:

County Administrator Long noted that Leon County adopted its charter in 2002, describing it as a "starter charter." This approach, he said, is common among first-time charter counties and typically codifies the existing structure of government at the time of adoption, with the understanding that amendments will occur as the community evolves.

Charter Amendment Process:

Mr. Long outlined the three mechanisms through which a county charter may be amended. He emphasized that any proposed amendment must be approved by a majority vote of the local electorate at a general election.

1. Citizen Petition:

- Requires signatures from 10% of registered voters countywide, including 10% from each County Commission district.
- May be initiated at any time, provided the proposed amendment appears on a general election ballot.
- This method has never been utilized in Leon County.

2. County Commission Action:
   - Requires a majority plus one vote of the Board of County Commissioners.
   - The Board may propose amendments at any time.
   - This method has never been utilized.
3. Citizen Charter Review Committee:
   - As established in the Leon County Charter, this citizen committee convenes every eight years to review and recommend Charter amendments to the Board of County Commissioners.

Past Citizen Charter Review Committees:

Mr. Long provided a brief history of the previous Citizen Charter Review Committees convened since the charter's adoption in 2002.

2010 Citizen Charter Review Committee:

The 2010 Committee proposed seven amendments to the Board of County Commissioners.

1. Tourism Development Structure
2. Minimum Countywide Environmental Standards.
3. Employment of the County Administrator
4. Non-Interference Policy
5. Campaign Contributions
6. Petition Thresholds
7. Future Citizen Charter Review Committee Authority

Of the seven proposals, the Board advanced six to the ballot, excluding the "Future Citizen Charter Review Committee Authority" proposal. Five of the six proposed amendments were approved by voters; the "Petition Thresholds" amendment was not adopted.

2018 Citizen Charter Review Committee:

The 2018 Committee advanced two amendments to the Board:

1. Adoption of a Code of Ethics by Ordinance

2. Employment of the County Attorney

Of the two proposals, the Board advanced the "Adoption of a Code of Ethics by Ordinance" amendment to the ballot which was approved by voters. The "Employment of the County Attorney" was not advanced by the Board as a proposed Charter Amendment but instead was effectuated through the adoption of a County Ordinance.

County Administrator Long concluded that these prior reviews demonstrate the evolution of the County Charter and the community's ability to make meaningful, measured changes through the structured review process.

Charter Authority, Limitations, and Board Direction:

County Administrator Long concluded his overview by summarizing what county charters may and may not do, as well as outlining the specific direction provided by the Board of County Commissioners for this Citizen Charter Review Committee cycle.

Board Direction to the 2025/2026 Citizen Charter Review Committee:

County Administrator Long reminded the Committee that the Board of County Commissioners had not imposed any limits on the group's scope of review, granting broad latitude to examine all aspects of the charter. He stated that the Board identified one specific issue for the committee's objective consideration:

- Whether to recommend an amendment providing that county ordinances prevail in cases of conflict with municipal ordinances, except where restricted by state law.

This topic will appear as a formally agendaed discussion item later in the review process, with full staff analysis and legal guidance.

Overview of Florida's Open Government Laws - Chasity O'Steen, County Attorney

County Attorney Chasity O'Steen briefed the Committee on Florida's Open Government Laws, including the Sunshine Law, Public Records, and Code of Ethics and its application to members of the Citizen Charter Review Committee, as summarized below. County Attorney O'Steen also provided guidance related to public statements made by CCRC members.

- Sunshine Law: Requires that all public meetings be noticed, are open and accessible to the public and minutes are kept. A meeting is defined as two or more members of the same decision making body talking about substantive matters that may come before the Committee.
- Public Records Law: All written communication made or received related to the official business of the CCRC are considered public record and should be retained appropriately.
- Florida Code of Ethics: Protects against any conflict of interest and establishes standards for the conduct in situations where conflicts may exist which applies to CCRC members as Board Appointed Committee Members.

Committee Bylaws & Committee Schedule - Nicki Hatch

Mrs. Nicki Hatch provided an overview of the Citizen Charter Review Committee Bylaws as adopted by the Board of County Commissioners to guide the Committee's deliberations and ensure orderly and transparent proceedings. The overview summarized various sections of the Bylaws including quorum and voting requirements, public comment protocols, and the election and role of the Chair and Vice Chair:

Election of Officers:

Mrs. Hatch stated that one of the first actions of the Committee would be the election of officers.

Election of Chair Motion:

Darryl Jones nominated Mary Ann Lindley to serve as Chair, noting her prior service on the Leon County Board of County Commissioners. The nomination was seconded by Sean Pittman.

There being no other nominations, the vote was called. The motion carried unanimously, and Mary Ann Lindley was elected Chair of the Leon County Citizen Charter Review Committee.

The motion passed 19 - 0.

Chair Lindley expressed appreciation to the members for their confidence and stated she looked forward to working collaboratively with the Committee.

Election of Vice Chair Motion:

Linda Bond Edwards nominated Chauncy Haynes to serve as Vice Chair. The nomination was seconded by Jarrett Terry.

There being no other nominations, the vote was called. The motion carried unanimously, and Chauncy Haynes was elected Vice Chair of the Leon County Citizen Charter Review Committee.

The motion passed 19 – 0.

Process and Schedule Overview: Presenter - Ken Morris, Assistant County Administrator

Mr. Ken Morris provided an overview of the Committee's process and timeline, including the three-phase structure for the Committee's deliberations to ensure a methodical and transparent process.

Meeting Structure and Workflow:

1. Issue/Discussion Meetings (Step 1) – Members can request any idea for a proposed charter amendment to be placed on the agenda for formal consideration by the Committee. If approved by a simple majority vote of the Committee, staff

will prepare an analysis of the proposal to be placed on the Committee's agenda for consideration.

2. Decision Meetings (Step 2) – If approved by a simple majority vote of the Committee, the Committee can request staff to prepare proposed charter amendment language for Committee consideration.
3. Public Hearings (Step 3) – If approved by a simple majority vote of the Committee, the Committee can advance proposed charter amendment language to Public Hearing for Committee consideration. Upon conclusion of the public hearings, the Committee can, upon approval by a simple majority vote, recommend the proposed charter amendment language to the Board of County Commissioners.

Mr. Morris reported that the Committee is scheduled to complete its work by February 19, with an interim report to be presented to the Board of County Commissioners in March. If the Committee advances proposed charter amendments, public hearings will be scheduled in June and July 2026.

Public Comment:

Chair Lindley opened the floor for public comment.

Staff noted that no speaker cards had been submitted prior to the meeting. Chair Lindley invited any members of the public present to speak; no speakers came forward.

Next Meeting and Adjournment:

The next Citizen Charter Review Committee meeting will be held on Thursday, November 6. Members were encouraged to contact staff with any questions prior to the next meeting.

Chair Lindley called for adjournment of the CCRC Meeting. It was moved by Ryan Ray, seconded by Sean Pittman, to adjourn at 1:27 p.m.

The motion passed 19 – 0.

ATTEST:

Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

Beryl A. Wood

Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

Citizen Charter Review Committee
November 6, 2025
11:30 a.m. – 1:30 p.m.
Leon County Main Library
Programming Room A

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on November 6, 2025, at 11:30 a.m. in the Leon County Main Library with Committee members Mary Ann Lindley, Chauncy Haynes, Darryl Jones, Linda Bond Edwards, Henry Lewis, III, Bruce Strouble, Jr., Howard Kessler, Ryan Ray, Liz Ellis, Joey Davis, Anita Favors, Barry Wilcox, Katrina Tuggerson, Slaton Murray, Temple Robinson, Max Herrle, Shamarial Roberson, Heidi Otway and Jarrett Terry in attendance. Also present were County Administrator Vince Long, Assistant County Administrator Ken Morris, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Management Analyst Cameron Williams, and Clerks to the Board, Beryl Wood and Daniel J. Antonaccio.

Absent Members: William Smith and Sean Pittman.

Call to Order and Opening Mary Ann Lindley, Chair

Chair Lindley called the meeting to order at 11:30 a.m. She welcomed Committee Member, Heidi Otway. She gave comments on how they would proceed by turning their name card upright to be acknowledged to speak and make sure microphones are turned on.

Consent

Vice Chairman Chauncy Haynes moved, seconded by Linda Bond Edwards, to approve the consent Agenda as presented.

The motion passed 18 – 0 with Committee Members Ryan Ray, Sean Pittman and William Smith not present.

2. Approval of October 23, 2025 Meeting Minutes

3. Approval of Committee Bylaws

4. Receipt & File of Written Public Comments

Presentations

Overview of Leon County Government Vincent S. Long, County Administrator

County Administrator Long gave a brief overview of Leon County Government, including the County's organizational structure, budget, Leon LEADs model, Strategic Plan and Annual Report.

- *Ryan Ray arrived at this juncture of the meeting.*

Overview of Leon County Charter by Article & Recap of Charter Amendment Process

Nicki Hatch provided a brief recap of the Leon County Charter by article as follows:

- Article I – Creation and Relationship with Other Governments
- Article II – County Government Structure
- Article III – Constitutional Officers

- Article IV – Citizen Initiative and Ordinance Process
- Article V – Charter Amendment and Implementation

She continued with a recap of the charter amendment process for the Committee, as detailed in the process summary included in the resource binder provided to Committee members.

Public Comment:

- Ernie Paine, 2006 East Indianhead Drive, appeared before the CCRC to advocate for the establishment of an independent Office of Inspector General to promote accountability in areas such as ethics, fraud, waste, abuse, and misconduct, and serve as the statutory agent for whistleblower complaints under state law.
- Stanley Sims, 1420 Avondale Way, appeared before the CCRC to remind members to honor and uphold the interests of Leon County citizens.

General Business

Board Issue for Committee Consideration - Chasity O'Steen & Ken Morris

Agenda Item A: Leon County Ordinances in Relation to Municipal Ordinances

County Attorney O'Steen and Assistant County Administrator Ken Morris introduced and provided a brief overview of the item.

Mr. Jones requested clarification regarding the County's authority related to street renaming compared to street maintenance.

County Attorney O'Steen confirmed that street naming and street maintenance are related, but they're separate jurisdictional issues. The authority to name or rename a road is distinct from the authority to maintain or repair it. She noted they may fall under different statutory and operational frameworks.

Committee discussion followed.

Barry Wilcox moved, seconded by Anita Favors, for Option #2 and to bring back examples and possible solutions to conflict points brought up in this meeting.

Mrs. Favors asked if it could be refined slightly so we're not asking staff to review everything under the sun, but to focus on specific areas of known or likely conflict. Maybe prioritize some examples that have come up today, or ones staff is already aware of, and bring those back with possible solutions.

Mr. Wilcox agreed to amend the motion accordingly, to direct staff to identify existing or recurring points of conflict between County and City ordinances, and provide examples and possible solutions for discussion at a later meeting.

Barry Wilcox moved, seconded by Anita Favors for Option #2 and to bring back examples and possible solutions to conflict points brought up in this meeting. During the next meeting, the committee may discuss other topics.

The motion carried 19 – 0 with Committee Members William Smith and Sean Pittman not present.

Committee Discussion on Proposed Charter Amendments

Chair Lindley welcomed members to begin discussion and offer ideas for a proposed charter amendment for consideration by the committee.

The following topics were offered for CCRC consideration:

1. Offered by Howard Kessler:

   Howard Kessler moved, seconded by Bruce Strouble, to bring back information on establishing an Office of Inspector General in the County Charter.

   The motion carried 19 – 0 with Committee Members William Smith and Sean Pittman not present.

2. Offered by Max Herrle:

   Max Herrle moved, seconded by Joey Davis, to bring back information on the matters included in the material distributed by Max Herrle during the meeting, as follows:

   - Voting Threshold to Select or Terminate the County Administrator
   - County Commission Compensation
   - Funding Mechanism for Affordable Housing
   - Funding Mechanism for Fire Services
   - Leon County Bill of Rights

   The motion carried 19 – 0 with Committee Members William Smith and Sean Pittman not present.

Adjournment:

Chair Lindley adjourned the meeting at 1:35 p.m.

ATTEST:

Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

Citizen Charter Review Committee
November 20, 2025
11:30 a.m. – 1:30 p.m.
Leon County Main Library
Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on November 20, 2025, at 11:30 a.m. in the Leon County Main Library with Committee members Mary Ann Lindley, Chauncy Haynes, Darryl Jones, Sean Pittman, Linda Bond Edwards, Henry Lewis, III, Bruce Strouble, Jr., Howard Kessler, Ryan Ray, Liz Ellis, Joey Davis, Anita Favors, Barry Wilcox, Katrina Tuggerson, Slaton Murray, Max Herrle, Shamarial Roberson, Heidi Otway, William Smith and Jarrett Terry in attendance. Also present were County Administrator Vince Long, Assistant County Administrator Ken Morris, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Management Analyst Cameron Williams, and Clerk to the Board, Daniel J. Antonaccio.

Absent Member: Temple Robinson.

Call to Order and Opening Mary Ann Lindley, Chair

Chair Lindley called the meeting to order at 11:30 a.m. She reminded the Committee that the meeting would adjourn promptly at 1:30 p.m.

Consent:

Joey Davis moved, seconded by Vice Chairman Chauncy Haynes, to approve the consent Agenda as presented.

The motion passed 19 – 0 with Committee Members Sean Pittman and Temple Robinson not present.

2. Approval of November 6, 2025 Meeting Minutes

3. Receipt & File of Written Public Comments

Public Comment:

- David West appeared before the CCRC to express support for improving local government through consolidation. He suggested that a potential starting point could be merging the Leon County Sheriff's Office and the Tallahassee Police Department, noting that such consolidation could streamline operations and improve overall efficiency.

General Business:

Board Issue for Committee Consideration - Ken Morris

Agenda Item A: Additional Analysis on Leon County Ordinances in Relation to Municipal Ordinances

Assistant County Administrator Ken Morris introduced the item with a summary of the additional information and analysis requested by the Committee, including examples of existing or potential regulatory conflicts from differing County and City ordinances.

- *Sean Pittman arrived at this juncture of the meeting.*

Chair Lindley outlined the four options presented to the Committee.

Ryan Ray addressed the topic of consolidation, observing that there is significant disagreement among committee members on the issue. He urged the group to proceed cautiously and avoid taking actions that could further erode home rule, which he remarked has already been under threat in recent years.

Ryan Ray moved for approval of Option #1, but it died for lack of second.

County Attorney O'Steen commented that, at their most recent meeting, the Board of County Commissioners directed county staff to prepare an analysis outlining the pros and cons of consolidation. She also noted that any consolidation effort would require action by the Florida Legislature, meaning it is not an issue this committee needs to consider for the 2026 ballot.

Slaton Murray requested clarification on the timeline for implementing an amendment.

Assistant County Administrator Ken Morris responded that the process begins with this committee reviewing the draft charter amendment, making any changes or recommendations, and then reporting it back to the Board of County Commissioners. After that, there will be public hearings in the summer prior to the final language being submitted to the Board of County Commissioners for consideration. Upon Board approval, the proposed charter amendment would be submitted to the Supervisor of Elections for placement on the ballot.

Anita Favors inquired about addressing issues without using a charter amendment.

County Attorney O'Steen responded that both the City and County can address issues without a charter amendment if they so choose.

Sean Pittman mentioned the issue of annexation, and whether the county should have some say in how that works.

County Attorney O'Steen stated that annexation is heavily dictated by state law, but there are some areas of flexibility.

Sean Pittman moved, seconded by Howard Kessler, to request additional information regarding annexation, including any applicable state preemption, and to examine the statutory processes related to annexation and the flexibility the County has in addressing annexation.

The motion carried 20 – 0 with Committee Member Temple Robinson not present.

Max Herrle moved, seconded by Joey Davis, to accept the report and have information brought back on solutions outside of the Charter to address the street renaming/addressing issue.

Bruce Strouble, Jr. offered a friendly amendment to invite the City for insight.

Anita Favors questioned how amendments will be presented on the ballot.

County Administrator Long responded that any proposed amendments, as approved by the Board of County Commissioners, will appear individually on the ballot.

Max Herrle moved, seconded by Joey Davis, for Option #4: Committee Direction to accept the report and have staff bring back information to resolve street renaming/addressing outside of the Charter with a friendly amendment, as introduced by Bruce Strouble, Jr., to invite City to provide insight.

The motion carried 20 – 0 with Committee Member Temple Robinson not present.

Max Herrle introduced the concept of consolidated law enforcement in the County.

Max Herrle moved, seconded by Slaton Murray, to have the Leon County Sheriff's Office (LCSO) present information about the potential consolidation of LCSO and the Tallahassee Police Department.

The motion failed 14 – 6 with Joey Davis, Liz Ellis, Max Herrle, Bruce Strouble Jr., Barry Wilcox, and Vice Chairman Chauncy Haynes in favor of the motion. Committee Member Temple Robinson was not present.

Committee Discussion on Proposed Charter Amendments

Nicki Hatch provided a brief outline of the two-step process for Committee's proposal and consideration of charter amendment proposals. First, members will have the opportunity to propose a broad concept to be added to the list of proposals on screen. Once all proposals are listed, the proposing member will have the opportunity to briefly explain their proposal and answer any questions. Following discussion, the Committee will take a vote on whether to have staff bring back additional analysis on the proposed concept.

Nicki Hatch explained that the on-screen list has been prepopulated with proposals raised by members at the previous CCRC meeting (November 6th) to be introduced and considered as part of the two-step process. The pre-populated list of proposals raised during the November 6, 2025, CCRC meeting include:

1. Establishment of an Office of Inspector General, Proposed by Howard Kessler
2. Voting Threshold to Select or Terminate the County Administrator, Proposed by Max Herrle
3. County Commission Compensation, Proposed by Max Herrle
4. Funding Mechanism for Affordable Housing, Proposed by Max Herrle
5. Funding Mechanism for Fire Services, Proposed by Max Herrle
6. Leon County Bill of Rights, Proposed by Max Herrle

Chair Lindley welcomed members to offer additional charter amendment proposals to be added to the list for consideration by the Committee.

The following proposal was added to the list for CCRC consideration:

7. Prioritization of Food Security, Proposed by Bruce Strouble, Jr.

The following proposals were explained for CCRC consideration:

1.) **Establishment of an Office of Inspector General**

Howard Kessler explained that his proposed charter amendment would create an independent Office of Inspector General to strengthen oversight, avoid conflicts of interest, and align Leon County's practices with national Inspector General standards. His proposal would shift ethics and compliance functions away from the County Administrator, provide separate legal counsel, require a supermajority for removal of the Inspector General, and extend oversight authority to Blueprint-related entities.

Ryan Ray inquired about how the proposed Office of Inspector General would interact with the City's existing oversight structures.

William Smith inquired about the current set up.

County Attorney O'Steen explained the County Attorney's role in enforcing the Code of Ethics, noting that general enforcement is carried out through the Human Resources Director in coordination with the County Attorney's Office.

Darryl Jones moved, seconded by Sean Pittman, for an agenda item to bring back an analysis for establishing an Office of Inspector General.

The motion carried 20 – 0 with Committee Member Temple Robinson not present.

2.) **Voting Threshold to Select or Terminate the County Administrator**

Max Herrle explained that his proposal would revise the Charter's current two-step process for selecting or removing the County Administrator by lowering the vote threshold from a majority-plus-one Commissioners to a simple majority. He noted that the proposal would retain the requirement of a second vote at a subsequent meeting, and that his intent was to align the process more closely with practices used in other charter counties.

Darryl Jones discussed how school boards across the state function and how having a higher threshold makes the process less arbitrary.

Vice Chairman Haynes requested historical context on the matter and commented that if such requirements were revised for the County Administrator, it should likewise apply to the County Attorney.

Vice Chairman Haynes moved, seconded by Joey Davis, to extend the meeting to 2:00 p.m.

The motion failed 18 – 2 with Vice Chairman Haynes and Joey Davis in favor of the motion. Committee Member Temple Robinson was not present.

County Attorney O'Steen clarified that the voting threshold to select or terminate the County Attorney is not in the Charter, but in County Ordinance.

Max Herrle moved, seconded by Joey Davis, for an agenda item to brought back on a charter amendment lowering the threshold to select or terminate the County Administrator.

The motion failed 17-3 with Joey Davis, Max Herrle, and Jarrett Terry in favor of the motion. Committee Member Temple Robinson was not present.

Adjournment:

Chair Lindley adjourned the meeting at 1:32 p.m.

ATTEST:

Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

Citizen Charter Review Committee
December 4, 2025
11:30 a.m. – 1:30 p.m.
Leon County Main Library
Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on December 4, 2025, at 11:30 a.m. in the Leon County Main Library with Committee members Mary Ann Lindley, Chauncy Haynes, Darryl Jones, Linda Bond Edwards, Henry Lewis, III, Bruce Strouble, Jr., Howard Kessler, Ryan Ray, Liz Ellis, Joey Davis, Anita Favors, Barry Wilcox, Katrina Tuggerson, Max Herrle, Shamarial Roberson, Heidi Otway, William Smith, Temple Robinson and Jarrett Terry in attendance. Also present were County Administrator Vincent Long, Assistant County Administrator Ken Morris, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Management Analyst Cameron Williams, and Clerks to the Board, Beryl Wood and Daniel J. Antonaccio.

Absent Members: Slaton Murray and Sean Pittman.

Call to Order and Opening Mary Ann Lindley, Chair

Chair Lindley called the meeting to order at 11:30 a.m. She provided a brief overview of the agenda.

Consent:

Ryan Ray moved, seconded by Bruce Strouble, Jr., to approve the consent agenda as presented.

The motion carried 17 – 0 with Committee Members Slaton Murray, Joey Davis, Heidi Otway and Sean Pittman not present.

Approval of November 20, 2025 Meeting Minutes
Receipt & File of Written Public Comments

Public Comment:

- Melody Williams, 3349 Argonaut Drive, addressed the CCRC to express her support for a charter amendment related to food security, emphasizing the importance of ensuring access to nutritious food as a core component of a healthy Leon County. She also spoke in favor of a charter amendment related to restoration of historically harmed communities.

- *Joey Davis and Heidi Otway arrived at this juncture of the meeting.*

General Business:

Committee Discussion on Proposed Charter Amendments

Nicki Hatch provided a recap of the two-step process to introduce charter amendment proposals. Members first presented broad concepts to be added to the list of proposals. Once listed, proposing members had the opportunity to briefly explain their proposal and answer any questions before the committee vote on whether to have staff bring back additional analysis on the proposal.

Chair Lindley welcomed members to offer additional charter amendment proposals to be added to the list for consideration by the Committee.

The list of proposals previously raised during the CCRC's 2025 meetings include:

1. Establishment of an Office of Inspector General, Proposed by Howard Kessler.
    a. *Advanced for analysis at the November 20, 2025 meeting.*
2. Voting Threshold to Select or Terminate the County Administrator, Proposed by Max Herrle.
    a. *Not advanced for analysis at the November 20, 2025 meeting.*
3. County Commission Compensation, Proposed by Max Herrle.
    a. *Not advanced for analysis at the December 4, 2025 meeting (as detailed below).*
4. Funding Mechanism for Affordable Housing, Proposed by Max Herrle.
    a. *Advanced for analysis at the December 4, 2025 meeting (as detailed below).*
5. Funding Mechanism for Fire Services, Proposed by Max Herrle.
    a. *Not advanced for analysis at the December 4, 2025 meeting (as detailed below).*
6. Leon County Bill of Rights, Proposed by Max Herrle.
    a. *Advanced for analysis at the December 4, 2025 meeting (as detailed below).*
7. Prioritization of Food Security, Proposed by Bruce Strouble, Jr.
    a. *Advanced for analysis at the December 4, 2025 meeting (as detailed below).*

The following proposals were added to the list for CCRC consideration during the meeting:

8. Community Restoration for Historic Harm, Proposed by Bruce Strouble, Jr.
    a. *Advanced for analysis at the December 4, 2025 meeting (as detailed below).*
9. County/City Consolidation, Proposed by Henry Lewis, III.
    a. *Advanced for analysis at the December 4, 2025 meeting (as detailed below).*
10. Funding Mechanism to Expand Primary Healthcare Access to Low-Income Residents, Proposed by Temple Robinson.
    a. *Advanced for analysis at the December 4, 2025 meeting (as detailed below).*

The following proposals were explained for CCRC consideration:

3.) **County Commission Compensation**

Max Herrle asked to have information brought back on the rationale behind the current charter provisions related to county commission compensation.

Vice Chairman Chauncy Haynes provided that county and city commissioner salaries are set annually by the Florida Office of Economic and Demographic Research.

Max Herrle moved for an agenda item to be brought back on information related to county commission compensation.

The motion failed for lack of a second.

Max Herrle moved, seconded by Anita Favors, to table Max Herrle's other proposals and move to the prioritization of food security proposal.

The motion carried 19 – 0 with Committee Members Slaton Murray and Sean Pittman not present.

7.) **Prioritization of Food Security**

Bruce Strouble, Jr., proposed establishing food access as a county responsibility through a potential charter amendment and provided a handout to the Committee of his proposal in more detail.

County Administrator Vincent Long stated that any item brought back, as requested by the Committee, would include all information requested along with structural options related to the topic.

Bruce Strouble moved, seconded by Darryl Jones, to request an item to be brought back with information on inclusion of food security in the Leon County Charter.

The motion carried 19 – 0 with Committee Members Slaton Murray and Sean Pittman not present.

9.) **County/City Consolidation**

Henry Lewis, III, introduced a proposed charter amendment for consolidation of local governance. He stated that this would be an opportune time to identify if it is financially and administratively feasible to consolidate the two local governments in the County. He recognized that staff is currently working on providing information regarding consolidation to the Board of County Commissioners.

Henry Lewis, III, moved, seconded by Temple Robinson, to have the report on consolidation prepared for the Board of County Commissioners to be presented to the Committee for review.

The motion carried 17 – 2 with Committee Members Max Herrle and Ryan Ray in opposition. Committee Members Slaton Murray and Sean Pittman were not present.

6.) **Leon County Bill of Rights**

Max Herrle proposed establishing a Leon County Bill of Rights similar to Miami-Dade County's charter provisions. He noted that he would like to see what other counties have a bill of rights in their charter and what they might include.

Darryl Jones stated the concept would codify community values regarding government transparency, public participation, and citizen protections.
County Attorney O'Steen provided an explanation of the legal process and implications associated with adopting such a provision.

Joey Davis noted that these sorts of provisions are generally meant to fill gaps in existing regulations.

Max Herrle moved, seconded by Darryl Jones, for information to be brought back on bill of rights established in other county charters in Florida.

The motion carried 12 – 7 with Committee Members Linda Bond Edwards, Liz Ellis, Henry Lewis, III, Ryan Ray, Shamarial Roberson, William Smith, and Chair Mary Ann Lindley in opposition. Committee Members Slaton Murray and Sean Pittman were not present.

8.) **Community Restoration for Historic Harm**

Bruce Strouble, Jr., introduced a proposed charter amendment aimed at addressing historic inequities in housing, environmental exposure, and neighborhood investment. The initiative would build on the Board of County Commissioners' February 2024 apology for harmful policies made in the past and would establish structural authority for programs to mitigate documented historic harms. He also provided a handout to be electronically distributed to the CCRC regarding the topic.

Heidi Otway asked for specific examples of historic harms that the proposal seeks to address.

Bruce Strouble, Jr., referenced urban renewal efforts, including the displacement of residents from Smokey Hollow. He noted that the intent is to identify what harm has been done, what the causes of those harms were, and what can be done to mitigate the issues.

Katina Tuggerson asked whether the proposal could also be adapted to address harms experienced by displaced businesses.

Bruce Strouble moved, seconded by Temple Robinson, for analysis on a proposed charter amendment to build on the Board of County Commissioners' February 2024 apology for harmful policies and establish structural authority for programs to mitigate documented historic harms.

The motion carried 19 – 0 with Committee Members Slaton Murray and Sean Pittman not present.

4.) **Funding Mechanism for Affordable Housing**

Max Herrle requested analysis on funding options for affordable housing, exploring various tools available to the County.

Temple Robinson asked if this would be a topic that should be handled by the CCRC or by the Board of County Commissioners.

County Administrator Vincent Long clarified that the analysis would include information on what the County currently provides and if there are additional avenues that can be pursued through the Charter to do more.

Max Herrle moved, seconded by Darryl Jones, for an item to be brought back providing information on funding mechanisms for affordable housing.

The motion carried to 19 – 0 with Committee Members Slaton Murray and Sean Pittman not present.

12.) **Funding Mechanism to Expand Primary Healthcare Access to Low-Income Residents**

Temple Robinson introduced expanding access to primary care services for low-income residents.

Shamarial Roberson explained that the State is awaiting a decision by December 30 on more than $50 million in rural health funding to support workforce development and expanded access to care, with funds expected to arrive in the spring.

Temple Robinson moved, seconded by Henry Lewis, III, for an item exploring funding mechanisms to expand access to primary healthcare services for low-income residents.

The motion carried 19 – 0 with Committee Members Slaton Murray and Sean Pittman not present.

5.) **Funding Mechanism for Fire Services**

Max Herrle proposed examining alternative funding mechanisms for fire services amid current city-county disagreements over fire services assessments.

County Administrator Long provided an overview on fire services and noted that this is actively being examined by staff.

Henry Lewis, III, recalled challenges in the 1980s when the City and County were unable to reach agreement on fire services and highlighted how a resolution was ultimately achieved.

Joey Davis recommended tailoring the proposal to focus on a specific area of need.

Max Herrle confirmed that the intent is to examine a fire services district.

County Administrator Long added that establishing such a district may require legislative approval.

Howard Kessler asked for clarification on what the CCRC could include as a charter amendment, listing an example of potentially setting millage rates through the Charter.

County Administrator Long clarified certain budgetary limitations that exist, but noted that it is very context specific and would be addressed further in items brought back.

Max Herrle moved, seconded by Joey Davis, to table the proposal for a charter amendment related to funding mechanism for fire services.

The motion carried 19 – 0 with Committee Members Slaton Murray and Sean Pittman not present.

Agenda Item #1: Status Report on Annexation Procedures and Processes

County Attorney O'Steen introduced this item which provides information and analysis on annexation processes and procedures, as requested by the Committee at the November 20, 2025, meeting.

Max Herrle asked for an explanation on the difference between voluntary and involuntary annexation.

County Attorney O'Steen explain that a voluntary annexation occurs when property owners petition a municipality to be annexed, triggering county review and an opportunity to object, while an involuntary annexation is initiated by the municipality without a request from the affected property owners.

Ryan Ray moved, seconded by Henry Lewis, III, for Option #1: Accept status report and take no further action.

The motion carried 19 – 0 with Committee Members Slaton Murray and Sean Pittman not present.

Agenda Item #2: Additional Information Regarding Separate Jurisdictional Standards for Street Renaming

County Administrator Long introduced this item. He stated as requested at its November 20, 2025 meeting, this item provides additional information to unify the street renaming process outside of a charter amendment.

Ryan Ray moved, seconded by William Smith, for Option #1: Accept report and table this issue.

The motion carried 18 – 1 with Vice Chairman Chauncy Haynes in opposition. Committee Members Slaton Murray and Sean Pittman were not present.

Anita Favors recommended that the City and County Commissions work collaboratively to establish greater uniformity in street renaming practices, with input from law enforcement, fire, and emergency services.

Anita Favors moved, seconded by Ryan Ray, to provide a policy recommendation to the County and City Commissions encouraging the two entities to consider alignment of street renaming policies to prevent public safety and emergency services-related issues due to lack of uniformity among street names.

The motion carried 19 – 0 with Committee Members Slaton Murray and Sean Pittman not present.

A draft policy recommendation will be brought back to the Committee for consideration in February.

Motion to adjourn:

Ryan Ray moved, seconded by Joey Davis, to adjourn the meeting.

The motion carried 19 – 0 with Committee Members Slaton Murray and Sean Pittman not present.

Chair Lindley adjourned the meeting at 1:18 p.m.

ATTEST:

Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

Citizen Charter Review Committee
December 18, 2025
11:30 a.m. – 1:30 p.m.
Leon County Main Library
Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on December 18, 2025, at 11:30 a.m. in the Leon County Main Library with Committee members Mary Ann Lindley, Chauncy Haynes, Darryl Jones, Linda Bond Edwards, Henry Lewis, III, Bruce Strouble, Jr., Howard Kessler, Ryan Ray, Liz Ellis, Joey Davis, Barry Wilcox, Katrina Tuggerson, Temple Robinson, Max Herrle, Shamarial Roberson, Heidi Otway, Sean Pittman and Jarrett Terry in attendance. Also present were Assistant County Administrator Ken Morris, Assistant County Administrator Shington Lamy, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Director of the Office of Human Services and Community Partnerships Abby Thomas, Management Analyst Cameron Williams, and Clerks to the Board, Beryl Wood and Daniel J. Antonaccio.

Absent Members: William Smith, Slaton Murray and Anita Favors.

Call to Order and Opening Mary Ann Lindley, Chair

Chair Lindley called the meeting to order at 11:30 a.m.

Nicki Hatch advised the Committee that the audio team was experiencing technical issues and requested that those planning to provide public comments submit their speaker cards to her.

Consent:

Ryan Ray moved, seconded by Linda Bond Edwards, to approve the consent agenda as presented.

- *Vice Chairman Chauncy Haynes arrived at 11:31 a.m.*
- *Shamarial Roberson and Temple Robinson arrived at 11:32 a.m.*
- *Darryl Jones and Heidi Otway arrived at 11:39 a.m.*
- *Sean Pittman arrived at 11:42 a.m.*

The motion carried 18 – 0 with Committee Members Anita Favors, Slaton Murray and William Smith not present.

Approval of December 4, 2025 Meeting Minutes

Receipt & File of Written Public Comments

Public Comment:

- Mary Miaisha Mitchell, 1009 Ellington Court, addressed the Committee regarding food insecurity in Leon County, with particular emphasis on its impact on youth. She urged the Committee to move forward with consideration of this item, highlighting the importance of farm-to-table programs to support children and families in the future.

- Camille Lewis, 1689 Corey Wood Circle, addressed the Committee stating that Leon County's food challenges stem from a lack of coordinated structure rather than a lack of programs. She advocated for a charter amendment to establish food access and food system resilience as a county responsibility, including creation of an Office of Food Systems, a countywide food system plan with measurable goals, and annual public reporting to ensure accountability and long-term durability.
- Lynn Jones, 3211 Notre Dame Street, spoke in support of addressing food insecurity. She highlighted the role of community gardens in supporting youth development and discussed ways to better support children.
- Melanie Andrade Williams, 3349 Argonaut Drive, spoke in support of addressing food insecurity. She referenced Leon County's strategic initiative related to food insecurity, requesting the inclusion of additional goals. She asked that staff return with proposed Charter language for the Committee's consideration.
- Tiffany Hill, 1401 Lola Drive, addressed the Committee regarding affordable housing options and noted that HUD grant funding could be pursued.

General Business:

Item #1: Status Report on City-County Consolidation in Florida

Assistant County Administrator Ken Morris introduced the item, noting that the remaining three items would be presented by Shington Lamy and Abby Thomas, who can speak on human services trends, community needs, the CHSP process, and County and City investments. Ken Morris stated that the human services items were grouped together to provide the Committee with a comprehensive understanding of service delivery, gaps, and coordination between public and nonprofit agencies. He also noted that after discussion of the agenda items, there will be another opportunity for Committee members to offer additional Charter amendment concepts for future consideration.

Ken Morris explained that in November the Board of County Commissioners requested a status report on City and County consolidation, including how the process would work and general pros and cons. That item was prepared for the Board's December 9 meeting. At the Committee's prior meeting, members requested that the same materials be presented for review and discussion. Therefore, the Board agenda materials were included in the Committee's packet. He provided an overview of the consolidation process, noting that consolidation would require development of a comprehensive consolidation plan, adoption by the Legislature through a special act, and approval by voters via referendum. He explained that a consolidation plan would need to address numerous issues including governance structure, staffing, salaries, contracts, unions, retirement benefits, and debt. On December 9, the Board directed staff to bring back draft language for a non-binding straw ballot question for the November 2026 General Election to gauge community interest in consolidation. Based on the Board's action, he stated that no action by the Committee was recommended at this time, but staff welcomed feedback and questions.

Sean Pittman asked whether the County considered potential savings for the community which would be important in drafting ballot language.

Ken Morris clarified that the item focused on the consolidation process, and that any cost or savings analysis would occur during development of a consolidation plan. He further clarified that this is a non-binding straw ballot intended to assess public interest.

Barry Wilcox asked for clarification regarding next steps should the straw ballot indicate support for consolidation.

Ken Morris explained that following a favorable vote, the County Commission would need to determine whether to proceed jointly with the City or independently engage the Legislative Delegation. Mr. Morris noted that a fully executed consolidation could take several years as it requires the development of a consolidation plan, approval by the Legislature, approval by voters, and a transition period.

Ryan Ray commented that, given current community needs and broader governance challenges, consolidation was not advisable at this time. He expressed concerns about limiting local capacity and involving the Legislature in local governance decisions.

Max Herrle inquired about the items that will come back to the Board regarding consolidation. He also asked about the Board's voting threshold for placing this topic on the ballot.

Ken Morris responded that an item discussing draft language for the ballot will be presented to the Board in the spring. A simple majority vote of the Board is needed to place the straw ballot question on the ballot.

Barry Wilcox commented on the concept of functional consolidation. He asked whether functional consolidation between the City and County had been examined to identify duplicative efforts and inquired about the process for evaluating such consolidation.

Ken Morris clarified that functional consolidation can be implemented through an interlocal agreement between the City and the County.

Vice Chairman Chauncy Haynes moved, seconded by Ryan Ray, for Option #1: Accept the report and take no further action.

The motion carried 18 – 0 with Committee Members Anita Favors, Slaton Murray and William Smith not present.

Item #2: Food Insecurity Provisions

Assistant County Administrator Shington Lamy introduced the item, noting that Leon County established a department dedicated to food security efforts in 2022. He also noted that no other county charters in Florida include the specific issue of food insecurity. Mr. Lamy outlined options for the Committee, including encouraging the Board to continue its commitment to reducing food insecurity through a recommendation in the Committee's final report, or moving forward with a Charter amendment.

Darryl Jones stated that food security has long been a County priority and remarked that a government's values are reflected in how it allocates funding. He expressed that codifying these values in the Charter could protect them from changes resulting from elections or political shifts.

Linda Bond Edwards expressed concern regarding the apparent disconnect between information presented by staff and testimony provided by public speakers. She noted that despite existing efforts, food insecurity persists, suggesting that the overall structure may require further evaluation.

Shington Lamy stated that the County does not have authority to mandate actions by entities such as Leon County Schools and that a Charter amendment would replicate authority that the County already has.

County Attorney O'Steen directed the Committee's attention to Article IX, Section 4 of the Florida Constitution, noting that counties lack authority over school districts. She explained that prior County actions, including mandatory mask requirements, explicitly excluded schools due to this limitation. She further discussed Charter provisions related to funding, noting that while some charters require funding for specific purposes, they typically avoid prescribing exact dollar amounts and instead leave discretion to the governing board. She also explained that proposed charter amendments in other jurisdictions to limit a county's revenue generation have been preempted by Chapters 129 and 200, Florida Statutes, and that there is no case law supporting Charter-mandated funding.

Bruce Strouble, Jr., provided a separate handout to the Committee and commended the efforts of the County's Office of Human Services and Community Partnerships. He emphasized that food insecurity increased significantly during the COVID-19 pandemic, particularly among vulnerable populations. He cited examples of bodies created by other jurisdictions to address this issue, including New York City's Offices of Food Policy and Urban Agriculture as well as Philadelphia's Office of Sustainability.

Bruce Strouble, Jr., moved, seconded by Heidi Otway, to direct staff to bring back charter language establishing a County duty for food access and food system resilience, creating an office of food systems under the executive branch to monitor efforts, and requiring a countywide food systems plan, annual reporting, countywide minimum standards, and that an ordinance be made within 12 months of a charter amendment being passed.

The motion was not voted on.

Shamarial Roberson raised concerns regarding fiscal impacts, adjacent programs, and federal regulations. She questioned how a Charter amendment would address these complexities and suggested a policy-based approach focused on measurable outcomes, a countywide plan, and a coordinating committee.

Katrina Tuggerson noted the involvement of the Capital City Chamber of Commerce in recent food system initiatives and referenced ongoing coordination with County staff to secure grants and address service gaps.

Heidi Otway highlighted that beginning in October 2026, Florida will assume responsibility for SNAP administration and urged prioritization of food security in advance of these changes.

Chair Lindley asked whether a policy recommendation would allow for a more timely response.

Nicki Hatch stated that the March 2026 County Commission meeting would include all proposals and policy recommendations for the Board's consideration.

Darryl Jones distinguished between Charter language and strategic planning, emphasizing that Charter provisions should empower rather than constrain, and cautioned against overly prescriptive language that could affect voter support.

Vice Chairman Chauncy Haynes made a substitute motion, seconded by Liz Ellis, for Option #2: Direct staff to include a recommendation encouraging Leon County to continue its long-standing commitment to reduce food insecurity in the community as part of the Citizen Charter Review Committee report.

The motion failed 11 – 7 with Chair Mary Ann Lindley, Vice Chairman Chauncy Haynes, Linda Bond Edwards, Liz Ellis, Heidi Otway, Shamarial Roberson and Barry Wilcox in favor of the motion. Committee Members Anita Favors, Slaton Murray and William Smith were not present.

Bruce Strouble, Jr., stated that any proposed structure would be subject to annual appropriation and would establish minimum standards rather than fixed funding amounts.

Darryl Jones made a substitute motion, seconded by Jarrett Terry, for Option #3: Direct staff to draft a proposed charter amendment on food insecurity as determined by the Citizen Charter Review Committee.

The motion carried 18 – 0 with Committee Members Anita Favors, Slaton Murray and William Smith not present.

Max Herrle asked whether items not yet discussed could be modified based on stakeholder input and whether attachments could be submitted.

Nicki Hatch confirmed that stakeholders may submit materials through public comment. She explained that they would take up remaining items during the Jan 8, 2026 Committee meeting.

Item #3: Funding Mechanisms for Affordable Housing

Item #4: Funding Mechanisms for Healthcare Access for Low-Income Residents

Committee Discussion on Proposed Charter Amendments

Motion to adjourn:

Ryan Ray moved, seconded by Max Herrle, to adjourn the meeting.

The motion carried 18 – 0 with Committee Members Anita Favors, Slaton Murray and William Smith not present.

Chair Lindley adjourned the meeting at 1:29 p.m.

ATTEST:

Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

Citizen Charter Review Committee
January 8, 2026
11:30 a.m. – 1:30 p.m.
Leon County Main Library
Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on January 8, 2026, at 11:30 a.m. in the Leon County Main Library with Committee members Mary Ann Lindley, Chauncy Haynes, Darryl Jones, Henry Lewis, III, Bruce Strouble, Jr., Howard Kessler, Ryan Ray, Anita Favors, Barry Wilcox, Katrina Tuggerson, Temple Robinson, Max Herrle, Shamarial Roberson, Heidi Otway, and Jarrett Terry in attendance. Also present were County Administrator Vincent Long, Assistant County Administrator Shington Lamy, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Director of the Office of Human Services and Community Partnerships Abby Thomas, Management Analyst Cameron Williams, and Clerks to the Board, Beryl Wood and Daniel J. Antonaccio.

Absent Members: Joey Davis, Linda Bond Edwards, Liz Ellis, Slaton Murray, Sean Pittman and William Smith.

Call to Order and Opening Mary Ann Lindley, Chair

Chair Lindley called the meeting to order at 11:30 a.m.

Consent:

Ryan Ray moved, seconded by Bruce Strouble, Jr., to approve the consent agenda as presented.

The motion carried 15 – 0 with Committee Members Joey Davis, Linda Bond Edwards, Liz Ellis, Slaton Murray, Sean Pittman and William Smith not present.

Approval of December 18, 2025 Meeting Minutes

Receipt & File of Written Public Comments

Public Comment:

- Melanie Andrade Williams, 3349 Argonaut Drive, addressed the Committee to advocate for a medical debt relief initiative. She proposed a one-time $500,000 investment to eliminate approximately $50 million in medical debt for county residents, citing a similar program in Orange County. Additionally, she urged the Committee to require the continued existence of an Affordable Housing Trust Fund, prioritizing affordable rental housing.
- Stanley Sims, 1420 Avondale Way, asked that the Committee discuss possibilities for recalling elected officials.

General Business:

Committee Discussion on Proposed Charter Amendments
(Final Opportunity for Introduction of New Proposals)

Nicki Hatch shared that this would be the final opportunity for the introduction of new proposals for charter amendments. She provided a recap of the two-step process to introduce charter amendment proposals. Members first presented broad concepts to be added to the list of proposals. Once listed, proposing members had the opportunity to briefly explain their proposal

and answer any questions before the committee vote on whether to have staff bring back additional analysis on the proposal. She also noted that if a member has more than one idea, then the order in which all of the ideas are considered will be handled as it has been previously with each member explaining one idea at a time in a round-robin fashion.

Chair Lindley welcomed members to offer additional charter amendment proposals to be added to the list for consideration by the Committee.

The list of proposals previously raised during the CCRC's 2025 meetings include:

1. Establishment of an Office of Inspector General, Proposed by Howard Kessler.
    a. *Advanced for analysis at the November 20, 2025 meeting.*
2. Voting Threshold to Select or Terminate the County Administrator, Proposed by Max Herrle.
    a. *Not advanced for analysis at the November 20, 2025 meeting.*
3. County Commission Compensation, Proposed by Max Herrle.
    a. *Not advanced for analysis at the December 4, 2025 meeting.*
4. Funding Mechanism for Affordable Housing, Proposed by Max Herrle.
    a. *Advanced for analysis at the December 4, 2025 meeting.*
    b. *Advanced to Decision Agenda meeting (to consider ballot language) at January 8, 2026 meeting.*
5. Funding Mechanism for Fire Services, Proposed by Max Herrle.
    a. *Not advanced for analysis at the December 4, 2025 meeting.*
6. Leon County Bill of Rights, Proposed by Max Herrle.
    a. *Advanced for analysis at the December 4, 2025 meeting.*
7. Prioritization of Food Security, Proposed by Bruce Strouble, Jr.
    a. *Advanced for analysis at the December 4, 2025 meeting.*
    b. *Advanced to Decision Agenda meeting (to consider ballot language) at December 18, 2025 meeting.*
8. Community Restoration for Historic Harm, Proposed by Bruce Strouble, Jr.
    a. *Advanced for analysis at the December 4, 2025 meeting.*
9. County/City Consolidation, Proposed by Henry Lewis, III.
    a. *Advanced for analysis at the December 4, 2025 meeting.*
    b. *Not advanced further at December 18, 2025 meeting.*
10. Funding Mechanism to Expand Primary Healthcare Access to Low-Income Residents, Proposed by Temple Robinson.
    a. *Advanced for analysis at the December 4, 2025 meeting.*
    b. *Advanced to Decision Agenda meeting (to consider ballot language) at January 8, 2026 meeting.*

The following proposals were added to the list for CCRC consideration during the meeting:

11. Joint City-County Land Development Code, Proposed by Barry Wilcox.
12. Recognizing Community Values of Diversity, Equity and Inclusion, and Local Business Preference, Proposed by Darryl Jones.

The following proposals were explained for CCRC consideration:

11.) **Joint City-County Land Development Code**

Barry Wilcox proposed exploring a joint planning approach between the City and County to avoid jurisdiction shopping, including the feasibility of a unified land development code. He explained that such an approach could reduce duplication, allow the use of a single consultant, and serve as a form of functional consolidation rather than full governmental consolidation. Mr. Wilcox clarified that while a joint code could provide uniform rules countywide, it would still allow for different standards in urban and rural areas within the same framework. He further noted that building departments could remain autonomous while sharing a common guiding document. Mr. Wilcox requested an analysis to determine whether this concept would be appropriate for Charter consideration or better addressed through intergovernmental action.

Katrina Tuggerson questioned the necessity for the proposal and emphasized the importance of ensuring equity considerations within land development codes, noting concerns that certain developers could receive preferential treatment under existing plans.

Ryan Ray commented that residents currently choose to live in either the City or County with the understanding that each jurisdiction has different rules and cautioned against complicating that distinction.

Max Herrle provided contextual clarification, distinguishing between comprehensive plans as broad policy documents and land development codes as more detailed regulatory tools. He also inquired whether changes to a joint land development code would require ratification at joint City–County public meetings and questioned whether the issue rose to the level of a Charter amendment.

Henry Lewis raised concerns that the proposal could impose a higher burden on certain groups and later asked for clarification regarding the potential impact on impact fees.

County Administrator Long provided context, explaining the existing hierarchy of land-use regulation, including state requirements, the joint comprehensive plan, and separate land development codes. He noted that City and County codes are becoming more closely aligned but explained that full alignment would require extensive review of jurisdiction-specific details such as setbacks, lighting, and statutory timeframes imposed by the State Legislature. He also indicated that such an approach could require consideration of a joint Development Review Committee.

Anita Favors asked whether the intent was to create a single comprehensive document governing all land development matters.

Barry Wilcox clarified that impact fees could remain separate for the City and County and noted that Leon County's fees are relatively low compared to other Florida jurisdictions. He also clarified governance issues related to comprehensive plan amendments and explained that both governments already must approve certain text changes.

Barry Wilcox moved, seconded by Howard Kessler, to request an item to be brought back with analysis to determine whether a joint City-County land development code would be appropriate for Charter consideration.

The motion failed 7 – 8 with Vice Chairman Chauncy Haynes, Anita Favors, Max Herrle, Darryl Jones, Henry Lewis, III, Ryan Ray, Shamarial Roberson and Temple Robinson in opposition. Committee Members Joey Davis, Linda Bond Edwards, Liz Ellis, Slaton Murray, Sean Pittman and William Smith were not present.

12.) **Recognizing Community Values of Diversity, Equity and Inclusion, and Local Business Preference**

Darryl Jones proposed developing Charter language recognizing community values such as diversity, equity, inclusion, and local business preference. He referenced practices in other communities and emphasized that such values remain important to Leon County despite shifting political environments. Mr. Jones clarified that the request was for staff analysis of potential language reflecting community values, not a directive that would conflict with state law.

Temple Robinson inquired about potential ramifications related to state and federal funding.

County Attorney O'Steen advised that the proposal, as described, would focus on values-based language rather than enforceable mandates and therefore would not necessarily create state law preemption issues.

Darryl Jones moved, seconded by Ryan Ray, to direct staff to bring back an analysis of potential charter language recognizing diversity, equity, and inclusion and local preference as community values for the Committee's consideration.

The motion carried 13 – 2 with Committee Members Heidi Otway and Shamarial Roberson in opposition. Committee Members Joey Davis, Linda Bond Edwards, Liz Ellis, Slaton Murray, Sean Pittman and William Smith were not present.

Item #1: Funding Mechanisms for Affordable Housing

Assistant County Administrator Shington Lamy delivered a presentation outlining funding mechanisms for affordable housing. The presentation detailed a wide variety of potential funding sources and discussed options to increase County investment in affordable housing, including the use and expansion of the existing Housing Trust Fund.

Henry Lewis III thanked the Board for its ongoing efforts related to affordable housing. He provided additional context regarding affordable housing needs, discussed the relationship between market-rate and affordable housing, and encouraged continued County investment in this area.

Henry Lewis, III, moved, seconded by Vice Chairman Chauncy Haynes, for Option #2: Direct staff to include a recommendation encouraging Leon County to continue its long-standing commitment to increasing and preserving the stock of affordable housing in the community as part of the Citizen Charter Review Committee report.

The motion was not voted on.

Bruce Strouble, Jr., asked how many of the proposed units would be considered affordable for very low-income residents and whether that data is tracked.

Shington Lamy responded that all 1,200 units referenced would be designated for low-income households, noting that the units would fall into different affordability categories. He further explained that annual funding contributions would continue to build capacity for affordable housing over time.

Max Herrle distributed a handout outlining potential dedicated revenue sources and permissible uses for an affordable housing trust fund, including examples of similar measures in Alachua, Brevard, Broward and Orange Counties.

County Administrator Long reminded the Committee that the County has already established a Housing Trust Fund.

Max Herrle made a substitute motion, seconded by Bruce Strouble, Jr., to direct staff to review the distributed handout and committee feedback and bring back options for Committee consideration, including potential charter amendment language and other related recommendations to support affordable housing.

The motion carried 12 – 3 with Chair Mary Ann Lindley, Darryl Jones and Henry Lewis, III, in opposition. Committee Members Joey Davis, Linda Bond Edwards, Liz Ellis, Slaton Murray, Sean Pittman and William Smith were not present.

Item #2: Funding Mechanisms for Healthcare Access for Low-Income Residents

Assistant County Administrator Shington Lamy provided a presentation on funding mechanisms for healthcare access for low income residents. He highlighted the healthcare responsibility of the federal and state governments, and the County's dedication to ensuring access to high quality healthcare for more than two decades. He also noted the County's annual investments and leveraging of funds.

Temple Robinson addressed the Committee regarding the importance of access to local healthcare, noting that global health organizations consistently recognize its role in improving workforce participation and productivity while reducing overall healthcare costs. She noted that access to healthcare remains a challenge for many residents and emphasized that her request was not focused on specific funding levels or implementation methods, but on ensuring healthcare access is recognized and upheld as an ongoing policy priority.

Shamarial Roberson highlighted additional concerns regarding the burden placed on Federally Qualified Health Centers (FQHCs), noted challenges faced by rural residents currently served by the Bond Community Health Center, and emphasized the importance of considering ongoing changes within the insurance landscape.

Temple Robinson moved, seconded by Darryl Jones, to direct staff to draft a proposed charter amendment affirming Leon County values access to primary care as a leading determinant of economic vitality and community well-being.

The motion carried 15 – 0 with Committee Members Joey Davis, Linda Bond Edwards, Liz Ellis, Slaton Murray, Sean Pittman and William Smith not present.

Max Herrle asked what occurs when a vacancy arises on the Board of County Commissioners and requested information on the costs and benefits of holding a special election, noting that election costs could range from approximately $150,000 to $200,000.

County Attorney O'Steen responded that statutory requirements govern vacancy procedures and timelines and indicated that the issue is largely preempted by state law.

Ryan Ray raised concerns that existing districts, originally drawn to defend minority representation, have more recently resulted in limited representation of minorities among certain districts. He suggested consideration of electing all commissioners at-large.

Henry Lewis III responded that district-based elections have provided consistent representation for historically underrepresented communities and that maintaining both district and countywide perspectives has value.

Ryan Ray decided not to make a motion on this topic.

Chair Lindley noted that at-large elections typically involve higher campaign costs, which could deter potential candidates.

County Administrator Long advised that changes to the election structure would constitute a typical Charter issue for the Committee to consider.

Max Herrle referenced a Florida Statutes provision allowing counties to opt into supporting a property tax exemption for economic development projects, subject to renewal by the Board of County Commissioners every ten years.

Max Herrle moved for an agenda item to be brought back on information related to Florida Statutes providing counties a local option property tax exemption to support economic development projects, subject to renewal by the Board of County Commissioners every ten years.

The motion failed for lack of a second.

Darryl Jones asked if ensuring safe access to schools for children is a County priority or required by Florida Statutes.

County Administrator Long clarified that both are the case as the County secures state funding specifically to construct sidewalks in close proximity to public schools.

Chair Lindley thanked staff and reminded the Committee that there were three meetings remaining.

Nicki Hatch shared that the Inspector General agenda item would be provided during the February 5, 2026 CCRC meeting so that the proposer of the charter amendment, Dr. Howard Kessler, could be present.

Motion to adjourn:

Max Herrle moved, seconded by Ryan Ray, to adjourn the meeting.

The motion carried 15 – 0 with Committee Members Joey Davis, Linda Bond Edwards, Liz Ellis, Slaton Murray, Sean Pittman and William Smith not present.

Chair Lindley adjourned the meeting at 1:04 p.m.

ATTEST:

Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

Citizen Charter Review Committee
January 22, 2026
11:30 a.m. – 1:30 p.m.
Leon County Main Library
Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on January 22, 2026, at 11:30 a.m. in the Leon County Main Library with Committee members Chauncy Haynes, Joey Davis, Linda Bond Edwards, Liz Ellis, Anita Favors, Max Herrle, Darryl Jones, Slaton Murray, Sean Pittman, Ryan Ray, Shamarial Roberson, William Smith, Bruce Strouble, Jr., Jarrett Terry, Katrina Tuggerson and Barry Wilcox in attendance. Also present were County Administrator Vincent Long, Assistant County Administrator Ken Morris, Assistant County Administrator Shington Lamy, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Director of the Office of Human Services and Community Partnerships Abby Thomas, Management Analyst Cameron Williams, and Clerks to the Board, Beryl Wood and Daniel J. Antonaccio.

Absent Members: Mary Ann Lindley, Howard Kessler, Henry Lewis, III, Heidi Otway and Temple Robinson.

Call to Order and Opening Chauncy Haynes, Vice Chairman

Vice Chairman Haynes called the meeting to order at 11:30 a.m. He noted that Chair Mary Ann Lindley was out sick and provided a brief overview of the agenda.

Consent:

Ryan Ray moved, seconded by Max Herrle, to approve the consent agenda as presented.

The motion carried 13 – 0 with Chair Mary Ann Lindley, Joey Davis, Howard Kessler, Henry Lewis, III, Slaton Murray, Heidi Otway, Sean Pittman and Temple Robinson not present.

Approval of January 8, 2026 Meeting Minutes

Receipt & File of Written Public Comments

- *Slaton Murray and Sean Pittman arrived at this juncture of the meeting.*

Public Comment:

- Melanie Andrade Williams, 3349 Argonaut Drive, addressed the Committee in support of a proposed charter amendment related to the restoration of communities from historic harm. She stated that historic public policies, including segregation-era decisions related to zoning, housing, education, healthcare, and infrastructure, contributed to long-standing disparities in neighborhoods such as Frenchtown, Bond, Griffin Heights, Providence, and South City. She noted that the amendment would not mandate spending or raise taxes, but would establish a framework requiring consideration of historic public policy impacts and urged the Committee to advance the amendment for charter drafting.
- Stephanie McMillon spoke in support of an amendment for restoring communities, stating that historic public policies shaped neighborhood outcomes and current disparities.

- Serenity Williams, 4011 Elder Lane, spoke in support of an amendment to restore communities, stating that disparities were the result of intentional policy choices and that the charter is an appropriate vehicle to address structural issues. She urged the Committee to advance the amendment to allow the community the opportunity to vote.
- Bill Lowaman, 3742 Dorset Way, commented on the discussion around President Lincoln and civility. He also spoke on denying race and the federal government requiring identification by race. He suggested getting rid of those discussions and focusing on the restoration of human beings.
- Mary Miaisha Mitchell, 1009 Ellington Court, addressed the Committee regarding historic displacement and the need for diversity, equity, and inclusion. She referenced the impacts of displacement in the Smokey Hollow community and discussed the elimination of DEI-related policies, noting the effect on public health equity efforts. She urged the Committee to consider Charter language that supports long-term resilience and accountability.
- *Joey Davis arrived at this juncture of the meeting.*

General Business:

Agenda Item #1: Comparative Analysis of Bill of Rights Provisions in County Charters

Assistant County Administrator Ken Morris introduced the item, noting that the Committee requested a comparative analysis of county charters with a Bill of Rights. He explained that a Bill of Rights is intended to express fundamental community values and may be adopted through a charter, ordinance, or resolution. He noted most are adopted by Ordinance or Resolution. Leon County's Charter includes a Preamble reflecting community values. Among Florida's 20 charter counties, staff identified 4 charters with Bill of Rights provisions (Miami-Dade, Broward, Orange, and Pinellas) done in two different ways. Miami-Dade and Broward have sections with an extensive list of "rights" defined in detail. Orange and Pinellas have succinct sections and direct the BOCC to further address issues by ordinance. He reminded the Committee that anything included cannot conflict with state or federal laws and noted that many listed rights in the four examples discussed overlap with existing protections addressed in county policies and requirements under state and federal laws. He noted that staff recommended Option #1: Accept the report and take no further action.

Max Herrle asked whether the proposal would be legally binding.

Assistant County Administrator Morris responded that Miami-Dade County includes provisions with specific remedies; however, he clarified that Bill of Rights provisions are value statements.

Max Herrle stated that he would like to review Miami-Dade's language and consider implementing similar language in Leon County.

County Attorney Chasity O'Steen cautioned that the County does not have the authority to waive its sovereign immunity through a charter amendment or ordinance, and that any effort to create an enforcement mechanism exposing the County to liability would require action by the Florida Legislature or a constitutional amendment. She noted that limited waivers of sovereign immunity exist only where expressly authorized by state law, and that courts have rejected local attempts to expand liability beyond those statutory limits.

Darryl Jones stated that he has been clear regarding the Charter. He expressed interest in language that esteems shared humanity, whether placed in the Preamble or a Bill of Rights, stating that such language would communicate that neighbors have value.

Joey Davis offered a friendly amendment requesting staff bring back draft language reflecting the rights listed in the Miami-Dade and Broward charter examples as a working framework for Committee consideration.

Max Herrle accepted the friendly amendment.

Linda Bond Edwards asked whether there would be the same legal effect from changes to the Preamble or the creation of a Bill of Rights section.

County Attorney O'Steen stated it would depend on the language used and that intent must be clear that the statements do not create a cause of action.

County Administrator Long explained that the Charter Preamble is where most counties articulate broad community values, including home rule, equity, responsiveness, efficiency, and the ability of residents to effect change in their government, and noted that the Committee may choose to further articulate aspirational values either within the Preamble or through a separate bill of rights. He encouraged the Committee to consider the distinction between aspirational value statements and the County's adopted core practices, emphasizing that both what government says it values and what it does in practice are important considerations.

Max Herrle moved, seconded by Bruce Strouble, Jr., for Option #2: Direct staff to prepare a charter amendment providing a Bill of Rights for Leon County citizens with a friendly amendment, as introduced by Joey Davis, to request staff bring back draft language reflecting the rights listed in the Miami-Dade and Broward charter examples as a working framework.

The motion failed 5 – 9 with Vice Chairman Chauncy Haynes, Linda Bond Edwards, Liz Ellis, Darryl Jones, Slaton Murray, Shamarial Roberson, William Smith, Jarrett Terry and Barry Wilcox in opposition. Chair Mary Ann Lindley, Howard Kessler, Henry Lewis, III, Heidi Otway, Sean Pittman, Ryan Ray and Temple Robinson were not present.

Darryl Jones moved, seconded by Linda Bond Edwards, to direct staff to prepare a charter amendment revising the Preamble to reflect the esteemed humanity among residents of Leon County.

The motion carried 15 – 0 with Chair Mary Ann Lindley, Howard Kessler, Henry Lewis, III, Heidi Otway, Sean Pittman and Temple Robinson not present.

Agenda Item #2: Considerations for Addressing Poverty and Racial Inequity in the County Charter

Assistant County Administrator Shington Lamy introduced the item, stating that at its December 4, 2025 meeting, the Committee requested an agenda item to consider amending the Leon County Charter to address communities and neighborhoods impacted by poverty and racial inequities. He summarized existing County and partner investments, and cautioned that adopting charter language tied to race or Diversity, Equity, and Inclusion (DEI) concepts could jeopardize state and federal funding. He noted that staff recommended against further consideration, offering an alternative option for a policy recommendation affirming the County's existing data-driven approach.

Bruce Strouble, Jr., commented on the options staff listed in the item.

- *Liz Ellis left at this juncture of the meeting.*

Vice Chairman Haynes reminded the Committee of the County's civility expectations, emphasizing respectful engagement even when there is disagreement.

County Attorney O'Steen discussed legal considerations related to DEI. She cautioned that charter language explicitly tied to race and gender could be legally problematic.

Linda Bond Edwards asked whether proposed charter language would address issues already identified by the County. She questioned whether the primary challenge was a lack of resources or a lack of awareness of resources.

Katrina Tuggerson asked how the County can continue current efforts in a changing legal and policy environment. She asked, as a community, how the County can "work with what we have" given ongoing changes.

County Attorney O'Steen referenced a document issued by the Florida Attorney General on January 19, 2026, noting that concerns about constitutionality are being raised more frequently. She reiterated the County's current approach is data-driven and intended to remain compliant with state and federal law.

Anita Favors asked Bruce Strouble, Jr., to clarify whether the Committee was considering a policy recommendation or a charter amendment.

Bruce Strouble, Jr., clarified the proposal was a charter amendment.

Slaton Murray asked Bruce Strouble, Jr., how he envisioned funding would work.

Bruce Strouble, Jr., stated the framework would allow restoration actions if grants or other external funding sources become available. He stated it would not require establishing a new department.

County Administrator Long explained that staff highlighted the charter preamble because, in many charters, it is the primary location for aspirational and values-based language, rather than highly specific or enforceable provisions. He noted that the Leon County preamble already emphasizes: home rule and local decision-making; service to the people of the County; government reflecting the community it serves; responsiveness and efficiency; and the ability of residents to effect change in their government.

He stated that if the Committee wished to add additional aspirational language, such as language discussed by Committee Member Jones, that could appropriately occur in the preamble. He cautioned the Committee to distinguish between values statements and operational practices, noting that "core practices often outweigh core values in daily governance." He referenced the County's adopted core practices and beliefs, including language affirming that County government exists to serve residents and demonstrate accountability for tax dollars. He reminded the Committee that while values are important, implementation through policy and practice is equally critical.

Bruce Strouble, Jr., stated the County has not formally acknowledged certain historic public policy harms at the charter level and reiterated why the Charter is the appropriate vehicle for this framework.

Anita Favors asked whether the Committee was directing staff to develop draft language, as reflected in the motion.

Bruce Strouble, Jr., moved, seconded by Max Herrle, to direct staff to prepare draft language for amending the Charter to require the County to assess and address persistent disparities resulting from historic public policy decisions.

The motion carried 13 – 0 with Chair Mary Ann Lindley, Liz Ellis, Howard Kessler, Henry Lewis, III, Heidi Otway, Sean Pittman, Temple Robinson and Barry Wilcox not present.

Agenda Item #3: Community Value of Diversity, Equity, and Inclusion

Assistant County Administrator Lamy introduced the item. He stated at its January 8, 2026 meeting, the Citizen Charter Review Committee requested an agenda item to consider amending the Leon County Charter to adopt a community value statement in support of diversity, equity, and inclusion.

Darryl Jones motioned, seconded by Slaton Murray, for Option #1: Accept the report on a community value statement in support of diversity, equity, and inclusion and take no further action.

The motion carried 13 – 0 with Chair Mary Ann Lindley, Liz Ellis, Howard Kessler, Henry Lewis, III, Heidi Otway, Sean Pittman, Temple Robinson and Katrina Tuggerson not present.

Vice Chairman Haynes reminded the committee of the need for civility in discussions, and the significance of ensuring policies address both current and historical community needs without conflicting with federal and state guidelines.

He acknowledged all staff and departments involved in supporting the Charter Review Committee's work.

Motion to adjourn:

Vice Chairman Haynes adjourned the meeting at 1:13p.m.

ATTEST:

Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

Citizen Charter Review Committee
February 5, 2026
11:30 a.m. – 2:30 p.m.*
Leon County Main Library
Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on February 5, 2026, at 11:30 a.m. in the Leon County Main Library with Committee members Mary Ann Lindley, Chauncy Haynes, Linda Bond Edwards, Liz Ellis, Anita Favors, Max Herrle, Darryl Jones, Howard Kessler, Henry Lewis, III, Heidi Otway, Sean Pittman, Ryan Ray, Shamarial Roberson, Temple Robinson, William Smith, Bruce Strouble, Jr., Jarrett Terry and Katrina Tuggerson in attendance. Also present were County Administrator Vincent Long, Assistant County Administrator Shington Lamy, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Director of the Office of Human Services and Community Partnerships Abby Thomas, Management Analyst Cameron Williams, and Clerks to the Board, Beryl Wood and Daniel J. Antonaccio.

Absent Members: Joey Davis, Slaton Murray and Barry Wilcox.

Call to Order and Opening Mary Ann Lindley, Chair

Chair Lindley called the meeting to order at 11:30 a.m.

Proposed Extension of Final Meetings until 2:30 p.m.*

Chair Lindley requested Committee consideration of extending the scheduled end time for the February 5th and 19th meetings until 2:30 p.m., to ensure adequate time for deliberations and completion of Committee business.

Max Herrle moved, seconded by Anita Favors, to extend the scheduled end time for the February 5th and 19th meetings until 2:30 p.m.

The motion carried 12 – 0 with Committee Members Joey Davis, Darryl Jones, Howard Kessler, Slaton Murray, Heidi Otway, Sean Pittman, Shamarial Roberson, Katrina Tuggerson and Barry Wilcox not present.

- *Sean Pittman arrived at this juncture of the meeting.*

Consent:

Max Herrle moved, seconded by Bruce Strouble, Jr., to approve the consent agenda as presented.

The motion carried 13 – 0 with Committee Members Joey Davis, Darryl Jones, Howard Kessler, Slaton Murray, Heidi Otway, Shamarial Roberson, Katrina Tuggerson and Barry Wilcox not present.

Approval of January 22, 2026 Meeting Minutes

Receipt & File of Written Public Comments

- *Howard Kessler arrived at this juncture of the meeting.*

Public Comment:

- Tiffany Hill, 1401 Lola Drive, spoke in support of Option 2 on Agenda Item #4, stating housing issues are regional and affect workforce stability and community health. She

supported the option as a balanced approach that creates a permanent fund while preserving the Board of County Commissioners' budget flexibility and encouraging City-County collaboration.

- Peter Butscene, 2358 Carefree Ct., spoke in favor of creating an independent Office of Inspector General, emphasizing it as a preventative measure to deter future corruption and strengthen public trust despite no current scandals. He stated existing ethics safeguards are weak, and the cost of the office would be minimal compared to the potential consequences of misconduct.
- Ernie Paine, 2006 E. Indianhead Dr., supported establishing an Office of Inspector General as a proactive step to prevent future problems and demonstrate the County's commitment to transparent and ethical government. He noted the Charter sets priorities rather than budgets and argued independent oversight protects economic reputation and public confidence.
- Ben Wilcox, 1719 Old Fort Dr., spoke in support of placing a charter amendment establishing an independent Inspector General before voters, stating independence is essential for investigating fraud, waste, and abuse. He expressed confidence the measure would receive public approval and stated anti-corruption reforms should be decided by the community.
- *Darryl Jones, Katrina Tuggerson, Heidi Otway and Shamarial Roberson arrived at this juncture of the meeting.*

General Business:

Agenda Item #1: Consideration to Establish an Office of Inspector General in the Leon County Charter

Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives, introduced the item and summarized that an Office of Inspector General (OIG) generally exists to detect, investigate, and prevent fraud, waste, abuse, mismanagement, and misconduct, and reviewed how independent OIGs are structured in four Florida charter counties (Miami-Dade, Broward, Jacksonville-Duval, and Palm Beach), including typical functions such as complaint investigation, auditing, and contract oversight. She noted that most complaints in peer OIGs result in no action or referral elsewhere and that these offices are not small, with staffing and budgets varying significantly by jurisdiction.

County Attorney Chasity O'Steen provided clarification on Leon County's ethics enforcement framework, distinguishing state-level complaints filed under Chapter 112 with the Florida Commission on Ethics from complaints made under the County's Code of Ethics. She explained that the County Code includes provisions addressing investigations and prosecution of alleged violations and referenced the ordinance-based penalty structure applicable to violations of the standards of conduct.

William Smith requested examples of what would constitute financial mishandling.

County Attorney O'Steen explained that allegations of financial impropriety may be reported to the Clerk of Court, which maintains an independent office, or submitted through the County's Fraud and Abuse Hotline, in which case, the Human Resources Department would lead the investigation.

Henry Lewis, III, inquired about the total number of cases that have come before the County.

County Attorney O'Steen responded that there had been one such case, which was resolved through the County's waste, fraud, and abuse process.

Max Herrle referenced the City's process regarding petty cash.

County Administrator Vincent Long explained that the County undergoes an independent audit conducted by the Clerk's Office, which focuses on internal controls. He noted that the audit findings are presented to the Board along with a corrective action plan.

Sean Pittman stated that he was interested in the fiscal implications of the proposal and noted that, based on what he had observed, the associated costs could be significant.

Mrs. Hatch referenced the Office of the Inspector General in Duval County, noting that their Charter requires minimum funding of $400,000; however, their recent adopted budget was $1.5 million.

Linda Bond Edwards inquired about the County's responsibility to consider fiscal impacts and whether a cost analysis would be included as part of the ballot process.

County Attorney O'Steen addressed the use of departmental language regarding fiscal impacts and explained that it had been determined that fiscal impact information could not be included on the ballot.

Chair Lindley asked who would be responsible for hiring the Inspector General.

Mrs. Hatch stated that the matter would depend on the structure adopted and could require approval by the Board.

Darryl Jones commented on the current structure and safeguards already in place and explained the School Board's process as a point of reference.

Mrs. Hatch recalled that there are existing processes already in place, including the Fraud and Abuse Hotline administered by the Clerk's Office.

Shamarial Roberson inquired whether the Office of the Inspector General would consist of a single individual or include staff. She spoke on the importance of autonomy for the position and emphasized the integrity of the program.

Howard Kessler requested the Chair allow Ernie Paine to address questions from the Committee regarding the purpose and structure of his proposed Office of Inspector General. Chair Lindley concurred.

Ernie Paine stated that, while he understood the role of the Clerk's Office in addressing issues related to fraud and financial matters, he believed there should be a dedicated office where complaints could be submitted. He discussed the importance of having appropriate infrastructure in place to handle such matters.

County Attorney O'Steen explained that the County does not have authority over the Clerk, noting that both the County and the Clerk retain a statutory auditor. She referenced corrective updates and findings that are addressed through the Clerk's audit process. She shared an update that the audit will be coming back to the Board at the next BOCC Meeting scheduled for Tuesday, February 10.

Howard Kessler moved, seconded by Bruce Strouble, Jr., to direct staff to prepare a proposed charter amendment to establish an Office of Inspector General with funding determined by County Government.
The motion failed 4 – 14 with Chair Mary Ann Lindley, Chauncy Haynes, Linda Bond Edwards, Liz Ellis, Anita Favors, Darryl Jones, Henry Lewis, III, Heidi Otway, Sean Pittman, Shamarial Roberson, Temple Robinson, William Smith, Jarrett Terry and Katrina Tuggerson in opposition. Committee Members Joey Davis, Slaton Murray and Barry Wilcox were not present.

Darryl Jones called the question since there was confusion on what the previous vote was for.

Darryl Jones moved, seconded by Sean Pittman, to call the question.

The motion carried 18 – 0 with Committee Members Joey Davis, Slaton Murray and Barry Wilcox not present.

Howard Kessler moved, seconded by Bruce Strouble, Jr., to direct staff to prepare a proposed charter amendment to establish an Office of Inspector General with funding determined by County Government.

The motion failed 4 – 14 with Chair Mary Ann Lindley, Chauncy Haynes, Linda Bond Edwards, Liz Ellis, Anita Favors, Darryl Jones, Henry Lewis, III, Heidi Otway, Sean Pittman, Shamarial Roberson, Temple Robinson, William Smith, Jarrett Terry and Katrina Tuggerson in opposition. Committee Members Joey Davis, Slaton Murray and Barry Wilcox were not present.

Darryl Jones moved, seconded by William Smith, to approve Option #1: Accept this report and table this issue.

The motion carried 16 – 2 with Committee Members Max Herrle and Ryan Ray in opposition. Committee Members Joey Davis, Slaton Murray and Barry Wilcox were not present.

Agenda Item #2: Consideration of a Policy Recommendation on Unified Street Renaming

Mrs. Hatch introduced the item and explained that, at the Committee's request, staff prepared a draft policy recommendation encouraging the County and the City to work together to align street renaming policies and procedures in order to prevent public safety and emergency service issues. She noted that, if approved, the recommendation would be included in the Committee's status report to the Board in March and in the Committee's final report later this summer.

Vice Chairman Haynes moved, seconded by Temple Robinson, to approve Option #1: Approve the draft policy recommendation encouraging unified street renaming policies and procedures.

The motion carried 18 – 0 with Committee Members Joey Davis, Slaton Murray and Barry Wilcox not present.

Agenda Item #3: Consideration of Revision to the Preamble in the Leon County Charter

Mrs. Hatch introduced the item and explained that, at the Committee's request, staff prepared proposed charter amendment language revising the Preamble of the Leon County Charter to reflect the shared humanity among County residents. She noted that a simple majority vote would be required to recommend the amendment to the Board of County Commissioners and, if approved, the Board would consider whether to advance it to a public hearing later this summer.

Darryl Jones moved, seconded by Vice Chairman Haynes, to approve Option #1: Approve the proposed charter amendment for recommendation to the Board of County Commissioners, revising the Preamble to reflect the esteemed humanity among residents of Leon County.

The motion carried 18 – 0 with Committee Members Joey Davis, Slaton Murray and Barry Wilcox not present.

Agenda Item #4: Consideration to Establish an Affordable Housing Trust Fund in the Leon County Charter

Assistant County Administrator Shington Lamy introduced this item. As requested by the Committee, this item provides a proposed amendment to the Leon County Charter with ballot language to establish an affordable housing trust fund in the Charter.

Vice Chairman Chauncy Haynes moved, seconded by Liz Ellis, to approve Option #1: Approve a policy recommendation encouraging the Board to continue the County's longstanding commitment to increasing and preserving the stock of affordable housing in the community.

The motion was not voted on.

Bruce Strouble, Jr., commented on what he described as the affordable housing crisis within the County and emphasized the importance of protecting residents through structural and sustainable measures.

Max Herrle discussed elements he believed were not fully reflected in the County's proposed language and raised concerns regarding governance and structural oversight provisions.

Henry Lewis, III, inquired whether there were any affordable housing funds currently available that the County was not drawing down.

Mr. Lamy responded that staff continuously pursues available funding opportunities, including programs through the Federal Housing Administration (FHA), and confirmed that the County actively seeks and utilizes available funding sources.

County Attorney O'Steen addressed the Committee regarding potential modifications to the existing Trust Fund framework. She emphasized the importance of drafting language that would codify the fund while preserving sufficient flexibility for the Board of County Commissioners to modify or adjust the fund structure in the future as circumstances evolve.

Bruce Strouble, Jr., made a substitute motion, seconded by Max Herrle, to approve Option #2 as amended: Approve the proposed charter amendment for recommendation to the Board of County Commissioners to ~~establish an~~codify the Affordable Housing Trust Fund in the Leon County Charter.

The motion carried 12 – 6 with Vice Chairman Chauncy Haynes, Linda Bond Edwards, Liz Ellis, Darryl Jones, Howard Kessler and William Smith in opposition. Committee Members Joey Davis, Slaton Murray and Barry Wilcox were not present.

Adjournment:

Chair Lindley adjourned the meeting at 2:04 p.m.

ATTEST:

Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

Citizen Charter Review Committee
February 19, 2026
11:30 a.m. – 2:30 p.m.
Leon County Main Library
Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on February 19, 2026, at 11:30 a.m. in the Leon County Main Library with Committee Members Mary Ann Lindley, Chauncy Haynes, Joey Davis, Linda Bond Edwards, Anita Favors, Max Herrle, Darryl Jones, Howard Kessler, Henry Lewis, III, Heidi Otway, Sean Pittman, Ryan Ray, Shamarial Roberson, Temple Robinson, William Smith, Bruce Strouble, Jr., Jarrett Terry, Katrina Tuggerson and Barry Wilcox in attendance. Also present were County Administrator Vincent Long, Assistant County Administrator Ken Morris, Assistant County Administrator Shington Lamy, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Director of the Office of Human Services and Community Partnerships Abigail Thomas, Management Analyst Cameron Williams, and Clerks to the Board, Beryl Wood and Daniel J. Antonaccio.

Absent Members: Liz Ellis and Slaton Murray.

Call to Order and Opening Mary Ann Lindley, Chair

Chair Lindley called the meeting to order at 11:30 a.m.

Consent:

Ryan Ray moved, seconded by William Smith, to approve the consent agenda as presented.

The motion carried 13 – 0 with Committee Members Joey Davis, Liz Ellis, Max Herrle, Slaton Murray, Sean Pittman, Shamarial Roberson, Jarrett Terry and Katrina Tuggerson not present.

Approval of February 5, 2026 Meeting Minutes

Receipt & File of Written Public Comments

Public Comment:

- Susan Robinson, 4656 Inisheer Drive, spoke in support of establishing an Office of Food Systems, stating the office would improve coordination, public awareness of services, and accountability. She noted many residents are unaware of available resources and emphasized the need for centralized coordination of existing efforts.
- Melanie Andrade Williams, 3349 Argonaut Drive, spoke in support of establishing an Office of Food Systems, emphasizing the importance of centralized coordination and accountability to ensure equitable access to food. She also expressed support for the proposed charter amendment related to restoring communities impacted by historic harms.
- Judy Shipman, 2145 Sand Dune Court, spoke in support of establishing an Office of Food Systems.
- Serenity Williams, 4011 Elder Lane, spoke in support of the proposed charter amendment addressing historic disparities, stating it would provide long-term stability and allow the County to assess historic impacts without mandating funding or creating quotas. She

emphasized the amendment would allow further evaluation of the issue and urged the Committee's support.

- Ebony Yarbrough, 1575 Paul Russell Road, spoke regarding barriers to food access, noting that while many assistance resources exist, residents often struggle to locate and utilize them due to limited awareness of services, hours, eligibility, and transportation options. She emphasized the need for centralized coordination and stated that establishing an information hub would improve nonprofit collaboration, resource management, accountability, and overall service delivery. She expressed support for establishing an Office of Food Systems.
- Mary Miaisha Mitchell, 1009 Ellington Court, praised committee for their work and expressed that incorporating food security into the County Charter would provide the necessary structural dedication to strengthen and optimize services.
- Camille Lewis, 1639 Corey Wood Circle, spoke about food insecurity from the perspectives of public health, agriculture, and nonprofit work, acknowledging current County efforts while noting the lack of centralized coordination. She stated a unified structure could improve overall effectiveness of food system efforts.
- Stanley Sims, 1320 Avondale Way, thanked the committee for their time and efforts and shared his perspective on additional issues he believed the Committee should have addressed.
- Amanda Shebake Haynes, 808 Goodbread Lane, spoke on food insecurity in the community and the impact on mental health. She urged support for establishing an Office of Food Systems.
- Jada Brown, 512 Norma Street, NACCP Tallahassee Chapter, urged support for all three agenda items. She highlighted the Weed to Seed Program where they learned how to be sustainable while growing up and thanked the library for a similar program.
- *Joey Davis, Max Herrle, Sean Pittman, Shamarial Roberson, Jarrett Terry and Katrina Tuggerson arrived at this juncture of the meeting.*

General Business:

Agenda Item #1: Consideration of Language Affirming Leon County's Commitment to Healthcare in the Leon County Charter

Mr. Shington Lamy, Assistant County Administrator, introduced the item which provided a proposed charter amendment revising the Preamble of the Leon County Charter with language that affirms Leon County's commitment to healthcare access. He shared that no other charter counties in the State of Florida include healthcare in their charters, and a similar commitment is already expressed in the Leon County Strategic Plan, which envisions a community that is safe, healthy and vibrant. Therefore, staff recommended Option #1: Approve the draft policy recommendation encouraging the continuation of Leon County's long-standing commitment to ensuring healthcare access for low-income residents and thereby supporting an equitable, safe, healthy, and vibrant community.

Temple Robinson expressed concerns that the options presented did not fully reflect her intended direction. While she described the proposed language as well written, she stated that it does not convey the strength of the message the Committee sought to communicate.

Shamarial Roberson sought clarification from staff regarding potential state and federal policy changes, asking whether the proposed language could have implications for the County's ability to access state or federal funding related to healthcare.

County Attorney O'Steen explained that some concerns relate to a federal executive order tied to grant funding that requires entities to certify they do not operate Diversity, Equity and Inclusion (DEI) programs that violate federal anti-discrimination laws or provide preferential treatment based on protected classes. She also informed the Committee that a bill currently moving through the Florida Senate broadly defines diversity, equity, and inclusion and could restrict counties from funding or promoting such programs if enacted. She noted the bill has advanced through committees and could still be amended. She concluded that the proposed language is permissible under current law, though future interpretations could depend on whether the pending legislation becomes law.

Anita Favors asked for clarification regarding what additional language Temple Robinson believed should be included to better reflect the Committee's intent.

Temple Robinson stated that the intent was to include clear language affirming the County's commitment to access to primary care, including for uninsured and underserved residents, as an enduring statement of the County's values.

County Administrator Long explained that the proposed language was intentionally drafted to be broad and inclusive rather than focused on a specific program or policy area. He added that the County addresses health in many ways, including infrastructure, parks, emergency services, and primary care initiatives, making it difficult to highlight a single area within a value statement. He stated that staff would revise the language based on the direction of the Committee.

Darryl Jones suggested that the originator of the idea, Temple Robinson, provide guidance on how the Committee might proceed considering the discussion. He expressed interest in hearing further recommendations from members with public health expertise before determining a final recommendation to the Board of County Commissioners.

Chair Lindley stated that, at that point in the discussion, no specific alternative language had been proposed by the Committee. She noted that the Committee still had additional agenda items to address and emphasized the need to move the discussion forward. C hair Lindley indicated she would be willing to entertain a motion if members wished to approve or reject the proposal or offer specific language revisions.

Vice Chairman Chauncy Haynes moved for Option #1 as amended: Approve the draft policy recommendation encouraging the continuation of Leon County's long-standing commitment to ensuring ~~healthcare access for low-income residents~~ access to public healthcare and thereby supporting an equitable, safe, healthy, and vibrant community.

The motion failed for lack of a second.

Temple Robinson requested that the item be temporarily postponed, asking that the Committee return to the matter later in the meeting to allow members time to consider the discussion and develop a motion.

Chair Lindley entertained discussion on temporarily postponing the discussion.

Howard Kessler moved, seconded by Henry Lewis, III, to table Agenda Item #1 for the time being.

The motion carried 19 – 0 with Committee Members Liz Ellis and Slaton Murray not present.

The Committee later returned to Agenda Item # 1 after the conclusion of Agenda Item #2.

Temple Robinson moved, seconded by Howard Kessler, to bring Agenda Item #1 back for discussion.

The motion carried 19 – 0 with Committee Members Liz Ellis and Slaton Murray not present.

Temple Robinson read her proposed ballot language.

Vice Chairman Haynes requested a five-minute break to allow staff to place the proposed ballot language on the screen. He explained that displaying the language would ensure clarity and prevent any confusion or debate about the exact wording of the motion that had been read aloud.

The proposed revision to the Preamble included the CCRC's previous recommendation from its February 5, 2026 meeting, regarding the esteemed humanity of all residents of Leon County in the Preamble (**bold**), with additional language (**bold and underlined**) to reflect the Committee's request to affirm the County's long-standing commitment to ensuring healthcare access for low-income residents and thereby supporting an equitable, safe, healthy, and vibrant community.

Temple Robinson moved, seconded by Howard Kessler, to accept the proposed Preamble language ***as amended****: We, the citizens of Leon County, Florida, united in the belief that governmental decisions affecting local interests should be made locally, rather than by the State, and that County government should be reflective of the people of the County and should serve them in achieving a more responsive and efficient form of government,* ***hereby affirm the esteemed humanity of all residents of Leon County. We recognize in every person a shared dignity, not granted by government, but inherent and deserving of consideration in our ~~public affairs~~ effort to create a community that is safe, vibrant, and provides access to healthcare for all citizens.***

The motion carried 19 – 0 with Committee Members Liz Ellis and Slaton Murray not present.

Agenda Item #2: Proposed Charter Amendment on Food Insecurity

Mr. Lamy introduced the item which discussed a proposed charter amendment establishing an Office of Food Systems to address food insecurity. He noted that no Florida county charters address food insecurity and that the Board of County Commissioners already has the authority to address these issues without a charter amendment. He highlighted new and existing initiatives of the Leon County Office of Human Services and Community Partnerships (HSCP) addressing food insecurity, as well as ongoing coordination through a food council led by Florida A&M University (FAMU). He also noted that the Charter cannot require participation from independent organizations, and that current collaboration efforts are voluntary. Therefore, staff recommended Option #1: Approve the draft policy recommendation encouraging the Board to continue the County's long-standing commitment to reducing food insecurity in the community.

Bruce Strouble, Jr., stated that community feedback indicates residents often lack awareness of available resources and that services can be improved. He noted that the County is in a unique position to organize and centralize these efforts. He also suggested including annual reporting and a countywide food systems plan.

Bruce Strouble, Jr., moved, seconded by Howard Kessler, for Option #2: Approve the proposed charter amendment for recommendation to the Board of County Commissioners to address food insecurity in the Leon County Charter.

The motion was not voted on.

William Smith asked for clarification regarding the difference between the proposed Office of Food Systems and the office that is currently addressing food insecurity and related services.

Mr. Lamy explained that the proposed office would perform the same functions currently carried out by HSCP.

Shamarial Roberson asked whether there is currently an annual plan or report related to food access or food systems that is publicly released. She also requested clarification on the current organizational structure within HSCP related to food insecurity efforts.

Ms. Abigail Thomas, Director of the Office of Human Services and Community Partnerships, explained that staff previously provided a report to the Board in the fall regarding food insecurity in the community, which highlighted current initiatives and provided general information about food insecurity. She noted that agencies funded by Leon County, such as Second Harvest, Elder Care Services, and Good News Outreach, are required to submit quarterly and annual reports because they receive County funding. She added that staff is currently preparing a Human Services report that will include FY 2025 data for programs funded by the County.

Mr. Lamy explained that the County created a Neighborhood Engagement position following community meetings held in 2021 across ten neighborhoods identified as having high food insecurity rates based on Feeding America and Second Harvest data.

Anita Favors stated that she supported the intent of the proposed Charter amendment but raised concerns about the potential cost of establishing a new Office of Food Systems. She asked whether the Committee's intent would allow the County Administrator or Board of County Commissioners flexibility to reorganize or combine existing functions rather than create a completely new office, to avoid significant administrative costs and ensure that resources are directed toward addressing food insecurity in the community. She asked Dr. Strouble to expound.

Barry Wilcox stated that while he supports the idea of coordinating food insecurity efforts and producing annual reports, he believes establishing an Office of Food Systems should be done through a recommendation to the Board rather than through a charter amendment. He suggested the office could be created within the existing Office of HSCP, like other divisions such as housing or veterans services.

Barry Wilcox made a substitute motion, seconded by Vice Chairman Chauncy Haynes, to approve a policy recommendation to the Board of County Commissioners encouraging the establishment of a Division of Food Systems under the Leon County Office of Human Services and Community Partnerships.

The motion carried 12 – 7 with Committee Members Max Herrle, Howard Kessler, Ryan Ray, Shamarial Roberson, Temple Robinson, William Smith and Bruce Strouble, Jr., in opposition. Committee Members Liz Ellis and Slaton Murray were not present.

Agenda Item #3: Proposed Charter Amendment on Persistent Disparities Resulting from Historic Public Policies

Mr. Lamy introduced this item which provided a proposed charter amendment and corresponding ballot language to address disparities resulting from historic public policy decisions. He stated that there are no county charters in the State of Florida that include language related to disparities from historic public policies. He also explained that adoption of the proposed amendment into the Charter could put the County's federal and state funding in jeopardy, as well as result in legal challenges against the County. Therefore, staff recommended Option #1: Approve the draft recommendation encouraging the Board to continue the County's long-standing commitment to addressing poverty and inequities in the community.

Bruce Strouble, Jr., acknowledged the concerns raised by County staff about legal risks related to addressing historical harm in a charter amendment. He explained that, after discussions with the County Attorney, he prepared alternative language that removes references to race while still addressing the lingering impacts of historic unconstitutional policies. He distributed a handout with his revised alternative language and stated that this approach would avoid potential conflicts with federal and state laws while still addressing disparities caused by past policies. He then made a motion to recommend his revised language to the Board of County Commissioners.

Bruce Strouble, Jr., moved, seconded by Howard Kessler, to recommend to the Board of County Commissioners a proposed charter amendment and ballot language (as distributed by Mr. Strouble during the meeting) to require the County to assess persistent disparities resulting from historic public policy decisions and establish a framework for addressing those impacts, including periodic audits and potential restoration strategies.

County Attorney O'Steen explained that the revised language removes explicit references to race or DEI, but potential legal risks remain. She noted that if any programs or policies developed under the amendment were ultimately based on a protected class, such as race, gender, or national origin, they could be subject to strict scrutiny under the U.S. Constitution. She added that case law on programs addressing historic wrongs is inconsistent, with many recent federal programs being struck down in court. She cautioned that such programs could also jeopardize federal funding depending on their structure and target population.

- *Joey Davis left at this juncture of the meeting.*

William Smith asked for clarification about the funding referenced in the proposed charter amendment, specifically regarding the creation of a restoration fund.

Bruce Strouble, Jr., explained that the proposed charter amendment would create a restoration fund, but it would not specify the funding sources within the charter itself. Instead, the County Commission would have discretion to determine how the fund is financed. He also questioned the legal concern raised by the County Attorney, asking how the County could conduct any data-driven programs if identifying disparities among protected classes automatically creates legal risk.

County Attorney O'Steen explained that the County's current programs are legally defensible because they rely primarily on socioeconomic data rather than targeting protected classes directly. While such programs may indirectly benefit individuals who belong to protected classes, the benefits are not explicitly tied to race, gender, or other protected characteristics. In contrast, the proposed amendment references historical policies like segregation, which specifically impacted certain protected classes. If programs are created based on that rationale, they could raise legal concerns because the benefits would be directly connected to a protected class, potentially violating anti-discrimination laws.

Vice Chairman Haynes asked the County Attorney what her professional recommendation would be to the Board of County Commissioners regarding the proposed ballot language.

County Attorney O'Steen stated that the proposed charter language itself is legally acceptable but federal and state constitutional and statutory restrictions could limit what the County is able to do in practice, even if the amendment was adopted.

Chair Lindley asked whether placing the language in the charter now, despite the current legal risks, could still be valuable because future circumstances might change. She suggested that even if the amendment cannot be fully implemented today due to legal constraints, a future County Commission might be able to act on it more freely if laws or policies change, since the language would already be embedded in the charter.

County Attorney O'Steen noted that the proposed charter language might have little practical effect right now due to current legal limitations, but future legal changes could either expand or further restrict what the County could do.

Henry Lewis, III, warned that the language might be used to challenge or dismantle single-member districts and other programs created to address past disparities.

Vice Chairman Chauncy Haynes made a substitution motion for Option #1: Approve the draft recommendation encouraging the Board to continue the County's long-standing commitment to addressing poverty and inequities in the community.

The motion failed for lack of a second.

Linda Bond Edwards asked the County Attorney for further clarity on the viability of using economic data for related programs.

County Attorney O'Steen cited the County's MWSBE (Minority/Women-owned Small Business Enterprise) program as an example, which is based on a third-party disparity study showing a need for corrective action. She noted that similar programs across the country are currently being challenged in court, so the legal landscape is still evolving. She emphasized that legal risk increases when a program explicitly targets a protected class, because that triggers strict scrutiny under constitutional law. In contrast, policies based on geographic need or general socioeconomic data—such as addressing food access in an underserved area, are more legally defensible, even if they indirectly benefit members of a protected class.

Sean Pittman stated he would support the proposal, but suggested that the structure might be better implemented through an ordinance rather than a charter amendment.

Bruce Strouble, Jr., moved, seconded by Howard Kessler, to recommend to the Board of County Commissioners a proposed charter amendment and ballot language (as distributed by Mr. Strouble during the meeting) to require the County to assess persistent disparities resulting from historic public policy decisions and establish a framework for addressing those impacts, including periodic audits and potential restoration strategies.

The motion failed 9 – 9 with Vice Chairman Chauncy Haynes, Linda Bond Edwards, Anita Favors, Darryl Jones, Henry Lewis, III, Heidi Otway, Shamarial Roberson, William Smith and Barry Wilcox in opposition. Committee Members Joey Davis, Liz Ellis and Slaton Murray were not present.

Chair Lindley thanked Committee Members for their time, thoughtful participation, and respectful discussion of complex issues. She noted that their work helped the community better

understand how local decisions are made and expressed appreciation for everyone's effort. She shared that she had been invited to speak to the League of Women Voters in March to provide an overview of the Committee's work. She also thanked County staff for their support and dedication throughout the process.

Darryl Jones asked whether the two recommended changes to the Preamble of the Leon County Charter, related to esteemed humanity and affirming access to health care, would be presented separately to the Board of County Commissioners.

Mrs. Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives, clarified that proposed amendments would be presented separately.

Linda Bond Edwards made a special announcement congratulating the County Attorney for recently receiving the Martha Barnett Outstanding Attorney Award from the Tallahassee Women Lawyers. She thanked County Attorney O'Steen for her professionalism and for patiently addressing the Committee's many questions during the meeting.

Sean Pittman congratulated the County Attorney on receiving the Martha Barnett Outstanding Attorney Award, noting that it is a significant honor given Martha Barnett's reputation. He also thanked Chair Lindley for her leadership in guiding the Committee through the process and expressed appreciation to the staff, particularly Mrs. Hatch, for their dedication and hard work.

County Administrator Long thanked the Committee Members and Chair Lindley on behalf of County staff for their work and participation. He also noted that the Board of County Commissioners will formally recognize the Committee in the future and that staff will notify members when that occurs.

Adjournment:

Chair Lindley adjourned the meeting at 2:22 p.m.

ATTEST:

Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

Citizen Charter Review Committee
Special Meeting
May 28, 2026
11:30 a.m. – 2:30 p.m.
Leon County Main Library
Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on May 28, 2026, at 11:30 a.m. in the Leon County Main Library with Committee Members Mary Ann Lindley, Chauncy Haynes, Joey Davis, Linda Bond Edwards, Liz Ellis, Max Herrle, Darryl Jones, Howard Kessler, Henry Lewis, III, Slaton Murray, Ryan Ray, Shamarial Roberson, Temple Robinson, Bruce Strouble, Jr., Jarrett Terry, Katrina Tuggerson and Barry Wilcox in attendance. Also present were County Administrator Vincent Long, Deputy County Attorney Emily Norton, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Management Analyst Cameron Williams, and Clerks to the Board, Beryl Wood and Daniel J. Antonaccio.

Absent Members: Anita Favors, Heidi Otway, Sean Pittman, and William Smith.

Call to Order and Opening Mary Ann Lindley, Chair

Chair Lindley called the meeting to order at 11:30 a.m. and asked County Administrator Long to provide a brief overview of the meeting.

County Administrator Long recapped the Committee's previous consideration of a proposed Charter Amendment addressing historic harmful public policy decisions, which failed to advance on a 9 – 9 vote. He explained that the Board of County Commissioners subsequently requested additional analysis related to Senate Bill 1134 and recent federal actions and directed staff to develop a legally compliant, geographically based framework for addressing the effects of historic public policy decisions.

County Administrator Long noted that the agenda materials summarized the County's existing geographically focused programs, investments, and initiatives supporting vulnerable communities. While the Board did not advance a Board-initiated Charter Amendment, it referred the matter back to the Committee for further consideration and possible recommendation.

Chair Lindley stated that the consideration of advancing a proposed Charter amendment addressing historic harmful public policy decisions would be the only issue for consideration by the Committee during the special meeting.

Consent:

Henry Lewis, III, moved, seconded by Ryan Ray, to approve the consent agenda as presented.

The motion carried 16 – 0 with Committee Members Anita Favors, Darryl Jones, Heidi Otway, Sean Pittman and William Smith not present.

Approval of February 19, 2026 Meeting Minutes

Receipt & File of Written Public Comments

- *Darryl Jones arrived at this juncture of the meeting.*

Public Comment:

- Stanley Sims, 1320 Avondale Way, stated that the Board was not rejecting the concept but seeking to avoid potential legal and financial risks. He emphasized that the issue should focus on the impacts of past public policies and strengthening community unity rather than race, labels, or division.
- Serenity Williams, 4011 Elder Lane, spoke in support of the proposed amendment, stating that recurring assessment, transparency, and public review are appropriate Charter functions and that the proposal would not mandate spending, create quotas, or establish preferential treatment.
- Darchelle Pickett, a District 2 resident, spoke in support of the proposed amendment, stating that public policy decisions can have lasting community impacts. She cited Smoky Hollow as an example and described the proposal as a geographically based framework for assessing community conditions.
- Bryan Stringer, 8479 Southern Park Drive, spoke in support of the proposed amendment, stating that the proposal would establish a long-term framework for transparency, accountability, recurring community impact assessments, and public reporting without creating spending mandates, quotas, or race-based preferences.

General Business:

Agenda Item #1: Consideration of Advancing a Proposed Charter Amendment Addressing Historic Harmful Public Policy Decisions

Nicki Hatch introduced the item, which requested the Committee's consideration of whether to advance a proposed Charter Amendment addressing historic harmful public policy decisions. As directed by the Board of County Commissioners at its May 12, 2026 meeting, the proposed amendment would use a geographically based framework rather than protected-class criteria and would be developed consistent with applicable state and federal law without jeopardizing state or federal funding. Staff presented the following options: (1) accept the report and take no further action; or (2) advance a proposed Charter Amendment for consideration at the Committee's first public hearing on June 30, 2026, at 6:00 p.m.

Bruce Strouble, Jr., presented a revised charter amendment proposal developed in response to concerns raised by staff and legal counsel. He distributed handouts with his revised proposal and explained that the proposal removed references to protected classes and funding requirements, instead establishing a geographically based framework for recurring assessments of the impacts of historic public policies and governmental practices. He stated that the proposal was intended to promote accountability, transparency, and public reporting rather than create mandates or race-based programs.

Slaton Murray moved, seconded by Howard Kessler, to open the item for discussion.

The motion carried 17 – 0 with Committee Members Anita Favors, Heidi Otway, Sean Pittman and William Smith not present.

Slaton Murray asked who would oversee the framework and whether a new board, committee, or governmental function would be required. He also asked whether implementation would create financial obligations for the County.

Bruce Strouble, Jr., responded that the proposal intentionally leaves implementation details to County staff and the Board of County Commissioners. He explained that the framework would require a formal assessment every four years, with findings presented to the Board for public review and consideration. The Board would then determine how to respond to the findings and whether the information should be incorporated into County decision-making. He emphasized

that the proposal itself does not create automatic expenditures and leaves any financial commitments to the discretion of the Board.

County Administrator Long advised that if the Committee wished to advance a Charter Amendment, it would need to specify the language it intended to recommend before taking final action.

Bruce Strouble, Jr., moved, seconded by Howard Kessler, for Option #2: Advance a proposed Charter Amendment addressing historic harmful public policy decisions for consideration at the Committee's first of three public hearings on June 30, 2026, at 6:00 p.m.

Joey Davis questioned why the proposed language applied countywide rather than to specific geographic areas and asked how the proposed assessment and reporting process would differ from existing County evaluations and reporting practices.

Bruce Strouble, Jr., explained that the proposed language was intentionally broad to allow the framework to address community concerns throughout Leon County, including issues that may emerge in the future.

County Administrator Long stated that while the County conducts numerous program-specific evaluations and reporting activities, it does not currently have a single, comprehensive process for assessing historic harms as illustrated in the proposal.

Barry Wilcox requested a practical example of how the proposed framework would work.

Chair Lindley invited Commissioner Bill Proctor to respond to Mr. Wilcox's question.

Commissioner Bill Proctor cited examples of annexation, infrastructure, and service disparities in certain communities, stating that such issues illustrate the types of historic public policy decisions that could be reviewed under the proposed amendment.

Vice Chairman Haynes stated that he would oppose the amendment, arguing that the County already addresses historical inequities through existing programs and investments. He expressed concern that adding the issue to the Charter could expand it beyond its intended role. He then questioned whether similar charter provisions exist elsewhere and expressed concern that the proposal could be perceived as a DEI initiative. He also questioned the need for recurring assessments focused on historical harms.

County Administrator Long responded that such provisions are generally uncommon.

Slaton Murray noted that ongoing Blueprint investments are helping address infrastructure and equity concerns in underserved communities and praised the County's existing efforts.

Henry Lewis, III, proposed a friendly amendment revising the ballot title to "Affirmation of County's Commitment to Historically Underserved Areas and Vulnerable Populations in Our Community" and removing the phrase "later determined to be unlawful or unconstitutional" from the amendment language. He stated that the changes would provide greater clarity and broaden the amendment's scope.

Bruce Strouble, Jr., accepted the friendly amendment.

Joey Davis proposed a friendly amendment to remove the word "historic" from the charter language, arguing that the amendment should address both past and future policy impacts and remain relevant over time.

Bruce Strouble, Jr., accepted the friendly amendment.

Shamarial Roberson stated that removing the word "historic" would make the amendment more relevant to current and future issues. She also sought assurance from legal counsel that the revised language would not conflict with state or federal law before supporting the proposal.

Deputy County Attorney Norton stated that she could review the proposed language for potential conflicts with applicable law but could not predict the legality of future actions or policies that might result from the amendment.

Linda Bond Edwards stated that the phrase "adverse community conditions" would provide flexibility and allow residents to raise concerns about the impacts of County policies or actions. She argued that the amendment could benefit any resident affected by such conditions.

Deputy County Attorney Norton cautioned that the term "adverse community conditions" may be too broad and undefined, potentially creating ambiguity about what issues would qualify for review under the amendment.

County Administrator Long advised that removing limited language could make the amendment difficult to implement by creating uncertainty about which policies, actions, or conditions should trigger an assessment.

Deputy County Attorney Norton added that any approved charter language would need to be sufficiently clear because the charter does not contain a general definitions section.

Bruce Strouble, Jr., cautioned that removing the word "historic" could make the proposal overly broad and weaken its original purpose. He requested that Joey Davis withdraw his friendly amendment.

Chair Lindley supported retaining the word "historic," stating that it better reflects the amendment's intent and provides greater clarity for voters.

Joey Davis withdrew his friendly amendment.

Vice Chairman Haynes offered a substitute motion, stating his preference for using the Charter Preamble to affirm the County's existing commitment to historically underserved areas and vulnerable populations without establishing a new Charter-based assessment process.

Vice Chairman Chauncy Haynes made a substitute motion to adopt the ballot title and ballot language presented by staff in the agenda item, which would amend the Charter Preamble to affirm the County's commitment to addressing the needs of historically underserved geographical areas and vulnerable populations of the community while preserving the County's existing framework for local self-governance, community values, and citizen empowerment.

The motion failed for lack of a second.

Shamarial Roberson asked whether Leon County has a defined meaning for "historic public policies" or any formally identified unlawful historic policies.

Deputy County Attorney Norton responded that the County does not have a specific definition or formal classification for historic public policies.

Bruce Strouble, Jr., requested to proceed with the vote.

Vice Chairman Haynes questioned how Committee members could evaluate the proposal without a clear definition of "historic public policies".

Committee members sought clarification on the motion.

Ms. Hatch explained that the motion consisted of three components: the proposed ballot title, ballot language, and charter amendment language as revised by the Committee. It was also confirmed that the proposed charter amendment language would be revised to reflect the changes made by the Committee to the ballot title and ballot language.

Bruce Strouble, Jr., moved, seconded by Howard Kessler, for Option #2, as amended: Advance a proposed Charter Amendment addressing historic harmful public policy decisions for consideration at the Committee's first of three public hearings on June 30, 2026, at 6:00 p.m. based on the Ballot Title and Language as amended and approved by the Committee as follows:

- *Proposed Ballot Title (As Revised and Approved by Committee): "Affirmation Of County's Commitment To Historically Underserved And Vulnerable Populations"*
- *Proposed Ballot Language (As Revised and Approved by Committee): "Shall the Home Rule Charter of Leon County, Florida be amended to provide for a recurring Community Impact Assessment process, public reporting, and Board of County Commissioners' review and response regarding adverse community conditions related to historic public policies or governmental practices?"*

The motion carried 14 – 3 with Vice Chairman Chauncy Haynes, Slaton Murray and Shamarial Roberson in opposition. Committee Members Anita Favors, Heidi Otway, Sean Pittman and William Smith were not present.

Ms. Hatch announced public hearings on June 30, July 16, and July 30, advising that the Committee's attendance was required and that votes would be taken at each hearing. She noted that additional revisions to the language could be considered and that, if approved, the proposal would advance to the Board of County Commissioners in August of 2026.

Committee members acknowledged the complexity of the issue, noting that questions involving historical inequities and governmental authority present significant legal and policy considerations.

Commissioner Proctor thanked the Committee for its work and described the discussion as one of the most thoughtful public policy conversations he had witnessed during his tenure.

Committee members expressed appreciation for the respectful and professional dialogue throughout the process despite differing viewpoints. Thanks were extended to the Chair, legal counsel, the County Administrator, and supporting staff for their assistance throughout the review process.

Adjournment:

Chair Lindley adjourned the meeting at 2:11 p.m.

ATTEST:

Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

Citizen Charter Review Committee
Public Hearing
June 30, 2026
6:00 p.m. – 8:00 p.m.
Leon County Main Library
Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on June 30, 2026, at 6:00 p.m., in the Leon County Main Library with Committee Members Mary Ann Lindley, Joey Davis, Linda Bond Edwards, Max Herrle, Darryl Jones, Henry Lewis, III, Heidi Otway, Ryan Ray, Shamarial Roberson, Temple Robinson, Bruce Strouble, Jr., Jarrett Terry, Katrina Tuggerson, and Barry Wilcox in attendance. Also present were Assistant County Administrator Ken Morris, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Management Analyst Cameron Williams, and Clerks to the Board, Beryl Wood and Daniel J. Antonaccio.

Absent Members: Chauncy Haynes, Liz Ellis, Anita Favors, Howard Kessler, Slaton Murray, Sean Pittman, and William Smith.

Call to Order and Opening Mary Ann Lindley, Chair

Chair Lindley called the meeting to order at 6:04 p.m.

Consent:

Ryan Ray moved, seconded by Darryl Jones, to approve the consent agenda as presented.

The motion carried 12 – 0 with Vice Chairman Chauncy Haynes, Liz Ellis, Anita Favors, Max Herrle, Howard Kessler, Slaton Murray, Sean Pittman, Shamarial Roberson, and William Smith not present.

Approval of May 28, 2026 Meeting Minutes

Receipt & File of Written Public Comments

- *Shamarial Roberson and Max Herrle arrived at this juncture of the meeting.*

Public Comment:

- Melanie Andrade, 3349 Argonaut Drive, spoke in support of advancing the proposed amendment to be considered by the Board of County Commissioners, stating that public policy decisions have long-term impacts and the proposed amendment language would preserve accountability across administrations and political cycles.
- Delilah Pierre, 3303 Ty Cobb Road, spoke in support of the proposed amendment. She cited disparities in infrastructure, schools, access to resources, and economic conditions among Tallahassee communities.
- Thomas Speirs, 123 Locke Street, spoke in support of the proposed amendment, stating that it represented a concrete step toward addressing historic harms.
- Stephanie McMillion, a resident of 32301, spoke in support of the proposed amendment. She stated that long-term assessment, transparency, and accountability are appropriate Charter functions and cited urban renewal projects, including Smokey Hollow, as examples of lasting impacts.

- Julie Meadows Keefe, 3256 Appleton Drive, spoke in support of the proposed amendment. She stated that the amendment does not mandate spending or preferential treatment but requires a transparent assessment of lasting public harms from past governmental decisions.

Public Hearing:

Agenda Item #1: First of Three Public Hearings to Consider the Proposed Charter Amendment Language to Provide for Community Impact Assessments

Nicki Hatch introduced the proposed charter amendment addressing adverse community conditions related to historic County laws, policies and governmental practices. She noted that the proposed amendment would require periodic community impact assessments, publicly available findings, the Board of County Commissioners' public review and consideration of each assessment, and adoption of an implementing ordinance by April 1, 2027.

She stated that the ordinance would establish the operational procedures such as geographically based assessment criteria. Placing these details in an ordinance would provide flexibility to respond to changing community needs, legal requirements, and restrictions without requiring future Charter amendments. She clarified that the draft amendment was a starting point, reminding the Committee that they may revise it or provide additional direction during any of the three public hearings before recommending it to the Board of County Commissioners (Board) for consideration in August 2026.

Bruce Strouble, Jr., moved, seconded by Ryan Ray, for approval of Option #1: Conduct the first of three public hearings to consider a proposed Charter Amendment to provide for Community Impact Assessments (Attachment #1), and advance the proposed Charter Amendment for consideration at the Committee's second of three public hearings on July 16, 2026, at 6:00 p.m.

The motion carried 14 – 0 with Vice Chairman Chauncy Haynes, Liz Ellis, Anita Favors, Howard Kessler, Slaton Murray, Sean Pittman, and William Smith not present.

Max Herrle raised questions regarding public participation and notification of the proposed amendment. He asked how the public would be informed as the item moved forward and inquired about a presentation explaining the proposal.

Nicki Hatch responded that meetings are publicly noticed through standard channels and social media. She added that an agenda item would be presented to the Board during its public hearing in August. That agenda item would summarize the proposal and its development. She also confirmed that a comprehensive final report documenting the Committee's actions would be presented to the Board at a later date.

Max Herrle suggested holding a public meeting or one of the upcoming public hearings in other locations, such as Frenchtown or Southside.

Nicki Hatch noted that moving a formal hearing would involve significant logistical considerations, including accommodating the 21-member committee, public participation, and broadcasting requirements.

Darryl Jones encouraged Committee members to participate in future public discussions as private citizens after the Committee is dissolved. He noted that community organizations, such as the NAACP, would likely hold public discussions if the proposed amendment advances to the ballot.

County Attorney O'Steen stated that after the Committee submits its recommendation, the Board may only approve or reject the proposed amendment. The Committee's final public hearing is the last time that proposed language can be modified.

Joey Davis asked for clarification on when Sunshine Law restrictions will no longer apply to Committee members.

Nicki Hatch clarified that following its final public hearing, the Committee will dissolve, and members will no longer be subject to the Committee's Sunshine Law restrictions. Once the measure is placed on the ballot, the County will be subject to additional legal restrictions regarding how it communicates about the proposal.

Adjournment:

Darryl Jones moved, seconded by Bruce Strouble, Jr., to adjourn the meeting.

The motion carried 14 – 0 with Vice Chairman Chauncy Haynes, Liz Ellis, Anita Favors, Howard Kessler, Slaton Murray, Sean Pittman, and William Smith not present.

Chair Lindley reminded the Committee that its next public hearing would be on July 16, 2026, and adjourned the meeting at 6:34 p.m.

ATTEST:

Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

Citizen Charter Review Committee
Public Hearing
July 16, 2026
6:00 p.m. – 8:00 p.m.
Leon County Main Library
Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on July 16, 2026, at 6:00 p.m., in the Leon County Main Library with Committee Members Mary Ann Lindley, Joey Davis, Anita Favors, Max Herrle, Howard Kessler, Henry Lewis, III, Sean Pittman, Ryan Ray, Bruce Strouble, Jr., Jarrett Terry, and Barry Wilcox in attendance. Also present were Assistant County Administrator Ken Morris, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Management Analyst Cameron Williams, and Clerks to the Board, Beryl Wood and Daniel J. Antonaccio.

Absent Members: Chauncy Haynes, Linda Bond Edwards, Liz Ellis, Darryl Jones, Slaton Murray, Heidi Otway, Shamarial Roberson, Temple Robinson, William Smith, and Katrina Tuggerson.

Call to Order and Opening Mary Ann Lindley, Chair

Chair Lindley called the meeting to order at 6:03 p.m.

Consent:

Ryan Ray moved, seconded by Howard Kessler, to approve the consent agenda as presented.

The motion carried 11 – 0 with Vice Chairman Chauncy Haynes, Linda Bond Edwards, Liz Ellis, Darryl Jones, Slaton Murray, Heidi Otway, Shamarial Roberson, Temple Robinson, William Smith, and Katrina Tuggerson not present.

Approval of June 30, 2026 Meeting Minutes

Receipt & File of Written Public Comments

Public Comment:

- Katherine Kurzweil, a Florida State University (FSU) student residing in Tallahassee, expressed support for the proposed amendment related to historic harms. She cited disparities in transportation and infrastructure between FSU and lower-income communities, including Frenchtown. She also discussed the displacement and environmental contamination of the historic Smokey Hollow community, encouraging the County to examine similar harms, prevent their recurrence, and consider remedies for affected families and their descendants.
- Thomas Speirs, 123 Locke Street, discussed the history of the Smokey Hollow community and expressed support for the proposed amendment related to historic harms.

Public Hearing:

Agenda Item #1: Second of Three Public Hearings to Consider the Proposed Charter Amendment Language to Provide for Community Impact Assessments

Nicki Hatch introduced the proposed Charter Amendment addressing adverse community conditions resulting from historic County laws, policies, and practices. She explained that the amendment would require periodic community impact assessments, publicly available findings, and the Board of County Commissioners' public review and consideration of each assessment. The proposed Charter Amendment would also require the adoption of an implementing ordinance

by April 1, 2027, to establish operational procedures, including geographically based assessment criteria, while allowing flexibility to address changing community needs and legal requirements.

Mrs. Hatch clarified that the proposed Charter Amendment language remained subject to revision during the Committee's three public hearings. She noted that County staff proposed minor revisions following legal review to improve clarity and consistency. These revisions included using the term "periodic" consistently throughout the draft and replacing "or" with "and" when referring to County laws, policies, and practices.

She noted that the Committee had previously approved the proposed ballot title and language, clarifying that the Committee will have the opportunity to further refine the proposed Charter Amendment, as well as the ballot title and ballot language, at its third and final public hearing on July 30. Upon approval by the Committee, the proposed amendment would then proceed to the Board for consideration at a public hearing in August 2026.

Jarrett Terry questioned whether the terms "periodic" and "recurring" had different meanings and asked whether "recurring" should also be replaced in the ballot language for consistency.

County Attorney Chasity O'Steen recommended using the term "periodic" consistently throughout both the proposed Charter Amendment and ballot language.

Mrs. Hatch reminded the Committee that they will have the opportunity to further refine the ballot language for such changes at its third and final public hearing on July 30th.

Max Herrle reminded the Committee that July 30th would be the final opportunity to amend the proposed language and that the Board could not make changes during the August 2026 public hearing. He encouraged members to share the full language with their appointing Commissioners before the Committee's final public hearing so any concerns could be addressed.

Mrs. Hatch reminded the Committee that its third and final public hearing was scheduled for July 30th at the same time and location, and that the Board's subsequent public hearing would be held on August 17, 2026.

Henry Lewis, III, moved, seconded by Jarrett Terry, for approval of Option # 1, as amended: Conduct the second of three public hearings to consider a proposed Charter Amendment to provide for Community Impact Assessments (Attachment # 1), and advance the proposed Charter Amendment for consideration at the Committee's third and final public hearing on July 30, 2026, at 6:00 p.m., with the term "recurring" replaced with "periodic" in recommended ballot language.

The motion carried 11 – 0 with Vice Chairman Chauncy Haynes, Linda Bond Edwards, Liz Ellis, Darryl Jones, Slaton Murray, Heidi Otway, Shamarial Roberson, Temple Robinson, William Smith, and Katrina Tuggerson not present.

Adjournment:

Chair Lindley adjourned the meeting at 6:20 p.m.

ATTEST:

Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

Citizen Charter Review Committee
Public Hearing
July 30, 2026
6:00 p.m. – 8:00 p.m.
Leon County Main Library Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on July 30, 2026, at 6:00 p.m., in the Leon County Main Library with Committee Members Mary Ann Lindley, Chauncy Haynes, Joey Davis, Linda Bond Edwards, Liz Ellis, Max Herrle, Darryl Jones, Heidi Otway, Sean Pittman, Ryan Ray, Temple Robinson, Bruce Strouble, Jr., Katrina Tuggerson, and Barry Wilcox in attendance. Also present were Assistant County Administrator Ken Morris, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Management Analyst Cameron Williams, and Clerk to the Board Beryl Wood.

Absent Members: Anita Favors, Howard Kessler, Henry Lewis, III, Slaton Murray, Shamarial Roberson, William Smith, and Jarrett Terry.

Call to Order and Opening Mary Ann Lindley, Chair

Chair Lindley called the meeting to order at 6:00 p.m. and thanked County staff for their continued support throughout the Committee's review process.

Consent:

Max Herrle moved, seconded by Darryl Jones, to approve the consent agenda as presented.

The motion carried 12 – 0 with Committee Members Joey Davis, Anita Favors, Howard Kessler, Henry Lewis, III, Slaton Murray, Heidi Otway, Shamarial Roberson, William Smith, and Jarrett Terry not present.

Approval of July 16, 2026 Meeting Minutes

Receipt & File of Written Public Comments

Public Comment:

There was no public comment.

- *Joey Davis and Heidi Otway arrived at this juncture of the meeting.*

Public Hearing: Agenda Item #1: Third and Final Public Hearing to Consider the Proposed Charter Amendment Language to Provide for Community Impact Assessments

Nicki Hatch introduced the proposed Charter Amendment addressing adverse community conditions related to historic County laws, policies, and practices. She noted that the Committee had advanced the draft amendment language through its first two public hearings and that the final public hearing provided an opportunity to review and further refine the ballot title and ballot language before making a final recommendation to the Board of County Commissioners.

Mrs. Hatch explained that the item presented minor revisions to the draft ballot language to maintain consistency with the proposed amendment, clarifying the requirement for periodic Community Impact Assessments and the Board's responsibility to publicly review and consider the findings of each assessment concerning the County's historic laws, policies, and practices. She noted that upon approval by the Committee, the proposed amendment would then proceed to the Board at its August 17, 2026 public hearing, for consideration of placement on the 2026 General Election ballot.

Max Herrle recalled that the Committee had previously discussed conducting the assessment every four years and asked about the effect of changing the language from "recurring" to "periodic."

Mrs. Hatch responded that "periodic" had been used to ensure consistent terminology throughout the proposed amendment. She explained that the proposed amendment required the Board to adopt an implementing ordinance establishing the assessment criteria, frequency, and procedures. She noted that addressing these details by ordinance would allow future revisions without requiring another Charter Amendment.

Bruce Strouble, Jr., moved, seconded by Darryl Jones, to approve Option #1: Conduct the third and final public hearing to consider a proposed Charter Amendment to provide for Community Impact Assessments (Attachment #1), and advance the proposed Charter Amendment for recommendation to the Board of County Commissioners for placement on the 2026 General Election ballot.

The motion carried 14 – 0 with Committee Members Anita Favors, Howard Kessler, Henry Lewis, III, Slaton Murray, Shamarial Roberson, William Smith, and Jarrett Terry not present.

Darryl Jones asked for a summary of the Committee's other recommendations and their status.

Ken Morris summarized the recommendations previously considered by the Board. He noted that the proposed amendment reflecting esteemed humanity in the Charter Preamble had been advanced as a Board-initiated Charter Amendment. He further explained that the Committee policy recommendation to align County and City street renaming policies was advanced by the Board as another Board-initiated Charter Amendment. He also noted that a proposal concerning County ordinances superseding municipal ordinances had been advanced as a Board-initiated Charter Amendment.

Mrs. Hatch stated that the Committee's policy recommendation concerning food insecurity resulted in Board direction for staff to return with additional review and analysis. She clarified that the Community Impact Assessments proposal would be the only Committee-initiated amendment that will potentially be on the ballot, subject to Board approval. She further clarified that the Board could discuss the proposed amendment but could not revise the Committee's proposed language. She noted that Committee members are not required to attend the Board's August 17, 2026 public hearing, but are welcome to do so.

Adjournment:

Temple Robinson moved, seconded by Bruce Strouble, Jr., to adjourn the meeting.

The motion carried 14 – 0 with Committee Members Anita Favors, Howard Kessler, Henry Lewis, III, Slaton Murray, Shamarial Roberson, William Smith, and Jarrett Terry not present.

Chair Lindley adjourned the meeting at 6:09 p.m.

ATTEST:

_____
Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

_____
Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

APPENDIX D: ATTACHMENTS (MEETING AGENDAS)

Citizen Charter Review Committee

October 23, 2025
11:30 a.m.-1:30 p.m.
Leon County Main Library
Programming Room

ORIENTATION AGENDA

1. Opening Remarks & Committee Charge	Vincent S. Long, County Administrator
2. Committee Introductions	
3. Overview of Charter Government	Vincent S. Long County Administrator
4. Overview of Florida's Open Government Laws	Chasity O'Steen, County Attorney
5. Committee Bylaws & Committee Schedule	Nicki Hatch
6. Public Comment	
7. Adjournment	

The next meeting of the Citizen Charter Review Committee will take place on Thursday, November 6, 2025.

Citizen Charter Review Committee

November 6, 2025
11:30 a.m.-1:30 p.m.
Leon County Main Library
Programming Room A

AGENDA

1. Call to Order and Opening — Mary Ann Lindley, Chair

Consent

2. Approval of October 23, 2025 Meeting Minutes

3. Approval of Committee Bylaws

4. Receipt & File of Written Public Comments

Presentations

5. Overview of Leon County Government — Vincent S. Long, County Administrator

6. Overview of Leon County Charter by Article & Recap of Charter Amendment Process — Nicki Hatch

Public Comment

General Business

7. Board Issue for Committee Consideration — Chasity O'Steen & Ken Morris

   Agenda Item A: Leon County Ordinances in Relation to Municipal Ordinances

8. Committee Discussion on Proposed Charter Amendments

The next meeting of the Citizen Charter Review Committee will take place on Thursday, November 20, 2025.

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

APPROVAL OF OCTOBER 23, 2025 MEETING MINUTES

Citizen Charter Review Committee
October 23, 2025
11:30 a.m. - 1:30 p.m.
Leon County Main Library
Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on October 23, 2025, at 11:30 a.m. in the Leon County Main Library with Committee members Mary Ann Lindley, Chauncy Haynes, Darryl Jones, Sean Pittman, Linda Bond Edwards, Henry Lewis III, Bruce Strouble Jr., Howard Kessler, Ryan Ray, Liz Ellis, Joey Davis, Anita Favors, Barry Wilcox, Katrina Tuggerson, Slaton Murray, Temple Robinson, Max Herrle, Shamarial Roberson, and Jarrett Terry in attendance. Committee members Heidi Otway and William Smith were absent. Also present were County Administrator Vince Long, Assistant County Administrator Ken Morris, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Management Analyst Cameron Williams, and Clerks to the Board, Beryl Wood and Daniel J. Antonaccio.

Absent Members: Heidi Otway and William G. Smith

Opening Remarks & Committee Charge – Vincent S. Long, County Administrator

County Administrator Vince Long convened the inaugural meeting of the Citizen Charter Review Committee, welcoming members and expressing appreciation for their willingness to serve. He thanked the members on behalf of the Board of County Commissioners, county staff, and the community, emphasizing that their contributions are essential to maintaining an effective and representative home-rule government.

He provided an overview of the Charter Review process, noting that the Committee convenes once every eight years to review the Leon County Charter, referred to as the "home rule constitution", and make recommendations to the Board of County Commissioners. Members will have 120 days to conduct their review and may propose amendments or determine that no changes are necessary. The Board granted broad latitude for discussion, identifying only one specific issue requiring formal review, which will be addressed later in the process.

Committee Introductions:

County Administrator Long stated that county staff's role is to fully support the Committee. He introduced key members of the staff resource team:

- Chasity O'Steen, County Attorney
- Ken Morris, Assistant County Administrator
- Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives and primary staff liaison
- Cameron Williams, Management Analyst

He emphasized that the process will be methodical and transparent, with members reviewing every article and section of the Charter to ensure that it continues to reflect the needs and preferences of the community.

Each member of the Committee introduced themselves and shared their background and connection to Leon County.

Commissioner Proctor welcomed the Committee and spoke to their diversity.

Commissioner Minor thanked everyone for being present and for their public service.

Overview of Charter Government:

County Administrator Vince Long provided an overview presentation on the history, purpose, and framework of charter county government in Florida. County Administrator Long explained that a county charter functions as a home rule constitution, the local governing document that defines the framework, authority, and structure of county government. It is a *living document*, subject to amendment only by the local electorate.

The concept of charter county government, he said, arises from the principle that *one size does not fit all* in local governance. No two Florida counties are identical, and each faces unique local issues and needs. He noted that while all counties must fulfill the same state-mandated responsibilities, charters allow local governments to tailor their organization and powers to fit their communities.

County Administrator Long provided an overview of Florida History related to the operation of local governments under "Dillon's Rule" prior to the 1968 Constitutional Revision. County Administrator Long's overview continued with how the 1968 Constitutional Revision granted home rule authority to local governments by allowing counties to adopt charters by local referendum to exercise greater autonomy and flexibility in addressing community-specific issues. Since that time, 20 of Florida's 67 counties have adopted charters, representing roughly 75–80 percent of the state's population.

Leon County's Charter:

County Administrator Long noted that Leon County adopted its charter in 2002, describing it as a "starter charter." This approach, he said, is common among first-time charter counties and typically codifies the existing structure of government at the time of adoption, with the understanding that amendments will occur as the community evolves.

Charter Amendment Process:

Mr. Long outlined the three mechanisms through which a county charter may be amended. He emphasized that any proposed amendment must be approved by a majority vote of the local electorate at a general election.

1. Citizen Petition:
    - Requires signatures from 10% of registered voters countywide, including 10% from each County Commission district.
    - May be initiated at any time, provided the proposed amendment appears on a general election ballot.
    - This method has never been utilized in Leon County.
2. County Commission Action:
    - Requires a majority plus one vote of the Board of County Commissioners.
    - The Board may propose amendments at any time.
    - This method has never been utilized.
3. Citizen Charter Review Committee:
    - As established in the Leon County Charter, this citizen committee convenes every eight years to review and recommend Charter amendments to the Board of County Commissioners.

Past Citizen Charter Review Committees:

Mr. Long provided a brief history of the previous Citizen Charter Review Committees convened since the charter's adoption in 2002.

<u>2010 Citizen Charter Review Committee:</u>

The 2010 Committee proposed seven amendments to the Board of County Commissioners.

1. Tourism Development Structure
2. Minimum Countywide Environmental Standards.
3. Employment of the County Administrator
4. Non-Interference Policy
5. Campaign Contributions
6. Petition Thresholds
7. Future Citizen Charter Review Committee Authority

Of the seven proposals, the Board advanced six to the ballot, excluding the "Future Citizen Charter Review Committee Authority" proposal. Five of the six proposed amendments were approved by voters; the "Petition Thresholds" amendment was not adopted.

2018 Citizen Charter Review Committee:

The 2018 Committee advanced two amendments to the Board:

1. Adoption of a Code of Ethics by Ordinance
2. Employment of the County Attorney

Of the two proposals, the Board advanced the "Adoption of a Code of Ethics by Ordinance" amendment to the ballot which was approved by voters. The "Employment of the County Attorney" was not advanced by the Board as a proposed Charter Amendment but instead was effectuated through the adoption of a County Ordinance.

County Administrator Long concluded that these prior reviews demonstrate the evolution of the County Charter and the community's ability to make meaningful, measured changes through the structured review process.

Charter Authority, Limitations, and Board Direction:

County Administrator Long concluded his overview by summarizing what county charters may and may not do, as well as outlining the specific direction provided by the Board of County Commissioners for this Citizen Charter Review Committee cycle.

Board Direction to the 2025/2026 Citizen Charter Review Committee:

County Administrator Long reminded the Committee that the Board of County Commissioners had not imposed any limits on the group's scope of review, granting broad latitude to examine all aspects of the charter. He stated that the Board identified one specific issue for the committee's objective consideration:

- Whether to recommend an amendment providing that county ordinances prevail in cases of conflict with municipal ordinances, except where restricted by state law.

This topic will appear as a formally agendaed discussion item later in the review process, with full staff analysis and legal guidance.

Overview of Florida's Open Government Laws - Chasity O'Steen, County Attorney

County Attorney Chasity O'Steen briefed the Committee on Florida's Open Government Laws, including the Sunshine Law, Public Records, and Code of Ethics and its application to members of the Citizen Charter Review Committee, as summarized below. County Attorney O'Steen also provided guidance related to public statements made by CCRC members.

- Sunshine Law: Requires that all public meetings be noticed, are open and accessible to the public and minutes are kept. A meeting is defined as two or more members of the same decision making body talking about substantive matters that may come before the Committee.

- Public Records Law: All written communication made or received related to the official business of the CCRC are considered public record and should be retained appropriately.
- Florida Code of Ethics: Protects against any conflict of interest and establishes standards for the conduct in situations where conflicts may exist which applies to CCRC members as Board Appointed Committee Members.

Committee Bylaws & Committee Schedule - Nicki Hatch

Mrs. Nicki Hatch provided an overview of the Citizen Charter Review Committee Bylaws as adopted by the Board of County Commissioners to guide the Committee's deliberations and ensure orderly and transparent proceedings. The overview summarized various sections of the Bylaws including quorum and voting requirements, public comment protocols, and the election and role of the Chair and Vice Chair:

Election of Officers:

Mrs. Hatch stated that one of the first actions of the Committee would be the election of officers.

Election of Chair Motion:

Darryl Jones nominated Mary Ann Lindley to serve as Chair, noting her prior service on the Leon County Board of County Commissioners. The nomination was seconded by Sean Pittman.

There being no other nominations, the vote was called. The motion carried unanimously, and Mary Ann Lindley was elected Chair of the Leon County Citizen Charter Review Committee.

The motion passed 19 - 0.

Chair Lindley expressed appreciation to the members for their confidence and stated she looked forward to working collaboratively with the Committee.

Election of Vice Chair Motion:

Linda Bond Edwards nominated Chauncy Haynes to serve as Vice Chair. The nomination was seconded by Jarrett Terry.

There being no other nominations, the vote was called. The motion carried unanimously, and Chauncy Haynes was elected Vice Chair of the Leon County Citizen Charter Review Committee.

The motion passed 19 – 0.

Process and Schedule Overview: Presenter - Ken Morris, Assistant County Administrator

Mr. Ken Morris provided an overview of the Committee's process and timeline, including the three-phase structure for the Committee's deliberations to ensure a methodical and transparent process.

Meeting Structure and Workflow:

1. Issue/Discussion Meetings (Step 1) – Members can request any idea for a proposed charter amendment to be placed on the agenda for formal consideration by the Committee. If approved by a simple majority vote of the Committee, staff will prepare an analysis of the proposal to be placed on the Committee's agenda for consideration.
2. Decision Meetings (Step 2) – If approved by a simple majority vote of the Committee, the Committee can request staff to prepare proposed charter amendment language for Committee consideration.
3. Public Hearings (Step 3) – If approved by a simple majority vote of the Committee, the Committee can advance proposed charter amendment language to Public Hearing for Committee consideration. Upon conclusion of the public hearings, the Committee can, upon approval by a simple majority vote, recommend the proposed charter amendment language to the Board of County Commissioners.

Mr. Morris reported that the Committee is scheduled to complete its work by February 19, with an interim report to be presented to the Board of County Commissioners in March. If the Committee advances proposed charter amendments, public hearings will be scheduled in June and July 2026.

Public Comment:

Chair Lindley opened the floor for public comment.

Staff noted that no speaker cards had been submitted prior to the meeting. Chair Lindley invited any members of the public present to speak; no speakers came forward.

Next Meeting and Adjournment:

The next Citizen Charter Review Committee meeting will be held on Thursday, November 6. Members were encouraged to contact staff with any questions prior to the next meeting.

Chair Lindley called for adjournment of the CCRC Meeting. It was moved by Ryan Ray, seconded by Sean Pittman, to adjourn at 1:27 p.m.

The motion passed 19 – 0.

ATTEST:

_____
Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

_____
Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

DRAFT

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

APPROVAL OF COMMITTEE BYLAWS

BYLAWS OF THE LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

In order to govern its function and operation in a manner consistent with the Home Rule Charter of Leon County, Florida, approved by the electorate of Leon County on the 5th day of November 2002 and subsequently amended on the 2nd day of November 2010 and on the 6th day of November 2018, the Leon County Citizens Charter Review Committee (hereinafter "Committee") hereby adopts the following Bylaws.

It shall be the duty of the Committee to carry out the following charge: To review the Home Rule Charter of Leon County, Florida and propose any amendments or revisions for consideration by the Board of County Commissioners (BCC) which may be advisable for placement on the general election ballot.

ARTICLE I.

APPLICABLE FLORIDA LAWS AND BCC POLICIES

Section 1.1 **Public Records Law and E-Mails:** Each member of the Committee shall comply with the Florida's Public Records Law, Chapter 119, Florida Statutes (F.S.), and Leon County BCC Policy 96-4, "Public Records, Electronic Communications, and Records Retention", as may be amended from time to time, and each member of the Committee shall be provided a copy of BCC Policy 96-4.

Section 1.2 **Government In the Sunshine Law:** Each member of the Committee shall comply with applicable provisions of the Florida Government in the Sunshine Law, Chapter 286, F.S., as may be amended from time to time.

Section 1.3 **Code of Ethics:** The Committee shall comply with the County's Code of Ethics as set forth under Chapter 2, Article XII, of Leon County Code of Laws and the following state laws with regard to the Florida Code of Ethics for Public Officers and Employees:

Clause 1.3.1 Each member of the Committee shall comply with Section 112.3143, F.S., "Voting Conflicts", as may be amended from time to time, and shall be provided a copy of Section 112.3143, F.S.

Clause 1.3.2 Each member of the Committee shall abide by the Standards of Conduct set forth in Section 112.313, F.S., as may be amended from time to time, and shall be provided a copy of Section 112.313, F.S.

ARTICLE II.

OFFICERS AND DUTIES

Section 2.1 The Committee shall appoint a Chairperson and Vice-Chairperson by a simple majority vote at its first meeting.

Section 2.2 The Chairperson and Vice-Chairperson shall serve until the dissolution of the Committee and assume the following powers and duties:

Clause 2.2.1 The Chairperson shall preside at all regular and special meetings of the Committee.

Clause 2.2.2 The Chairperson shall represent the Committee at all functions and activities (but without authority to state any position of the Committee not previously approved).

Clause 2.2.3 The Chairperson shall call special meetings when necessary;

Clause 2.2.4 The Chairperson shall set meeting agendas in coordination with County staff.

Section 2.3 In the event of the Chairperson's absence, or at the direction of the Chairperson, the Vice-Chairperson shall assume the powers and duties of the Chairperson.

Section 2.4 In the event that either the Chairperson or the Vice-Chairperson is unable to complete their term or fulfill their duties, a replacement from among its members should be appointed with a simple majority vote of the Committee as soon as reasonably possible.

ARTICLE III.

TERM OF MEMBERS

Section 3.1 Each member shall serve on the Committee beginning on October 23, 2025 through February 19, 2026 for all regular and special meetings or upon completion of business. In addition, as necessary, the Committee may be required to hold three public hearings on proposed Charter amendments between June and July of 2026.

ARTICLE IV.

ATTENDANCE AND REPLACEMENT OF MEMBERS

Section 4.1 **Attendance at Meetings:** Regular attendance and attention to the business of the Committee is expected. All Committee members are required to attend meetings in person.

Section 4.2 **Vacancies**: The seat of any member who fails to attend three consecutive regular meetings, without previous notification, shall be presumed vacant. A seat deemed vacant may be filled by the appointing County Commissioner no later than the BCC's December 9, 2025 meeting. Following the BCC's December 9, 2025 meeting, recognizing that the Committee will be nearing completion of its regular meeting schedule, any vacant seat shall remain unfilled through the remainder of the Committee's business.

ARTICLE V.

MEETINGS

Section 5.1 **Regular Meetings:** The Committee shall hold biweekly meetings on Thursdays. Such regular meetings shall be held at **the Leon County Library** or at an alternative location, approved by the County Administrator, as necessary. The regular meeting schedule will be posted to the County's webpage in advance of the Committee's first meeting. The duration of meetings shall not exceed **two** hours unless extended by a simple majority vote of the Committee. In order to expedite meetings, the Chairperson may place time limits on discussion of agenda items.

Section 5.2 **Special Meetings:** The Chairperson, or a simple majority vote of the Committee, may call a special meeting of the Committee to discuss any issue properly before the Committee. Such special meetings may be convened only after notification is given to each member of the Committee and after public notice is given, no later than three days before the special meeting is scheduled to begin.

Section 5.3 **Public Comment (In-Person):** The Committee will consider public comment on all substantive agenda items. Under the agenda item of "Public Comment", interested citizens shall be afforded an opportunity to provide in-person comments on matters before the Committee. The remarks of any citizen should be germane to the agenda or matters to come before the Committee. Each agenda shall include a point during the meeting at which "Public Comment" may be made. Each citizen addressing the

Committee is asked to observe the general rules of courtesy and civility, and to avoid repetition of other speakers. Citizens are asked to limit their comments to three minutes in the interest of fairness to all citizens desiring to be heard; although, this requirement may be waived at the discretion of the Chairperson for good cause.

Clause 5.3.1 Written Public Comment: Citizens wishing to provide written public comment on matters before the Committee shall be afforded the opportunity to submit their comments at CCRC@LeonCountyFL.gov. To ensure adequate time for distribution and Committee review, written comments are required to be submitted at least 24 hours prior to the scheduled meeting time. Comments submitted after the deadline will be added to the official minutes of the meeting, but the County cannot guarantee that the Committee will have adequate time to review those comments prior to the meeting.

Section 5.4 Meeting Agendas: County staff shall assist the Chairperson of the Committee in developing an agenda for each meeting of the Committee. The agenda for regular meetings of the Committee shall be generally as follows, subject to amendment or revision by the Committee Chairperson or a majority of the members present:

I. Call to Order
II. Roll Call
III. Approval of Minutes of Previous Meeting
IV. Reports of Chairperson (if any)
V. Presentations by Invited Guests
VI. Remarks of Interested Citizens
VII. Unfinished Business
VIII. New Business
IX. Adjournment with Day Fixed for Next Meeting

Section 5.5 Official Acts and Quorum: Any and all official acts by the Committee shall require a majority vote of the members present and voting, except as otherwise set forth in these Bylaws; however, the Committee shall take no such action unless a quorum is present at the meeting. In order to constitute a quorum, there must be a majority of the Committee's current membership present at the meeting. The minutes of the meeting shall reflect the number of affirmative votes on a motion and shall specify the names of any members voting against the motion.

No member of the Committee shall have the power to vote by proxy. Only those members physically present shall be entitled to vote. Telephonic participation is not permitted.

Section 5.6 Meeting Minutes: Minutes shall be taken by the Clerk to the BCC at all regular and special meetings of the Committee. Minutes of Committee proceedings shall be filed with the County in accordance with BCC Policy No. 03-15, "Board-Appointed Citizen Committees."

Section 5.7 Procedure: *Roberts' Rules of Order Revised* shall govern the procedure of all meetings. No action taken by the Committee shall be deemed void or invalid because of a failure to adhere to *Robert's Rules of Order Revised*.

BYLAWS OF THE LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

ARTICLE VI.

DELIBERATIONS

Section 6.1 The Committee shall conduct meetings in three phases: (1) Issues Agendas, (2) Decision Agendas, and (3) Public Hearings and Transmittal (as necessary).

Clause 6.1.1 **Issues Agendas:** In the first phase of meetings, the Committee shall identify policy issues for discussion and potential recommendations to the BCC for placement on the general election ballot. By simple majority vote, the Committee shall approve policy issues to be considered and schedule Issues Agenda meetings at which the approved issues shall be discussed. Once the preliminary policy issues have been approved for discussion during Issue Agenda meetings, additional policy issues may be added and scheduled upon the request of 2/3 of Committee membership present.

Any issue may be stricken from further consideration at Issues Agenda meetings by a majority of those members present.

Clause 6.1.2 **Decision Agendas:** By a simple majority vote, the Committee shall approve those issues to be discussed during the second phase of meetings and schedule Decision Agenda meetings at which sample text of proposed amendments shall be considered. After a proposed amendment has been discussed, the Committee may, by a simple majority vote of those members present, direct County staff to prepare proposed amendments for review at public hearings and inclusion in the BCC status report to be presented in March 2026.

Clause 6.1.3 **Public Hearings and Transmittal:** In accordance with the County Charter and Section 125.63, F.S., the Committee must hold at least three public hearings, at intervals not less than 10, nor more than 20, days apart. After all hearings, the Committee shall amend (if necessary) and approve the proposed Charter amendments, ballot titles, and summaries for recommendation to the BCC with the concurrence of a simple majority vote of present Committee membership. These public hearings, if necessary, would be held in June and July 2026.

The Committee shall direct the Chairperson to transmit the proposed amendments, ballot titles, and summaries to the BCC by Wednesday, August 5, 2026.

ARTICLE VII.

POLICY ON PUBLICITY

Section 7.1 Public statements by the Committee shall be coordinated through the Chairperson and County staff. Members of the Committee may make public or private statements of their personal feelings, attitudes or beliefs at any time. In making such statements, members of the Committee shall on every occasion make an affirmative statement that their views are not represented as the views of the Committee as a whole. The Chairperson of the Committee shall be responsible for announcing the adopted positions of the Committee.

BYLAWS OF THE LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

ARTICLE VIII.

AMENDMENTS TO BYLAWS

Section 8.1 **Amendments:** These rules and policies shall be presented by staff and adopted as the Bylaws of the Committee at its first meeting. The Bylaws may be amended by an affirmative vote of 2/3 of the entire Committee's membership. The Amended Bylaws shall become effective upon the approval of the County Attorney as to the legality of the form and content of such amendment.

Approved As To Legality of Form and Content:

County Administrator's Office

BY: _____

Vincent S. Long
County Administrator

County Attorney's Office

BY: _____

Chasity H. O'Steen
County Attorney

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

RECEIPT & FILE OF WRITTEN PUBLIC COMMENTS

(To be electronically distributed Wednesday before meeting)

From: Ernie Paine <Ernie.Paine@outlook.com>
Sent: Friday, October 3, 2025 10:52 AM
To: Charter Review Process <CCRC@leoncountyfl.gov>
Cc: Nicki Hatch <HatchN@leoncountyfl.gov>
Subject: proposed Charter Amendment

I have attached a proposal that I would like to be added to the agenda of an upcoming meeting of the CCRC. If the public is to be given speaking time at these meetings, I would like the opportunity to present it to the CCRC in person. I will be out of town for the first meeting, but I should be able to attend November 6 and subsequently.

Thank you.

Ernie Paine

Ernie.Paine@Outlook.com
2006 East Indianhead Drive, Tallahassee, FL 32301

850-509-4863 (cell)

Proposal for a Leon County Charter Amendment regarding the establishment of an Office of Inspector General

This proposal will reinforce transparency and accountability in the oversight of all aspects of county government in the areas of ethics, fraud, waste, abuse, mismanagement, misconduct and service deficiencies. It would also be the designated statutory agent to process whistleblower complaints, which otherwise is the County Administrator, according to F.S. 112.3187. Some guidelines for defining and establishing this office can be adapted from both the City of Tallahassee Office of Inspector General (OIG) and the Tallahassee Independent Ethics Board (IEB), but this proposal will improve on both of these models by addressing some deficiencies in the structure of each office to bring the OIG in more total compliance with the published national guidelines of the Association of Inspectors General.

Establishing the independence of this office, as stressed by the Association of Inspectors General, is of primary concern. To this end, I propose independent oversight of the OIG in the form of a Board of voluntary citizens who are electors of Leon County, but outside the command structure of County Government (that is, non-County employees, officers, or elected officials). This Board would be responsible for hiring a qualified and certified Inspector General for a designated term of office, supervising and annually evaluating performance to ensure compliance with established legal and policy guidelines, and termination for cause, if necessary, without interfering with the day-to-day operations of the office.

Similar to the structure of the Tallahassee Independent Ethics Board, each of the members of the OIG Board would be appointed by various local community leaders who are outside the command structure of Leon County government. As an example, at the city level, the Tallahassee City Charter designates these appointing parties to be: the FSU President, the FAMU President, the State Attorney, the Public Defender, the City Commission, with the final two members of the seven-member board to be appointed by the rest of the board. This process has been successful in maintaining the independence of the IEB over its ten-year life. In practice, though, there have been problems with filling vacant positions on the Board, possibly because the external appointing bodies don't have a strong natural incentive to take such a substantial role in city government. This has resulted in unfilled vacancies of up to two years or more over the span of the ten years that the IEB has been in existence.

To resolve this, it is proposed that the Leon County OIG Board be made up of an appointment by each of the Leon County constitutional officers: the Sheriff, the School Superintendent, the Supervisor of Elections, the Clerk of Courts, the Tax Collector, and the Property Appraiser. The seventh member (to avoid potential tie votes) would be appointed by the Board of County Commissioners. Although most of these offices are funded through County Government, they are operationally independent, since they are headed by independently elected officials. The exception here would be the School Superintendent, who is funded by the School Board, a separate taxing authority. A possible alternative appointing body to the Superintendent might be the Tallahassee City Commission, who of course is also not funded through County Government, but maintains a symbiotic relationship through various interlocal agreements.

Another deficiency with the Tallahassee Independent Ethics Office is that its scope is restricted by the very limited scope of the Tallahassee Ethics Code, which is entirely under the control of the Tallahassee City Commission. The scope of the proposed Leon County OIG would be much broader, as laid out in great detail by the ***Principles and Standards for Offices of Inspectors General***, as published and revised regularly by the Association of Inspectors General: Principles-and-Standards-for-OIGs-Eff-July-1-2024_Download.pdf).

At the city level, the OIG and the Ethics Office remain two separate offices. This a somewhat arbitrary arrangement that came about primarily because the Independent Ethics Board was established prior to the creation of the Office of Inspector General. Since its creation the Inspector General has agreed to turn over all issues related to the Ethics Code to the IEB. This has resulted in some confusion with the public regarding the respective jurisdictions of each office, with each maintaining a separate hot line and web site for the receipt of complaints.

The mission of the proposed Leon County Office of Inspector General, like most such offices nation-wide, should encompass prevention and detection of fraud, waste, and abuse; promotion of efficient and effective use of public resources; and promotion of

public integrity. This would include ensuring compliance with the Leon County Ethics Code, taking that role out from under the County Administrator.

At the city level, the IEB is a quasi-judicial body when it sits in judgement of alleged infractions of the Ethics Code, which is defined by the City Commission, as are the penalties. They are also in practice entirely reactive, in that they act only in response to sworn complaints. Since the scope of the OIG would be much broader, and the OIG Board would be comprised of volunteer citizens in order to maintain independence, it is recommended that, like the Tallahassee OIG, the Leon County OIG have no assigned enforcement powers. Its role would be entirely investigative, acting in response to sworn complaints, as well as conducting its own schedule of audits. Their work product would be in the form of reports to County management and, separately, to the public, as well as referral of all discovered criminal infractions to the appropriate law enforcement agencies.

Although the City of Tallahassee OIG has a broader range of oversight than the IEB, it lacks the necessary independence that is a critical component of an Office of Inspector General. A City Charter Amendment that was passed in 2024 improved its relative independence by making it more difficult to terminate the IG for political reasons, but it left the IG as an appointee of the City Commission and under its supervision. The proposed structure of the Leon County OIG Board would not have this problem.

One final provision for this proposed Office of Inspector General would be to include legal counsel independent of both the County Administrator and the County Attorney, which would also help to bring it in total compliance with the national standards of the Association of Inspectors General. This would be especially important in the event of the IG pursuing a whistleblower case against the city, in order to prevent conflicts of interest.

It is also recommended that the jurisdiction of the OIG be at least potentially extended to those members of the Blueprint Intergovernmental Agency Board and staff who are listed on the Leon County payroll. This last point may be the most logistically difficult to implement, since it may require an amendment to the interlocal agreement with the City of Tallahassee, but the Charter Amendment could be written as to be contingent on such an agreement.

Submitted by:Ernie Paine, member of Citizens for Ethics Reform
Former member of the Tallahassee Independent Ethics Board and the 2024 Tallahassee Charter Review Committee

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM A

Citizen Charter Review Committee

Agenda Item A

November 6, 2025

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator
Chasity H. O'Steen, County Attorney

Title: Leon County Ordinances in Relation to Municipal Ordinances

Review and Approval:	Vincent S. Long, County Administrator Chasity H. O'Steen, County Attorney
Department / Division Review:	Ken Morris, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Cameron Williams, Management Analyst

Summary:

As directed by the Board of County Commissioners, this item provides the Leon County Citizens Charter Review Committee (Committee) with information and analysis for consideration in evaluating whether a charter amendment should be placed on the ballot providing for County ordinances to supersede municipal ordinances in the event of a conflict.

Staff Recommendation:

Option #5: Committee direction.

Report and Discussion

Background:

At its September 23, 2025 meeting, the Board of County Commissioners voted to advance the following charter amendment issue to the 2025-2026 Leon County Citizen Charter Review Committee for review and consideration:

- Should County ordinances supersede municipal ordinances in the event of a conflict?

The Leon County Charter requires a Citizen Charter Review Committee to be appointed by the Board every eight years to review the County's Home Rule Charter (Charter) and propose any amendments or revisions for placement on the general election ballot. As part of this process, the Board may limit or provide direction to the Committee to address specific issues it deems appropriate. For the current charter review process, the Board chose not to limit the Committee's purview. However, after consideration and deliberation of numerous policy issues, the Board selected one issue for the Committee to consider for advancement as a proposed charter amendment.

This item provides information and analysis for consideration in evaluating whether a charter amendment should be placed on the ballot providing County ordinances to supersede municipal ordinances in the event of a conflict.

Analysis:

As a charter county, Leon County's authority is derived from Article VIII, Section 1(g) of the Florida Constitution (Constitution) titled "CHARTER GOVERNMENT.":

> "Counties operating under county charters shall have all powers of local self-government not inconsistent with general or special law, or with special law approved by vote of the electors. The governing body of a county operating under a charter may enact county ordinances not inconsistent with general law. **The charter shall provide which shall prevail in the event of conflict between county and municipal ordinances.**"

In accordance with the Constitution, Section 1.6 of the Charter, "Relation to Municipal Ordinances", provides that municipal ordinances shall prevail over County ordinances in the event of any conflict within the boundaries of the municipality, except as otherwise provided by law or the Charter. Furthermore, to the extent that a county and municipal ordinance cover the same subject without conflict, then both ordinances shall be effective and supplemental to the other. This provision from the original County Chater remained unchanged until 2010.

During the 2009-2010 Citizen Charter Review process, the Committee advanced a charter amendment to establish countywide minimum environmental regulations which was approved by voters during the 2010 General Election. This was an important issue for the community at that time to address rapid development and apply one set of consistent rules for environmental protection, especially for projects that crossed political jurisdiction boundaries or sought to annex into the City of Tallahassee (City) for the purpose of avoiding more stringent environmental

regulations. Accordingly, Section 1.6.(2) of the Charter provides for the establishment of minimum environmental standards by County ordinances to be effective within unincorporated and incorporated areas of the County. While this provision effectively supersedes municipal ordinances that do meet the minimum environmental standards established by County ordinance, Section 1.6.(2) of the Charter allows municipalities to establish more stringent environmental protections within the incorporated area of the County.

While the County has broad powers under Article VIII, Section 1(g) of the Constitution, Section 2(b) of Article VIII of the Constitution also provides broad authority to municipalities, as follows:

> "Municipalities shall have governmental, corporate and proprietary powers to enable them to conduct municipal government, perform municipal functions and render municipal services, and may exercise any power for municipal purposes except as otherwise provided by law."

Municipal authority as set forth under the Constitution, however, is not applicable to any subject expressly preempted to state or county government by the Constitution or by general law. Similarly, municipal authority is limited when a subject or specific policy area is preempted by a county charter. Notwithstanding these limitations, municipalities would advocate the importance of their Home Rule authority and preservation of local self-governance to address specific local issues, needs, and preferences.

Preemption of Regulatory Authority vs Transfer of Power

Article VIII, Section 1(g) of the Constitution provides charter counties with regulatory authority to determine which ordinance should prevail when county or municipal ordinances regulate the same subject, as set forth under the Charter. However, it is important to note this preemption does not include the ability to transfer municipal services to the county because such a "Transfer of powers" is separately governed by the process provided for in Article VIII, Section 4 of the Constitution. For example, a county charter amendment can regulate environmental standards within municipalities but cannot reassign or transfer a municipal department, personnel, or assets to the county government.

Article VIII, Section 4 of the Constitution provides a generalized structure under which powers or functions may be transferred between local governments, including counties and municipalities. Specifically, any function or power of a municipality to be transferred to a county (or vice versa) must first be authorized by law or by resolutions adopted by the affected governing bodies, followed by approval from the electors of both affected governments through a dual referendum. A "dual referendum" requires the residents of the city and the unincorporated area to separately approve the referendum.

Comparative Review of Charter Counties

As noted previously, Article VIII, Section 1(g) of the Constitution requires county charters to specify whether county or municipal ordinances prevail in the event of a conflict. Attachment #1 provides a comparison of Florida's 20 charter counties relating to conflicts with municipal ordinances. It is important to note when comparing charter governments that two Florida counties

are very unique. Duval County is a consolidated government and does not reference county or municipal ordinance conflicts in its charter. Miami-Dade County's charter predates the 1968 Florida Constitution which provides the foundation for charter county government in Florida for the remaining 66 counties. Miami-Dade County's charter establishes a two-tier hierarchy and a "central metropolitan government" whereby county ordinances prevail on matters of countywide concern in the event of a conflict with any of the 34 incorporated municipalities.

The following is a summary of the remaining 18 Florida charter counties:

- Eleven (11) county charters provide for county ordinances to prevail in specific circumstances.
- Seven (7) charter counties provide for municipal ordinances to prevail without exception.
- None provide for county ordinances to prevail without exception.

Among the 18 comparable charter counties in Florida, Leon County is among the majority (11) which provide for county ordinances to prevail in specific circumstances or subject areas. Those 11 charter counties are: Alachua, Broward, Charlotte, Columbia, Leon, Orange, Palm Beach, Pinellas, Sarasota, Seminole, and Volusia. For Leon County, the establishment of minimum environmental standards is the only subject area whereby a county ordinance prevails over a municipal ordinance at this time. As described previously, this was an important issue in 2010 due to rapid development taking place in our community. Voter approval of this amendment to the Charter unified environmental regulations countywide based on environmental features such as water basins and drainage, chronic flooding conditions, and the topography of our community rather than political jurisdiction boundaries. It also reduced the complexity of having two different sets of environmental standards and the various interpretations of those standards. Examples from other county charters that provide for county ordinances to prevail over municipal ordinances in specific circumstances include the regulation of adult entertainment, alcohol sales, and elements of the comprehensive plan. Additional information and examples are provided in Attachment #1.

Comparatively, seven (7) charter counties provide for municipal ordinances to prevail in the event of any conflict without exception. Those seven (7) charter counties are: Brevard, Clay, Hillsborough, Lee, Osceola, Polk, and Wakulla.

As previously stated, most charter counties provide for county ordinances to prevail in specific circumstances. None provide for county ordinances to prevail without exception. All, however, have the ability to provide for either through charter amendment as approved by the local electorate. In evaluating the need for a proposed Leon County Charter amendment which provides that county ordinances prevail over all municipal ordinances in the event of conflict and to the extent permitted by law, the Committee may wish to consider the potential benefits of such a proposed amendment including:

- **<u>Avoiding Potential Interlocal Conflicts and Disputes</u>**: Providing for county ordinances to supersede municipal ordinances can reduce interlocal disputes and administrative duplication. For example, section 252.38, Florida Statutes, provides county governments with countywide jurisdiction in implementing emergency management plans to ensure

efficient and orderly coordination of emergency operations. While a municipality has authority to create its own supplemental emergency management plan, such plan must be consistent with, and subject to, the county plan. This is in place to ensure the provision of coordinated standards, response, and public messaging during emergencies to avoid disputes, delays, and confusion from reconciling differing standards. Accordingly, a proposed charter amendment could extend similar countywide consistency to other regulatory areas where overlapping County and City ordinances may currently create uncertainty or fragmented implementation.

- **Providing Regulatory Uniformity on Countywide Issues**: Many critical systems — transportation, stormwater, floodplain management, and other infrastructure — cross jurisdictional boundaries and may benefit from uniformity to increase safety. The dangers of inconsistency are most evident in the separate street renaming procedures recently adopted by the City because emergency responders depend on a unified countywide street naming and addressing system to locate incidents quickly.

  On May 8, 2024, the City adopted an ordinance granting itself authority to rename roads within the municipal limits—excluding County-maintained and state roads. Since municipal ordinances prevail over County ordinances in the event of conflict, the County is now precluded from applying its countywide naming criteria to city-maintained streets. Since that time, the City has renamed more than half a dozen roadways with the municipal limits resulting in portions of roadways that bear different names and creating a fragmented approach that increases the potential for misrouted 9-1-1 calls, confusion, delayed response times, and fatal outcomes. Consistent naming across segments of roadways and chronological numbering of addresses are essential to ensure accurate GPS routing, timely emergency response, and the protection of life and property.

- **Providing Unified Standards Based on Geography, not Political Jurisdiction:** As described previously, during the 2010 General Election, an amendment to the Charter was approved by voters to establish countywide minimum environmental regulations. This amendment was originally considered by the 2009-2010 Citizen Charter Review Committee in response to chronic flooding issues that were exacerbated by conflicting City and County stormwater standards during a period of rapid development in our community. Specifically, as stormwater and drainage networks often cross jurisdictional boundaries, differing retention or discharge standards in one area regulated by the City can result in exacerbated flooding and downstream damage in a different area regulated by the County. In other words, countywide standards were needed to address the upstream conditions and downstream impacts of stormwater in a consistent manner to reduce flooding impacts and to protect the quality of all surface water bodies in the community.

  Acknowledging that environmental resources and conditions do not recognize political jurisdictional boundaries, the 2009-2010 Citizen Charter Review Committee identified the need to establish countywide environmental standards to ensure protection and regulation of natural resources that are interconnected throughout our community. As approved by voters, today we have minimum environmental regulations based on environmental features such as water basins and drainage, geography, and the topography of our community – and not political boundary.

- **Providing for More User-Friendly Government:** Residents and businesses can experience multiple and conflicting regulations among county and municipal governments which causes confusion and frustration when interacting with local governments. The County and City receive calls and emails on a daily basis from constituents unsure of which local government regulates certain matters or requesting clarification on differing standards based on jurisdiction. Social media often perpetuates the confusion on community forums where City and County residents mistakenly exchange information on local government services and regulations without regard to their separate jurisdictional standards.

  Business owners and developers may be impacted by conflicting regulations such as signage requirements. Meanwhile, residents and neighborhoods may be impacted by conflicting regulations that require notification of new nearby developments. Providing for county ordinances to supersede conflicting municipal ordinances makes clear which authority has jurisdiction on important community issues and delivers one consistent set of regulations that residents and businesses can better understand regardless of which specific neighborhood or municipality within the county they are in.

- **Establishing Minimum Community Standards Countywide:** Minimum regulatory standards, such as the environmental standards established in the Charter in 2010, are intended to serve as a floor which a municipality must meet but can exceed by enacting stricter regulations. Not only do minimum standards reduce complexity, but they also ensure all residents are protected by consistent, minimum standards countywide. In addition to environmental issues, establishing countywide standards would create the opportunity to establish minimum community standards for various local matters from neighborhood protection issues such as noise control and short-term vacation rental regulations, to public safety issues like implementation of school zone cameras. Minimum standards are intended to serve as a baseline to protect the overall health and well-being of all citizens, while preserving the local autonomy of municipalities through the ability to exceed the minimum standards.

Next Steps

As directed by the Board of County Commissioners, this item provides the Committee with information and analysis for consideration in evaluating whether a charter amendment should be placed on the ballot providing County ordinances to supersede municipal ordinances in the event of a conflict. In addition to the analysis provided herein, the Committee will receive a presentation on this agenda item and staff will be available to answer questions.

Several options are provided to facilitate the Committee's consideration of this issue. A simple majority vote of the Committee is needed to take action. Should the Committee not wish to further consider or advance this issue, it may table the issue at this time (Option #1). Alternatively, the Committee may wish to seek additional information and analysis. Option #2 would facilitate such a request, as specified by the Committee, with direction for staff to bring the information back at a future meeting.

Two options are provided to advance this issue to the next phase of the charter review process should the Committee support a charter amendment for County ordinances to prevail over municipal ordinances in the event of conflict, to the extent otherwise permitted by law (Option #3), or a charter amendment for County ordinances on specific subject matter(s) to prevail over municipal ordinances (Option #4). Should the Committee provide direction to prepare a proposed charter amendment, the draft language would be brought back to the Committee at a future "decision meeting" as provided in the bylaws.

This item recommends Option #5 and seeks the Committee's direction which may include the options presented herein or alternative direction as determined by the Committee.

Options:

1. Accept this report and table this issue.
2. Request additional information and analysis on charter government, regulatory authority, and/or the prevalence of county ordinances in the event of a conflict with municipal ordinances.
3. Direct staff to prepare a proposed charter amendment providing that all county ordinances shall prevail in the event of a conflict with municipal ordinances, to the extent otherwise permitted by law.
4. Direct staff to prepare a proposed charter amendment(s) providing that specific county ordinances or subject area(s), as identified by the Committee, shall prevail in the event of a conflict with municipal ordinances.
5. Committee direction.

Recommendation:

Option #5: Committee direction.

Attachment:

1. Charter County Comparison of Countywide Regulatory Authority

Attachment #1: Comparison of Countywide Authority Among Florida Charter Counties

County	Countywide Authority*	Relationship with Municipalities
Alachua	Yes	County ordinances prevail related to more stringent environmental standards for prohibiting or regulating air or water pollution.
Brevard	No	Municipal ordinances prevail.
Broward	Yes	County ordinances prevail related to environmental protection, land use planning, ethics regulations for officials and employees, or development of transportation improvements on County-owned or County-leased property funded with transportation surtax proceeds.
Charlotte	Yes	County ordinances prevail related to impact fees or countywide comprehensive plan elements and land development regulations.
Clay	No	Municipal ordinances prevail.
Columbia	Yes	County ordinances prevail related to minimum countywide standards regulating adult entertainment, environmental protection, outdoor burning, alcohol sales hours, animal control, weapons, or road service levels.
Duval	Yes	N/A - Consolidated Government.
Hillsborough	No	Municipal ordinances prevail.
Lee	No	Municipal ordinances prevail.
Leon	Yes	County ordinances prevail related to minimum countywide environmental regulations.
Miami-Dade	Yes	N/A – Two-tiered "central metropolitan government" established prior to 1968 Florida Constitution.
Orange	Yes	County ordinances prevail related to countywide minimum standards for regulation of adult-entertainment, air and water pollution, or gambling. Municipal ordinances are also preempted by rezoning or comprehensive-plan amendments that affect public schools with attendance zones that straddle any municipal boundary.
Osceola	No	Municipal ordinances prevail.
Palm Beach	Yes	County ordinances prevail related to wells and well fields, schools, county-owned beaches, district and regional parks, solid waste disposal, county law enforcement, county impact fees, countywide land use elements, service levels for collector and arterial roads not maintained by any municipality, voluntary annexation, and ethics regulations.
Pinellas	Yes	County ordinances prevail related to certain countywide services and regulatory authority such as operation and control of County solid waste disposal facilities, regional sewage treatment facilities, 911 emergency communication system, county-owned property, county roads, animal control regulations and programs, regulations and programs for protection of consumers, and fire protection for the unincorporated areas of the county, among others.
Polk	No	Municipal ordinances prevail.
Sarasota	Yes	County ordinances prevail related to comprehensive planning and future land use designations in areas outside the urban service area (excluding municipal lands that have future land use designation in a municipality's comprehensive plan).
Seminole	Yes	County ordinances prevail related to the County's Rural Boundary Designations.
Volusia	Yes	County ordinances prevail related to minimum countywide environmental regulations, unified beach code regulations, and countywide comprehensive planning.
Wakulla	No	Municipal ordinances prevail.

** **Countywide Authority:** Instances of application of countywide ordinances and/or when county ordinances prevail in certain matters.*

Posted on September 8, 2026

Citizen Charter Review Committee

November 20, 2025
11:30 a.m.-1:30 p.m.
Leon County Main Library
Programming Room

AGENDA

1. Call to Order and Opening — Mary Ann Lindley, Chair

Consent

2. Approval of November 6, 2025 Meeting Minutes

3. Receipt & File of Written Public Comments

Public Comment

General Business

4. Board Issue for Committee Consideration — County Staff

   Agenda Item A: Additional Analysis on Leon County Ordinances in Relation to Municipal Ordinances

5. Committee Discussion on Proposed Charter Amendments

The next meeting of the Citizen Charter Review Committee will take place on Thursday, December 4, 2025.

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

APPROVAL OF NOVEMBER 6, 2025 MEETING MINUTES

Citizen Charter Review Committee
November 6, 2025
11:30 a.m. – 1:30 p.m.
Leon County Main Library
Programming Room A

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on November 6, 2025, at 11:30 a.m. in the Leon County Main Library with Committee members Mary Ann Lindley, Chauncy Haynes, Darryl Jones, Linda Bond Edwards, Henry Lewis, III, Bruce Strouble, Jr., Howard Kessler, Ryan Ray, Liz Ellis, Joey Davis, Anita Favors, Barry Wilcox, Katrina Tuggerson, Slaton Murray, Temple Robinson, Max Herrle, Shamarial Roberson, Heidi Otway and Jarrett Terry in attendance. Also present were County Administrator Vince Long, Assistant County Administrator Ken Morris, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Management Analyst Cameron Williams, and Clerks to the Board, Beryl Wood and Daniel J. Antonaccio.

Absent Members: William Smith and Sean Pittman.

Call to Order and Opening Mary Ann Lindley, Chair

Chair Lindley called the meeting to order at 11:30 a.m. She welcomed Committee Member, Heidi Otway. She gave comments on how they would proceed by turning their name card upright to be acknowledged to speak and make sure microphones are turned on.

Consent

Vice Chairman Chauncy Haynes moved, seconded by Linda Bond Edwards, to approve the consent Agenda as presented.

The motion passed 18 – 0 with Committee Members Ryan Ray, Sean Pittman and William Smith not present.

2. Approval of October 23, 2025 Meeting Minutes

3. Approval of Committee Bylaws

4. Receipt & File of Written Public Comments

Presentations

Overview of Leon County Government Vincent S. Long, County Administrator

County Administrator Long gave a brief overview of Leon County Government, including the County's organizational structure, budget, Leon LEADs model, Strategic Plan and Annual Report.

- *Ryan Ray arrived at this juncture of the meeting.*

Overview of Leon County Charter by Article & Recap of Charter Amendment Process

Nicki Hatch provided a brief recap of the Leon County Charter by article as follows:

- Article I – Creation and Relationship with Other Governments
- Article II – County Government Structure
- Article III – Constitutional Officers

- Article IV – Citizen Initiative and Ordinance Process
- Article V – Charter Amendment and Implementation

She continued with a recap of the charter amendment process for the Committee, as detailed in the process summary included in the resource binder provided to Committee members.

Public Comment:

- Ernie Paine, 2006 East Indianhead Drive, appeared before the CCRC to advocate for the establishment of an independent Office of Inspector General to promote accountability in areas such as ethics, fraud, waste, abuse, and misconduct, and serve as the statutory agent for whistleblower complaints under state law.
- Stanley Sims, 1420 Avondale Way, appeared before the CCRC to remind members to honor and uphold the interests of Leon County citizens.

General Business

Board Issue for Committee Consideration - Chasity O'Steen & Ken Morris

Agenda Item A: Leon County Ordinances in Relation to Municipal Ordinances

County Attorney O'Steen and Assistant County Administrator Ken Morris introduced and provided a brief overview of the item.

Mr. Jones requested clarification regarding the County's authority related to street renaming compared to street maintenance.

County Attorney O'Steen confirmed that street naming and street maintenance are related, but they're separate jurisdictional issues. The authority to name or rename a road is distinct from the authority to maintain or repair it. She noted they may fall under different statutory and operational frameworks.

Committee discussion followed.

Barry Wilcox moved, seconded by Anita Favors, for Option #2 and to bring back examples and possible solutions to conflict points brought up in this meeting.

Mrs. Favors asked if it could be refined slightly so we're not asking staff to review everything under the sun, but to focus on specific areas of known or likely conflict. Maybe prioritize some examples that have come up today, or ones staff is already aware of, and bring those back with possible solutions.

Mr. Wilcox agreed to amend the motion accordingly, to direct staff to identify existing or recurring points of conflict between County and City ordinances, and provide examples and possible solutions for discussion at a later meeting.

Barry Wilcox moved, seconded by Anita Favors for Option #2 and to bring back examples and possible solutions to conflict points brought up in this meeting. During the next meeting, the committee may discuss other topics.

The motion carried 19 – 0 with Committee Members William Smith and Sean Pittman not present.

Committee Discussion on Proposed Charter Amendments

Chair Lindley welcomed members to begin discussion and offer ideas for a proposed charter amendment for consideration by the committee.

The following topics were offered for CCRC consideration:

1. Offered by Howard Kessler:

   Howard Kessler moved, seconded by Bruce Strouble, to bring back information on establishing an Office of Inspector General in the County Charter.

   The motion carried 19 – 0 with Committee Members William Smith and Sean Pittman not present.

2. Offered by Max Herrle:

   Max Herrle moved, seconded by Joey Davis, to bring back information on the matters included in the material distributed by Max Herrle during the meeting, as follows:

   - Voting Threshold to Select or Terminate the County Administrator
   - County Commission Compensation
   - Funding Mechanism for Affordable Housing
   - Funding Mechanism for Fire Services
   - Leon County Bill of Rights

   The motion carried 19 – 0 with Committee Members William Smith and Sean Pittman not present.

Adjournment:

Chair Lindley adjourned the meeting at 1:35 p.m.

ATTEST:

_____

Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

_____

Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

DRAFT

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

RECEIPT & FILE OF WRITTEN PUBLIC COMMENTS

(To be electronically distributed Wednesday before meeting)

From: Richardson, Adia J. <adia1.richardson@famu.edu>
Sent: Wednesday, November 19, 2025 11:14 AM
To: Charter Review Process <CCRC@leoncountyfl.gov>
Subject: Charter revision suggestion

Greetings,
Attached to this email is my public comment for the Leon County Charter Review Council Meeting tomorrow, Nov. 20. Thank you for your time and have a blessed day.
Best Regards,
Adia

Greetings, I am Adia Richardson, a resident of Leon County District 1 and a student at Florida Agricultural and Mechanical University. I am submitting a public comment today because Food security is vital for the prosperity of any county, and a community cannot call itself resilient if its people cannot count on their next meal. In light of the recent government shutdowns, over 30,000 Leon County residents lost access to SNAP benefits; this sudden drop in food security highlighted the urgent need to increase food access in Leon County's underserved communities. Historically, Leon County has implemented initiatives to combat food insecurity, such as partnering with Second Harvest and the City of Tallahassee to provide over three million meals to Leon County residents during the COVID-19 pandemic and providing summer meals at libraries for schoolchildren this past summer. While these initiatives have ameliorated the effects of food insecurity, I other county constituents want to see structural change. Therefore, I urge the Leon County Charter Review board to include a commitment to equitable food access within the language of the county charter. We cannot food-bank our way out of structural gaps, so put the structure in the charter. Thank you.

From: Ebony Faith Yarbrough <ebony.yarbrough@gmail.com>
Sent: Wednesday, November 19, 2025 11:24 AM
To: Charter Review Process <CCRC@leoncountyfl.gov>
Subject: Public Comment - Charter Revision Suggestion

NAME: Ebony Faith Yarbrough
ADDRESS: 1575 Paul Russell Road, Tallahassee, FL 32301

COMMENT:
As a resident of Leon County, I firmly believe that all our residents deserve a dependable food system. Without it, so many other dimensions of residents' wellbeing are undermined.

18% of Leon County residents live below the federal poverty level; 10,000+ children in Leon County were in poverty in 2023. These are populations at elevated risk for food insecurity. And these numbers only *begin* to show the growing number of families that are finding it harder and harder to stretch their resources to access good food.

Roughly 33,000-37,000 Leon County residents rely on SNAP benefits--a resource we saw nearly completely cut off just a few short weeks ago. This demonstrated how imperative it is that we make a structural commitment to strengthening our *local* food system.

Across the county, churches, pantries, farmers, schools, and agencies work hard to address these food gaps, but too often in silos. Leon County--as a community and a body of residents--needs and deserves a codified commitment to ensuring we can feed ourselves and our families.

From seed to supper, from paycheck to pantry: Article I should say the County shows up.

Thank you.

From: Tallahassee FoodNetwork <tallahasseefoodnetwork@gmail.com>
Sent: Wednesday, November 19, 2025 8:00 AM
To: Charter Review Process <CCRC@leoncountyfl.gov>
Subject: Charter Revision

Food insecurity has been a huge problem for some communities in Tallahassee and Leon County. It contributes to adult/childhood obesity, chronic heart disease, hypertension, diabetes, mental health, behavioral health, and other chronic diseases. It challenges ability to learn, reason, and function at your optimum in childhood years, and it also challenges healthy aging for seniors. We are concerned about food insecurity, and the county has an opportunity to be instrumental in the promotion of the public's health by highlighting in this charter the need for efforts to address the preventable challenge of food insecurity.

In closing, according to the Economic Research Service 2025 forecast, food prices rose faster than the historical average rate of growth (3%). For 2026, food prices are expected to continue to rise (2.4%). Food insecurity in Florida is rising and more than 3.2 million face food insecurity with working families, children and rural residents bearing the brunt according to (Thorne, Edwine, 2025). This is a rise in rate.

While Florida's 2025-2026, budget made some attempt to address the food insecurity problem through food banks in rural areas, getting Florida grown produce to food insecure residents, and partnership with Feeding Florida (Thorne, Edwine, 2025) more effort is needed. The food insecurity rate is increasing according to local organizations like the Junior League and childhood hunger is also rising at a concerning rate (14% food insecurity rate for Leon County, and 19.9% food insecurity rate for children, Junior League, 2025).

There is no doubt that hunger and food Insecurity are major challenges for Leon County residents and that there is a need for all hands-on deck. Food insecurity is an issue that needs to be taken up in this charter revision. We feel and recommend that this charter revision include in its preamble and further in the body of the document a commitment to addressing food insecurity by supporting and investing in a food secure county.

TFN
Tallahassee Food Network

M. Miaisha Mitchell, Director

tallahasseefoodnetwork@gmail.com
Work

griffinheightsresourcecenter@gmail.com
Work

+1-850-354-8110
Work

Tallahassee Food Network Inc.

Save contact

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM A

Citizen Charter Review Committee

Agenda Item A

November 20, 2025

To: 2025 – 2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator
Chasity H. O'Steen, County Attorney

Title: Leon County Ordinances in Relation to Municipal Ordinances

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Review and Approval:	Vincent S. Long, County Administrator Chasity H. O'Steen, County Attorney
Department / Division Review:	Ken Morris, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Cameron Williams, Management Analyst

Summary:

As requested at its November 6, 2025 meeting, this item provides the Citizen Charter Review Committee with additional information and analysis on the issue of whether county ordinances should supersede municipal ordinances in the event of a conflict.

Staff Recommendation:

Option #4: Committee direction.

Report and Discussion

Background:

At its November 6, 2025 meeting, the Citizen Charter Review Committee (Committee) received analysis for consideration in evaluating whether a charter amendment should be placed on the ballot providing county ordinances to supersede municipal ordinances in the event of a conflict (Attachment #1). The Board of County Commissioners (Board), after consideration and deliberation of numerous policy issues, selected to advance this one issue for the Committee to consider advancing as a proposed charter amendment.

The November 6th analysis presented to the Committee detailed Leon County's authority as a charter county as derived from Article VIII, Section 1(g) of the Florida Constitution (Constitution). This section of the Constitution requires county charters to specify whether county or municipal ordinances prevail in the event of a conflict. Currently, Section 1.6 of Leon County's Charter, "Relation to Municipal Ordinances", provides that municipal ordinances prevail over county ordinances in the event of any conflict within municipal boundaries, with the exception for countywide minimum environmental regulations as set forth under Section 1.6.(2) of the Charter.

Following discussion, the Committee requested additional information and analysis including examples of existing or potential regulatory conflicts from differing County and City ordinances. The following Analysis section provides detailed examples of current regulatory conflicts for the Committee to consider in evaluating an amendment to the County Charter for county ordinances to prevail over municipal ordinances for all matters. Alternatively, the Committee may wish to consider whether county ordinances should prevail on specific subject matter(s) in the event of conflict, or to preserve the existing charter provision which specifics that municipal ordinances prevail over county ordinances in the event of a conflict within municipal boundaries.

Analysis:

At its November 6, 2025 meeting, the Committee requested examples of existing or potential regulatory conflicts from differing County and City ordinances to support its consideration of whether the County charter should provide for county ordinances to supersede municipal ordinances in the event of conflict. Currently, the County and City have overlapping authority on a broad range of local matters, from certain business and land use regulations to standards promoting public safety, which can result in numerous instances where County and City ordinances conflict or diverge based on jurisdiction.

This item provides a summary of the potential benefits of countywide regulatory authority as presented in the November 6th analysis, followed by detailed examples of current regulatory conflicts between the County and City to further support the Committee's evaluation. As discussed at the November 6th meeting, staff did not conduct an exhaustive review of every circumstance in which County and City ordinances might conflict due to the comprehensive nature of such an exercise and because there are many instances where differences exist but have not raised regulatory or administrative conflicts.

Summary of Comparative Review of Charter Counties:

Article VIII, Section 1(g) of the Constitution requires county charters to specify whether county or municipal ordinances prevail in the event of a conflict. As detailed in the November 6th analysis, among the 18 comparable charter counties in Florida:

- Eleven (11) county charters provide for county ordinances to prevail in specific circumstances.
- Seven (7) charter counties provide for municipal ordinances to prevail without exception.
- None provide for county ordinances to prevail without exception.

All county charters may establish any of these approaches through a charter amendment approved by the local electorate. In evaluating whether county ordinances should prevail over all municipal ordinances in the event of conflict, the Committee was provided with potential benefits of such a proposed amendment for consideration, as summarized below:

- Avoiding Potential Interlocal Conflicts and Disputes
- Providing Regulatory Uniformity on Countywide Issues
- Providing Unified Standards Based on Geography, not Political Jurisdiction
- Providing for More User-Friendly Government
- Establishing Minimum Community Standards Countywide

The following provides a more detailed analysis of a sample of existing regulatory conflicts for the Committee's consideration.

#1: Differing Standards for Street Renaming

Many critical systems, such as transportation, stormwater, and floodplain management, cross jurisdictional boundaries and may benefit from uniformity to increase safety. The potential problems of such inconsistencies are most evident in the separate street renaming procedures recently adopted by the City in May 2024, as emergency responders depend on a unified countywide street naming and addressing system to locate incidents quickly. The following provides an overview of the County's regulatory structure for street naming and renaming in comparison to the recent regulations adopted by the City for street renaming within its jurisdiction, and the current implications of these conflicting standards.

In 1995, the County's Uniform Street Naming and Property Numbering System Ordinance was adopted, authorizing the Board to name and rename streets within both the incorporated and unincorporated areas (with the exception of state roads). The Ordinance established uniform criteria and guidelines for street naming, street renaming, and property address assignments countywide. The intent of these countywide standards was primarily to address public safety and emergency services-related issues that had historically resulted from the uncoordinated and non-sequenced assignment of street addresses and from duplicate or phonetically similar street names.

As set forth under the County's Ordinance, the Joint Addressing Steering Committee (ASC) was established to promote intergovernmental coordination and review of all street names countywide. The ASC is comprised of interagency representatives, including the Consolidated Dispatch Center, the City Fire Department, County Emergency Medical Services, United States Postal Service, and the Leon County School Board, and various others, to review street naming and renaming requests for recommendation to the Board. The ASC has historically not recommended approval of street naming and renaming requests that would create a duplicate street name, could be confused with an existing street name when spoken or written, or would result in fragmented naming of roadways. In addition, the ASC is authorized to approve street renaming to eliminate duplicate or phonetically similar street names for emergency purposes if a safety issue exists. In such instances when street names must be changed, the ASC determines which street names to change by considering which change would affect the least number of people, the street with the fewest intersections, etc.

On May 8, 2024, the City adopted an ordinance providing the City Commission authority to rename roads within the municipal limits (excluding County-maintained and state roads). Since the County Charter currently provides for municipal ordinances to prevail over county ordinances in the event of a conflict, the County is now precluded from applying its countywide naming criteria to the renaming of city-maintained streets. This has resulted in the renaming of more than half a dozen roadways by the City that bear different names, creating a fragmented street naming approach which can impact public safety. Recognizing that the streets renamed by the City to date have been in recognition of individuals, it should be noted that both the County and City allow for honorary designation of roadways to memorialize an individual without changing the name of the street. Honorary designations do not require abutting property owners to change their address nor present challenges related to public safety and emergency response.

Ultimately, the creation of separate jurisdictional standards undermines the longstanding efforts of the ASC to establish consistent naming across segments of roadways and chronological numbering of addresses countywide. In regard to street renaming, regulatory uniformity is critical to ensuring accurate GPS routing, timely emergency response, and the protection of life and property for citizens no matter where they reside within the County. This issue is one example of countywide regulatory uniformity that the Committee may wish to consider when determining whether county ordinances should prevail when a conflict exists.

#2: Public Notice of New Developments for Neighboring Areas

Another example of an existing regulatory conflict are the County and City's public notice requirements for new developments. Public notice is an important part of the development review processes, ensuring that nearby residents are informed when a proposed development project may affect their neighborhood. Both local governments establish their own respective public notice requirements that vary based on development type (Type A through Type D). Public notice requirements are based upon the type and intensity of development, extent of environmental impacts, and zoning district in which the development site is located. Currently, the County and City have varying requirements for when mailed notices must be sent to notify surrounding property owners within a specified radius of a proposed development.

For example, "Type A" reviews are generally for smaller-scale residential and non-residential developments that are consistent with all local zoning and development standards. As set forth under the County's Land Development Code, public notice of the application review meeting for Type A developments must be mailed at least seven calendar days in advance to each affected property owner located within 600 feet of the project. Comparatively, the City's Land Development Code does not require any direct public notice to be provided to nearby property owners for Type A development reviews. "Type B" reviews, on the other hand, are for developments that require a higher level of review due to deviations from local code standards. For Type B reviews, the City requires a notification radius of 1,000 feet, while the County's notification radius is 800 feet.

This is an example where the Committee could consider a proposed charter amendment in which the County could develop an ordinance to establish minimum standards for public level of review for new developments that the City could exceed.

#3: Restrictions on the Retail Sale of Animals

The retail sale of animals is an example of a regulatory matter that is currently subject to differing jurisdictional standards. In January 2025, as requested by the Humane Society of the United States (HSUS), the Board adopted an ordinance to prohibit the retail sale of dogs, cats, and rabbits in unincorporated Leon County. According to HSUS, prohibiting the retail sale of animals encourages adoptions and decreases the number of animals that end up in animal shelters. While HSUS requested the same action to be taken by the City, the City does not have an ordinance prohibiting the retail sale of dogs, cats, or rabbits within its jurisdictional limits.

The City owns and operates the Animal Shelter which the County funds 45% of the operating budget and splits the cost of capital improvement projects at the facility. Over the past two years, the City's Animal Shelter has experienced an 18% increase in the number of dogs and a 9% increase in the number of cats admitted to the shelter. The Leon County Humane Society has also experienced a 50% increase in owners seeking to surrender or rehome rabbits. A proposed charter amendment by the Committee could allow for a unified, countywide standard prohibiting the retail sale of animals and address a communitywide problem.

#4: Hours of Sale for Alcohol

During its last meeting, the Committee inquired about differences between County and City ordinances related to hours of sale for alcohol. In this case, the regulatory differences regarding alcohol sales between jurisdictions are minor. The City's Code of Laws prohibits the sale of alcoholic beverages between the hours of 2:00 a.m. and 6:00 a.m. on any day within City limits. Comparatively, the County's Code of Laws prohibits the sale of alcoholic beverages in unincorporated Leon County between the hours of 2:00 a.m. and 7:00 a.m. on any day and all day Sunday (with certain exceptions set forth under the Code) in the unincorporated area. This is an example of a situation where the ordinance differences do not create significant issues or the need for uniformity countywide and would not be sufficiently necessary to pursue a charter amendment specific to this issue alone. However, a charter amendment would result in minimum standards that the City could exceed.

Summary and Next Steps

In summary, the Board selected to advance the one issue of whether county ordinances should supersede municipal ordinances in the event of a conflict for the Committee's consideration. Building on the analysis presented at the November 6th meeting, this item provides detailed examples of current regulatory conflicts between the County and City for the Committee's consideration. The overlapping authority of both entities on various local matters can contribute to numerous instances where County and City ordinances conflict or diverge based on jurisdiction. As previously stated, this analysis does not serve as an exhaustive review of all regulatory conflicts as there are instances where discrepancies may exist but have not raised regulatory or administrative conflicts. It is important to note that such discrepancies can change over time as County and City regulations can change – as in, current conflicts for certain matters that exist today, may not exist in the future (and vice versa).

Following its review, the Committee could consider a charter amendment for county ordinances to prevail over municipal ordinances for all matters **or** for specific subject matter(s) in the event of a conflict within municipal boundaries. Alternatively, the Committee may wish to preserve the existing charter provision which specifies that municipal ordinances prevail over county ordinances in the event of a conflict within municipal boundaries. These options are provided to facilitate the Committee's consideration of this issue. A simple majority vote of the Committee is needed to advance any of the proposed options.

Options:

1. Accept this report and table this issue.
2. Direct staff to prepare a proposed charter amendment providing that all county ordinances shall prevail in the event of a conflict with municipal ordinances, to the extent otherwise permitted by law.
3. Direct staff to prepare a proposed charter amendment(s) providing that specific county ordinances or subject area(s), as identified by the Committee, shall prevail in the event of a conflict with municipal ordinances.
4. Committee direction.

Recommendation:

Option #4: Committee direction

Attachment:

1. November 6, 2025 Committee Agenda Item

Citizen Charter Review Committee

Agenda Item A

November 6, 2025

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator
Chasity H. O'Steen, County Attorney

Title: Leon County Ordinances in Relation to Municipal Ordinances

Review and Approval:	Vincent S. Long, County Administrator Chasity H. O'Steen, County Attorney
Department / Division Review:	Ken Morris, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Cameron Williams, Management Analyst

Summary:

As directed by the Board of County Commissioners, this item provides the Leon County Citizens Charter Review Committee (Committee) with information and analysis for consideration in evaluating whether a charter amendment should be placed on the ballot providing for County ordinances to supersede municipal ordinances in the event of a conflict.

Staff Recommendation:

Option #5: Committee direction.

Report and Discussion

Background:

At its September 23, 2025 meeting, the Board of County Commissioners voted to advance the following charter amendment issue to the 2025-2026 Leon County Citizen Charter Review Committee for review and consideration:

- Should County ordinances supersede municipal ordinances in the event of a conflict?

The Leon County Charter requires a Citizen Charter Review Committee to be appointed by the Board every eight years to review the County's Home Rule Charter (Charter) and propose any amendments or revisions for placement on the general election ballot. As part of this process, the Board may limit or provide direction to the Committee to address specific issues it deems appropriate. For the current charter review process, the Board chose not to limit the Committee's purview. However, after consideration and deliberation of numerous policy issues, the Board selected one issue for the Committee to consider for advancement as a proposed charter amendment.

This item provides information and analysis for consideration in evaluating whether a charter amendment should be placed on the ballot providing County ordinances to supersede municipal ordinances in the event of a conflict.

Analysis:

As a charter county, Leon County's authority is derived from Article VIII, Section 1(g) of the Florida Constitution (Constitution) titled "CHARTER GOVERNMENT.":

> "Counties operating under county charters shall have all powers of local self-government not inconsistent with general or special law, or with special law approved by vote of the electors. The governing body of a county operating under a charter may enact county ordinances not inconsistent with general law. **The charter shall provide which shall prevail in the event of conflict between county and municipal ordinances.**"

In accordance with the Constitution, Section 1.6 of the Charter, "Relation to Municipal Ordinances", provides that municipal ordinances shall prevail over County ordinances in the event of any conflict within the boundaries of the municipality, except as otherwise provided by law or the Charter. Furthermore, to the extent that a county and municipal ordinance cover the same subject without conflict, then both ordinances shall be effective and supplemental to the other. This provision from the original County Chater remained unchanged until 2010.

During the 2009-2010 Citizen Charter Review process, the Committee advanced a charter amendment to establish countywide minimum environmental regulations which was approved by voters during the 2010 General Election. This was an important issue for the community at that time to address rapid development and apply one set of consistent rules for environmental protection, especially for projects that crossed political jurisdiction boundaries or sought to annex into the City of Tallahassee (City) for the purpose of avoiding more stringent environmental

regulations. Accordingly, Section 1.6.(2) of the Charter provides for the establishment of minimum environmental standards by County ordinances to be effective within unincorporated and incorporated areas of the County. While this provision effectively supersedes municipal ordinances that do meet the minimum environmental standards established by County ordinance, Section 1.6.(2) of the Charter allows municipalities to establish more stringent environmental protections within the incorporated area of the County.

While the County has broad powers under Article VIII, Section 1(g) of the Constitution, Section 2(b) of Article VIII of the Constitution also provides broad authority to municipalities, as follows:

> "Municipalities shall have governmental, corporate and proprietary powers to enable them to conduct municipal government, perform municipal functions and render municipal services, and may exercise any power for municipal purposes except as otherwise provided by law."

Municipal authority as set forth under the Constitution, however, is not applicable to any subject expressly preempted to state or county government by the Constitution or by general law. Similarly, municipal authority is limited when a subject or specific policy area is preempted by a county charter. Notwithstanding these limitations, municipalities would advocate the importance of their Home Rule authority and preservation of local self-governance to address specific local issues, needs, and preferences.

Preemption of Regulatory Authority vs Transfer of Power

Article VIII, Section 1(g) of the Constitution provides charter counties with regulatory authority to determine which ordinance should prevail when county or municipal ordinances regulate the same subject, as set forth under the Charter. However, it is important to note this preemption does not include the ability to transfer municipal services to the county because such a "Transfer of powers" is separately governed by the process provided for in Article VIII, Section 4 of the Constitution. For example, a county charter amendment can regulate environmental standards within municipalities but cannot reassign or transfer a municipal department, personnel, or assets to the county government.

Article VIII, Section 4 of the Constitution provides a generalized structure under which powers or functions may be transferred between local governments, including counties and municipalities. Specifically, any function or power of a municipality to be transferred to a county (or vice versa) must first be authorized by law or by resolutions adopted by the affected governing bodies, followed by approval from the electors of both affected governments through a dual referendum. A "dual referendum" requires the residents of the city and the unincorporated area to separately approve the referendum.

Comparative Review of Charter Counties

As noted previously, Article VIII, Section 1(g) of the Constitution requires county charters to specify whether county or municipal ordinances prevail in the event of a conflict. Attachment #1 provides a comparison of Florida's 20 charter counties relating to conflicts with municipal ordinances. It is important to note when comparing charter governments that two Florida counties

are very unique. Duval County is a consolidated government and does not reference county or municipal ordinance conflicts in its charter. Miami-Dade County's charter predates the 1968 Florida Constitution which provides the foundation for charter county government in Florida for the remaining 66 counties. Miami-Dade County's charter establishes a two-tier hierarchy and a "central metropolitan government" whereby county ordinances prevail on matters of countywide concern in the event of a conflict with any of the 34 incorporated municipalities.

The following is a summary of the remaining 18 Florida charter counties:

- Eleven (11) county charters provide for county ordinances to prevail in specific circumstances.
- Seven (7) charter counties provide for municipal ordinances to prevail without exception.
- None provide for county ordinances to prevail without exception.

Among the 18 comparable charter counties in Florida, Leon County is among the majority (11) which provide for county ordinances to prevail in specific circumstances or subject areas. Those 11 charter counties are: Alachua, Broward, Charlotte, Columbia, Leon, Orange, Palm Beach, Pinellas, Sarasota, Seminole, and Volusia. For Leon County, the establishment of minimum environmental standards is the only subject area whereby a county ordinance prevails over a municipal ordinance at this time. As described previously, this was an important issue in 2010 due to rapid development taking place in our community. Voter approval of this amendment to the Charter unified environmental regulations countywide based on environmental features such as water basins and drainage, chronic flooding conditions, and the topography of our community rather than political jurisdiction boundaries. It also reduced the complexity of having two different sets of environmental standards and the various interpretations of those standards. Examples from other county charters that provide for county ordinances to prevail over municipal ordinances in specific circumstances include the regulation of adult entertainment, alcohol sales, and elements of the comprehensive plan. Additional information and examples are provided in Attachment #1.

Comparatively, seven (7) charter counties provide for municipal ordinances to prevail in the event of any conflict without exception. Those seven (7) charter counties are: Brevard, Clay, Hillsborough, Lee, Osceola, Polk, and Wakulla.

As previously stated, most charter counties provide for county ordinances to prevail in specific circumstances. None provide for county ordinances to prevail without exception. All, however, have the ability to provide for either through charter amendment as approved by the local electorate. In evaluating the need for a proposed Leon County Charter amendment which provides that county ordinances prevail over all municipal ordinances in the event of conflict and to the extent permitted by law, the Committee may wish to consider the potential benefits of such a proposed amendment including:

- **<u>Avoiding Potential Interlocal Conflicts and Disputes</u>**: Providing for county ordinances to supersede municipal ordinances can reduce interlocal disputes and administrative duplication. For example, section 252.38, Florida Statutes, provides county governments with countywide jurisdiction in implementing emergency management plans to ensure

efficient and orderly coordination of emergency operations. While a municipality has authority to create its own supplemental emergency management plan, such plan must be consistent with, and subject to, the county plan. This is in place to ensure the provision of coordinated standards, response, and public messaging during emergencies to avoid disputes, delays, and confusion from reconciling differing standards. Accordingly, a proposed charter amendment could extend similar countywide consistency to other regulatory areas where overlapping County and City ordinances may currently create uncertainty or fragmented implementation.

- **Providing Regulatory Uniformity on Countywide Issues**: Many critical systems — transportation, stormwater, floodplain management, and other infrastructure — cross jurisdictional boundaries and may benefit from uniformity to increase safety. The dangers of inconsistency are most evident in the separate street renaming procedures recently adopted by the City because emergency responders depend on a unified countywide street naming and addressing system to locate incidents quickly.

  On May 8, 2024, the City adopted an ordinance granting itself authority to rename roads within the municipal limits—excluding County-maintained and state roads. Since municipal ordinances prevail over County ordinances in the event of conflict, the County is now precluded from applying its countywide naming criteria to city-maintained streets. Since that time, the City has renamed more than half a dozen roadways with the municipal limits resulting in portions of roadways that bear different names and creating a fragmented approach that increases the potential for misrouted 9-1-1 calls, confusion, delayed response times, and fatal outcomes. Consistent naming across segments of roadways and chronological numbering of addresses are essential to ensure accurate GPS routing, timely emergency response, and the protection of life and property.

- **Providing Unified Standards Based on Geography, not Political Jurisdiction:** As described previously, during the 2010 General Election, an amendment to the Charter was approved by voters to establish countywide minimum environmental regulations. This amendment was originally considered by the 2009-2010 Citizen Charter Review Committee in response to chronic flooding issues that were exacerbated by conflicting City and County stormwater standards during a period of rapid development in our community. Specifically, as stormwater and drainage networks often cross jurisdictional boundaries, differing retention or discharge standards in one area regulated by the City can result in exacerbated flooding and downstream damage in a different area regulated by the County. In other words, countywide standards were needed to address the upstream conditions and downstream impacts of stormwater in a consistent manner to reduce flooding impacts and to protect the quality of all surface water bodies in the community.

  Acknowledging that environmental resources and conditions do not recognize political jurisdictional boundaries, the 2009-2010 Citizen Charter Review Committee identified the need to establish countywide environmental standards to ensure protection and regulation of natural resources that are interconnected throughout our community. As approved by voters, today we have minimum environmental regulations based on environmental features such as water basins and drainage, geography, and the topography of our community – and not political boundary.

- **Providing for More User-Friendly Government:** Residents and businesses can experience multiple and conflicting regulations among county and municipal governments which causes confusion and frustration when interacting with local governments. The County and City receive calls and emails on a daily basis from constituents unsure of which local government regulates certain matters or requesting clarification on differing standards based on jurisdiction. Social media often perpetuates the confusion on community forums where City and County residents mistakenly exchange information on local government services and regulations without regard to their separate jurisdictional standards.

  Business owners and developers may be impacted by conflicting regulations such as signage requirements. Meanwhile, residents and neighborhoods may be impacted by conflicting regulations that require notification of new nearby developments. Providing for county ordinances to supersede conflicting municipal ordinances makes clear which authority has jurisdiction on important community issues and delivers one consistent set of regulations that residents and businesses can better understand regardless of which specific neighborhood or municipality within the county they are in.

- **Establishing Minimum Community Standards Countywide:** Minimum regulatory standards, such as the environmental standards established in the Charter in 2010, are intended to serve as a floor which a municipality must meet but can exceed by enacting stricter regulations. Not only do minimum standards reduce complexity, but they also ensure all residents are protected by consistent, minimum standards countywide. In addition to environmental issues, establishing countywide standards would create the opportunity to establish minimum community standards for various local matters from neighborhood protection issues such as noise control and short-term vacation rental regulations, to public safety issues like implementation of school zone cameras. Minimum standards are intended to serve as a baseline to protect the overall health and well-being of all citizens, while preserving the local autonomy of municipalities through the ability to exceed the minimum standards.

Next Steps

As directed by the Board of County Commissioners, this item provides the Committee with information and analysis for consideration in evaluating whether a charter amendment should be placed on the ballot providing County ordinances to supersede municipal ordinances in the event of a conflict. In addition to the analysis provided herein, the Committee will receive a presentation on this agenda item and staff will be available to answer questions.

Several options are provided to facilitate the Committee's consideration of this issue. A simple majority vote of the Committee is needed to take action. Should the Committee not wish to further consider or advance this issue, it may table the issue at this time (Option #1). Alternatively, the Committee may wish to seek additional information and analysis. Option #2 would facilitate such a request, as specified by the Committee, with direction for staff to bring the information back at a future meeting.

Two options are provided to advance this issue to the next phase of the charter review process should the Committee support a charter amendment for County ordinances to prevail over municipal ordinances in the event of conflict, to the extent otherwise permitted by law (Option #3), or a charter amendment for County ordinances on specific subject matter(s) to prevail over municipal ordinances (Option #4). Should the Committee provide direction to prepare a proposed charter amendment, the draft language would be brought back to the Committee at a future "decision meeting" as provided in the bylaws.

This item recommends Option #5 and seeks the Committee's direction which may include the options presented herein or alternative direction as determined by the Committee.

Options:

1. Accept this report and table this issue.
2. Request additional information and analysis on charter government, regulatory authority, and/or the prevalence of county ordinances in the event of a conflict with municipal ordinances.
3. Direct staff to prepare a proposed charter amendment providing that all county ordinances shall prevail in the event of a conflict with municipal ordinances, to the extent otherwise permitted by law.
4. Direct staff to prepare a proposed charter amendment(s) providing that specific county ordinances or subject area(s), as identified by the Committee, shall prevail in the event of a conflict with municipal ordinances.
5. Committee direction.

Recommendation:

Option #5: Committee direction.

Attachment:

1. Charter County Comparison of Countywide Regulatory Authority

Citizen Charter Review Committee

December 4, 2025
11:30 a.m. – 1:30 p.m.
Leon County Main Library
Programming Room

AGENDA

1. Call to Order and Opening — Mary Ann Lindley, Chair

Consent

2. Approval of November 20, 2025 Meeting Minutes

3. Receipt & File of Written Public Comments

Public Comment

General Business

4. Committee Discussion on Proposed Charter Amendments

5. Agenda Item #1: Status Report on Annexation Procedures and Processes

6. Agenda Item #2: Additional Information Regarding Separate Jurisdictional Standards for Street Renaming

The next meeting of the Citizen Charter Review Committee will take place on Thursday, December 18, 2025.

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

APPROVAL OF NOVEMBER 20, 2025 MEETING MINUTES

Citizen Charter Review Committee
November 20, 2025
11:30 a.m. – 1:30 p.m.
Leon County Main Library
Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on November 20, 2025, at 11:30 a.m. in the Leon County Main Library with Committee members Mary Ann Lindley, Chauncy Haynes, Darryl Jones, Sean Pittman, Linda Bond Edwards, Henry Lewis, III, Bruce Strouble, Jr., Howard Kessler, Ryan Ray, Liz Ellis, Joey Davis, Anita Favors, Barry Wilcox, Katrina Tuggerson, Slaton Murray, Max Herrle, Shamarial Roberson, Heidi Otway, William Smith and Jarrett Terry in attendance. Also present were County Administrator Vince Long, Assistant County Administrator Ken Morris, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Management Analyst Cameron Williams, and Clerk to the Board, Daniel J. Antonaccio.

Absent Member: Temple Robinson.

Call to Order and Opening Mary Ann Lindley, Chair

Chair Lindley called the meeting to order at 11:30 a.m. She reminded the Committee that the meeting would adjourn promptly at 1:30 p.m.

Consent:

Joey Davis moved, seconded by Vice Chairman Chauncy Haynes, to approve the consent Agenda as presented.

The motion passed 19 – 0 with Committee Members Sean Pittman and Temple Robinson not present.

2. Approval of November 6, 2025 Meeting Minutes

3. Receipt & File of Written Public Comments

Public Comment:

- David West appeared before the CCRC to express support for improving local government through consolidation. He suggested that a potential starting point could be merging the Leon County Sheriff's Office and the Tallahassee Police Department, noting that such consolidation could streamline operations and improve overall efficiency.

General Business:

Board Issue for Committee Consideration - Ken Morris

Agenda Item A: Additional Analysis on Leon County Ordinances in Relation to Municipal Ordinances

Assistant County Administrator Ken Morris introduced the item with a summary of the additional information and analysis requested by the Committee, including examples of existing or potential regulatory conflicts from differing County and City ordinances.

- *Sean Pittman arrived at this juncture of the meeting.*

Chair Lindley outlined the four options presented to the Committee.

Ryan Ray addressed the topic of consolidation, observing that there is significant disagreement among committee members on the issue. He urged the group to proceed cautiously and avoid taking actions that could further erode home rule, which he remarked has already been under threat in recent years.

Ryan Ray moved for approval of Option #1, but it died for lack of second.

County Attorney O'Steen commented that, at their most recent meeting, the Board of County Commissioners directed county staff to prepare an analysis outlining the pros and cons of consolidation. She also noted that any consolidation effort would require action by the Florida Legislature, meaning it is not an issue this committee needs to consider for the 2026 ballot.

Slaton Murray requested clarification on the timeline for implementing an amendment.

Assistant County Administrator Ken Morris responded that the process begins with this committee reviewing the draft charter amendment, making any changes or recommendations, and then reporting it back to the Board of County Commissioners. After that, there will be public hearings in the summer prior to the final language being submitted to the Board of County Commissioners for consideration. Upon Board approval, the proposed charter amendment would be submitted to the Supervisor of Elections for placement on the ballot.

Anita Favors inquired about addressing issues without using a charter amendment.

County Attorney O'Steen responded that both the City and County can address issues without a charter amendment if they so choose.

Sean Pittman mentioned the issue of annexation, and whether the county should have some say in how that works.

County Attorney O'Steen stated that annexation is heavily dictated by state law, but there are some areas of flexibility.

Sean Pittman moved, seconded by Howard Kessler, to request additional information regarding annexation, including any applicable state preemption, and to examine the statutory processes related to annexation and the flexibility the County has in addressing annexation.

The motion carried 20 – 0 with Committee Member Temple Robinson not present.

Max Herrle moved, seconded by Joey Davis, to accept the report and have information brought back on solutions outside of the Charter to address the street renaming/addressing issue.

Bruce Strouble, Jr. offered a friendly amendment to invite the City for insight.

Anita Favors questioned how amendments will be presented on the ballot.

County Administrator Long responded that any proposed amendments, as approved by the Board of County Commissioners, will appear individually on the ballot.

Max Herrle moved, seconded by Joey Davis, for Option #4: Committee Direction to accept the report and have staff bring back information to resolve street renaming/addressing outside of the Charter with a friendly amendment, as introduced by Bruce Strouble, Jr., to invite City to provide insight.

The motion carried 20 – 0 with Committee Member Temple Robinson not present.

Max Herrle introduced the concept of consolidated law enforcement in the County.

Max Herrle moved, seconded by Slaton Murray, to have the Leon County Sheriff's Office (LCSO) present information about the potential consolidation of LCSO and the Tallahassee Police Department.

The motion failed 14 – 6 with Joey Davis, Liz Ellis, Max Herrle, Bruce Strouble Jr., Barry Wilcox, and Vice Chairman Chauncy Haynes in favor of the motion. Committee Member Temple Robinson was not present.

Committee Discussion on Proposed Charter Amendments

Nicki Hatch provided a brief outline of the two-step process for Committee's proposal and consideration of charter amendment proposals. First, members will have the opportunity to propose a broad concept to be added to the list of proposals on screen. Once all proposals are listed, the proposing member will have the opportunity to briefly explain their proposal and answer any questions. Following discussion, the Committee will take a vote on whether to have staff bring back additional analysis on the proposed concept.

Nicki Hatch explained that the on-screen list has been prepopulated with proposals raised by members at the previous CCRC meeting (November 6th) to be introduced and considered as part of the two-step process. The pre-populated list of proposals raised during the November 6, 2025, CCRC meeting include:

1. Establishment of an Office of Inspector General, Proposed by Howard Kessler
2. Voting Threshold to Select or Terminate the County Administrator, Proposed by Max Herrle
3. County Commission Compensation, Proposed by Max Herrle
4. Funding Mechanism for Affordable Housing, Proposed by Max Herrle
5. Funding Mechanism for Fire Services, Proposed by Max Herrle
6. Leon County Bill of Rights, Proposed by Max Herrle

Chair Lindley welcomed members to offer additional charter amendment proposals to be added to the list for consideration by the Committee.

The following proposal was added to the list for CCRC consideration:

7. Prioritization of Food Security, Proposed by Bruce Strouble, Jr.

The following proposals were explained for CCRC consideration:

1.) **Establishment of an Office of Inspector General**

Howard Kessler explained that his proposed charter amendment would create an independent Office of Inspector General to strengthen oversight, avoid conflicts of interest, and align Leon County's practices with national Inspector General standards. His proposal would shift ethics and compliance functions away from the County Administrator, provide separate legal counsel, require a supermajority for removal of the Inspector General, and extend oversight authority to Blueprint-related entities.

Ryan Ray inquired about how the proposed Office of Inspector General would interact with the City's existing oversight structures.

William Smith inquired about the current set up.

County Attorney O'Steen explained the County Attorney's role in enforcing the Code of Ethics, noting that general enforcement is carried out through the Human Resources Director in coordination with the County Attorney's Office.

Darryl Jones moved, seconded by Sean Pittman, for an agenda item to bring back an analysis for establishing an Office of Inspector General.

The motion carried 20 – 0 with Committee Member Temple Robinson not present.

2.) **Voting Threshold to Select or Terminate the County Administrator**

Max Herrle explained that his proposal would revise the Charter's current two-step process for selecting or removing the County Administrator by lowering the vote threshold from a majority-plus-one Commissioners to a simple majority. He noted that the proposal would retain the requirement of a second vote at a subsequent meeting, and that his intent was to align the process more closely with practices used in other charter counties.

Darryl Jones discussed how school boards across the state function and how having a higher threshold makes the process less arbitrary.

Vice Chairman Haynes requested historical context on the matter and commented that if such requirements were revised for the County Administrator, it should likewise apply to the County Attorney.

Vice Chairman Haynes moved, seconded by Joey Davis, to extend the meeting to 2:00 p.m.

The motion failed 18 – 2 with Vice Chairman Haynes and Joey Davis in favor of the motion. Committee Member Temple Robinson was not present.

County Attorney O'Steen clarified that the voting threshold to select or terminate the County Attorney is not in the Charter, but in County Ordinance.

Max Herrle moved, seconded by Joey Davis, for an agenda item to brought back on a charter amendment lowering the threshold to select or terminate the County Administrator.

The motion failed 17-3 with Joey Davis, Max Herrle, and Jarrett Terry in favor of the motion. Committee Member Temple Robinson was not present.

Adjournment:

Chair Lindley adjourned the meeting at 1:32 p.m.

ATTEST:

_____
Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

_____
Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

RECEIPT AND FILE OF WRITTEN PUBLIC COMMENTS

(To be electronically distributed Wednesday before the meeting)

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM #1

Citizen Charter Review Committee

Agenda Item #1

December 4, 2025

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator
Chasity H. O'Steen, County Attorney

Title: Status Report on Annexation Procedures and Processes

Review and Approval:	Vincent S. Long, County Administrator Chasity H. O'Steen, County Attorney
Department / Division Review:	Ken Morris, Assistant County Administrator
Lead Staff / Project Team:	Chasity H. O'Steen, County Attorney

Summary:

This item provides the Citizen Charter Review Committee with information and analysis on annexation processes and procedures, as requested by the Committee at the November 20, 2025, meeting.

Staff Recommendation:

Option #1: Accept status report and take no further action.

Report and Discussion

Background:

As requested by the Citizen Charter Review Committee (Committee) at the November 20, 2025, meeting, this item provides information on annexation processes and procedures.

Annexation of unincorporated land within the County into the boundaries of the City of Tallahassee (City) is governed by Chapter 171, Florida Statutes (F.S.). In addition to statutory provisions, local annexations by the City are also governed by the City and County Interlocal Agreement Annexation Procedures (Interlocal Agreement), as required by the City-County Comprehensive Plan.

Statutorily, areas must meet certain standards and requirements to be eligible for annexation. If an area is deemed eligible for annexation into a municipality, Chapter 171, F.S., authorizes a municipality to annex unincorporated land by voluntary annexation or involuntary annexation.

Policy 2.1.4 of the Intergovernmental Coordination Element of the City-County Comprehensive Plan (Policy) reaffirms that annexation by the City must comply with the requirements of Chapter 171, F.S., and the Interlocal Agreement. The Policy further requires that the Interlocal Agreement include:

- Annexation review policies and procedures that allow the County not less than twenty (20) days prior to the first reading of the ordinance considering such annexation(s) to review the proposed annexation(s);
- Dispute resolution procedures should the County object to any proposed annexation;
- The requirement for a City Annexation Plan prior to the passage of any ordinance for annexation which shall include, at a minimum, a specific description of the proposed areas to be annexed, an assurance of land use compatibility, the schedule for the delivery of City provided urban services to the area proposed for annexation, how the level of service standards will be met, the facilities to be provided and the responsible entity for said facilities, and, in the event of a voluntary annexation, the amount of any agreed upon water and/or sewer rebate that would be due to the petitioner (Note, this requirement has been modified by the feasibility study now required pursuant to section 171.042, F.S.).

More information about the different processes and procedures governing these different types of annexation is provided in the Analysis section.

Analysis:

Any property to be annexed into a municipality must be:

- Contiguous to the municipal limits,
- Reasonably compact, and
- Cannot create enclaves.

Florida Statutes provides processes and procedures for a municipality to voluntarily and involuntarily annex property into the municipal limits. In Leon County and the City, voluntary annexation generally occurs and is associated with new development and requires the approval of both Commissions. Involuntary annexation of property in our community is uncommon and, generally, requires a referendum of affected property owners. The following sections describe the types of annexations along with the requirements and respective procedures to effectuate an annexation.

Voluntary Annexations

Pursuant to section 171.044, F.S., the owner(s) of real property in an unincorporated area which is contiguous to a municipality and reasonably compact may petition the municipality to be annexed into the municipality. Such petition must be accompanied by the signatures of all owners of property in the area proposed to be annexed and need only meet the criteria of contiguousness and compactness, and cannot result in the creation of enclaves.

In applying these standards, certain terms are statutorily defined. The term "contiguous" generally means that "a substantial part of a boundary of the territory sought to be annexed by a municipality is coterminous with a part of the boundary of a municipality." Section 171.031(3), F.S. A property is considered "reasonably compact" if the property is concentrated in a single area and precludes any action which would create enclaves, pockets, or finger area in serpentine patterns.

As defined under section 171.031(5), F.S., "enclave" means: 1) any unincorporated improved or developed area that is enclosed within and bounded on all sides by a single municipality, or 2) any unincorporated improved or developed area that is enclosed within and bounded by a single municipality and a natural or manmade obstacle that allows the passage of vehicular traffic to that unincorporated area only through the municipality.

Locally, once a petition is received by the City, the Interlocal Agreement sets forth the process by which the City and County coordinate annexation approvals (Attachment #1). Per the Interlocal Agreement, notice is provided to the County for official review and comment by the County Commission at least twenty (20) days before the first reading of the annexation ordinance by the City Commission. If the County does not object to the annexation, the City may adopt the ordinance at its next public hearing. If the County does object to the annexation, the annexation is delayed so that the parties can engage in dispute resolution as provided by the Interlocal Agreement.

In the last five years, 15 voluntary annexation requests were submitted and approved by both the County and City Commissions without objection. This process is far simpler than most involuntary annexations since no referendum is required, one hundred (100) percent of the underlying property owners have consented to annexation into the City limits, and the character of the land does not need to meet the "urban purpose" criteria required of involuntary annexations (as discussed below).

Notably, section 171.044(4), F.S., expressly provides that the method of voluntary annexation in that statute is supplemental to any other procedure provided by general or special law, except that the section does not apply to municipalities in counties with charters which provide an exclusive method of municipal annexation.

Involuntary Annexations

Characteristics of Area Proposed for Involuntary Annexation

In addition to the requirement that the area to be annexed is contiguous and compact, part or all of the area to be annexed must comply with additional statutory requirements when a municipality initiates the annexation of property as set forth under section 171.043, F.S.

Part or all of the area to be annexed must be developed for urban purposes. The term "urban purposes" means that the land is used intensively for residential, commercial, industrial, institutional, and governmental purposes, including any parcels retained in their natural state or kept free of development as dedicated greenbelt areas. Section 171.031(13), F.S.

A property is developed for urban purposes if it:

- Has a total resident population equal to a least two (2) persons for each acre of land included within its boundaries;
- Has a total resident population equal to at least one (1) person for each acre of land included within its boundaries and is subdivided into lots and tracts so that at least sixty (60) percent of the total number of lots and tracts are one (1) acre or less in size; or
- Is so developed that at least sixty (60) percent of the total number of lots and tracts in the area at the time of annexation are used for urban purposes, and it is subdivided into lots and tracts so that at least sixty (60) percent of the total acreage, not counting the acreage used at the time of annexation for nonresidential urban purposes, consists of lots and tracts five (5) acres or less in size.

In addition to the area developed for urban purposes, a municipality may include in the area to be annexed property that is not being developed for urban purposes if such area either:

- Lies between the municipal boundary and an area developed for urban purposes, so that the area developed for urban purposes is either not adjacent to the municipal boundary or cannot be served by the municipality without extending services or water or sewer lines through such sparsely developed area; or
- Is adjacent, on at least sixty (60) percent of its external boundary, to any combination of the municipal boundary and the boundary of an area or areas developed for urban purposes as defined above.

General Involuntary Annexation Procedures

In 2023, section 171.042, F.S., was amended to require a municipality seeking to expand its boundaries to conduct a feasibility study setting forth the plans to provide urban services to any area to be annexed before commencing the statutorily prescribed annexation procedures in section

171.0413, F.S., which are summarized below. The analysis for such study must be "conducted by qualified staff or consultants of the economic, market, technical, financial, and management feasibility of the property annexation." Section 171.031(6), F.S. As used in this statute, "urban services" are defined as "any services offered by a municipality, either directly or by contract, to any of its present residents."

Certain documentation and information must also be included in the feasibility study, including maps showing certain boundaries, information about existing and proposed utility infrastructure, and the general land use pattern in the area to be annexed. The study must also include statements certifying that the area to be annexed meets the criteria in section 171.043, F.S. (outlined below), and setting forth the municipality's plans for extending to the area to be annexed each major municipal service performed within the municipality at the time of annexation.

The municipality must file a copy of the feasibility study with the board of county commissioners of the county in which the municipality is located not fewer than fifteen (15) days before commencing the annexation procedures under section 171.0413, F.S. Failure to timely meet this statutory deadline may be the basis for a cause of action to invalidate the annexation.

Additionally, not less than ten (10) days prior to the date set for the first public hearing required to adopt an annexation ordinance pursuant to section 171.0413(1), F.S., the municipality must mail a written notice to each person who resides or owns property within the area proposed to be annexed, with a description of the annexation proposal, the time and place for each public hearing to be held regarding the annexation, and the place or places within the municipality where the proposed ordinance may be inspected by the public. The clerk of the governing body must also maintain a copy of the notice for public inspection during regular business hours.

Any parcel of land owned by one individual, corporation, or legal entity, or owned collectively by one or more individuals, corporations, or legal entities, must be annexed in its entirety, though the property owner can waive this requirement. Section 171.0413(3), F.S. Additionally, if more than seventy (70) percent of the acres of land in an area proposed to be annexed is owned by individuals, corporations, or legal entities that are not registered electors of such area, the area cannot be annexed unless the owners of more than fifty (50) percent of the acres of land in such area consent to such annexation, and the consent must be obtained by the parties proposing the annexation before the referendum to be held as referenced below.

If the area to be annexed meets the characteristics criteria set forth above, a municipality may adopt an annexation ordinance for one reasonably compact area proposed to be annexed after holding at least two (2) advertised public hearings; however, the ordinance does not become effective until the ordinance is submitted to a vote of the registered electors of the area proposed to be annexed. Section 171.0413(1), F.S. The municipality may also choose to submit the annexation ordinance to a separate vote of the registered electors of the annexing municipality. The municipality must comply with statutory notice requirements and information to be provided at polling places.

If approved by a majority vote of the electors to be annexed (and also a majority vote of the electors within the municipal limits if the municipality submits the annexation ordinance for a separate vote), the ordinance becomes effective ten (10) days after the referendum or as otherwise provided

in the ordinance, but not more than one (1) year following the date of the referendum. If the annexation ordinance fails to receive a majority vote, the ordinance does not become effective, and the area cannot be proposed for annexation for a period of two (2) years from the date of the referendum.

In instances where the area to be annexed does not have any registered electors on the date the ordinance is fully adopted, no vote of electors of the area to be annexed is required, but the owners of more than fifty (50) percent of the parcels of land in the area proposed to be annexed must consent to the annexation prior to the final adoption of the ordinance.

For involuntary annexation of unincorporated land in Leon County, the Interlocal Agreement requires the same notice and opportunity to review and comment by the County Commission prior to adoption of the annexation ordinance as for voluntary annexations (Attachment #1).

Involuntary Annexation of Enclaves

In order to eliminate enclaves of unincorporated areas surrounded by a single municipality, section 171.046, F.S., allows for the annexation of enclaves without a referendum by interlocal agreement between the municipality and county. Enclaves eligible for involuntary annexation under this process must:

- Meet the statutory definition of "enclave" as defined in section 171.031(5), F.S.,
- Consist of 110 acres of less,
- Be surrounded by a single municipality, and
- Be improved or developed.

The statute also allows a municipality to annex a developed or improved enclave of 110 acres or less upon a referendum by at least sixty (60) percent of the registered voters who reside in the enclave if the enclave has fewer than twenty-five (25) registered voters.

Previous County Commission Consideration of Annexation Procedures and Processes

At the July 8, 2025, meeting, the County Commission requested that staff provide legal analysis on issues to determine whether to advance the issues for consideration to the Committee. Specifically, the County Commission asked for a legal analysis regarding the establishment of an exclusive method of municipal annexation in the County Charter whereby the County can propose the annexation of unincorporated property into the City. The Board also asked for legal analysis regarding whether the County Charter can incorporate all unincorporated property inside Capital Circle to be within the City limits.

As presented at the September 15, 2025, meeting (Attachment #2), the requested analysis detailed the uniform process for involuntary annexation provided under Florida Statutes which preempts counties from establishing an exclusive method for involuntary annexations by charter.

The analysis also detailed the current procedures for voluntary annexation in Leon County set forth under the County and City Interlocal Agreement, as required by the City-County Comprehensive

Plan and as authorized by Florida Statutes. Notably, the Interlocal Agreement has an indefinite term and may only be terminated by "mutual consent of both parties." Therefore, any charter amendment seeking to create an exclusive method for voluntary annexations would still be subject to the terms of the Interlocal Agreement. Following its review of these issues, the Board opted not to advance either of the annexation issues to the Committee for consideration.

Options:

1. Accept status report and take no further action.
2. Committee direction.

Recommendation:

Option #1: Accept status report and take no further action.

Attachments:

1. Interlocal Agreement Between the City of Tallahassee and Leon County for Annexation Procedures
2. Leon County Board of County Commissioners September 15, 2026, Meeting Agenda Item #26

INTERLOCAL AGREEMENT BETWEEN THE CITY OF TALLAHASSEE AND LEON COUNTY FOR ANNEXATION PROCEDURES

THIS INTERLOCAL AGREEMENT ("Agreement") is made and entered into on this 25th day of July, 2016, by and between LEON COUNTY, FLORIDA, a political subdivision of the State of Florida ("County") and the CITY OF TALLAHASSEE, a Florida municipal corporation ("City").

RECITALS

WHEREAS, On May 18, 2016, and on May 24, 2016, the City of Tallahassee City Commission and the Leon County Board of County Commissioners respectively approved an amendment to Policy 2.1.4 of the Intergovernmental Coordination Element of the Tallahassee-Leon County Comprehensive Plan governing annexation of properties into the City of Tallahassee;

WHEREAS, Policy 2.1.4 provides that the County and the City shall set out procedures for annexation by an interlocal agreement; and

WHEREAS, the County and the City desire to enter into an agreement to set out such procedures for annexation.

NOW THEREFORE, in consideration of the mutual promises and covenants, herein contained and set forth, and obligations herein contained, and subject to the terms and conditions herein stated, the City and County hereby agree as follows:

1. City Annexation Plan. Prior to the passage of any ordinance for annexation, the City shall prepare and have available for public inspection a plan for annexation ("City Annexation Plan") setting forth the schedule for the delivery of City-provided urban services to the property subject to annexation and which shall include:

    a. A specific description of the proposed areas to be annexed, including the annexation of right-of-ways, if any;
    b. An assurance of land use compatibility;
    c. The facilities to be provided and the provider for such facilities;
    d. How level of service standards will be met;
    e. For voluntary annexation, the amount of any agreed upon water and/or sewer rebate that will be due to the petitioner.

2. Voluntary Annexation. When the City receives a petition for voluntary annexation, it will provide notice of the petition, together with the parcel number(s) and ownership information available from the Leon County Property Appraiser, to the relevant City departments for official review and comment, and to the County Administrator. The City Annexation Plan

together with the petition for each annexation shall be provided by the City to the County Administrator, the County's Director of Development Support and Environmental Management and the County Attorney, and shall be provided at least twenty (20) calendar days before the first reading of the ordinance considering such annexation, where such period shall also be at least five (5) calendar days before the next regularly scheduled Board of County Commissioners ("Board") meeting. The Board shall have the opportunity to review, comment, and suggest changes regarding the proposed annexation at a Board meeting prior to the adoption of the annexation ordinance(s) by the City Commission, and any Board comments will be provided to the City Manager at least five (5) calendar days prior to the public hearing on the annexation ordinance(s).

3. County objections to proposed annexation. In the event that the County objects to the annexation, the City Manager and County Administrator, or their designees, shall meet and confer and fully discuss the areas of concern expressed by the County. The City shall delay the annexation process for a period not to exceed thirty (30) days for the purpose of holding the joint meeting. Should the joint meeting resolve the dispute, such resolution shall be reduced to writing and presented to the City Manager and County Administrator for appropriate action consistent therewith. In the event the County continues to object to the proposed annexation following the joint meeting, the City and County shall submit the dispute to mediation. The expense of a mutually acceptable mediator shall be divided equally between the City and County. The City shall delay the annexation process for a period not to exceed sixty (60) days for the purpose of conducting the mediation proceedings. The City Manager and the County Administrator shall represent the parties at the mediation. Should the mediation resolve the dispute, such resolution shall be reduced to writing and presented to the City Commission and County Commission for appropriate action consistent therewith. In the event the County continues to object to the proposed annexation, then either party may pursue whatever remedies may be available at law, in equity, or otherwise.

4. Dispute Resolution. Any dispute arising under this Agreement, which is not the subject of the procedures set out in section 3, shall be subject to the procedures set out in this section. The provisions of the "Florida Governmental Conflict Resolution Act" shall not apply to disputes under this Agreement, as alternative dispute resolution processes are set forth in section 3 and section 4.

   a. The aggrieved party shall give written notice to the other party in writing, setting forth the nature of the dispute, date of occurrence (if known), and proposed resolution, hereinafter referred to as the "Dispute Notice."
   b. Should the parties be unable to reconcile any dispute, the City Manager and County Administrator, or their designees, shall meet at the earliest opportunity, but in any event within ten (10) days from the date that the Dispute Notice is received, to discuss

and resolve the dispute. If the dispute is resolved to the mutual satisfaction of the parties, they shall report their decision, in writing, to the City Commission and Board of County Commissioners. If the City Manager and County Administrator, or their designees, are unable to reconcile the dispute, they shall report their impasse to the City Commission and Board of County Commissioners.

c. If a dispute is not resolved by the foregoing step, within forty-five (45) days after delivery of the Dispute Notice, unless such time is extended by mutual agreement of the parties, then either party may require the dispute to be submitted to mediation by delivering written notice thereof (the "Mediation Notice") to the other party. The Mayor shall represent the City and the Chair shall represent the County. The mediator shall be certified in accordance Rule 10.100(d), Florida Rules for Mediators, and shall be selected by the parties within ten (10) days following receipt of the Mediation Notice. The mediator shall also have sufficient knowledge and experience in the subject of the dispute. If agreement on a mediator cannot be reached in that ten (10) day period, then either party can request that a mediator be selected by the American Arbitration Association, and such selection shall be binding on the parties. The costs of the mediator shall be borne equally by the parties.

d. If an amicable resolution of a dispute has not been reached within sixty (60) calendar days following selection of the mediator, or by such later date as may be mutually agreed upon by the parties, then, upon the agreement of both parties, such dispute may be referred to binding arbitration; otherwise, each party may pursue whatever remedies may be available at law, in equity, or otherwise. If the dispute is so referred, such arbitration shall be conducted in accordance with the Florida Arbitration Code (Chapter 682, Florida Statutes).

    i. Such arbitration shall be initiated by delivery, from one party (the "Petitioner") to the other (the "Respondent"), of a written Arbitration Notice therefore containing a statement of the nature of the dispute involved. The Respondent, within ten (10) days following its receipt of such Arbitration Notice, shall deliver an answering statement to the Petitioner. After the delivery of such statements, either party may make new or different claims by providing the other with written notice thereof specifying the nature of such claims involved.

    ii. Within ten (10) days following the delivery of such Arbitration Notice, each party shall select an arbitrator and shall deliver written notice of that selection to the other. If either party fails to select an arbitrator within such time, the other party may make application to the court for such appointment in accordance with the Florida Arbitration Code. Within ten (10) days following delivery of the last of such written notices, the two arbitrators so selected shall confer and shall select a third arbitrator.

iii. The arbitration hearing shall be commenced in Leon County, Florida within sixty (60) days following selection of the third arbitrator. Except as may be specifically provided herein, the arbitration shall be conducted in accordance with Rules R-23 – R-48 of the Commercial Arbitration Rules of the American Arbitration Association.

5. Termination. This Agreement shall remain in effect unless terminated by mutual consent of the parties.

6. General provisions.

a. Governing law and venue. This Agreement shall be governed by and construed in accordance with the laws of the State of Florida. Any action to enforce any of the provisions of this Agreement shall be maintained in Tallahassee, Leon County, Florida. The parties waive the right to trial by jury in any litigation arising from, concerning or relating to this Agreement.
b. Waiver. Failure to insist upon strict compliance with any term, covenant or condition of this Agreement shall not be deemed a waiver of it. No waiver or relinquishment of a right or power under this Agreement shall be deemed a waiver of that right or power at any other time.
c. Modification. This Agreement shall not be modified, except in writing duly executed by the parties hereto.
d. Entire agreement. This Agreement constitutes the entire agreement between the parties with respect to the matters contained herein, and all prior agreements or arrangements between them with respect to such matter are superseded by this Agreement.
e. Ambiguity. This Agreement has been negotiated by the parties with the advice of counsel and, in the event of an ambiguity herein, such ambiguity shall not be construed against any party as the author hereof.
f. Costs and Attorney's Fees. In the event of litigation between the parties to construe the terms of this Agreement or otherwise arising out of this Agreement, the prevailing party in such litigation shall be entitled to recover from the other party its reasonable costs and attorney's fees incurred in maintaining or defending the subject litigation. The term litigation shall include appellate proceedings.
g. Severability. It is intended that each section of this Agreement shall be viewed as separate and divisible, and in the event that any section shall be held to be invalid, the remaining sections and parts shall continue to be in full force and effect.

7. Effective date. This Agreement shall be effective on the date of the last approval hereof.

IN WITNESS WHEREOF, the parties cause this Interlocal Agreement to be executed by their duly authorized representatives this 25th day of July, 2016.

CITY OF TALLAHASSEE

By: Andrew D. Gillum
Andrew Gillum, Mayor

ATTEST:
James O. Cooke, IV
City Treasurer-Clerk

By: James O. Cooke IV

Approved as to form:
City Attorney's Office

By: Lewis E. Shelley
Lewis E. Shelley, Esq.
City Attorney

LEON COUNTY, FLORIDA

By: Bill Proctor
Bill Proctor, Chairman
Board of County Commissioners

ATTEST:
Bob Inzer
Clerk & Comptroller
Leon County, Florida

By: John Stott, Deputy Clerk

Approved as to form:
County Attorney's Office

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

Leon County Board of County Commissioners

Agenda Item #26

September 15, 2025

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Appointments to the Leon County Citizen Charter Review Committee, Preliminary Committee Bylaws, and Analysis on Potential Charter Amendment Topics

Review and Approval:	Vincent S. Long, County Administrator Chasity H. O'Steen, County Attorney
Department / Division Review:	Ken Morris, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Chandika Basdeo, Special Projects Coordinator

Statement of Issue:

This item seeks Board appointments to the Leon County Citizen Charter Review Committee (CCRC) and consideration of preliminary CCRC Bylaws. In addition, as requested at the July 8, 2025 meeting, this item provides legal analysis on issues proposed by the Board to determine whether to advance for consideration by the CCRC.

The CCRC will convene on October 23, 2025, to review the Leon County Charter and propose recommended amendments or revisions to the Board of County Commissioners for placement on the 2026 general election ballot. The CCRC is scheduled to meet biweekly on Thursdays in the Leon County Library until February 19, 2026 (120 days).

Fiscal Impact:

This item has a fiscal impact. Increasing the CCRC to 21 members requires the relocation of CCRC meetings from the Commission Chambers to the Leon County Library and requires an estimated $90,000 in associated costs to facilitate and broadcast meetings. Funding is available in the FY 2026 Tentative Budget to support the additional resource needs for the CCRC.

Staff Recommendation:

Option #1: Appoint three members by each Commissioner to the Leon County Citizen Charter Review Committee (CCRC).

Option #2: Approve the preliminary CCRC Bylaws to be presented to the CCRC for adoption at its first meeting on October 23, 2025 (Attachment #1).

Option #3: Provide direction to staff on potential charter amendment issues to be advanced to the CCRC for further consideration.

Report and Discussion

Background:

At its July 8, 2025 meeting, the Board received an overview of the proposed charter review process and provided options and recommendations regarding the establishment of a CCRC. At that time, the Board directed staff to prepare an agenda item for the Board's appointment of a 21-member Citizen Charter Review Committee (three appointments per Commissioner), seven more members than the initial recommendation, and consideration of preliminary CCRC Bylaws (Attachment #1). The CCRC will convene on October 23, 2025, to review the Leon County Charter and propose recommended amendments or revisions to the Board of County Commissioners for placement on the 2026 general election ballot. The CCRC is scheduled to meet biweekly on Thursdays in the Leon County Library until February 19, 2026 (120 days).

In addition, the Board requested legal analysis on the following seven issues to determine whether to advance these issues for consideration by the CCRC:

1. Creation of a Citizen Utility Review Board.
2. Establishment of an exclusive method of municipal annexation in the County Charter whereby the County can propose the annexation of unincorporated property into the City of Tallahassee (City).
3. Annexation of all unincorporated property inside Capital Circle into the City.
4. Provide that County ordinances supersede City ordinances.
5. Empower citizens in the unincorporated area of the County who pay for City utilities and fire services to be able to vote in City elections.
6. Creation of a Utility Authority in which the County has seats on the Authority since citizens in the unincorporated area cannot vote in City elections and pay a 50% utility service surcharge.
7. Clean up outdated references to statutes related to the establishment of a county charter.

The CCRC is essential to the following FY 2022 – FY 2026 Strategic Initiative:

- *Establish a Citizen Charter Review Committee to review the County's Home Rule Charter and propose any amendments or revisions ahead of the 2026 General Election. (2025-101)*

This particular Strategic Initiative aligns with the Board's Governance Strategic Priority:

- *(G1) Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.*

This item requests the Board's appointments to the Leon County CCRC and presents draft committee bylaws for consideration. This item also seeks Board direction on the issues proposed by the Board for consideration by the CCRC.

Analysis:

Committee Appointments

Purpose: The Leon County Charter requires that a Citizen Charter Review Committee be appointed by the Board every eight years, at least 12 months before the general election, to review the County's Home Rule Charter and propose any amendments or revisions for placement on the general election ballot.

Composition: As directed by the Board at the July 8, 2025 meeting, the CCRC will consist of 21 appointees, with three appointments per Commissioner. Each Commissioner has the opportunity to appoint three people to the CCRC.

Preliminary Committee Bylaws

As part of the establishment of the Leon County Citizen Charter Review Committee, preliminary bylaws are proposed for the Board's considerations to guide and support the efforts of the CCRC. Upon Board approval, the preliminary bylaws will be presented to the CCRC for consideration at its first meeting. At that time, the CCRC Bylaws may be amended by 2/3 vote of the Committee's membership.

As reflected in Attachment #1, the preliminary CCRC Bylaws set forth the duties, terms, and meeting structure of the CCRC, as outlined below:

- Applicable Florida Laws and Board Policies
- Officers and Duties
- Term of Members
- Attendance and Replacement of Members
- Meetings
- Deliberations
- Policy on Publicity
- Amendments to Bylaws

The CCRC is subject to the State's Sunshine Laws and Section 286.011, Florida Statutes. The CCRC meetings will be noticed and open to the public, and all CCRC records, including the approved Bylaws, will be made available on the County website. All CCRC meetings will also be broadcast on the County's Comcast Channel 16 and the County website.

Issues Requested by the Board for Potential Consideration by the CCRC

At its July 8, 2025 meeting, the Board requested legal analysis on the following seven issues for additional consideration to advance to the CCRC and amend the Leon County Charter.

1. Creation of a Citizen Utility Review Board.
2. Establishment of an exclusive method of municipal annexation in the County Charter whereby the County can propose the annexation of unincorporated property into the City of Tallahassee (City).
3. Annexation of all unincorporated property inside Capital Circle into the City.
4. Provide that County ordinances supersede City ordinances.
5. Empower citizens in the unincorporated area of the County who pay for City utilities and fire services to be able to vote in City elections.
6. Creation of a Utility Authority in which the County has seats on the Authority since citizens in the unincorporated area cannot vote in City elections and pay a 50% utility service surcharge.
7. Clean up outdated references to statutes related to the establishment of a county charter.

The following provides an analysis for each requested issue, along with information regarding the County's authority, and limits on such authority, for the Board to determine whether to advance these issues for consideration by the CCRC. The Board also has the discretion to independently place charter amendments on the ballot by supermajority vote.

Leon County, Florida – Authority and Limits on Such Authority:

As a charter county, the County's authority is derived from Article VIII, Section 1(g) of the Florida Constitution (Constitution). That provision, titled "CHARTER GOVERNMENT.", states:

> Counties operating under county charters shall have all powers of local self-government not inconsistent with general or special law, or with special law approved by vote of the electors. The governing body of a county operating under a charter may enact county ordinances not inconsistent with general law. The charter shall provide which shall prevail in the event of conflict between county and municipal ordinances.

This grant of authority is broad, but there are certain limitations. Fundamentally, the County must comply with all constitutional and statutory constraints. The County cannot adopt an ordinance or otherwise act in conflict with federal or state law. The federal government and state legislature have also preempted certain matters, whether expressly or impliedly, and the County cannot adopt ordinances to regulate those areas.

Sec. 1.1 of the Charter, itself, recognizes the limits of the County's authority: "The County shall have all powers of self-government not inconsistent with general law, with special law approved by vote of the electors, or with this Charter. The County shall have all county and municipal powers of self-government granted now or in the future by the Constitution and laws of the State of Florida."

1. **Creation of a Citizen Utility Review Board:** The Board has asked whether the CCRC may consider the amendment of the Charter to create a Citizen Utility Review Board. In summary, the ability to create a Citizen Utility Review Board is limited by broad municipal authority and existing statutes that govern the authority to construct and operate water, wastewater, electric, and other utilities.

   The County has the authority to create a Utility Review Board by charter, but such authority would not have the ability to regulate the City's utility or provide services within the City boundaries unless the City agreed. The County cannot by charter create a Utility Review Board that controls or otherwise regulates the City's utilities. The County also lacks the authority to compel or otherwise force the City to join a Utility Review Board and cede control or authority to such authority.

   The City has its own broad grant of constitutional authority. Article VIII, Section 2(b) of the Constitution, titled "POWERS", grants to municipalities the governmental, corporate, and proprietary powers necessary to enable them to conduct municipal government, perform municipal functions, and render municipal services. Under this provision, municipalities may exercise any power for municipal powers except as otherwise provided by law. Citing Article VIII, Section 2(b) of the Constitution, Section 166.021, Florida Statutes (F.S.), acknowledges a municipality's broad authority while also identifying certain limitations, including any subject expressly preempted to state or county government by the Constitution or by general law, and any subject preempted to a county pursuant to a county charter adopted under the Constitution.

   Chapter 180, F.S., authorizes municipalities to construct and operate water, sewer, and other utility systems, both within and outside their boundaries. Section 180.13, F.S., specifically and expressly authorizes the city council or other governing body of a municipality to create a separate board or designate certain city officers to supervise and control the operations of its utilities and make all necessary rules or regulations governing the use, control, and operation of such utilities, subject to the approval of the city council. This statute also authorizes the city council to establish rates or charges for the use of the utility by those who receive utility service.

   A municipal electric utility, such as the utility operated by the City, and a rural electric cooperative, such as Talquin Electric Cooperative, Inc., operate under Chapter 366, F.S., which grants these entities the authority to control and operate those utilities and to establish just and equitable rates, establish service policies, approve budgets and capital improvements, and other matters. Such utilities are typically governed by the city commission or a utility board established by the city or electric cooperative. Under this statutory scheme, the Florida Public Service Commission exercises limited jurisdiction over such entities related to the resolution of territorial disputes and coordination of grid reliability and interconnection issues.

Based upon the City's broad constitutional and legislative authority to own and operate utilities as referenced above, the Board may create by charter revision a Citizen Utility Review Board but it will have no oversight or control over City utilities because of the existing statutory framework for the ownership, administration, and regulation of utilities pursuant to Chapters 180 and 366, F.S. Under the current statutory scheme, the Board would be prohibited from adopting a charter amendment in conflict with, or that is preempted by, the provisions in Chapters 180 and 366, F.S. The Charter amendment would not force the City to participate in the Citizen Utility Review Board or otherwise acknowledge any of its findings or otherwise take any action.

2. **Establish an exclusive method of municipal annexation in the Charter whereby the County can propose the annexation of unincorporated property into the City:** The Board has also asked whether the County can establish an exclusive method of municipal annexation into the Charter whereby the County can propose the annexation of unincorporated property into the City. In short, the County may establish an exclusive method for voluntary annexations to be placed in the Charter, but the County cannot provide an exclusive method for involuntary annexations in the Charter. There is no such statutory authority for counties to provide for an involuntary method of annexation by charter. In fact, any proposed annexations of property without owner consent must follow the uniform statutory method for involuntary annexations. Leon County is preempted from establishing an exclusive method for involuntary annexations by charter. However, as authorized by Florida Statutes and required by the Leon County/City of Tallahassee Comprehensive Plan, the County and City have an interlocal agreement providing the procedures for voluntary annexation in Leon County.

   Municipal Boundaries and Annexations, Generally: Municipalities are established by special acts of the Florida Legislature. Additionally, the Legislature can amend the boundaries of municipalities by special act.[1] The expansion of municipal boundaries, known as annexation, is governed by Article VIII, Section 2 of the Constitution, and the legislative delegation of authority as provided in the Municipal Annexation or Contraction Act, Sections 171.011-.094, F.S. (Act).

   Article VIII, Section 2 of the Constitution provides:

   > (c) ANNEXATION. Municipal annexation of unincorporated territory, merger of municipalities and exercise of extra-territorial power by municipalities shall be provided by general or special law.

   The Act was enacted in 1974 with the purpose of establishing procedures for adjusting municipal boundaries to (1) ensure sound urban development and accommodation to growth, (2) provide uniform legislative statewide standards to annexation, (3) ensure the efficient provision of urban services to areas that become urban in character, and (4) ensure that areas are not annexed unless municipal services can be provided to those areas.

[1] See North Ridge General Hospital, Inc. v. City of Oakland Park, 374 So. 2d 461 (Fla. 1979).

The Act requires that areas to be annexed meet certain characteristics to be eligible for annexation. If an area is deemed eligible for annexation into a municipality, the Act creates a uniform method of annexation by:

- voluntary annexation where land is annexed upon request of 100% of the underlying property owners, or
- involuntary annexation where a portion of land is proposed for annexation without consent of the underlying property owners; with the exception of certain enclaves as defined by statute, this process requires a referendum of the voters within the area to be annexed.

Section 171.044(4), F.S., provides that the uniform method for voluntary annexation procedures does not apply "to a municipality in counties with charters which provide for an exclusive method of municipal annexation." Florida courts have clarified that this provision authorizes counties to devise their own methods of voluntary municipal annexation, so long as the annexation considered is indeed a voluntary annexation, the exclusive method is made a part of the county's charter and approved by the voters, and the exclusive method is contained in the charter itself and does not direct the county to create such procedure via separate ordinance.

Other jurisdictions have successfully proposed exclusive methods for voluntary annexation in their charters. For example, Orange County amended its charter in 2024 establishing a rural area and boundary which requires a supermajority vote of its board to approve voluntary annexations or increases to the allowable density or intensity within the rural areas. The charter amendment was intended to control municipal expansion into its rural areas by requiring a higher voting threshold for approval by the Orange County Commission.

By contrast, Section 171.0413, F.S., dictates the process for involuntary annexations and states:

> (4) Except as otherwise provided in this law, the annexation procedure as set forth in this section shall constitute a uniform method for adoption of an ordinance of annexation by the governing body of any municipality in this state, and all existing provisions of special laws which establish municipal annexation procedures are repealed hereby; except that any provision or provisions of special law or laws which prohibit annexation of territory that is separated from the annexing municipality by a body of water or watercourse shall not be repealed.

Local annexations by the City are also governed by the City and County Interlocal Agreement Annexation Procedures (Interlocal Agreement), as required by the City-County Comprehensive Plan. This Interlocal Agreement with the City for annexation procedures has an indefinite term and may only be terminated by "mutual consent of both parties." Therefore, any charter amendment seeking to create an exclusive method for voluntary annexations would still be subject to the terms of the Interlocal Agreement.

In summary, unlike the statutory method for charter counties to provide for a uniform method for voluntary annexations, there is no such statutory authority for counties to provide for an involuntary method of annexation by charter. The County is preempted from establishing an exclusive method for involuntary annexations by charter.

3. **Annexation of all unincorporated properties inside Capital Circle into the City:** The Board inquired whether the CCRC can consider a charter provision that incorporates all unincorporated property inside Capital Circle to be within the City limits. As explained below, the County is preempted from adjusting municipal boundaries by charter amendment. As mentioned previously, in addition to state law, local annexations by the City are also governed by the Interlocal Agreement.

   Article VIII, Section 2 of the Constitution provides:

   > (c) ANNEXATION. Municipal annexation of unincorporated territory, merger of municipalities and exercise of extra-territorial power by municipalities shall be provided by general or special law.

   The Act was enacted in 1974 with the purpose of establishing procedures for adjusting municipal boundaries to (1) ensure sound urban development and accommodation to growth, (2) provide uniform legislative statewide standards to annexation, (3) ensure the efficient provision of urban services to areas that become urban in character, and (4) ensure that areas are not annexed unless municipal services can be provided to those areas.

   The Act requires that areas to be annexed meet certain characteristics to be eligible for annexation. If an area is deemed eligible for annexation into a municipality, the Act creates a uniform method of annexation by:

   - voluntary annexation where land is annexed upon request of 100% of the underlying property owners, or
   - involuntary annexation where a portion of land is proposed for annexation without consent of the underlying property owners; with the exception of certain enclaves as defined by statute, this process requires a referendum of the voters within the area to be annexed.

   As discussed previously, municipal boundaries are created and expanded by special act of the Legislature, except as authorized by general or special law. As an alternative to a special act, the Florida Legislature has provided limited authorizations for annexation by municipalities by adopting the Act. Except as authorized by the Act, a county or municipality is preempted from amending the municipal boundaries or creating additional methods for annexation of unincorporated areas into the City limits.[2] Florida provides the uniform process for involuntary annexation, and there is otherwise no statutory authority for a county to adjust municipal boundaries by operation of a charter amendment; therefore, the County is preempted from doing so.

[2] SCA Services of Florida, Inc. v. City of Tallahassee, 418 So. 2d 1148, 1150 (Fla. 1st DCA, 1982).

4. **Provide that County ordinances supersede City ordinances:** The Board asked whether the Charter may be amended to provide for County ordinances to supersede City ordinances. In short, yes unless there is a state law that provides for a municipal ordinance to prevail in the event of conflict with a county ordinance.

   As referenced previously, Article III, Section 1(g) of the Constitution provides that counties operating under charters shall have all powers of self-government not inconsistent with general law or with special law approved by the voter of the electors. This constitutional provision also requires that the charter provide for whether county or municipal ordinances prevail when such ordinances conflict. The Leon County Charter currently provides that City ordinances prevail in the event of any conflict, except regarding minimum environmental standards. Specifically, Sec. 1-6(1) of the Charter, titled "Relation to municipal ordinances.", currently provides that:

   > municipal ordinances shall prevail over County ordinances to the extent of any conflict within the boundaries of the municipality. To the extent that a county ordinance and a municipal ordinance shall cover the same subject without conflict, then both the municipal ordinance and the county ordinance shall be effective, each being deemed supplemental to the other.

   However, Sec. 1.6(2) of the Charter, titled "Minimum Environmental Regulations", prohibits the City from establishing environmental standards, procedures, requirements, and regulations in the City that do not meet or exceed the environmental standards, procedures, requirements, and regulations established by the County.

   Among the 20 charter counties in Florida, Leon County is among the ten charter counties which provide for City ordinances to prevail except in certain matters. For Leon County, the current exception is minimum environmental standards. Other county charters include exceptions for the regulation of adult entertainment, the hours of sale for alcohol purchases, and elements of the comprehensive plan. Nine charter counties provide that City ordinances shall prevail in the event of any conflict without exception. Duval County, as a consolidated government, does not reference county and municipal ordinance conflicts.

   Based upon the foregoing authority, the Charter may be amended to provide that County ordinances prevail when there is a conflict with City ordinances, except when a state law provides that a municipal ordinance prevails in the event of a conflict with a county ordinance. In other words, the Board may pursue a charter amendment for all County ordinances to supersede City ordinances when there is a conflict or a charter amendment narrowly tailored to supersede City ordinances on specific issues similar to the existing minimum environmental standards Code provision.

5. **Empower citizens in the unincorporated area of the County who pay for City utilities and fire services to be able to vote in City elections:** The Board has asked whether the Charter may be amended to empower citizens in the unincorporated area of the County who pay for City utilities and fire services to be able to vote in City elections. In short, no because Florida law provides when and where people may vote, and any Charter provision would be preempted.

Article VI, Section 6 of the Florida Constitution, titled "Municipal and district elections.", requires that registration and elections in municipalities shall be provided by law. Florida has a robust Election Code, Chapters 97 – 106 of the Florida Statutes, titled "The Florida Election Code" (Code), and all matters set forth in the Code are preempted to the state, except as otherwise specifically authorized by state or federal law. Further, section 97.0115 is clear that "[t]he conduct of municipal elections is governed by section 100.3605, Florida Statutes."

Section 100.3605(1), F.S., titled "Conduct of municipal elections", provides that the Code

> shall govern the conduct of a municipality's election in the absence of an applicable special act, charter, or ordinance provision. No charter or ordinance provision shall be adopted which conflicts with or exempts a municipality from any provision in the Florida Election code that expressly applies to municipalities.

Provisions of Chapter 101, F.S., also address who may vote in municipal elections. Express language in section 101.002(3), F.S., provides that "[a]ny person who is a duly registered elector pursuant to this code and who resides within the boundaries of a municipality is qualified to participate in all municipal elections, the provisions of special acts or local charters notwithstanding." In essence, the language is clear that a person must reside within the City to vote in City elections, even if the Charter says otherwise. Finally, pursuant to section 101.045(1), a person may only vote in an election precinct or district where the person has his or her legal residence and in which the person is registered.

Additionally, even if the above-referenced statutory provisions did not preclude citizens in the unincorporated area who pay for City utilities and fire services from being able to vote in City elections, there are other requirements that must be met, including citizenship, residency, age, and registration. People who have been convicted of certain felony convictions are ineligible to vote unless their voting rights have been restored, and people who have been adjudicated mentally incapacitated with respect to voting are ineligible unless the right to vote has been restored.

With regard to fire services, it is also worth noting that the City provides services to citizens in the unincorporated area by interlocal agreement with the County. That agreement governs the terms and conditions of service, just like the other interlocal agreements the County has entered into with other government entities for services. In addition, in a separate agenda item on the Board's September 15th meeting agenda is a proposed Ordinance that would eliminate the City's ability to collect fire services assessments in the unincorporated area through a monthly utility bill.

Based upon the foregoing authority, the County is preempted from amending the Charter to empower citizens in the unincorporated area of the County who pay for City utilities and fire services to be able to vote in City elections.

6. **Creation of a Utility Authority in which the County has seats on the Authority since citizens in the unincorporated area cannot vote in City elections and pay a 50% utility service surcharge:** As stated in response to Issue #1, the County has the authority to create a Utility Authority by charter, but such authority would not have the ability to regulate the City's utility or provide services within the City boundaries unless the City agreed. Much of the analysis provided in response to the first topic is applicable here.

   Though the County has broad powers under Article III, Section 1(g) of the Constitution, the City has broad authority under Article VIII, Section 2(b) of the Constitution as well. Moreover, under the existing statutory framework for the ownership, administration, and regulation of utilities pursuant to Chapters 180 and 366, F.S., the Board would be prohibited from adopting a charter amendment in conflict with, or that is preempted by, those state laws. In summary, the County cannot by charter create a Utility Authority that controls or otherwise regulates the City's utilities. The County also lacks the authority to compel or otherwise force the City to join a Utility Authority and cede control or authority to such authority.

   An independent special district could be created by special act of the Legislature to perform the functions of a Utility Authority. Alternatively, the City and County could mutually agree to create a Utility Authority as a separate legal entity pursuant to Section 163.01, F.S., which is sometimes referred to as the "Florida Interlocal Cooperation Act of 1969."

7. **Clean up outdated references to statutes related to the establishment of a county charter:** The Leon County Charter describes the processes to amend the Charter including the required establishment of the CCRC every eight years, that the CCRC shall be appointed by the Board at least 12 months before the general election, and that charter amendments shall be placed on the general election ballot to be approved by voters. These steps are specifically described in the Charter along with references to Florida Statutes which conflict with the County's charter review process, including the deadline for the CCRC to transmit proposed amendments to the Board, the amount of time available for the Board to deliberate and possibly modify CCRC recommendations, and whether the Board must call a special election (rather than placing the amendments on the general election ballot) for voters to consider charter amendments recommended by the CCRC. The Board may wish to have the CCRC review these conflicts and consider a charter amendment to resolve these issues.

   The statutes cited in the Charter present timing conflicts because they pertain to the duties of a charter commission for the initial establishment of a county charter and require the Board to act within certain time frames, which are inconsistent with provisions in the Leon County Charter specific to the charter review process. In response to these conflicting timelines and to position the County to place amendments on the 2026 general election ballot, on July 8, 2025, the Board approved a bifurcated schedule for the charter review process whereby the CCRC will meet for 120 days and provide an update to the Board in March 2026, but the CCRC cannot formally conduct public hearings and transmit its final report to the Board until summer 2026, requiring the Board to convene in August to

formally consider placing proposed charter amendments on the November 3, 2026, general election ballot. To prevent these timing issues during future CCRCs, the Board may wish to have the 2025-2026 CCRC consider an amendment to remove statutory references that conflict with the timeline requirements of the CCRC.

Options:

1. Appoint three members by each Commissioner to the Leon County Citizen Charter Review Committee (CCRC).
2. Approve the preliminary CCRC Bylaws to be presented to the CCRC for adoption at its first meeting on October 23, 2025 (Attachment #1).
3. Provide direction to staff on potential charter amendment issues to be advanced to the CCRC for further consideration.

Recommendation:

Options #1 and #2, and Board direction on Option #3

Attachment:

1. Preliminary CCRC Bylaws

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM #2

Citizen Charter Review Committee

Agenda Item #2

December 4, 2025

To: 2025 – 2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator
Chasity H. O'Steen, County Attorney

Title: Additional Information Regarding Separate Jurisdictional Standards for Street Renaming

Review and Approval:	Vincent S. Long, County Administrator Chasity H. O'Steen, County Attorney
Department / Division Review:	Ken Morris, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Cameron Williams, Management Analyst

Summary:

As requested at its November 20, 2025 meeting, this item provides the Citizen Charter Review Committee with additional information to unify the street renaming process outside of a charter amendment.

Staff Recommendation:

Option #1: Accept report and table this issue.

Report and Discussion

Background:

At its November 6, 2025 meeting, the Citizen Charter Review Committee (Committee) received analysis for consideration in evaluating whether a charter amendment should be placed on the ballot providing county ordinances to supersede municipal ordinances in the event of a conflict (Attachment #1). The November 6th analysis presented to the Committee detailed Leon County's authority as a charter county as derived from Article VIII, Section 1(g) of the Florida Constitution (Constitution). This section of the Constitution requires county charters to specify whether county or municipal ordinances prevail in the event of a conflict. Currently, Section 1.6 of Leon County's Charter, "Relation to Municipal Ordinances", provides that municipal ordinances prevail over county ordinances in the event of any conflict within municipal boundaries, with the exception for countywide minimum environmental regulations as set forth under Section 1.6.(2) of the Charter.

At that time, the Committee requested additional information and analysis including examples of existing or potential regulatory conflicts from differing County and City ordinances which were presented at the Committee's November 20, 2025 meeting. Among the examples provided in the November 20th analysis (Attachment #2) were the differing standards for street renaming as set forth by the County and City's respective street renaming ordinances. As previously reported to the Committee, the creation of separate jurisdictional standards for street renaming undermines the longstanding efforts to establish consistent naming across segments of roadways and chronological numbering of addresses countywide. In regard to street renaming, regulatory uniformity is critical to ensuring accurate GPS routing, timely emergency response, and the protection of life and property for citizens no matter where they reside within the County. With these considerations in mind, this issue was presented as one example of countywide regulatory uniformity that the Committee may wish to consider when determining whether county ordinances should prevail when a conflict exists.

Following discussion, the Committee requested additional information to unify the street renaming process outside of a charter amendment. As part of its request for additional information on the street renaming process, the Committee requested staff to invite a representative from the City to discuss the impacts of a charter amendment providing county ordinances to supersede municipal ordinances in the event of a conflict. Additional information on both requests is provided in the Analysis section.

Analysis:

As previously reported, Leon County's authority as a charter county is derived from Article VIII, Section 1(g) of the Florida Constitution (Constitution) titled "CHARTER GOVERNMENT.":

> "Counties operating under county charters shall have all powers of local self-government not inconsistent with general or special law, or with special law approved by vote of the electors. The governing body of a county operating under a charter may enact county ordinances not inconsistent with general law. **The charter shall provide which shall prevail in the event of conflict between county and municipal ordinances**."

Currently, Section 1.6 of Leon County's Charter, "Relation to Municipal Ordinances", provides that municipal ordinances prevail over county ordinances in the event of any conflict within municipal boundaries, with the exception for countywide minimum environmental regulations as set forth under Section 1.6.(2) of the Charter. Accordingly, as previously reported, the County currently does not have authority to rename city-maintained streets inside the incorporated area as summarized below.

Options to Address Separate Jurisdictional Standards for Street Renaming

In 1995, the County's Uniform Street Naming and Property Numbering System Ordinance was adopted, authorizing the Board to name and rename streets within both the incorporated and unincorporated areas (with the exception of state roads). The Ordinance established uniform criteria and guidelines for street naming, street renaming, and property address assignments countywide.

Most recently, on May 8, 2024, the City adopted an ordinance providing the City Commission authority to rename roads within the municipal limits (excluding County-maintained and state roads). Since the County Charter currently provides for municipal ordinances to prevail over county ordinances in the event of a conflict, the County is now precluded from applying its countywide naming criteria to the renaming of city-maintained streets.

To date, the City has renamed nine (9) roadways which has resulted in some roadways bearing multiple names, creating a fragmented street naming approach which can impact public safety. Despite public safety concerns, the County has no authority to rename city-maintained streets inside the incorporated area – as Section 1.6 of the County's Charter provides that municipal ordinances prevail over county ordinances in the event of any conflict within municipal boundaries. **Accordingly, outside of an amendment to Section 1.6 of the County's Charter, there are no options to address the separate jurisdictional standards for street renaming within the incorporated and unincorporated areas of the County.**

Invitation for City Representative at Committee Meeting

As part of its request for additional information on the street renaming process, the Committee requested staff to invite a representative from the City to discuss the impacts of a charter amendment providing county ordinances to supersede municipal ordinances in the event of a conflict.

Subsequently, the County Administrator and City Manager discussed the Committee's request for a City representative to be available to the Committee to present additional information or answer questions on this issue. The City Manager advised that the City Commission made a policy decision to exercise its proper jurisdictional authority to rename City streets inside the incorporated area and concurred that the County no longer has the authority to rename City streets. He wished to convey the City Commission's respect for the purpose and efforts of the Committee but did not believe that City staff had anything else substantively to add for the Committee's consideration of the issue.

Options:

1. Accept report and table this issue.
2. Direct staff to prepare a proposed charter amendment providing for uniform countywide street naming, renaming, and property numbering standards to be established by County ordinance which shall prevail in the event of a conflict with municipal ordinances, to the extent otherwise permitted by law.
3. Committee direction.

Recommendation:

Option #1: Accept report and table this issue.

Attachments:

1. November 6, 2025 Committee Agenda Item
2. November 20, 2025 Committee Agenda Item

Citizen Charter Review Committee

Agenda Item A

November 6, 2025

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator
Chasity H. O'Steen, County Attorney

Title: Leon County Ordinances in Relation to Municipal Ordinances

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Review and Approval:	Vincent S. Long, County Administrator Chasity H. O'Steen, County Attorney
Department / Division Review:	Ken Morris, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Cameron Williams, Management Analyst

Summary:

As directed by the Board of County Commissioners, this item provides the Leon County Citizens Charter Review Committee (Committee) with information and analysis for consideration in evaluating whether a charter amendment should be placed on the ballot providing for County ordinances to supersede municipal ordinances in the event of a conflict.

Staff Recommendation:

Option #5: Committee direction.

Report and Discussion

Background:

At its September 23, 2025 meeting, the Board of County Commissioners voted to advance the following charter amendment issue to the 2025-2026 Leon County Citizen Charter Review Committee for review and consideration:

- Should County ordinances supersede municipal ordinances in the event of a conflict?

The Leon County Charter requires a Citizen Charter Review Committee to be appointed by the Board every eight years to review the County's Home Rule Charter (Charter) and propose any amendments or revisions for placement on the general election ballot. As part of this process, the Board may limit or provide direction to the Committee to address specific issues it deems appropriate. For the current charter review process, the Board chose not to limit the Committee's purview. However, after consideration and deliberation of numerous policy issues, the Board selected one issue for the Committee to consider for advancement as a proposed charter amendment.

This item provides information and analysis for consideration in evaluating whether a charter amendment should be placed on the ballot providing County ordinances to supersede municipal ordinances in the event of a conflict.

Analysis:

As a charter county, Leon County's authority is derived from Article VIII, Section 1(g) of the Florida Constitution (Constitution) titled "CHARTER GOVERNMENT.":

> "Counties operating under county charters shall have all powers of local self-government not inconsistent with general or special law, or with special law approved by vote of the electors. The governing body of a county operating under a charter may enact county ordinances not inconsistent with general law. **The charter shall provide which shall prevail in the event of conflict between county and municipal ordinances.**"

In accordance with the Constitution, Section 1.6 of the Charter, "Relation to Municipal Ordinances", provides that municipal ordinances shall prevail over County ordinances in the event of any conflict within the boundaries of the municipality, except as otherwise provided by law or the Charter. Furthermore, to the extent that a county and municipal ordinance cover the same subject without conflict, then both ordinances shall be effective and supplemental to the other. This provision from the original County Chater remained unchanged until 2010.

During the 2009-2010 Citizen Charter Review process, the Committee advanced a charter amendment to establish countywide minimum environmental regulations which was approved by voters during the 2010 General Election. This was an important issue for the community at that time to address rapid development and apply one set of consistent rules for environmental protection, especially for projects that crossed political jurisdiction boundaries or sought to annex into the City of Tallahassee (City) for the purpose of avoiding more stringent environmental

regulations. Accordingly, Section 1.6.(2) of the Charter provides for the establishment of minimum environmental standards by County ordinances to be effective within unincorporated and incorporated areas of the County. While this provision effectively supersedes municipal ordinances that do meet the minimum environmental standards established by County ordinance, Section 1.6.(2) of the Charter allows municipalities to establish more stringent environmental protections within the incorporated area of the County.

While the County has broad powers under Article VIII, Section 1(g) of the Constitution, Section 2(b) of Article VIII of the Constitution also provides broad authority to municipalities, as follows:

> "Municipalities shall have governmental, corporate and proprietary powers to enable them to conduct municipal government, perform municipal functions and render municipal services, and may exercise any power for municipal purposes except as otherwise provided by law."

Municipal authority as set forth under the Constitution, however, is not applicable to any subject expressly preempted to state or county government by the Constitution or by general law. Similarly, municipal authority is limited when a subject or specific policy area is preempted by a county charter. Notwithstanding these limitations, municipalities would advocate the importance of their Home Rule authority and preservation of local self-governance to address specific local issues, needs, and preferences.

Preemption of Regulatory Authority vs Transfer of Power

Article VIII, Section 1(g) of the Constitution provides charter counties with regulatory authority to determine which ordinance should prevail when county or municipal ordinances regulate the same subject, as set forth under the Charter. However, it is important to note this preemption does not include the ability to transfer municipal services to the county because such a "Transfer of powers" is separately governed by the process provided for in Article VIII, Section 4 of the Constitution. For example, a county charter amendment can regulate environmental standards within municipalities but cannot reassign or transfer a municipal department, personnel, or assets to the county government.

Article VIII, Section 4 of the Constitution provides a generalized structure under which powers or functions may be transferred between local governments, including counties and municipalities. Specifically, any function or power of a municipality to be transferred to a county (or vice versa) must first be authorized by law or by resolutions adopted by the affected governing bodies, followed by approval from the electors of both affected governments through a dual referendum. A "dual referendum" requires the residents of the city and the unincorporated area to separately approve the referendum.

Comparative Review of Charter Counties

As noted previously, Article VIII, Section 1(g) of the Constitution requires county charters to specify whether county or municipal ordinances prevail in the event of a conflict. Attachment #1 provides a comparison of Florida's 20 charter counties relating to conflicts with municipal ordinances. It is important to note when comparing charter governments that two Florida counties

are very unique. Duval County is a consolidated government and does not reference county or municipal ordinance conflicts in its charter. Miami-Dade County's charter predates the 1968 Florida Constitution which provides the foundation for charter county government in Florida for the remaining 66 counties. Miami-Dade County's charter establishes a two-tier hierarchy and a "central metropolitan government" whereby county ordinances prevail on matters of countywide concern in the event of a conflict with any of the 34 incorporated municipalities.

The following is a summary of the remaining 18 Florida charter counties:

- Eleven (11) county charters provide for county ordinances to prevail in specific circumstances.
- Seven (7) charter counties provide for municipal ordinances to prevail without exception.
- None provide for county ordinances to prevail without exception.

Among the 18 comparable charter counties in Florida, Leon County is among the majority (11) which provide for county ordinances to prevail in specific circumstances or subject areas. Those 11 charter counties are: Alachua, Broward, Charlotte, Columbia, Leon, Orange, Palm Beach, Pinellas, Sarasota, Seminole, and Volusia. For Leon County, the establishment of minimum environmental standards is the only subject area whereby a county ordinance prevails over a municipal ordinance at this time. As described previously, this was an important issue in 2010 due to rapid development taking place in our community. Voter approval of this amendment to the Charter unified environmental regulations countywide based on environmental features such as water basins and drainage, chronic flooding conditions, and the topography of our community rather than political jurisdiction boundaries. It also reduced the complexity of having two different sets of environmental standards and the various interpretations of those standards. Examples from other county charters that provide for county ordinances to prevail over municipal ordinances in specific circumstances include the regulation of adult entertainment, alcohol sales, and elements of the comprehensive plan. Additional information and examples are provided in Attachment #1.

Comparatively, seven (7) charter counties provide for municipal ordinances to prevail in the event of any conflict without exception. Those seven (7) charter counties are: Brevard, Clay, Hillsborough, Lee, Osceola, Polk, and Wakulla.

As previously stated, most charter counties provide for county ordinances to prevail in specific circumstances. None provide for county ordinances to prevail without exception. All, however, have the ability to provide for either through charter amendment as approved by the local electorate. In evaluating the need for a proposed Leon County Charter amendment which provides that county ordinances prevail over all municipal ordinances in the event of conflict and to the extent permitted by law, the Committee may wish to consider the potential benefits of such a proposed amendment including:

- **<u>Avoiding Potential Interlocal Conflicts and Disputes</u>**: Providing for county ordinances to supersede municipal ordinances can reduce interlocal disputes and administrative duplication. For example, section 252.38, Florida Statutes, provides county governments with countywide jurisdiction in implementing emergency management plans to ensure

efficient and orderly coordination of emergency operations. While a municipality has authority to create its own supplemental emergency management plan, such plan must be consistent with, and subject to, the county plan. This is in place to ensure the provision of coordinated standards, response, and public messaging during emergencies to avoid disputes, delays, and confusion from reconciling differing standards. Accordingly, a proposed charter amendment could extend similar countywide consistency to other regulatory areas where overlapping County and City ordinances may currently create uncertainty or fragmented implementation.

- **Providing Regulatory Uniformity on Countywide Issues**: Many critical systems — transportation, stormwater, floodplain management, and other infrastructure — cross jurisdictional boundaries and may benefit from uniformity to increase safety. The dangers of inconsistency are most evident in the separate street renaming procedures recently adopted by the City because emergency responders depend on a unified countywide street naming and addressing system to locate incidents quickly.

  On May 8, 2024, the City adopted an ordinance granting itself authority to rename roads within the municipal limits—excluding County-maintained and state roads. Since municipal ordinances prevail over County ordinances in the event of conflict, the County is now precluded from applying its countywide naming criteria to city-maintained streets. Since that time, the City has renamed more than half a dozen roadways with the municipal limits resulting in portions of roadways that bear different names and creating a fragmented approach that increases the potential for misrouted 9-1-1 calls, confusion, delayed response times, and fatal outcomes. Consistent naming across segments of roadways and chronological numbering of addresses are essential to ensure accurate GPS routing, timely emergency response, and the protection of life and property.

- **Providing Unified Standards Based on Geography, not Political Jurisdiction:** As described previously, during the 2010 General Election, an amendment to the Charter was approved by voters to establish countywide minimum environmental regulations. This amendment was originally considered by the 2009-2010 Citizen Charter Review Committee in response to chronic flooding issues that were exacerbated by conflicting City and County stormwater standards during a period of rapid development in our community. Specifically, as stormwater and drainage networks often cross jurisdictional boundaries, differing retention or discharge standards in one area regulated by the City can result in exacerbated flooding and downstream damage in a different area regulated by the County. In other words, countywide standards were needed to address the upstream conditions and downstream impacts of stormwater in a consistent manner to reduce flooding impacts and to protect the quality of all surface water bodies in the community.

  Acknowledging that environmental resources and conditions do not recognize political jurisdictional boundaries, the 2009-2010 Citizen Charter Review Committee identified the need to establish countywide environmental standards to ensure protection and regulation of natural resources that are interconnected throughout our community. As approved by voters, today we have minimum environmental regulations based on environmental features such as water basins and drainage, geography, and the topography of our community – and not political boundary.

- **Providing for More User-Friendly Government:** Residents and businesses can experience multiple and conflicting regulations among county and municipal governments which causes confusion and frustration when interacting with local governments. The County and City receive calls and emails on a daily basis from constituents unsure of which local government regulates certain matters or requesting clarification on differing standards based on jurisdiction. Social media often perpetuates the confusion on community forums where City and County residents mistakenly exchange information on local government services and regulations without regard to their separate jurisdictional standards.

  Business owners and developers may be impacted by conflicting regulations such as signage requirements. Meanwhile, residents and neighborhoods may be impacted by conflicting regulations that require notification of new nearby developments. Providing for county ordinances to supersede conflicting municipal ordinances makes clear which authority has jurisdiction on important community issues and delivers one consistent set of regulations that residents and businesses can better understand regardless of which specific neighborhood or municipality within the county they are in.

- **Establishing Minimum Community Standards Countywide:** Minimum regulatory standards, such as the environmental standards established in the Charter in 2010, are intended to serve as a floor which a municipality must meet but can exceed by enacting stricter regulations. Not only do minimum standards reduce complexity, but they also ensure all residents are protected by consistent, minimum standards countywide. In addition to environmental issues, establishing countywide standards would create the opportunity to establish minimum community standards for various local matters from neighborhood protection issues such as noise control and short-term vacation rental regulations, to public safety issues like implementation of school zone cameras. Minimum standards are intended to serve as a baseline to protect the overall health and well-being of all citizens, while preserving the local autonomy of municipalities through the ability to exceed the minimum standards.

Next Steps

As directed by the Board of County Commissioners, this item provides the Committee with information and analysis for consideration in evaluating whether a charter amendment should be placed on the ballot providing County ordinances to supersede municipal ordinances in the event of a conflict. In addition to the analysis provided herein, the Committee will receive a presentation on this agenda item and staff will be available to answer questions.

Several options are provided to facilitate the Committee's consideration of this issue. A simple majority vote of the Committee is needed to take action. Should the Committee not wish to further consider or advance this issue, it may table the issue at this time (Option #1). Alternatively, the Committee may wish to seek additional information and analysis. Option #2 would facilitate such a request, as specified by the Committee, with direction for staff to bring the information back at a future meeting.

Two options are provided to advance this issue to the next phase of the charter review process should the Committee support a charter amendment for County ordinances to prevail over municipal ordinances in the event of conflict, to the extent otherwise permitted by law (Option #3), or a charter amendment for County ordinances on specific subject matter(s) to prevail over municipal ordinances (Option #4). Should the Committee provide direction to prepare a proposed charter amendment, the draft language would be brought back to the Committee at a future "decision meeting" as provided in the bylaws.

This item recommends Option #5 and seeks the Committee's direction which may include the options presented herein or alternative direction as determined by the Committee.

Options:

1. Accept this report and table this issue.
2. Request additional information and analysis on charter government, regulatory authority, and/or the prevalence of county ordinances in the event of a conflict with municipal ordinances.
3. Direct staff to prepare a proposed charter amendment providing that all county ordinances shall prevail in the event of a conflict with municipal ordinances, to the extent otherwise permitted by law.
4. Direct staff to prepare a proposed charter amendment(s) providing that specific county ordinances or subject area(s), as identified by the Committee, shall prevail in the event of a conflict with municipal ordinances.
5. Committee direction.

Recommendation:

Option #5: Committee direction.

Attachment:

1. Charter County Comparison of Countywide Regulatory Authority

Citizen Charter Review Committee

Agenda Item A

November 20, 2025

To: 2025 – 2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator
Chasity H. O'Steen, County Attorney

Title: Leon County Ordinances in Relation to Municipal Ordinances

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Review and Approval:	Vincent S. Long, County Administrator Chasity H. O'Steen, County Attorney
Department / Division Review:	Ken Morris, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Cameron Williams, Management Analyst

Summary:

As requested at its November 6, 2025 meeting, this item provides the Citizen Charter Review Committee with additional information and analysis on the issue of whether county ordinances should supersede municipal ordinances in the event of a conflict.

Staff Recommendation:

Option #4: Committee direction.

Report and Discussion

Background:

At its November 6, 2025 meeting, the Citizen Charter Review Committee (Committee) received analysis for consideration in evaluating whether a charter amendment should be placed on the ballot providing county ordinances to supersede municipal ordinances in the event of a conflict (Attachment #1). The Board of County Commissioners (Board), after consideration and deliberation of numerous policy issues, selected to advance this one issue for the Committee to consider as a proposed charter amendment.

The November 6th analysis presented to the Committee detailed Leon County's authority as a charter county as derived from Article VIII, Section 1(g) of the Florida Constitution (Constitution). This section of the Constitution requires county charters to specify whether county or municipal ordinances prevail in the event of a conflict. Currently, Section 1.6 of Leon County's Charter, "Relation to Municipal Ordinances", provides that municipal ordinances prevail over county ordinances in the event of any conflict within municipal boundaries, with the exception for countywide minimum environmental regulations as set forth under Section 1.6.(2) of the Charter.

Following discussion, the Committee requested additional information and analysis including examples of existing or potential regulatory conflicts from differing County and City ordinances. The following Analysis section provides detailed examples of current regulatory conflicts for the Committee to consider in evaluating an amendment to the County Charter for county ordinances to prevail over municipal ordinances for all matters. Alternatively, the Committee may wish to consider whether county ordinances should prevail on specific subject matter(s) in the event of conflict, or to preserve the existing charter provision which specifics that municipal ordinances prevail over county ordinances in the event of a conflict within municipal boundaries.

Analysis:

At its November 6, 2025 meeting, the Committee requested examples of existing or potential regulatory conflicts from differing County and City ordinances to support its consideration of whether the County charter should provide for county ordinances to supersede municipal ordinances in the event of conflict. Currently, the County and City have overlapping authority on a broad range of local matters, from certain business and land use regulations to standards promoting public safety, which can result in numerous instances where County and City ordinances conflict or diverge based on jurisdiction.

This item provides a summary of the potential benefits of countywide regulatory authority as presented in the November 6th analysis, followed by detailed examples of current regulatory conflicts between the County and City to further support the Committee's evaluation. As discussed at the November 6th meeting, staff did not conduct an exhaustive review of every circumstance in which County and City ordinances might conflict due to the comprehensive nature of such an exercise and because there are many instances where differences exist but have not raised regulatory or administrative conflicts.

Posted on September 8, 2026

Summary of Comparative Review of Charter Counties:

Article VIII, Section 1(g) of the Constitution requires county charters to specify whether county or municipal ordinances prevail in the event of a conflict. As detailed in the November 6th analysis, among the 18 comparable charter counties in Florida:

- Eleven (11) county charters provide for county ordinances to prevail in specific circumstances.
- Seven (7) charter counties provide for municipal ordinances to prevail without exception.
- None provide for county ordinances to prevail without exception.

All county charters may establish any of these approaches through a charter amendment approved by the local electorate. In evaluating whether county ordinances should prevail over all municipal ordinances in the event of conflict, the Committee was provided with potential benefits of such a proposed amendment for consideration, as summarized below:

- Avoiding Potential Interlocal Conflicts and Disputes
- Providing Regulatory Uniformity on Countywide Issues
- Providing Unified Standards Based on Geography, not Political Jurisdiction
- Providing for More User-Friendly Government
- Establishing Minimum Community Standards Countywide

The following provides a more detailed analysis of a sample of existing regulatory conflicts for the Committee's consideration.

#1: Differing Standards for Street Renaming

Many critical systems, such as transportation, stormwater, and floodplain management, cross jurisdictional boundaries and may benefit from uniformity to increase safety. The potential problems of such inconsistencies are most evident in the separate street renaming procedures recently adopted by the City in May 2024, as emergency responders depend on a unified countywide street naming and addressing system to locate incidents quickly. The following provides an overview of the County's regulatory structure for street naming and renaming in comparison to the recent regulations adopted by the City for street renaming within its jurisdiction, and the current implications of these conflicting standards.

In 1995, the County's Uniform Street Naming and Property Numbering System Ordinance was adopted, authorizing the Board to name and rename streets within both the incorporated and unincorporated areas (with the exception of state roads). The Ordinance established uniform criteria and guidelines for street naming, street renaming, and property address assignments countywide. The intent of these countywide standards was primarily to address public safety and emergency services-related issues that had historically resulted from the uncoordinated and non-sequenced assignment of street addresses and from duplicate or phonetically similar street names.

As set forth under the County's Ordinance, the Joint Addressing Steering Committee (ASC) was established to promote intergovernmental coordination and review of all street names countywide. The ASC is comprised of interagency representatives, including the Consolidated Dispatch Center, the City Fire Department, County Emergency Medical Services, United States Postal Service, and the Leon County School Board, and various others, to review street naming and renaming requests for recommendation to the Board. The ASC has historically not recommended approval of street naming and renaming requests that would create a duplicate street name, could be confused with an existing street name when spoken or written, or would result in fragmented naming of roadways. In addition, the ASC is authorized to approve street renaming to eliminate duplicate or phonetically similar street names for emergency purposes if a safety issue exists. In such instances when street names must be changed, the ASC determines which street names to change by considering which change would affect the least number of people, the street with the fewest intersections, etc.

On May 8, 2024, the City adopted an ordinance providing the City Commission authority to rename roads within the municipal limits (excluding County-maintained and state roads). Since the County Charter currently provides for municipal ordinances to prevail over county ordinances in the event of a conflict, the County is now precluded from applying its countywide naming criteria to the renaming of city-maintained streets. This has resulted in the renaming of more than half a dozen roadways by the City that bear different names, creating a fragmented street naming approach which can impact public safety. Recognizing that the streets renamed by the City to date have been in recognition of individuals, it should be noted that both the County and City allow for honorary designation of roadways to memorialize an individual without changing the name of the street. Honorary designations do not require abutting property owners to change their address nor present challenges related to public safety and emergency response.

Ultimately, the creation of separate jurisdictional standards undermines the longstanding efforts of the ASC to establish consistent naming across segments of roadways and chronological numbering of addresses countywide. In regard to street renaming, regulatory uniformity is critical to ensuring accurate GPS routing, timely emergency response, and the protection of life and property for citizens no matter where they reside within the County. This issue is one example of countywide regulatory uniformity that the Committee may wish to consider when determining whether county ordinances should prevail when a conflict exists.

#2: Public Notice of New Developments for Neighboring Areas

Another example of an existing regulatory conflict are the County and City's public notice requirements for new developments. Public notice is an important part of the development review processes, ensuring that nearby residents are informed when a proposed development project may affect their neighborhood. Both local governments establish their own respective public notice requirements that vary based on development type (Type A through Type D). Public notice requirements are based upon the type and intensity of development, extent of environmental impacts, and zoning district in which the development site is located. Currently, the County and City have varying requirements for when mailed notices must be sent to notify surrounding property owners within a specified radius of a proposed development.

For example, "Type A" reviews are generally for smaller-scale residential and non-residential developments that are consistent with all local zoning and development standards. As set forth under the County's Land Development Code, public notice of the application review meeting for Type A developments must be mailed at least seven calendar days in advance to each affected property owner located within 600 feet of the project. Comparatively, the City's Land Development Code does not require any direct public notice to be provided to nearby property owners for Type A development reviews. "Type B" reviews, on the other hand, are for developments that require a higher level of review due to deviations from local code standards. For Type B reviews, the City requires a notification radius of 1,000 feet, while the County's notification radius is 800 feet.

This is an example where the Committee could consider a proposed charter amendment in which the County could develop an ordinance to establish minimum standards for public level of review for new developments that the City could exceed.

#3: Restrictions on the Retail Sale of Animals

The retail sale of animals is an example of a regulatory matter that is currently subject to differing jurisdictional standards. In January 2025, as requested by the Humane Society of the United States (HSUS), the Board adopted an ordinance to prohibit the retail sale of dogs, cats, and rabbits in unincorporated Leon County. According to HSUS, prohibiting the retail sale of animals encourages adoptions and decreases the number of animals that end up in animal shelters. While HSUS requested the same action to be taken by the City, the City does not have an ordinance prohibiting the retail sale of dogs, cats, or rabbits within its jurisdictional limits.

The City owns and operates the Animal Shelter which the County funds 45% of the operating budget and splits the cost of capital improvement projects at the facility. Over the past two years, the City's Animal Shelter has experienced an 18% increase in the number of dogs and a 9% increase in the number of cats admitted to the shelter. The Leon County Humane Society has also experienced a 50% increase in owners seeking to surrender or rehome rabbits. A proposed charter amendment by the Committee could allow for a unified, countywide standard prohibiting the retail sale of animals and address a communitywide problem.

#4: Hours of Sale for Alcohol

During its last meeting, the Committee inquired about differences between County and City ordinances related to hours of sale for alcohol. In this case, the regulatory differences regarding alcohol sales between jurisdictions are minor. The City's Code of Laws prohibits the sale of alcoholic beverages between the hours of 2:00 a.m. and 6:00 a.m. on any day within City limits. Comparatively, the County's Code of Laws prohibits the sale of alcoholic beverages in unincorporated Leon County between the hours of 2:00 a.m. and 7:00 a.m. on any day and all day Sunday (with certain exceptions set forth under the Code) in the unincorporated area. This is an example of a situation where the ordinance differences do not create significant issues or the need for uniformity countywide and would not be sufficiently necessary to pursue a charter amendment specific to this issue alone. However, a charter amendment would result in minimum standards that the City could exceed.

Summary and Next Steps

In summary, the Board selected to advance the one issue of whether county ordinances should supersede municipal ordinances in the event of a conflict for the Committee's consideration. Building on the analysis presented at the November 6th meeting, this item provides detailed examples of current regulatory conflicts between the County and City for the Committee's consideration. The overlapping authority of both entities on various local matters can contribute to numerous instances where County and City ordinances conflict or diverge based on jurisdiction. As previously stated, this analysis does not serve as an exhaustive review of all regulatory conflicts as there are instances where discrepancies may exist but have not raised regulatory or administrative conflicts. It is important to note that such discrepancies can change over time as County and City regulations can change – as in, current conflicts for certain matters that exist today, may not exist in the future (and vice versa).

Following its review, the Committee could consider a charter amendment for county ordinances to prevail over municipal ordinances for all matters **or** for specific subject matter(s) in the event of a conflict within municipal boundaries. Alternatively, the Committee may wish to preserve the existing charter provision which specifies that municipal ordinances prevail over county ordinances in the event of a conflict within municipal boundaries. These options are provided to facilitate the Committee's consideration of this issue. A simple majority vote of the Committee is needed to advance any of the proposed options.

Options:

1. Accept this report and table this issue.
2. Direct staff to prepare a proposed charter amendment providing that all county ordinances shall prevail in the event of a conflict with municipal ordinances, to the extent otherwise permitted by law.
3. Direct staff to prepare a proposed charter amendment(s) providing that specific county ordinances or subject area(s), as identified by the Committee, shall prevail in the event of a conflict with municipal ordinances.
4. Committee direction.

Recommendation:

Option #4: Committee direction

Attachment:

1. November 6, 2025 Committee Agenda Item

Citizen Charter Review Committee

December 18, 2025
11:30 a.m. – 1:30 p.m.
Leon County Main Library
Programming Room

AGENDA

1. Call to Order and Opening — Mary Ann Lindley, Chair

Consent

2. Approval of December 4, 2025 Meeting Minutes

3. Receipt & File of Written Public Comments

Public Comment

General Business

- Item #1: Status Report on City-County Consolidation in Florida (pg. 14)
- Item #2: Food Insecurity Provisions (pg. 33)
- Item #3: Funding Mechanisms for Affordable Housing (pg. 45)
- Item #4: Funding Mechanisms for Healthcare Access for Low-Income Residents (pg. 63)
- Committee Discussion on Proposed Charter Amendments
  (Summary of Committee Proposals on pg. 69)

The next meeting of the Citizen Charter Review Committee will take place on Thursday, January 8, 2026.

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

APPROVAL OF DECEMBER 4, 2025 MEETING MINUTES

Citizen Charter Review Committee
December 4, 2025
11:30 a.m. – 1:30 p.m.
Leon County Main Library
Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on December 4, 2025, at 11:30 a.m. in the Leon County Main Library with Committee members Mary Ann Lindley, Chauncy Haynes, Darryl Jones, Linda Bond Edwards, Henry Lewis, III, Bruce Strouble, Jr., Howard Kessler, Ryan Ray, Liz Ellis, Joey Davis, Anita Favors, Barry Wilcox, Katrina Tuggerson, Max Herrle, Shamarial Roberson, Heidi Otway, William Smith, Temple Robinson and Jarrett Terry in attendance. Also present were County Administrator Vincent Long, Assistant County Administrator Ken Morris, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Management Analyst Cameron Williams, and Clerks to the Board, Beryl Wood and Daniel J. Antonaccio.

Absent Members: Slaton Murray and Sean Pittman.

Call to Order and Opening Mary Ann Lindley, Chair

Chair Lindley called the meeting to order at 11:30 a.m. She provided a brief overview of the agenda.

Consent:

Ryan Ray moved, seconded by Bruce Strouble, Jr., to approve the consent agenda as presented.

The motion carried 17 – 0 with Committee Members Slaton Murray, Joey Davis, Heidi Otway and Sean Pittman not present.

Approval of November 20, 2025 Meeting Minutes
Receipt & File of Written Public Comments

Public Comment:

- Melody Williams, 3349 Argonaut Drive, addressed the CCRC to express her support for a charter amendment related to food security, emphasizing the importance of ensuring access to nutritious food as a core component of a healthy Leon County. She also spoke in favor of a charter amendment related to restoration of historically harmed communities.

- *Joey Davis and Heidi Otway arrived at this juncture of the meeting.*

General Business:

Committee Discussion on Proposed Charter Amendments

Nicki Hatch provided a recap of the two-step process to introduce charter amendment proposals. Members first presented broad concepts to be added to the list of proposals. Once listed, proposing members had the opportunity to briefly explain their proposal and answer any questions before the committee vote on whether to have staff bring back additional analysis on the proposal.

Chair Lindley welcomed members to offer additional charter amendment proposals to be added to the list for consideration by the Committee.

The list of proposals previously raised during the CCRC's 2025 meetings include:

1. Establishment of an Office of Inspector General, Proposed by Howard Kessler.
    a. *Advanced for analysis at the November 20, 2025 meeting.*
2. Voting Threshold to Select or Terminate the County Administrator, Proposed by Max Herrle.
    a. Not advanced for analysis at the November 20, 2025 meeting.
3. County Commission Compensation, Proposed by Max Herrle.
    a. Not advanced for analysis at the December 4, 2025 meeting (as detailed below).
4. Funding Mechanism for Affordable Housing, Proposed by Max Herrle.
    a. Advanced for analysis at the December 4, 2025 meeting (as detailed below).
5. Funding Mechanism for Fire Services, Proposed by Max Herrle.
    a. Not advanced for analysis at the December 4, 2025 meeting (as detailed below).
6. Leon County Bill of Rights, Proposed by Max Herrle.
    a. Advanced for analysis at the December 4, 2025 meeting (as detailed below).
7. Prioritization of Food Security, Proposed by Bruce Strouble, Jr.
    a. Advanced for analysis at the December 4, 2025 meeting (as detailed below).

The following proposals were added to the list for CCRC consideration during the meeting:

8. Community Restoration for Historic Harm, Proposed by Bruce Strouble, Jr.
    a. *Advanced for analysis at the December 4, 2025 meeting (as detailed below).*
9. County/City Consolidation, Proposed by Henry Lewis, III.
    a. Advanced for analysis at the December 4, 2025 meeting (as detailed below).
10. Funding Mechanism to Expand Primary Healthcare Access to Low-Income Residents, Proposed by Temple Robinson.
    a. Advanced for analysis at the December 4, 2025 meeting (as detailed below).

The following proposals were explained for CCRC consideration:

3.) **County Commission Compensation**

Max Herrle asked to have information brought back on the rationale behind the current charter provisions related to county commission compensation.

Vice Chairman Chauncy Haynes provided that county and city commissioner salaries are set annually by the Florida Office of Economic and Demographic Research.

Max Herrle moved for an agenda item to be brought back on information related to county commission compensation.

The motion failed for lack of a second.

Max Herrle moved, seconded by Anita Favors, to table Max Herrle's other proposals and move to the prioritization of food security proposal.

The motion carried 19 – 0 with Committee Members Slaton Murray and Sean Pittman not present.

7.) **Prioritization of Food Security**

Bruce Strouble, Jr., proposed establishing food access as a county responsibility through a potential charter amendment and provided a handout to the Committee of his proposal in more detail.

County Administrator Vincent Long stated that any item brought back, as requested by the Committee, would include all information requested along with structural options related to the topic.

Bruce Strouble moved, seconded by Darryl Jones, to request an item to be brought back with information on inclusion of food security in the Leon County Charter.

The motion carried 19 – 0 with Committee Members Slaton Murray and Sean Pittman not present.

9.) **County/City Consolidation**

Henry Lewis, III, introduced a proposed charter amendment for consolidation of local governance. He stated that this would be an opportune time to identify if it is financially and administratively feasible to consolidate the two local governments in the County. He recognized that staff is currently working on providing information regarding consolidation to the Board of County Commissioners.

Henry Lewis, III, moved, seconded by Temple Robinson, to have the report on consolidation prepared for the Board of County Commissioners to be presented to the Committee for review.

The motion carried 17 – 2 with Committee Members Max Herrle and Ryan Ray in opposition. Committee Members Slaton Murray and Sean Pittman were not present.

6.) **Leon County Bill of Rights**

Max Herrle proposed establishing a Leon County Bill of Rights similar to Miami-Dade County's charter provisions. He noted that he would like to see what other counties have a bill of rights in their charter and what they might include.

Darryl Jones stated the concept would codify community values regarding government transparency, public participation, and citizen protections.
County Attorney O'Steen provided an explanation of the legal process and implications associated with adopting such a provision.

Joey Davis noted that these sorts of provisions are generally meant to fill gaps in existing regulations.

Max Herrle moved, seconded by Darryl Jones, for information to be brought back on bill of rights established in other county charters in Florida.

The motion carried 12 – 7 with Committee Members Linda Bond Edwards, Liz Ellis, Henry Lewis, III, Ryan Ray, Shamarial Roberson, William Smith, and Chair Mary Ann Lindley in opposition. Committee Members Slaton Murray and Sean Pittman were not present.

8.) **Community Restoration for Historic Harm**

Bruce Strouble, Jr., introduced a proposed charter amendment aimed at addressing historic inequities in housing, environmental exposure, and neighborhood investment. The initiative would build on the Board of County Commissioners' February 2024 apology for harmful policies made in the past and would establish structural authority for programs to mitigate documented historic harms. He also provided a handout to be electronically distributed to the CCRC regarding the topic.

Heidi Otway asked for specific examples of historic harms that the proposal seeks to address.

Bruce Strouble, Jr., referenced urban renewal efforts, including the displacement of residents from Smokey Hollow. He noted that the intent is to identify what harm has been done, what the causes of those harms were, and what can be done to mitigate the issues.

Katina Tuggerson asked whether the proposal could also be adapted to address harms experienced by displaced businesses.

Bruce Strouble moved, seconded by Temple Robinson, for analysis on a proposed charter amendment to build on the Board of County Commissioners' February 2024 apology for harmful policies and establish structural authority for programs to mitigate documented historic harms.

The motion carried 19 – 0 with Committee Members Slaton Murray and Sean Pittman not present.

4.) **Funding Mechanism for Affordable Housing**

Max Herrle requested analysis on funding options for affordable housing, exploring various tools available to the County.

Temple Robinson asked if this would be a topic that should be handled by the CCRC or by the Board of County Commissioners.

County Administrator Vincent Long clarified that the analysis would include information on what the County currently provides and if there are additional avenues that can be pursued through the Charter to do more.

Max Herrle moved, seconded by Darryl Jones, for an item to be brought back providing information on funding mechanisms for affordable housing.

The motion carried to 19 – 0 with Committee Members Slaton Murray and Sean Pittman not present.

12.) **Funding Mechanism to Expand Primary Healthcare Access to Low-Income Residents**

Temple Robinson introduced expanding access to primary care services for low-income residents.

Shamarial Roberson explained that the State is awaiting a decision by December 30 on more than $50 million in rural health funding to support workforce development and expanded access to care, with funds expected to arrive in the spring.

Temple Robinson moved, seconded by Henry Lewis, III, for an item exploring funding mechanisms to expand access to primary healthcare services for low-income residents.

The motion carried 19 – 0 with Committee Members Slaton Murray and Sean Pittman not present.

5.) **Funding Mechanism for Fire Services**

Max Herrle proposed examining alternative funding mechanisms for fire services amid current city-county disagreements over fire services assessments.

County Administrator Long provided an overview on fire services and noted that this is actively being examined by staff.

Henry Lewis, III, recalled challenges in the 1980s when the City and County were unable to reach agreement on fire services and highlighted how a resolution was ultimately achieved.

Joey Davis recommended tailoring the proposal to focus on a specific area of need.

Max Herrle confirmed that the intent is to examine a fire services district.

County Administrator Long added that establishing such a district may require legislative approval.

Howard Kessler asked for clarification on what the CCRC could include as a charter amendment, listing an example of potentially setting millage rates through the Charter.

County Administrator Long clarified certain budgetary limitations that exist, but noted that it is very context specific and would be addressed further in items brought back.

Max Herrle moved, seconded by Joey Davis, to table the proposal for a charter amendment related to funding mechanism for fire services.

The motion carried 19 – 0 with Committee Members Slaton Murray and Sean Pittman not present.

Agenda Item #1: Status Report on Annexation Procedures and Processes

County Attorney O'Steen introduced this item which provides information and analysis on annexation processes and procedures, as requested by the Committee at the November 20, 2025, meeting.

Max Herrle asked for an explanation on the difference between voluntary and involuntary annexation.

County Attorney O'Steen explain that a voluntary annexation occurs when property owners petition a municipality to be annexed, triggering county review and an opportunity to object, while an involuntary annexation is initiated by the municipality without a request from the affected property owners.

Ryan Ray moved, seconded by Henry Lewis, III, for Option #1: Accept status report and take no further action.

The motion carried 19 – 0 with Committee Members Slaton Murray and Sean Pittman not present.

Agenda Item #2: Additional Information Regarding Separate Jurisdictional Standards for Street Renaming

County Administrator Long introduced this item. He stated as requested at its November 20, 2025 meeting, this item provides additional information to unify the street renaming process outside of a charter amendment.

Ryan Ray moved, seconded by William Smith, for Option #1: Accept report and table this issue.

The motion carried 18 – 1 with Vice Chairman Chauncy Haynes in opposition. Committee Members Slaton Murray and Sean Pittman were not present.

Anita Favors recommended that the City and County Commissions work collaboratively to establish greater uniformity in street renaming practices, with input from law enforcement, fire, and emergency services.

Anita Favors moved, seconded by Ryan Ray, to provide a policy recommendation to the County and City Commissions encouraging the two entities to consider alignment of street renaming policies to prevent public safety and emergency services-related issues due to lack of uniformity among street names.

The motion carried 19 – 0 with Committee Members Slaton Murray and Sean Pittman not present.

A draft policy recommendation will be brought back to the Committee for consideration in February.

Motion to adjourn:

Ryan Ray moved, seconded by Joey Davis, to adjourn the meeting.

The motion carried 19 – 0 with Committee Members Slaton Murray and Sean Pittman not present.

Chair Lindley adjourned the meeting at 1:18 p.m.

ATTEST:

_____
Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

_____
Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

RECEIPT AND FILE OF WRITTEN PUBLIC COMMENTS

(To be electronically distributed Wednesday before the meeting)

From: T Young <trishayyoung@gmail.com>
Sent: Wednesday, December 17, 2025 10:14 PM
To: Charter Review Process <CCRC@leoncountyfl.gov>
Subject: Support for the Restoration of Communities Amendment (RCA)

Good afternoon. My name is Trishay Young and I live in the 32310 zip code. I'm here because I believe government has a responsibility not just to grow the county, but to repair the harm its own decisions have caused.

The RCA does not mandate spending or raise taxes. It creates a framework that requires the county to acknowledge and consider past public-policy harm when making major decisions.

Counties across the country use their home-rule authority to place equity and restoration principles into their governing documents. Leon County has the same authority.

This amendment ensures that future generations inherit a county that remembers its history, learns from it, and governs more responsibly. Please support the RCA.

Thank you,

Mrs. Young

"Look at Life through an Eagle's Eyes"

From: Kth4ever <Kth4ever@proton.me>
Sent: Tuesday, December 9, 2025 10:55 PM
To: Charter Review Process <CCRC@leoncountyfl.gov>
Subject: Leon County Sheriff Needs to do his Job which is to Enforce the Law

Hello Citizen Charter Review Committee,

Leon County, Florida Sheriff Walt McNeil needs to do his JOB, which is to enforce the FL Statutes

I am supposed to have the Right to Equality Before the Law: All are equal before the law and are entitled without any discrimination to equal protection of the law.
Basic rights: All natural persons, female and male alike, are equal before the law and have inalienable rights, among which are the right to enjoy and defend life and liberty, to pursue happiness, to be rewarded for industry, and to acquire, possess and protect property. No person shall be deprived of any right because of race, religion, national origin, or physical disability.
Other State of Florida Residents, including Donald Trump, are provided protection by Law Enforcement Agencies. Innocent people, such as my family and I, also have the right and deserve to be protected from the discharging of firearms and the detonating of explosives in a Residential Neighborhood, but we are NOT protected. Instead, we have had to endure 10 long, torturous years of fearing for our lives every single day. This has ruined our health and our quality of life, has given us PTSD, and taken away from us any happiness and any enjoyment of our lives that we would have had, if Sheriff Walt McNeil had just enforced the law by arresting the criminal shooters.

We've lived at the same residence as we are currently living at for the past 16 years. Before the new neighbors moved next door to us, and before there was any shooting, it was a beautiful and peaceful place to live. The discharging of firearms began in the year 2016, after new neighbors moved in next door to us in the town of Woodville, and after Donald Trump first ran for President, and after Walt McNeil became Sheriff of Leon County, Florida.

Sheriff Walt McNeil needs to STOP EMBOLDENING BAD PEOPLE to COMMIT ILLEGAL ACTS! LEON COUNTY SHERIFF's OFFICE is supposed to PROTECT and SERVE, NOT ENCOURAGE bad people to commit crimes and shoot at their neighbors!

Sheriff Walt McNeil should have arrested and fined the shooters 10 years ago and that would have been the end of it!

People that shoot guns ILLEGALLY in a RESIDENTIAL NEIGHBORHOOD with no regard for any of their neighbors' lives or safety are MENTALLY DEFECTIVE, and mentally defective people are not even allowed to have a gun in their possession, according to the FL STATUTES.
A sane person DOES NOT DISCHARGE FIREARMS ON A RESIDENTIAL PROPERTY, when there is a GUN RANGE 2 miles from here where they can go to DISCHARGE FIREARMS LEGALLY. Our Residential Neighborhood is NOT a GUN RANGE! This is our HOME; this is where we LIVE. We cannot go somewhere else to live.

Since Sheriff Walt McNeil DID NOT STOP this dangerous and criminal behavior, I requested that he provide body armor and bulletproof helmets, that are paid for by the taxpayers, to my family and to all of the surrounding innocent neighbors' families, but he would not.

There is no safe direction to shoot a gun. Everyone has the right to use and enjoy their own residential property, as long as one is not endangering anyone else's life. No one has the right to endanger another person's life, to make another person fear for their life, or to violate a person's right to have peace, tranquility, and happiness to enjoy the use of their own property. Our right to use and enjoy our property has been violated by our neighbors since 2016. Anyone who wishes to

discharge a firearm can go to the gun range. We cannot go somewhere else to live. This is the one and only place where we are supposed to be able to go to rest, relax and have peace, our home.

Title XLVI
CRIMES
Chapter 790
WEAPONS AND FIREARMS
View Entire Chapter
790.15 Discharging firearm in public or on residential property.—
(1) Except as provided in subsection (2) or subsection (3), any person who knowingly discharges a firearm in any public place or on the right-of-way of any paved public road, highway, or street, who knowingly discharges any firearm over the right-of-way of any paved public road, highway, or street or over any occupied premises, or who recklessly or negligently discharges a firearm outdoors on any property used primarily as the site of a dwelling as defined in s. 776.013 or zoned exclusively for residential use commits a misdemeanor of the first degree, punishable as provided in s. 775.082 or s. 775.083. This section does not apply to a person lawfully defending life or property or performing official duties requiring the discharge of a firearm or to a person discharging a firearm on public roads or properties expressly approved for hunting by the Fish and Wildlife Conservation Commission or Florida Forest Service.
(2) Any occupant of any vehicle who knowingly and willfully discharges any firearm from the vehicle within 1,000 feet of any person commits a felony of the second degree, punishable as provided in s. 775.082, s. 775.083, or s. 775.084.
(3) Any driver or owner of any vehicle, whether or not the owner of the vehicle is occupying the vehicle, who knowingly directs any other person to discharge any firearm from the vehicle commits a felony of the third degree, punishable as provided in s. 775.082, s. 775.083, or s. 775.084.

CRIMES
Chapter 823
PUBLIC NUISANCES
View Entire Chapter
823.01 Nuisances; penalty.—All nuisances that tend to annoy the community, injure the health of the citizens in general, or corrupt the public morals are misdemeanors of the second degree, punishable as provided in s. 775.083, except that a violation of s. 823.10 is a felony of the third degree.

CRIMES
Chapter 790
WEAPONS AND FIREARMS
View Entire Chapter
790.162 Threat to throw, project, place, or discharge any destructive device, felony; penalty.—It is unlawful for any person to threaten to throw, project, place, or discharge any destructive device with intent to do bodily harm to any person or with intent to do damage to any property of any person, and any person convicted thereof commits a felony of the second degree, punishable as provided in s. 775.082, s. 775.083, or s. 775.084.

We want our residential neighborhood to be a safe place to live, like when I was young, when insane criminals shooting guns, for absolutely no reason, were held responsible and accountable for their criminal acts. We need a sheriff that will arrest criminals and do his job, to protect the innocent. Sheriff Walt McNeil has refused to arrest active shooters who had already confessed to the shooting. This is unacceptable! Why did Sheriff McNeil refuse to arrest them, when we requested that he press charges for discharging of firearms, detonating explosives (which shook neighbors' houses), and trespassing on our property?

On December 24, 2024 and December 25, 2024, our Christmas Holidays were destroyed by the neighbors discharging hundreds of rounds of bullets for 2 days in a row. LCSO was called, but they did nothing, as usual. If Sheriff McNeil and LCSO will not cease the shooting by enforcing the FL Statutes in our Residential Neighborhood in Woodville, FL, then he cannot cease shooting or enforce the law in anyone else's neighborhood in Leon County, including Sheriff McNeil's residential neighborhood or any politician's residential neighborhood in Leon County.

I thought a sheriff is only allowed to serve 2 terms in the State of Florida. Why is Sheriff McNeil serving a 3rd term when he does not even do his JOB, which is to enforce the FL Statutes?

Sheriff McNeil needs to instruct his deputies to enforce the law, or resign, and elect a sheriff who will do what he is getting paid so well to do, to actually do something and ENFORCE THE LAW!

Please don't let our holidays be ruined this year.

Please feel free to email me for any additional information or questions you may have.
Thank you.
Leon County Resident

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM #1

Citizen Charter Review Committee

Agenda Item #1

December 18, 2025

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator

Title: Status Report on County-City Consolidation in Florida

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives

Statement of Issue:

As requested by the Citizen Charter Review Committee (Committee), this item provides an analysis on county-city consolidation in Florida, as presented to the Leon County Board of County Commissioners (Board) on December 9, 2025, and summarizes the direction provided by the Board at that time.

Staff Recommendation:

Option #1: Accept the report and take no further action.

Report and Discussion

Background:

On November 18, 2025, the Board directed staff to provide an analysis on county-city consolidation in Florida, including the legal process and additional information to be considered regarding potential consolidation of Leon County and the City of Tallahassee. On December 4, 2025, the Committee requested staff to bring back the analysis on county-city consolidation for discussion at a future Committee meeting.

On December 9, 2025, the analysis on county-city consolidation in Florida was presented to the Board for consideration (Attachment #1). At that time, the Board had the ability to take additional action and begin the process to initiate consolidation in coordination with the Legislative Delegation (as detailed more in the Analysis section). However, the Board determined that a non-binding advisory referendum ("straw ballot") on the November 2026 General Election ballot is an appropriate first step to preliminarily gauge resident support for consolidation. Recognizing the Board's recent direction on this issue, this item does not recommend any additional action to be taken by the Committee regarding county-city consolidation.

Analysis:

At its December 9, 2025 meeting, the Board received a status report and analysis on county-city consolidation in Florida. As detailed in Attachment #1, the status report summarizes national and Florida experience with county-city consolidation, including Jacksonville–Duval County and prior Tallahassee–Leon County referenda; describes existing functional consolidation between Leon County and the City of Tallahassee; and outlines the state legal framework and research on potential advantages and disadvantages of consolidation. The status report also identifies potential next steps the Board could consider if it wishes to further explore the issue.

Under Article VIII, Section 3 of the Florida Constitution, consolidation requires a special act of the Legislature that sets out a detailed consolidation plan, followed by voter approval in a binding referendum. In practice, this involves legislative sponsorship, typically beginning with a request for the Legislature to direct the creation of a study commission that would develop a proposed consolidation plan (as it did for Escambia County/City of Pensacola in 2009). A consolidation plan requires significant resources, planning, and coordination among the governments to be consolidated. The Florida Constitution and Florida Statutes provide guidance on several jurisdictional matters that need to be addressed in the consolidation plan including the resolution of pre-existing debts, the preservation of certain employee rights and benefits (retirement plans), and the proposed taxing authority of the consolidated government.

The 2026 Legislative Session is scheduled to begin on January 13, 2026, but the public notice deadline has already passed for the Legislative Delegation to consider a local bill or special act related to consolidation. Given the significant investment of time and resources needed to develop a consolidation plan and the Board's desire to gauge public interest in further exploring county-city consolidation, the Board determined that a non-binding advisory referendum ("straw ballot") on the November 2026 General Election ballot is an appropriate first step to preliminarily gauge resident support for consolidation.

As described in the status report presented to the Board, most consolidation proposals either do not reach the ballot or fail when presented to voters – as demonstrated by only a few dozen consolidated city–county governments that do exist out of more than 3,000 county governments nationwide. Case studies on these consolidation efforts suggest there is a disparity of public opinion regarding the concept of consolidation versus the specific consolidation plans which detail the structure and representation of the proposed consolidated government. In other words, the principle of consolidation has often been viewed favorably until specific details of consolidation are identified through the development of the consolidation plan.

Following deliberation at its December 9, 2025 meeting, the Board did not take action to initiate the consolidation process in coordination with the Legislative Delegation. Instead, the Board voted to place a non-binding advisory referendum ("straw ballot") on the November 2026 General Election ballot to preliminarily gauge resident support for consolidation. The draft "straw ballot" language will be presented to the Board for consideration in Spring 2026. Recognizing the Board's recent direction on this issue, this item does not recommend any additional action to be taken by the Committee regarding county-city consolidation.

Options:

1. Accept the report and take no further action.
2. Committee direction.

Recommendation:

Option #1

Attachment:

1. Status Report on County-City Consolidation in Florida as Presented at the December 9, 2025, Leon County Board of County Commissioners Meeting

Leon County Board of County Commissioners

Agenda Item #19

December 9, 2025

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Status Report on County-City Consolidation in Florida

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review and Lead Staff:	Ken Morris, Assistant County Administrator Mathieu Cavell, Director, Community Relations and Resilience

Statement of Issue:

This status report summarizes national and Florida experience with county-city consolidation, including Jacksonville–Duval County and prior Tallahassee–Leon County referenda; describes existing functional consolidation between Leon County and the City of Tallahassee; and outlines the state legal framework and research on potential advantages and disadvantages of consolidation. The item also identifies potential next steps the Board could consider if it wishes to further explore the issue.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

Board direction.

Report and Discussion

Background:

This status report provides an overview of Florida's sole successful city–county consolidation in Jacksonville–Duval County, summarizes the numerous consolidation referenda in other Florida communities that have not been approved by voters, and describes the state-prescribed legal framework for pursuing consolidation. In addition, the item outlines the potential use of a non-binding, countywide advisory ("straw ballot") referendum to gauge public interest in exploring possible consolidation of Leon County and the City of Tallahassee.

At its November 18, 2025 meeting, the Board directed staff to provide an analysis on city–county consolidation in Florida, including the legal process and additional information for the Board's consideration regarding potential consolidation of Leon County and the City of Tallahassee.

Nationally, city–county consolidation is generally defined by organizations such as the National Association of Counties and the National League of Cities as the formal joining of a city (or cities) with its surrounding county government into a single unified jurisdiction that assumes the responsibilities of both. Although consolidation has been one of the most frequently discussed forms of metropolitan governance reform, it remains very rare in practice: national surveys identify only a few dozen consolidated city–county governments out of more than 3,000 county governments, while compilations of consolidation referenda over the past century show that most proposals either do not reach the ballot or fail when presented to voters. Consolidation is typically pursued to improve governmental efficiency, reduce duplication, and present a unified voice for economic development. The empirical evidence on long-term cost savings and growth impacts of consolidation is mixed.

Within this broader national context, Florida's experience with consolidation is especially limited. To date, only one city–county consolidation has been approved and implemented in the state, as described below.

Jacksonville–Duval County (Consolidated 1968). The only successful, fully unified, city–county consolidation in Florida to date is the merger of the City of Jacksonville with Duval County. After years of local crises – including a corruption scandal that saw 11 officials indicted, a financial crisis, decaying infrastructure, and a disaccredited school system – community leaders pushed for radical reform. A special act charter providing for a consolidated government was approved by Duval County voters on August 8, 1967, by a wide margin (65% in favor). Following a one-year transition, the consolidation took effect on October 1, 1968, creating the Consolidated City of Jacksonville. This reform replaced the separate city and county governments with one unified administration. The new consolidated government retained a mayor–council structure (a single Mayor of Jacksonville as chief executive and a Jacksonville City Council as the legislative body) in place of the prior city council and county commission. Jacksonville's jurisdiction now encompasses nearly all of Duval County (875 square miles), making it the largest city by area in the contiguous U.S. The few small municipalities that opted out – Baldwin and the beach towns of Atlantic Beach, Neptune Beach, and Jacksonville Beach – remain independent enclaves inside Duval, but their residents still vote in Jacksonville's county-wide elections and receive certain

services from the consolidated government. This Jacksonville/Duval consolidation remains unique in Florida – it is "the only municipality of its kind in Florida," as other counties retain separate city and county governments.

Over more than five decades, Jacksonville's consolidated government model has been examined in multiple reviews that emphasize the historical conditions preceding the 1968 vote, including city and county governments described at the time as outdated and inefficient, concerns about corruption, fragmented boards that diffused accountability, inadequate planning, and declining public confidence. These challenges are acknowledged in the City Council's 2014 *Blueprint for Improvement II* report, which explains that consolidation was intended to restore public trust, professionalize administration, strengthen long-term planning and finances, and better align the cost of services with the benefits taxpayers receive, even as many urban-core neighborhoods still face gaps in basic services and infrastructure. Historian James B. Crooks and comparative studies of county–city consolidation, along with economic-development analyses by the Washington Economics Group, describe Jacksonville's consolidation as a shift from the pre-1968 system toward a more "mainstream metropolis," while also documenting uneven progress on race relations, environmental quality, downtown redevelopment, and other outcomes—indicating that efficiency, growth, and economic gains have been positive but not uniform.

As a historical note, Jacksonville's consolidation was enabled by a 1934 amendment to the Florida Constitution (1885) that had specifically authorized creating a city extending over Duval County. Although that power lay unused for decades, the 1960s reform effort (branded the "Better Government" or "White Hats" campaign) finally carried consolidation to approval. Jacksonville's success was hailed as "the Bold New City of the South," reflecting the optimism that consolidation would rejuvenate the city. Since 1968, no other Florida city–county has consolidated, and Jacksonville remains the state's lone example of a unified city–county government.

Miami-Dade County (Federated home-rule county). Unlike Jacksonville's full consolidation, Miami-Dade operates under a metropolitan home-rule charter created by a special amendment to the 1885 Florida Constitution and expressly preserved in the 1968 Florida Constitution; this grandfathered framework predates the current, general process for county charters and city–county consolidation and cannot be replicated for other jurisdictions due to the current state law consolidation process. Under this unique arrangement, Miami-Dade maintains a strong county government that provides many regional and metropolitan services (e.g., major roads, transit, some regional facilities), while more than 30 municipalities—including the City of Miami, Miami Beach, Hialeah, Coral Gables, and others—continue to exist as separate city governments with their own elected officials, budgets, and municipal powers, resulting in a two-tier federated system: a full-service county government alongside multiple municipalities, rather than a single consolidated city–county.

Proposed (Unrealized) City–County Consolidations in Florida

Over the decades, Florida communities have considered consolidation of city and county governments many times, but none of these proposals (outside Jacksonville) have succeeded. In fact, since 1967 Floridians have consistently rejected consolidation proposals at the polls. Below is a list of major city–county consolidation efforts in Florida that were proposed or put to voters but did not ultimately occur, along with the timeframes and context:

- **Tampa–Hillsborough County: 1967, 1970, 1972.** Florida's first consolidation referendums took place in the Tampa area. Spurred by metropolitan growth and service overlap, proposals to merge the City of Tampa with Hillsborough County went to voters in 1967, and again in 1970 and 1972, but were defeated each time. For example, the 1967 vote saw Hillsborough County voters reject consolidation roughly 72%–28% (Tampa instead pursued aggressive annexation of suburbs in the 1950s–60s as an alternative means to expand its tax base).
- **Pensacola–Escambia County: 1970 and 2009–10.** Inspired partly by Jacksonville's success, a consolidation of the City of Pensacola and Escambia County was placed on the ballot in November 1970 and was rejected by roughly three-quarters of county voters. Decades later, the Legislature created the Escambia County Consolidation Study Commission in 2009 to draft a consolidation plan for Escambia County, Pensacola, and the Town of Century. In 2010, however, the local legislative delegation declined to file and advance the special act needed to submit the plan to the full Legislature and then to a referendum, so the Legislature never placed consolidation on the ballot and Escambia County voters never weighed in—underscoring the uphill battle city–county mergers have faced in Florida's Panhandle.
- **Fort Pierce–St. Lucie County: 1972.** A proposal to consolidate Fort Pierce with St. Lucie County was defeated in 1972. Both city and county electorate majorities voted "no" (roughly 2,050–2,250 in the city and 3,000–6,500 in the county), halting an effort aimed at streamlining government on the Treasure Coast.
- **Tallahassee–Leon County: 1971, 1973, 1976, 1992.** Florida's capital region has revisited consolidation multiple times. Consolidation referendums in Leon County were held and failed in 1971, 1973, 1976, and again in 1992 (the last effort failing by a 60–40% margin). Despite periodic studies and local debate about merging the City of Tallahassee with Leon County for efficiency, voters have remained skeptical. In the 1970s, the voting margins were relatively narrow (e.g., 46% in favor in 1973), indicating some support, but concerns about law enforcement control, job losses, taxation levels on unincorporated residents, and urban–rural divides have consistently swayed the outcome.
- **Gainesville–Alachua County: 1975, 1976, 1990.** The city of Gainesville and Alachua County have also explored consolidation. Referendums in 1975 and 1976 saw voters decisively reject a merged city–county charter (only about 25–32% voted "yes"). A later attempt in 1990 likewise failed by roughly a two-to-one margin. Factors in Gainesville included resistance from smaller municipalities in the county and fears that a unified government might be "too large" or unresponsive to local needs – sentiments common to many failed consolidation bids in Florida.
- **Okeechobee (City)–Okeechobee County: 1979, 1989.** Even Florida's smaller communities have considered consolidation. The small City of Okeechobee (the county seat of rural Okeechobee County) and the county government held referendums in 1979 and again in 1989 on merging the two local governments. Both times, voters soundly defeated the idea (1979: 32.2% in favor, 1989: 20.6% in favor). This illustrates that even in smaller communities with limited public services, voters may prefer retaining separate local governments.

- **Daytona Beach/Halifax Area–Volusia County: 1985.** In 1985, a plan to consolidate Volusia County with the "Halifax area" cities (Daytona Beach and nearby municipalities) reached the ballot. It was rejected by Volusia voters (approximately 45% for vs. 55% against). The consolidation concept (merging a cluster of cities with the county while other cities remained separate) did not persuade a majority, and the Volusia initiative failed.

Table #1: Major County-City Consolidation Referenda in Florida (Post-1967)

City / County	Year(s) on Ballot	Outcome
Jacksonville / Duval	1967	Approved
Tampa / Hillsborough	1967, 1970, 1972	Not approved
Pensacola / Escambia	1970	Not approved
Fort Pierce / St. Lucie	1972	Not approved
Tallahassee / Leon	1971, 1973, 1976, 1992	Not approved
Gainesville / Alachua	1975, 1976, 1990	Not approved
Okeechobee (City) / Okeechobee County	1979, 1989	Not approved
Daytona Beach–Halifax Area / Volusia	1985	Not approved

Tallahassee–Leon County Consolidation: Public Attitudes and Prior Efforts

According to Linda S. Johnson's Tallahassee–Leon County chapter of *Case Studies of City-County Consolidation: Reshaping the Local Government Landscape* (hereinafter "the consolidation case study" and included as Attachment #1), Tallahassee and Leon County have returned to the idea of city–county consolidation many times over the past fifty years. The community has examined some form of a unified government at least seven times, with four proposals reaching the ballot (1971, 1973, 1976, and 1992) and three other efforts ending before a referendum, including a 1953 Consolidation Study Committee that recommended against pursuing consolidation at that time and two later efforts in 1981 and 1986 that were halted before reaching the ballot.

Concept vs. plan. Taken together, these efforts suggest that consolidation as a concept has generally attracted interest—and at times broad support—while specific plans have struggled to secure final approval. The consolidation case study observes that "a common theme … is that opposition has not been to the concept of consolidation but to the proposed charter." In other words, the principle of consolidation has often been viewed favorably; the points of contention have centered on exactly how a consolidated government would be structured and how representation and powers would be allocated.

Absence of an "accelerator event." Research on the Tallahassee–Leon County attempts to consolidate note that, unlike some successful consolidations, there was no single "accelerator event" — a scandal, crisis, or other shock that rallied broad public support for structural change. Instead, local challenges such as growth, traffic, taxes, drainage, crime, and intergovernmental disputes created a recurring "crisis climate," but never coalesced into a unifying event that pushed voters to embrace a consolidation charter.

1990s experience: support for study, concerns with specifics. Public actions in the early 1990s underscore this distinction between concept and plan. In 1990, Leon County voters approved the creation of a Consolidation Commission "by a 58.5 percent to 41.5 percent margin" to study and draft a consolidation charter, signaling majority support for formally exploring consolidation as an option. Civic and business leaders—including the Chamber of Commerce, professional organizations, and other community groups—are described in the case study as "strong supporters of the consolidation," citing efficiency, lower costs, and better growth management as potential benefits of a unified government.

Charter design, representation, and balance of power. Each proposed charter triggered concerns about representation, constitutional officers, taxation levels in the unincorporated area, and the urban–rural balance of power. The case study notes that an early poll in the 1992 effort showed a 2 to 1 margin of support for consolidation in the rural areas of the county, but that support declined once the specific charter language was released and debated, and the final referendum was defeated, as voters increasingly questioned whether consolidation would raise costs, weaken local representation (especially in rural and minority communities), and shift too much authority away from existing elected offices. Earlier attempts in the 1970s followed a similar pattern: substantial business sector support, coupled with voter skepticism about particular charter provisions. One 1976 pro-consolidation campaign, for example, promoted the merger as "the most practical and least expensive alternative to solve the major problems facing the city and county residents," but the proposed charter still failed at the ballot.

Rural character and representation. The Tallahassee–Leon community has long been described as a "heterogeneous" county with "clear-cut rural and urban areas," and the rural character and influence of outlying areas have been central to each consolidation debate. In the 1970s referenda, county voters outside the city repeatedly defeated proposed charters—only 1 of 16 county precincts supported consolidation in 1976, even as a majority of city precincts voted in favor. In 1992, early polling suggested that rural residents might support consolidation, but specific charter provisions and service concerns ultimately eroded that support.

- Residents of communities such as Woodville and Miccosukee questioned whether a consolidated government would "cost more money and provide few services," objected to proposals such as an appointed sheriff and a single rural district, and expressed feeling like a "stepchild of Leon County."
- Rural political leaders with a "rural, conservative background" and a "deep distrust of government," along with the local rural electric cooperative concerned about territory, tax status, and utility revenues, mobilized against the charter.

These dynamics underscore how protecting rural representation, autonomy, and service expectations has been a decisive factor in past consolidation outcomes.

Other efforts that did not reach the ballot. Beyond the four Tallahassee–Leon County consolidation referenda (1971, 1973, 1976, and 1992), the community saw several other pushes that never made it to a binding ballot, including:

- A 1953 Consolidation Study Committee, which examined merging the city and county in response to growth and service issues but ultimately recommended that consolidation not be pursued at that time.

- Efforts in 1981 and 1986, both of which were halted before reaching voters. In 1986, the debate became entangled with a Voting Rights Act lawsuit over county at-large elections and a failed attempt to adopt a county charter, and the legislative delegation declined to advance a consolidation plan to referendum.

Together, these episodes show that interest in consolidation has surfaced repeatedly, even when the process stalled short of a public vote.

In summary, the Tallahassee–Leon County experience suggests that residents have not been opposed to exploring consolidation—or even to consolidation in principle. Rather, past efforts have faltered on the specifics of the plan: how elected officials would be chosen, how constitutional officers (particularly law enforcement) would be treated, and how urban and rural communities would see their interests reflected in a new charter. Any renewed discussion of consolidation should consider the primacy of these details over the broader questions of whether to consolidate.

Functional Consolidation and Other Alignments of Leon County and City of Tallahassee Programs

Lastly, while Leon County and the City of Tallahassee have not effectuated structural consolidation, the two governments have made functional consolidation and joint service delivery a longstanding priority where it has been demonstrated to be the most effective and efficient means of delivering regional services. Previous County Commissions have actively pursued these partnerships to reduce duplication, achieve cost savings and cost avoidance, and enhance service quality, and staff continue to evaluate and implement new opportunities for shared services that benefit the entire community. Examples include:

- **Department of PLACE.** Leon County and the City of Tallahassee jointly created the Department of Planning, Land Management and Community Enhancement (PLACE) to better coordinate land use planning, infrastructure investment, and economic development carried out through several interrelated, but legally distinct, City–County programs established by separate interlocal agreements. Through PLACE, the City and County align policy, funding, and staff support across these joint efforts to support coordinated growth, quality of life, and long-term economic vitality. Functionally consolidated joint programs include:
    - **Planning.** The Tallahassee–Leon County Planning Department, housed within PLACE, manages the Comprehensive Plan and related land use, transportation, and community planning initiatives for both the City and County.
    - **Office of Economic Vitality.** The Office of Economic Vitality serves as the community's joint economic development organization, coordinating business recruitment, retention, workforce development, and strategic investments to strengthen and diversify the local economy.
    - **Blueprint.** The Blueprint Intergovernmental Agency, composed of the Leon County Board of County Commissioners and the Tallahassee City Commission, oversees voter-approved sales tax–funded capital projects and economic development initiatives, delivering critical infrastructure and community

enhancements and investing more than $750 million over the life of the current sales tax program. One recent Blueprint economic development initiative, funded at about $250,000 per year, includes flexible gap financing to help City and County affordable rental housing projects close funding shortfalls and advance to construction.

- **Development permitting and growth management.** The City of Tallahassee Growth Management Department and Leon County's Development Support and Environmental Management (DSEM) are co-located in the Renaissance Center and, through a long-standing interlocal collaboration and the joint Tallahassee–Leon County Permit Portal, provide a coordinated "one-stop shop" for development review and permitting system with aligned processes, shared online tools, and centralized public meeting space for applicants across both jurisdictions.
- **Public safety, communications, and operations.** The Consolidated Dispatch Agency (CDA) provides a single 9-1-1 and public safety dispatch center serving Leon County and the City of Tallahassee, ensuring that the closest and most appropriate units are dispatched to each incident. Co-located with the County Emergency Operations Center and the City's Traffic Management Center in the joint Public Safety Complex, this consolidated model centralizes call-taking, radio operations, traffic management, and emergency coordination in one location, improving cross-jurisdictional communication and supporting faster, more effective responses during both routine incidents and large-scale events.
- **Tallahassee-Leon County Geographic Information Systems (TLCGIS).** Established in 1990 by an interlocal agreement between Leon County and the City of Tallahassee, TLCGIS is a jointly funded department that plans, develops, and maintains the community's shared GIS enterprise database and base maps—centralizing staff, data, and technology to reduce duplication, ensure consistent land use and property information, and support joint City–County applications from parcel and zoning maps to emergency damage assessment tools.
- **Joint Board of Adjustment and Appeals.** A joint City–County quasi-judicial body that hears and decides variance and appeal requests on land use, building, and environmental regulations for properties in both Tallahassee and unincorporated Leon County.
- **Canopy Roads Citizens Committee.** A joint advisory committee appointed by the City and County Commissions that coordinates public and private efforts to protect, maintain, enhance, and where appropriate re-evaluate designated canopy roads, and recommends preservation policies to both boards.
- **Community Human Service Partnership (CHSP).** A nationally recognized joint City–County funding partnership that uses a unified competitive grant process to invest nearly $3.8 million each year in nonprofit agencies providing safety-net human services to Tallahassee–Leon County residents.

While traditional consolidation efforts have not been successful in the past, these examples demonstrate continuous efforts to realize targeted, function-by-function consolidation to improve service delivery and efficiency, while maintaining separate City and County governments for overall governance.

Analysis:

Academic and policy research on city–county consolidation is extensive and generally consistent in its broad conclusions. National organizations such as the National Association of Counties (NACo) and the National League of Cities, along with peer-reviewed public administration studies and policy analyses from universities and think tanks, have examined consolidation efforts across the country for several decades. This body of work finds that consolidation is one of several structural options available to local governments rather than a standard model, and that its impacts are highly context specific.

As documented in Leland and Thurmaier's Tallahassee–Leon County case study in *Case Studies of City-County Consolidation: Reshaping the Local Government Landscape*, the core pattern is clear: residents and stakeholders have seldom opposed consolidation in principle, but rather the specific charters placed before them. Across the 1971, 1973, and 1976 efforts, business, civic, and academic leaders repeatedly backed consolidation to address growth, service duplication, and regional planning, yet each attempt failed over the details of the proposed governance structure. In the authors' words, "opposition has not been to the concept of consolidation" but to the consolidation plan itself.

NACo estimates there are around 40 consolidated city–county governments nationwide—examples include Jacksonville, Denver, Louisville, Indianapolis, and San Francisco—out of more than 3,000 county governments and nearly 90,000 local governments overall, underscoring that full city–county consolidation remains rare. Reviews of consolidation outcomes tend to show that while some jurisdictions achieve improvements in coordination or targeted efficiencies, overall fiscal savings and economic gains are mixed.

Consolidation: Potential Advantages and Disadvantages

City–county consolidation is one of several structural options available to local governments, offering the potential for more coordinated service delivery, streamlined administration, and cost savings and avoidance for taxpayers. At the same time, decades of academic research and practical experience – including in Tallahassee–Leon County and other Florida communities – show that consolidation's impacts are highly context-specific and often mixed. Some jurisdictions have realized service-specific efficiencies or governance benefits, while others have seen limited fiscal gains and significant transition challenges. As requested by the Board, the following sections summarize commonly cited advantages and disadvantages to help frame further consideration.

Potential Advantages of Consolidation

When consolidation is carefully designed and aligned with local needs and preferences, governments may realize several potential advantages, including:

- **Operational Efficiency and Affordability:** Merging departments and eliminating duplicative functions may offer cost efficiencies, particularly in areas like public safety, administration, and planning. Some jurisdictions have achieved service-specific efficiencies, though overall cost savings vary.

- **Streamlined Decision-Making and Policy Alignment:** A single, consolidated governing body can simplify policy development and reduce intergovernmental conflict, allowing for faster decision-making on regional issues such as land use, transportation, and infrastructure. This can make it easier to adopt and implement long-term strategic plans that apply consistently across the entire jurisdiction.
- **Improved Coordination and Service Delivery:** Consolidation can lead to more unified planning and consistent service standards across a region by eliminating overlapping jurisdictions. In Jacksonville, for example, the merger unified public safety and planning functions, enhancing responsiveness and regional coordination.
- **Stronger Fiscal and Administrative Capacity:** A unified government can create a broader tax base and shared administrative infrastructure, potentially increasing long-term fiscal sustainability and reducing fragmentation.
- **Economic Development Potential:** A consolidated government can present a single, credible voice for regional development, reduce inter-governmental competition, and offer streamlined permitting and regulatory environments. Case studies of Louisville and Indianapolis, for example, credit consolidation with helping broaden the tax base, revitalize downtowns, strengthen the regional business climate, and improve each community's image and competitiveness for jobs and investment.
- **Equity and Regional Identity:** Consolidation may reduce disparities in service levels across jurisdictions and foster a shared community identity, particularly when urban and suburban areas are unified under one government.

Potential Disadvantages of Consolidation

At the same time, experiences in Florida and nationally underscore several potential disadvantages and risks that should be weighed alongside any anticipated benefits:

- **Limited or Uncertain Cost Savings:** Empirical research suggests that consolidation does not consistently yield overall cost reductions. Transition costs and harmonizing compensation or benefits across merged entities can offset potential efficiencies.
- **Unclear Impact on Economic Growth:** While proponents often cite economic development as a benefit, academic studies show mixed evidence regarding whether consolidation leads to measurable improvements in long-term economic performance.
- **Loss of Local Control:** Residents in smaller communities or rural areas may perceive a loss of representation or influence in a larger, unified government, especially if governance structures shift from local districts to countywide elections.
- **Fiscal Risk:** If one jurisdiction has substantial debt or unfunded obligations, consolidation can shift those liabilities across a broader tax base, potentially increasing costs for residents who previously did not share those burdens.
- **Administrative Challenges:** Merging governments requires integrating different systems, policies, and organizational cultures. This can be complex and may take years to fully implement, potentially disrupting service delivery and employee morale during the transition.

City–county consolidation in Florida is governed by provisions of state law, chiefly the Florida Constitution, as well as implementing statutes. The key legal foundation is Article VIII, Section 3 of the Florida Constitution, entitled "Consolidation." This section explicitly authorizes merging a county government with one or more municipalities in that county, subject to the following conditions.

Legal and Procedural Framework for City–County Consolidation in Florida

The legal authority for city–county consolidation is set out in Article VIII, Section 3 of the Florida Constitution, which states:

> ***Consolidation.—****The government of a county and the government of one or more municipalities located therein may be consolidated into a single government which may exercise any and all powers of the county and the several municipalities. The consolidation plan may be proposed only by special law, which shall become effective if approved by vote of the electors of the county, or of the county and municipalities affected, as may be provided in the plan. Consolidation shall not extend the territorial scope of taxation for the payment of pre-existing debt except to areas whose residents receive a benefit from the facility or service for which the indebtedness was incurred.*

- **Special Act & Referendum.** A consolidation can only occur if a special law (an act of the Florida Legislature) outlining the consolidation plan is passed, and that special law is approved by the voters in a referendum. In other words, the Legislature must enact a plan for the consolidated government, and local electors must ratify it. The Constitution specifies that the plan "shall become effective if approved by vote of the electors of the county, or of the county and municipalities affected, as may be provided in the plan." This means the legislation can require a single county-wide vote or separate votes (e.g., one by city residents and one by county-at-large residents) depending on how the plan is structured. For instance, past Florida consolidation charters often mandated dual referendums (city and county) for approval, which proved to be a high hurdle in many cases.
- **Scope of Powers.** A consolidated government under Article VIII, Section 3 may exercise "any and all powers of the county and the several municipalities" it replaces. Essentially, the new entity inherits the legal authority of both a county and a municipality. In practice, after consolidation, the former county generally functions as a single city that also provides county-level services. For example, the consolidated City of Jacksonville exercises all municipal powers and all former Duval County powers within its jurisdiction.
- **Protection of Pre-Existing Debts.** The Constitution contains a safeguard for taxing and debt obligations: consolidation cannot automatically extend the tax burden of any pre-merger debt to areas that did not benefit from that debt. Specifically, pre-existing municipal debts cannot be charged to newly incorporated areas of the county unless those areas "receive a benefit from the facility or service" financed by that debt. This provision was designed to reassure outlying communities that, if they joined a consolidated government, they would not be forced to pay taxes for old city liabilities from which they had derived no benefit.

Beyond the Constitution, the Florida Statutes provide additional guidance and protections for consolidation:

- **Employee and Office Protections.** Florida law protects public employees' rights during consolidations. For instance, Section 112.0515, Florida Statutes (F.S.) guarantees that city or county employees' existing pension benefits "may not be diminished or impaired" by reason of a consolidation. Other statutes ensure that employees of a consolidated government can transfer into the Florida Retirement System without losing credit for prior service. Florida's laws also generally preserve the constitutional officers (Sheriff, Tax Collector, Property Appraiser, Supervisor of Elections, Clerk of Court) even in consolidated counties – these officers typically continue in some form (often still elected) unless the consolidation charter specifies a different arrangement via special law. Notably, a 2018 constitutional amendment now bars county charters from abolishing those constitutional offices, meaning any consolidation plan must accommodate them (as Jacksonville's does by retaining an elected sheriff, etc., albeit under the consolidated government).
- **Taxation and Finance.** State law already addresses how property-tax millage works when a single government provides both county-wide and municipal-type services. For most local governments, the general cap is 10 mills for county operations and 10 mills for municipal operations. A small group of older "metropolitan" governments created under special provisions of the 1885 Constitution and preserved in the current Constitution—most notably Jacksonville–Duval and Miami-Dade—are treated differently: Section 200.141, F.S., authorizes those governments to levy up to 20 mills in the aggregate for combined county and municipal purposes, with corresponding reductions when one level of government assumes another's services. This 20-mill authority is tied to those specific constitutional arrangements and would not automatically apply to a new Tallahassee–Leon consolidation formed under today's Article VIII. For Leon County, a consolidated charter would still need to structure its ad valorem system within the existing 10-mill county and 10-mill municipal limits, likely by creating separate county-wide and "urban services" taxing districts and aligning millage with the level of service in each area. Alternatively, a consolidated Leon County/City of Tallahassee could seek legislative authority to levy up to 20 mills similar to Jacksonville–Duval and Miami-Dade.
- **Process to Initiate Consolidation.** While Florida law does not prescribe a single uniform procedure (since each consolidation uses a special act), the Legislature has often facilitated local efforts by creating local study commissions. Typically, the process begins with local political interest – for example, a county commission or civic group may request a study. The Legislature can then authorize a consolidation study commission (as it did for Escambia/Pensacola in 2009) to draft a consolidation plan and charter. That plan, once developed with local input, is reported to the local legislative delegation and can be introduced as a special act in the Legislature. If the act passes and is signed into law, it must then be approved by the voters as per the Constitution. This two-step political process – legislative approval and voter approval – ensures both state and local buy-in. Florida's constitution also provides an alternative method for smaller-scale functional consolidation: Article VIII, Section 4 allows any specific governmental function or power to be transferred between a city and county by mutual agreement and dual referendums.

However, this is usually used for contracting services (e.g., a city contracting with the county sheriff for policing) rather than full government merger. In practice, full consolidation attempts proceed via the special law and referendum route of Section 3.

Request for Special Legislation on Consolidation

If the Board considers additional action, the principal tool available under state law is to request special legislation from the Florida Legislature. Under Article VIII, Section 3 of the Florida Constitution, the Legislature may either (1) create a local consolidation study commission to draft a proposed charter, or (2) directly enact a consolidation plan and submit it to the voters. In modern Florida practice, the first approach—creating a local study commission—has been the preferred model of state legislators.

Request a Special Act Creating a Leon County–City of Tallahassee Consolidation Study Commission

Under this option, the Board would use a phased approach that includes local input and engagement with the City of Tallahassee:

1. **Request to the Leon County Legislative Delegation for a Special Act**

The Board could direct staff to draft a resolution requesting that the Leon County Legislative Delegation sponsor a local bill to create a Leon County–City of Tallahassee Consolidation Study Commission. The bill would identify key design elements such as:

- Composition (e.g., appointments by the Board, City Commission, constitutional officers, and civic or business organizations);
- Duties (study consolidation, engage the public, and draft a proposed consolidation plan/charter); and
- Timelines for reporting and any interim deliverables.

2. **Creation and Work of a Consolidation Study Commission**

If the Legislature approves and the Governor signs the special act, the Study Commission would be formed and conduct its work over a defined period. Typical responsibilities would include:

- Holding public meetings and hearings to gather community input;
- Analyzing governance structure, service delivery, fiscal, legal, and equity impacts; and
- Drafting a proposed consolidation charter/plan, including transition provisions and treatment of existing debts, assets, and employees.

The Commission would then transmit its proposed charter and findings to the Board, the City Commission, and the Legislative Delegation.

3. **Board and City Review; Potential Request for a Charter and Referendum Bill**

After receiving the proposed charter, the Board and City Commission would determine whether to endorse it by resolution, request modifications, or decline to proceed. If both governments support moving forward, they could jointly request that the Legislative Delegation file a second local bill that:

- Enacts the proposed plan as a special act; and
- Provides for a binding consolidation referendum under Article VIII, Section 3 of the Florida Constitution (including ballot title, summary, and election date).

4. **Legislative Action and Voter Referendum**

If the Legislature approves the charter special act, the Supervisor of Elections would place the consolidation question on the ballot as directed. The charter would take effect only if approved by the voters under the terms specified in the act; if not approved, the existing City and County governments would continue in their current forms.

Request a Special Act Placing a Consolidation Charter Directly on the Ballot

As a matter of law, Article VIII, Section 3 also allows the Legislature to enact a special act containing a proposed consolidation charter for Leon County and the City of Tallahassee and to submit that charter directly to the voters in a binding referendum without first creating a local study commission. In recent decades, however, Florida practice has generally favored relying on locally based study commissions and extensive public input to develop any proposed charter before it is considered by the Legislature and voters.

If the Board wished to pursue this more direct approach, it could direct staff to draft a resolution requesting that the Leon County Legislative Delegation sponsor a local bill that: enacts a consolidation plan that has already been developed through a separate local process (to be determined by the Board) and places that charter before the voters in a countywide consolidation referendum.

Non-Binding Advisory Referendum to Gauge Public Interest in Consolidation

Instead of immediately pursuing special legislation, the Board may also consider placing a non-binding "straw ballot" question on the November 3, 2026, general election ballot to gauge countywide sentiment regarding possible consolidation of Leon County and the City of Tallahassee. Non-binding advisory referenda are commonly used by Florida local governments to obtain voter input on major policy issues without creating any direct legal effect; in recent years, counties such as Miami-Dade and Columbia, and cities including Miami Beach and Coral Gables, have used similar questions on topics ranging from transit to governance changes. These measures are placed on the ballot by resolution, framed as yes/no questions, and clearly described to voters as advisory only.

Florida election law does not prohibit advisory referenda, provided general ballot requirements are met. Section 101.161(1), F.S., requires that any "public measure" include a ballot title and an explanatory summary of no more than 75 words stating the chief purpose of the measure, and Section 100.342, F.S., requires at least 30 days' notice of any special election or referendum by publication or website notice. Florida courts have upheld non-binding "straw ballot" questions that comply with these requirements and are not misleading to voters.

If the Board wished to pursue this approach, a resolution would be required to request that the Supervisor of Elections place a countywide, non-binding advisory question on the November 3, 2026, general election ballot, to which voters would respond "Yes" or "No." The result would not in-and-of-itself authorize consolidation, alter the structure of either government, or satisfy the constitutional requirement for a special act and subsequent binding referendum under Article VIII, Section 3 of the Florida Constitution. Instead, it would provide clearer public sentiment on whether residents wish local officials to take further steps toward studying or developing a consolidation charter, which the Board could then weigh alongside intergovernmental discussions and any subsequent efforts.

In summary, Florida's legal framework makes consolidation possible but intentionally requires substantial consensus – the approval of both the Legislature and local voters – reflecting a policy judgment that such a major restructuring of local government should only occur with a clear public mandate. Experience in Tallahassee–Leon County and other Florida communities suggests that consolidation as a concept has often attracted interest and even broad support, while specific consolidation plans and charters have proven far more difficult to advance. As the Tallahassee–Leon County case study observes, "a common theme … is that opposition has not been to the concept of consolidation but to the proposed charter," with debates centering on representation, the treatment of constitutional officers, and the urban–rural balance of power. This same legal and political framework enabled Jacksonville's successful merger but has contributed to the difficulty of subsequent consolidation efforts reaching the ballot and securing voter approval; nonetheless, the potential advantages of consolidation—more unified service delivery and planning, streamlined administration and cost avoidance, a stronger regional voice for economic development, and reduced disparities in service levels—remain central to the policy conversation.

Options:

1. Accept the status report and take no further action at this time.
2. Board direction.

Recommendation:

Board Direction

Attachment:

1. Tallahassee-Leon County chapter of *Case Studies of City-County Consolidation: Reshaping the Local Government Landscape*, written by Linda S. Johnson and edited by Suzanne M. Leland and Kurt Thurmaier

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM #2

Citizen Charter Review Committee

Agenda Item #2

December 18, 2025

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator

Title: Food Insecurity Provisions

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Abigail Thomas, Director, Office of Human Services and Community Partnerships

Statement of Issue:

At its December 4, 2025 meeting, the Citizen Charter Review Committee (Committee) requested an agenda item related to food security in the Leon County Charter. For the Committee's consideration of this issue, this item provides the requested analysis including information on the County's ongoing efforts to address food insecurity through community engagement, programs, partnerships, and investment.

Staff Recommendation:

Option #1: Accept the report and take no further action.

Report and Discussion

Background:

As requested by the Committee at its December 4, 2025 meeting, this item provides an analysis on the inclusion of food security in the Leon County Charter. This item also provides information on the County's longstanding commitment and ongoing efforts to address food insecurity through community engagement, programs, partnerships, and investment.

During the December 4th meeting, Dr. Bruce Strouble disseminated a handout on food security for inclusion in the County Charter. The three options include establishing a new County office in the County Charter related to food access; enacting food security as a County responsibility; and incorporating a value statement to affirm the County's commitment to "equitable access to nutritious food" in the County Charter. Subsequently, the Committee requested an agenda item to further consider the three options for a potential charter amendment.

Reducing food insecurity in the community is a high priority of Leon County as demonstrated through intentional community engagement; innovative programs; long-term community partnerships; and significant investments that are responding to the community needs. This has resulted in over $7.5 million invested by the County and the delivery of nearly 55 million meals to low-income households over the last five years.

As presented in this item, the Leon County Board of County Commissioners (Board) currently has the authority to address food insecurity. The Board has successfully taken action to reduce food insecurity through its policy, programming, and budgetary decisions without amending the Leon County Charter. County charters generally address large organizational issues focused on the authority, structure, and power of county government. For this reason, there are no County charters in Florida that include language regarding food insecurity. Alternatively, the Committee may wish to make a recommendation encouraging the Board to continue the County's long-standing commitment to reducing food insecurity in the community as described in the item. The recommendation would be included as part of the Committee's report for consideration by the Board.

Analysis:

The United States Department of Agriculture (USDA) defines food insecurity as a household-level economic and social condition characterized by limited or uncertain access to adequate food. According to Feeding America, factors (i.e., root causes) for food insecurity include "a lack of income or other resources" such as transportation and knowledge/access to available services.

Food insecurity is addressed primarily through a variety of programs funded and administered by the federal and/or state governments. The mission of the USDA Division of Food and Nutrition Service is to "increase food security and reduce hunger" by funding a network of programs that provide direct food assistance, including the Supplemental Nutrition Assistance Program (SNAP), child nutrition programs, Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), and The Emergency Food Assistance Program (TEAP).

In Florida, several state agencies administer the USDA programs, including the Department of Agriculture and Consumer Sciences, Department of Children and Families, and the Department of Health. In addition to administering the federal programs, the state agencies implement a wide variety of programs that address the factors or root causes of food insecurity including homelessness, housing, and healthcare.

As a long-standing priority of Leon County, the County leads coordination with local partners to identify opportunities to augment state and federal programs in a collective effort to reduce food insecurity. The following information details the County's extensive and ongoing efforts to actively engage residents on short and long-term solutions; investments in established and innovative programming and services that are expanding access to food; and highlights the County's collaboration and coordination with local stakeholders to respond to the changing needs in the community.

Leon County's Ongoing Efforts and Investments to Address Food Insecurity

County-Led Community Engagement

The County places a high emphasis on engaging the community in addressing food insecurity. In 2022, in partnership with Second Harvest, the City, and the Children's Services Council of Leon County (CSC Leon), the County hosted dinners entitled, *Breaking Bread Together: Neighborhood Dinner and Conversation on Tackling Food Insecurity*. Nearly 300 Leon County residents participated in the nine dinner meetings held in the neighborhoods with the highest food insecurity rates based on Feed America and U.S. Census data. Participants included neighborhood residents, neighborhood business owners, faith-based leaders, not-for-profit organization representatives, and the United Way of the Big Bend (UWBB). These meetings focused on identifying barriers to food access and developing collaborative solutions.

The main theme that emerged during each meeting was that residents of the neighborhoods were unaware of the significant level of resources available in the community to address food insecurity as well as overall basic needs such as childcare, healthcare, and employment services. In response, the County partnered with the City, CSC Leon, and UWBB to establish the Trusted People Neighborhood Engagement Committee (Trusted People Committee). The Committee is comprised of neighborhood leaders and stakeholders from Bond, Frenchtown, Griffin Heights, Providence, South City, and Woodville neighborhoods that are appointed by the County, City, CSC Leon, and UWBB. The Trusted People Committee works with the County and partners to engage the residents to raise awareness and connect them to resources in the community that provide access to food and enhances their quality of life. Through work with the Trusted People Committee, the County and partners have collaborated on events such as cooking classes, housing workshops, and youth job fairs that seek to reduce food insecurity while also enhancing the overall quality of life and economic security of the neighborhoods. This community-driven approach to address food insecurity was nationally recognized with a National Association of Counties Achievement Award in 2024. As presented further in the item, the dinner meetings also led to the establishment of the Neighborhood Engagement and Community Partnership position which actively engages and connects residents to agencies, programs, and services focused on improving quality of life and economic prosperity for individuals and families.

Community Human Services Partnerships (CHSP) Annual Funding

Leon County is committed to combating food insecurity by providing annual funding to local organizations in partnership with the City through CHSP. For nearly 30 years, the County and City have partnered to plan, coordinate, and invest in human services through CHSP. The County's investment ensures access to nutritious food for individuals and families by supporting a variety of programs ranging from food pantries and mobile distributions to senior nutrition services and child meal programs, including:

- *Second Harvest of the Big Bend:* Second Harvest operates a variety of robust and comprehensive programs that provide healthy food for individuals and families in Leon County and the surrounding areas. Through CHSP, Second Harvest distributes pantry staples, fresh produce, and meat to approximately 68 pantry partner agencies throughout Leon County. These partners collectively offer food assistance approximately 200 times per month to residents in need. Additionally, Second Harvest has hosted over 30 targeted community food distributions in Leon County this year. Through its Senior Grocery Program, Second Harvest helps feed low-income seniors in the community at the end of the month when their financial resources have been exhausted. Currently, the program provides food to hundreds of seniors each month, including cereal, canned fruits and vegetables, proteins and grains, fresh bread, and produce. In addition, Second Harvest responds to cover the food needs of families during unexpected disasters and emergencies which quickly increase the number of people needing food stabilization support.

  CHSP funding also supports Second Harvest's operation of a robust program through school pantries and mobile markets in the Promise Zone. The CHSP Promise Zone category funds human service programs that specifically serve neighborhoods in census tracts with high poverty rates and include Bond, Frenchtown, Griffin Heights, and South City. Though all of these neighborhoods are exclusively within the City limits, County and City funding is provided through CHSP to jointly support social service needs in our community. The School Pantry Program offers access to nutritious food for children and their families struggling with hunger through a food pantry in their school by providing fresh fruits and vegetables, meat or protein options, and other pantry staples. Mobile markets are "pantries on wheels" brought into the targeted neighborhoods to ensure neighbors can obtain nutritious food for their families through a grocery store shopping experience.

- *Elder Care Services:* CHSP funds Elder Care Services Nutrition Program. Elder Care Services is the leading provider of community-based senior care in Leon County which includes specialized support, outreach services, and meals. Elder Care Services delivers essential nutrition to Leon County residents aged 60 and older who are at nutritional risk and homebound due to illness or disability through their Meals on Wheels program. Additionally, Elder Care Services operates seven congregate meal sites, including Westminster Oaks, the Senior Center, Bethel Towers, Casa Calderon, Lincoln Neighborhood Center, Miracle Village, and Smith-Williams Service Center. The congregate meal sites create opportunities for seniors to build community, receive social support, and reduce food insecurity and isolation. These sites serve older adults who can leave their homes but may face economic or social challenges. Due to CHSP funding,

Elder Care Services served 681 unduplicated seniors with over 91,000 meals through the Meals on Wheels Program and congregate meal sites last year (FY 2025).

- *Good News Outreach*: CHSP funds the Good News Outreach's Food Pantry Program which provides critical resources to the community through several social safety net programs. For individuals who are disabled or unable to travel, Good News Outreach offers once a month home delivery of groceries to residents in need. In FY 2025, CHSP funding supported the program in serving more than 3,000 unduplicated residents across Leon County.

Expanding Food Access Through Community Partnerships

Building upon the direct support provided through CHSP, the County remains committed to working with local partners in investing in programs to reduce food insecurity by addressing both access and availability within high-need communities. These collaborative efforts include transportation assistance to support access to fresh food, grocery lockers, mobile markets, meal sites for children, innovative gardening incentive programs, and new food distribution opportunities, as detailed below.

- *2-1-1 Big Bend Lyft Program.* As previously mentioned, the Breaking Bread Community dinner revealed the lack of access as a significant barrier to food security, particularly for residents in underserved areas. To help address the need for greater knowledge of available resources and transportation, the County expanded its partnership with 2-1-1 Big Bend to provide annual direct funding for the 24-hour Helpline and the Lyft transportation program. The 2-1-1 Lyft Program provides Leon County residents with free rideshare transportation to grocery stores, food distribution sites, and other critical resources. Through this program, veterans are eligible for up to five rides per month, while other residents can request one ride per month. According to 2-1-1, nearly 4,000 Lyft rides were provided in FY 2025.

- *Grocery Lockers*. In another effort to expand access to food, the County, in partnership with the City and Second Harvest, purchased and installed four temperature-controlled grocery lockers in neighborhoods that have historically experienced poverty and high food insecurity rates. The lockers were installed at Sabal Palm Elementary in the Providence neighborhood, Hartsfield Elementary, Good News Outreach in Frenchtown, and Neighborhood Medical Center in South City following feedback gathered during nine community dinners in 2022, ensuring alignment with neighborhood needs. The lockers are accessible 24/7 and, through Second Harvest, provide fresh, healthy, and nutritious food options to residents. Since their launch, the food lockers have provided over 17,000 meals to more than 3,200 residents, significantly expanding access to nutritious food in high-need areas.

- *Mobile Markets and Neighborhood Empowerment Events*: In 2023, the County funded Second Harvest's purchase of a truck for their Mobile Pop-Up Pantry program. The mobile markets provide families with fresh produce, protein, and nonperishable food items. Second Harvest also hosts Neighborhood Empowerment events, which not only provide families with fresh produce and nonperishable food items but also include local human service providers to offer families an array of services, including employment assistance, healthcare, legal support, SNAP benefits enrollment, and other essential resources. Mobile

markets are hosted several times a month and Neighborhood Empowerment events are held monthly throughout the community. Both mobile markets and Neighborhood Empowerment events occur in neighborhoods with high food insecurity rates, including the Lincoln Center in Frenchtown, Springfield Apartments in Griffin Heights, and Bond Community Health Center in South City.

- *Summer BreakSpot and Kids Café.* The County also partners with Second Harvest to serve as Summer BreakSpot locations at the Main Library, Dr. BL Perry, Jr. Branch, Jane G. Sauls Fort Braden Branch, and the Woodville Branch. Summer BreakSpot provides kids with free meals and snacks during the summer months to ensure that children have a stable source of food when school is out. This year, these four library locations distributed 4,255 meals to kids from June 2nd to August 1st, which is more than any previous summer. Throughout the year, the Main Library is also a location for the Kid's Café program, which provides Leon County children with food from Second Harvest after school. The program operates from August to June and helps bridge the gap for children who receive most of their meals from school.

- *Seed Library.* To educate and promote access to food through gardening, the Library also partners with UF/IFAS Leon County Extension to host the Seed Library Program. Launched in February 2015, the Seed Library Program provides residents up to five seed packets per month using their library card, or three packets per month without a library card, at any branch library that can be planted to grow food. Each year, the Seed Library hosts two kick-offs at the beginning of the spring and fall to introduce the seasonal seed varieties available to Library patrons and County residents.

- *Leon County Community Garden Program.* In addition to the Seed Library, to encourage residents to grow their own nutritious food, the County's Sustainability Office operates the Leon County Community Garden Program to provide technical assistance, materials, and grants to support residents in establishing or revitalizing community gardens throughout the County. Eligible locations for grants include vacant County-owned land, school campuses, and other community spaces. Grants of up to $1,000 are available to support garden development and sustainability efforts.

  The gardens play a vital role in enhancing food access; promoting local food production; offering hands-on education in gardening and nutrition for children and families; and strengthening neighborhood connections and community health. Within the past two years, the Community Garden Program has supported the establishment of eight community gardens in neighborhoods such as South City, Frenchtown, and Griffin Heights.

- *Partnership with Farm Share.* Building on our efforts to address food insecurity in the community, the County recently entered into a formal agreement that will enhance its collaboration with Farm Share, Inc. (Farm Share), to distribute fresh produce to residents. Farm Share is a not-for-profit organization located throughout Florida that works directly with local farmers to provide fresh produce such as fruits and vegetables to the community and neighborhoods in the Big Bend region with high needs. Over the past few years, Farm Share has held more than 120 food distribution events in Leon County, including at the North Florida Fairgrounds and Health Department locations. Each event serves 250 to

1,000 families with 25-pound food boxes. Last year, Farm Share distributed 1.4 million pounds of food through distribution events and food pantries in Leon County.

Upon request, the County coordinates with Farm Share on equipment, supplies needs, and operational support (i.e., equipment, law enforcement, traffic control, event staffing support, insurance, etc.) for food distribution events at the North Florida Fairgrounds, state Health Department locations, and County facilities (parks and libraries). The County also works with Farm Share to promote the food distribution events to neighborhoods in Leon County with high poverty and food insecurity rates, and collaborates with local stakeholders such as Second Harvest, the Tallahassee Urban League, and other social service organizations to connect residents to essential resources during the food distribution events. This partnership expands resident and neighborhood access to fresh produce and nutritious meals that serve to reduce food insecurity in the community.

Consideration of Leon County Charter Amendments Related to Food Security

As mentioned earlier, the Committee requested an analysis on the inclusion of food security in the Leon County Charter. During the December 4th meeting, Dr. Bruce Strouble provided a handout with specific options for the Committee to consider for a proposed charter amendment (Attachment #1). The options included:

- Creation of the Office of Food Access & Resilience in the County Charter
- Addition of food access and food system resilience in the County Charter as a county responsibility
- Addition of language that affirms "equitable access to nutritious food" as a guiding value in the preamble of the County Charter

The following provides an analysis of each option presented in the handout:

- *Creation of the Office of Food Access & Resilience.* The County has an existing department dedicated to reducing food insecurity. The County's Office of Human Services and Community Partnerships (HSCP) is implementing the programs (CHSP, Grocery Lockers, etc.) that address food insecurity in coordination and collaboration with local stakeholders including the City, not-for-profit organizations, and neighborhoods. Simultaneously, HSCP coordinates and collaborates with community partners to deliver resources (housing, transportation, healthcare, etc.) that commonly serve as root causes of food insecurity.

  Additionally, following feedback during the series of neighborhood meetings presented earlier, the County established Neighborhood Engagement and Community Partnership position which is dedicated to engaging and connecting high poverty and food insecurity neighborhoods with the available resources (i.e., food, housing, healthcare, etc.) in the community. The position actively engages and connects residents to agencies, programs, and services focused on improving quality of life and economic prosperity for individuals and families. These efforts include staffing quarterly meetings with the Trusted People Committee; holding neighborhood events in partnership with local providers on food, housing and other human services; and participating in neighborhood association meetings to ensure residents have the knowledge and access to essential and available resources.

- *Food access and food system resilience as a county responsibility.* As presented earlier, food access and food system resilience is primarily the responsibility of the federal and state governments. Federal and state agencies administer a variety of programs including SNAP, WIC, and TEAP that were designed to address food insecurity. As detailed throughout the item, the County has actively identified opportunities to augment state and federal programs in a collective effort improve food access and food system through policies, community engagement, partnerships, programming, and investments.
- *Affirming "equitable access to nutritious food" as a guiding value in the preamble.* The County Charter states as follows:
    - *We, the citizens of Leon County, Florida, united in the belief that governmental decisions affecting local interests should be made locally, rather than by the State, and that County government should be reflective of the people of the County and should serve them in achieving a more responsive and efficient form of government and in order to empower the people of this County to make changes in their own government, do ordain and establish this Home Rule Charter for Leon County, Florida.*

    The language in the preamble is broad and focuses on the purpose for which residents voted to establish Leon County as a charter county. The preamble does not include any specific policy issues or make commitments for specific programs and/or services. Attempting to prioritize current challenges and preferred programs in the Charter may overlook other important community needs or lead to an endless listing of program areas being identified in the County Charter.

In evaluating the other charter counties in the State of Florida, the specific policy issue of food access or food security is not included in any charter. County charters tend to address large organizational issues focused on the authority, structure, and power of the government. As presented in this item, the Board currently has the authority to address food insecurity, which continues to be demonstrated through its policy, programming and budgetary decisions without the need for charter change. Therefore, a charter amendment would not be necessary.

Additionally, a proposed charter amendment would not be consistent with the County's methodical approach for addressing food insecurity and the ever-changing needs of their respective communities. As highlighted through the item, in order to respond to the most pressing human service needs in the community, the County regularly conducts data-driven analysis, collaborates with local stakeholders, and engages impacted residents. Through this approach, the County has successfully maximized efficiency, reduced duplication, and optimized limited human services resources to address the community's most critical needs such as food insecurity, as well as emergency homeless shelters, affordable housing, and primary health care.

With these considerations in mind, alternatively, the Committee may wish to make a recommendation encouraging the Board to continue the County's long-standing commitment to reducing food insecurity in the community. The recommendation would be included as part of the Committee's report for consideration by the Board.

Conclusion

Leon County remains dedicated to addressing food insecurity in the community. Although food access and food resilience is primarily the responsibility of federal and state governments, the County in coordination with local partners have augmented state and federal programs in a collective effort to reduce food insecurity. Over the past five years, the County has invested more than $7.6 million and delivered nearly 55 million meals ion the community. This has been accomplished utilizing data-driven analysis, collaboration with local stakeholders, and engaging impacted residents.

In evaluating the other charter counties in the State of Florida, the specific policy issue of food access or food security is not included in any charter. County charters tend to address large organizational issues focused on the authority, structure, and power of the government. As presented in this item, the Board currently has the authority to address food insecurity, which continues to be demonstrated through its policy, programming and budgetary decisions without the need for charter change. Therefore, a charter amendment would not be necessary.

Alternatively, the Committee may wish to make a recommendation encouraging the Board to continue the County's long-standing commitment to reducing food insecurity in the community. The recommendation would be included as part of the Committee's report for consideration by the Board.

Options:

1. Accept the report and take no further action.
2. Direct staff to include a recommendation encouraging Leon County to continue its long-standing commitment to reduce food insecurity in the community as part of the Citizen Charter Review Committee report.
3. Direct staff to draft a proposed charter amendment on food insecurity as determined by the Citizen Charter Review Committee.
4. Committee direction.

Recommendation:

Option #1

Attachment:

1. Food Security & Charter Reform Handout provided by Dr. Bruce Strouble, December 4, 2025

Food Security & Charter Reform

Dr. Bruce Strouble – Leon County Charter Review Committee

Why Food Security Belongs in the Charter

- Over **30,000 Leon County residents** are food insecure (Feeding America, 2024).
- Food insecurity rates have been as high as **19.7%** in recent years (CLEO Institute, 2019).
- Burden is heaviest on **Black households, single mothers, seniors, and 32304 residents** (CLEO Institute, 2019; Leon County Prosperity Report, 2023).
- Seniors show significant food insecurity due to fixed incomes and transportation barriers (Opalinski et al., 2023).
- County food relief programs are *discretionary*; Charter codification ensures continuity regardless of politics (Leon County FY22 Budget Notes).
- Climate shocks, inflation, and supply chain disruptions increase food insecurity risk, making it a **public health and resilience** obligation (CLEO Institute, 2019).

What Other Governments Are Doing

- **New York City Charter** mandates an Office of Food Policy and a ten-year coordinated food plan (NYC Charter §§20-a, 20-i).
- **Toronto** and **Vancouver** adopted Food Charters establishing food access as a community right (Toronto Food Charter, 2001; Vancouver Food Charter, 2007).
- **Belo Horizonte** constitutionally guarantees the right to adequate food, which reduced hunger and child malnutrition (Belo Horizonte Food Security Policy, 1993).
- **Maine** became the first U.S. state to adopt a constitutional *Right to Food* (Maine Const. Art. I §25, 2021).

Three Options for Leon County

1. Office of Food Access & Resilience (Heaviest Lift)
Creates a permanent office (Article II) dedicated to coordinating food system equity, emergency food planning, and resilience efforts, similar to NYC's charter-based Office of Food Policy (NYC Charter §20-i).

2. Article I Amendment (Medium Lift)
Adds food access and food system resilience as a **constitutional county duty**, aligning Leon County with global right-to-food frameworks (Toronto Food Charter; Maine Constitution, 2021).

3. Preamble Update (Lightest Lift)
Adds language affirming "equitable access to nutritious food" as a guiding value. This mirrors values-based food security language in Vancouver and Toronto Food Charters.

Closing Statement

Food access is not partisan it is essential. With over 30,000 food-insecure neighbors and disproportionate burdens on historically marginalized communities, Leon County must adopt at least one of these Charter reforms to establish long-term, structural commitment to food access and resilience.

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Maine Constitution, Article I, Section 25 – Right to Food. (2021).
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LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM #3

Citizen Charter Review Committee

Agenda Item #3

December 18, 2025

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator

Title: Funding Mechanisms for Affordable Housing

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Abigail Thomas, Director, Human Services & Community Partnerships Jelani Marks, Housing Services Manager

Statement of Issue:

As requested by the Committee at its December 4, 2025 meeting, this item provides information on funding available to the County to support affordable housing needs and highlights the County's commitment and continued strategic investment to increase and preserve the stock of affordable housing in the community. As presented in the item, the County utilizes all available funding sources to invest in affordable housing including general revenue (property taxes), infrastructure surtax (sales tax), grants, and bond financing.

Staff Recommendation:

Option #1: Accept the report and take no further action.

Report and Discussion

Background:

As requested by the Committee, this item provides information on funding available to the County for affordable housing and highlights the County's commitment and continued strategic investment to increase and preserve the stock of affordable housing in the community. During its December 4, 2025 meeting, the Committee requested further information on funding mechanisms available to the County to support affordable housing to determine whether to consider a proposed charter amendment.

Leon County is dedicated to increasing and preserving the stock of affordable housing. To address the highest affordable housing need of rental units in the community, over just the past five years the County has invested $5.8 million in direct funding and authorized $195 million in bond financing that has or will construct 1,200 new affordable units within the next 12-18 months. As presented in the item, the County utilizes all available funding sources to invest in affordable housing including state funding dedicated to affordable housing; federal grants; general revenue (property taxes); infrastructure surtax (sales tax); and bond financing. These revenues support a variety of affordable housing programs and services such as down payment assistance, emergency home repair, home rehabilitation, homeownership development, and rental development that are increasing and preserving the stock affordable housing. The Analysis section details the County's long history of commitment to increasing and preserving the stock of affordable housing in the community through County-led policies, programs, partnerships, and investments.

As subsequently presented, most county charters do not include language regarding affordable housing. County charters generally address large organizational issues focused on the authority, structure, and power of county government. Only four of the 20 charter counties include affordable housing provisions that generally memorialize the broad discretion and authority already available to county commissions. As demonstrated in the Analysis, the Leon County Board of County Commissioners (Board) currently has the authority and actively addresses affordable housing needs through its policy, programming and budgetary decisions without the need for a charter change. Alternatively, the Committee may wish to make a recommendation encouraging the Board to continue the County's long-standing commitment to increasing and preserving the stock of affordable housing in the community as described in the item. The recommendation would be included as part of the Committee's report for consideration by the Board.

Analysis:

The state and federal governments define affordable housing as housing that costs no more than 30% of the household's total income. Households that must spend more than 30% of their total income for housing expenses are considered "cost burdened". According to the Shimberg Center for Housing Studies at the University of Florida (Shimberg Center), approximately 59% of low-income households (earning 80% or less of area median income; $74,000 or less for a family of four) in Leon County are considered cost burdened. In response, the County has prioritized increasing and preserving the stock of affordable housing through policies, partnerships, and investments for low-income households. The following sections provide an overview of County-led programs, policies, partnerships, and investment of various funding sources to address affordable housing needs in the community.

Leon County Housing Programs

Leon County's Housing Services Division administers a wide variety of programs designed to create and maintain affordable homeownership and rental opportunities for low-income individuals and families. The County's programs include the following:

- *Down Payment Assistance*: The County's First-Time Homebuyer Assistance program which provides low- to moderate-income first-time homebuyers with financial assistance for down payment and closing costs associated with the purchase of a home in unincorporated Leon County.
- *Emergency Home Repair:* The County's Emergency Home Repair Program aids low-income homeowners in need of immediate and dire repairs to their homes such as roof leaks and septic tank pump outs in unincorporated Leon County.
- *Home Rehabilitation:* The County's Rehabilitation/Replacement program funds major repairs including full home replacements to preserve affordable homeownership for existing low-income households.
- *Homeownership Development:* The County's Homeownership Development Program provides funding to developers to pay down the development costs associated with the construction of new homes to reduce the purchase cost for low-income first-time homebuyers in unincorporated Leon County and within the City of Tallahassee (City) limits. This program includes partnership with the City to build new homes in neighborhoods that have historically experienced poverty and inequities (Bond, Frenchtown, Griffin Heights, Providence, and South City).
- *Rental Development*: The County's Rental Development Program provides funding to rental developers primarily in the form of gap financing for projects that construct or rehabilitate units dedicated to low-income housing households in unincorporated Leon County and within the City limits. This program includes partnership with the City to construct and rehabilitate rental projects countywide.
- *Clear Title Services*: In partnership with Legal Services of North Florida, the County provides title clearing services to low-income County residents experiencing issues with heirs' property. Heirs' property refers to property inherited without clear legal ownership.

Leon County's State and Federal Funding Partnerships

The primary and dedicated funding source of the County's housing program is the State Housing Initiative Partnership (SHIP) which is allocated by the State of Florida annually. SHIP funds are generated from the Documentary Stamp Tax (Doc Stamp Tax), appropriated by the Florida Legislature, and administered and distributed by the Florida Housing Finance Corporation (FHFC) to local governments (counties and cities) based on population size. The City is also allocated annual SHIP funds. As a result, the County programs are generally dedicated to affordable housing projects outside the City limits except for the Homeownership and Rental Development programs as previously described. Over the past five years, the County has received an average of $840,000 annually in SHIP funds; the City has received an average of $1.7 million during the same period.

In addition to SHIP, the County regularly seeks other funding opportunities to expand and maintain access to affordable housing for the residents of Leon County. In January 2025, the County applied for and was awarded $750,000 in federal Community Development Block Grant (CDBG) from the State to enhance the County's home rehabilitation program. This will allow the County to perform major repairs to the homes of an additional 13 low-income households over the next three years. It is important to note that due to its population size, the City is designated as an "entitlement community", and as a result receives annual federal CDBG funding in the amount of $1.9 million for housing directly from the U.S. Department of Housing and Urban Development. The great majority of local governments in Florida exclusively utilize SHIP and CDBG to fund affordable housing programs.

Other Funding Sources Leveraged for the County's Investment in Affordable Housing

Recognizing the significant need in the community and limited funding provided at the federal and state levels, the County continuously identifies opportunities and resources to enhance its investment and commitment to preserve and increase the stock of affordable housing for low-income residents. As summarized below, these include proceeds from the sales of County owned properties, bond financing through the Housing Finance Authority of Leon County, and local revenue sources (i.e., general revenue and infrastructure surtax).

- *Sales of County-Owned Properties:* A common and best practice adopted by local governments, including the County, is to dedicate the proceeds from the sale of properties to affordable housing programs and services. Florida Statutes require that at least every three years each county prepare an inventory of county-owned property deemed suitable for affordable housing by the Board. Pursuant to the County's Real Estate Policy, when the County sells a property deemed suitable for affordable housing, the proceeds from the sale are provided to the Housing Finance Authority of Leon County (HFA) to invest in affordable housing programs and services. As detailed in the next section, the HFA is a special dependent district of the County, established by the Board to alleviate the shortage of affordable housing (primarily rental) through capital investment and bond financing.

  The proceeds provided to the HFA are a major source of funding of the County's Emergency Home Repair Program which as described earlier offers aid to low-income homeowners in need of immediate and dire repairs to their homes. Over the past five years, the proceeds from the sale of County properties have generated $672,000 to the HFA for the Emergency Home Repair Program which has assisted 63 homeowners.

- *Bond Financing:* According to the Shimberg Center, the highest affordable housing need in Leon County is affordable rental units for very low-income households earning 50% or less of the Area Median Income (AMI) ($46,000 for a household of four). As mentioned earlier, the Board established the HFA specifically to address the need for affordable rental developments. Pursuant to state law, counties are authorized to establish housing finance authorities which can issue bonds upon approval of the Board. Bonds are a significant component (50% - 60%) of funding for the construction of affordable housing rental projects that also typically include federal tax credits and private loans.

  As a result, the County actively partners with the HFA to secure and issue tax-exempt, multifamily housing revenue bonds made available through the State to finance projects

that construct affordable rental developments for low-income households. Over the past five years, in addition to $5.8 million in direct funding, the County has authorized the HFA to issue approximately $195 million in bond financing that has or will develop more than 1,200 affordable rental units over the next 12-18 months. Additionally, within the past several months the Board has authorized the HFA to secure a total of $100 million in additional bond allocation from the State. The bonds will be utilized to fund additional affordable rental projects in Leon County that dedicate units for very low-income households over the next two years (2026 and 2027).

- *Local Revenues for Affordable Rental Housing Gap Financing:* Building on its effort and commitment to addressing the highest affordable housing need in the community, the County very recently enhanced its investment in gap financing for rental development projects with the utilization of existing local revenue (general revenue and infrastructure surtax). As mentioned earlier, the County's Rental Development program provides gap financing for projects that construct or rehabilitate units dedicated to low-income housing households in unincorporated Leon County and within the City limits. A gap in financing occurs when construction costs exceed the traditional revenue (bonds, tax credits, private loans) of rental development projects. In recent years, local governments have provided gap financing to ensure the successful completion of such projects.

  Over the past several years, the County in partnership with the City has utilized one-time COVID-19 related federal funding to provide gap financing for affordable rental projects that have since been exhausted. As mentioned earlier, the County provided $5.8 million in direct funding which was primarily one-time federal dollars. SHIP funds have also been utilized for rental development; however, Florida Statutes limits the amount of annual SHIP funds that can be invested into rental projects (no more than 25%).

  In order to address the exhaustion of federal funds, limitation of the SHIP program, and the need for more rental development in the community, the County recently increased its annual investment in rental development projects. In June 2025, the Board approved $250,000 in general revenue annually for gap financing of affordable housing projects for very low- and extremely low-income households. This additional investment in general revenue to support affordable housing is recurring, subject to Board approval during the annual budget process.

  Additionally, the Blueprint Intergovernmental Agency (IA) Board, which is comprised of the County and City Commissions, established and funded an affordable housing gap financing program in the amount of $250,000 annually through the Office of Economic Vitality (OEV) portion of the one-cent infrastructure surtax (sales tax). As approved by the voters of Leon County, the surtax is utilized to invest in countywide infrastructure projects and economic development activities. The utilization of the one-cent infrastructure tax for affordable housing is consistent with several other local governments in Florida including the counties of Alachua, Collier, Palm Beach, Pinellas, and Sarasota. As a result of the recent actions taken by the Board, the County's annual investment in rental development projects for gap financing increased to $500,000 with the combination of SHIP, general revenue, and the County's share of OEV funds.

- *Property Tax Exemption for Affordable Housing Projects*: In addition to the various funding sources the County utilizes to invest in affordable housing, in early 2026 the Board is scheduled to consider establishing a property tax exemption for affordable housing projects that could result in additional rental units in the community. Pursuant to Florida Statutes, local governments (counties and cities) are authorized to create a property tax exemption for rental developments with at least 50 units that set aside apartments for low-income households and meet other statutory criteria. Staff will bring an agenda item to the Board in January to consider a draft ordinance establishing the property tax exemption for affordable housing projects.

Review of Affordable Housing Provisions in County Charters

Statewide, most county charters do not include language regarding affordable housing. Only four of the 20 charter counties provide for the establishment of an affordable housing trust fund for funding homeownership and/or rental housing programs: Alachua, Brevard, Broward, and Orange Counties (Attachment #1). The provisions within these county charters are very similar to each other and generally memorialize the broad discretion that county commissions already have to establish and implement a trust fund dedicated to affordable housing. The charters do not require an annual minimal financial commitment or prioritize a type of affordable housing program (home ownership, rental, rehabilitation) due to continuously evolving housing needs and trends specific to each community. Only the Broward County Charter establishes an income eligibility ceiling for funds to serve households below 140% of the median annual income.

The four charters include the explicit authority for county commissions to determine the appropriate revenue source(s) for an affordable housing trust fund (i.e., general revenue, sales tax, etc.) as part of the annual budget process and provide conditions for maintaining unexpended revenue within the trust fund or reallocating funds for other governmental purposes. However, Florida Statutes already provides counties (including the Board) with these authorities which the Board has exercised through adopted ordinances, policies, strategic initiatives, enhanced partnerships, and increased investments in affordable housing. In fact, the affordable housing trust fund ordinance adopted by Leon County is consistent with the trust funds established in the four county charters.

Chapter 8, Article V of the Leon County Code of Laws (Code of Laws) adopted by the Board established the local housing assistance trust fund as authorized in Florida Statutes (Attachment #2). The revenue source for the County's trust fund is SHIP funding. As mentioned earlier, SHIP funding is the primary and dedicated revenue source for affordable housing for the County and many local governments. In addition to the housing trust fund, the County ordinance also establishes the local housing assistance plan (LHAP), which serves as the governing document of the County's housing programs (down payment assistance, emergency home repair, etc.), and creates the Affordable Housing Advisory Committee (AHAC). The AHAC is comprised of County residents appointed by the Board that represents various organizations and industries (private developers, residents, not-for-profit organizations, etc.). The AHAC provides recommendations to the Board on affordable housing policies, LHAP, programs, and services. The AHAC recommendations are brought to the Board annually for consideration.

With the comprehensive affordable housing ordinance established in the County's Code of Laws, amending the County's structural governing document is unnecessary to effectuate strategic programmatic and budgetary support for affordable housing (or most program areas). Additionally, placing funding and programmatic requirements in the Charter would not be consistent with the County's approach to addressing and investing in the most pressing issues in the community. In order to respond to the ever-changing human service needs in the community, the County regularly conducts data-driven analysis, collaborates with local stakeholders, and engages impacted residents. This approach has successfully led to improved policies, enhanced partnerships, and increased investments in affordable housing.

As mentioned earlier, county charters generally address large organizational issues focused on the authority, structure, and power of county government rather than specific policy issues. Alternatively, the Committee may wish to make a recommendation encouraging the Board to continue the County's long-standing commitment to increasing and preserving the stock of affordable housing in the community as described in the item. The recommendation would be included as part of the Committee's report for consideration by the Board.

Conclusion

Leon County is dedicated to increasing and preserving the stock of affordable housing through policies, partnerships, and investments. To address the highest affordable housing need of rental units in the community, over just the past five years the County has invested $5.8 million in direct funding and authorized $195 million in bond financing that has or will construct 1,200 new affordable units within the next 12-18 months. The County utilizes all available funding sources to invest in affordable housing including state funding dedicated to affordable housing; federal grants; general revenue (property taxes); infrastructure surtax (sales tax); and bond financing.

Adopting a charter amendment would only serve to highlight the Board existing authority. If this were to occur with every high priority issue, then the County Charter would ultimately include volumes of initiatives, polices, programs, and services that are being addressed by the County. Affordable housing was adopted in the charters of other communities that had not placed a high priority on the issue. However, as presented through its policies, programs, partnerships, and investments that include an established trust fund, Leon County is committed to addressing affordable housing.

County charters generally address large organizational issues focused on the authority, structure, and power of county government rather than specific policy issues. Alternatively, the Committee may wish to make a recommendation encouraging the Board to continue the County's long-standing commitment to increasing and preserving the stock of affordable housing in the community as described in the item. The recommendation would be included as part of the Committee's report for consideration by the Board.

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Options:

1. Accept the report and take no further action.
2. Direct staff to include a recommendation encouraging Leon County to continue its long-standing commitment to increasing and preserving the stock of affordable housing in the community as part of the Citizen Charter Review Committee report.
3. Direct staff to draft a proposed charter amendment on affordable housing as determined by the Citizen Charter Review Committee.
4. Committee direction.

Recommendation:

Option #1

Attachments:

1. County Charters with Affordable Housing Provisions
2. Chapter 8, Article V of the Leon County Code of Laws – Affordable Housing Assistance

County Charters with Affordable Housing Provisions

Alachua

Sec. 1.9. - Alachua County Affordable Housing Trust Fund

(A) *Alachua County* Affordable Housing *Trust Fund established.* The Alachua County Affordable Housing Trust Fund ("Trust Fund") is hereby established.

(B) *Purposes of Trust Fund.* The purpose of the Trust Fund is to provide a continuing, non-lapsing fund for the Alachua County Commission to use to address the need for affordable housing within Alachua County. The Trust Fund will be used to create and sustain affordable housing throughout Alachua County for renters and homeowners, and increase workforce housing opportunities.

(C) *Revenue sources.* The Trust Fund established under this section shall be funded as directed by the County Commission, and may be comprised of the following sources:

(1) Alachua County General Revenue appropriated to the Trust Fund by the County Commission as part of the annual budget;

(2) Funds voluntarily contributed by municipalities that may elect to participate in the Trust Fund and programs funded by the Trust Fund;

(3) Grants or donations of money, property, or any other thing of value made to the Trust Fund;

(4) Mandatory or voluntary payments, including but not limited to fees from new commercial and residential development, made pursuant to the development policies established by ordinance; and

(5) Other sources as established by ordinance.

(D) *Continuing Nature of Trust Fund.* Unless otherwise provided by ordinance or required by applicable law, unspent portions of the Trust Fund established under this Section, repayments of principal and interest on loans provided from the Trust Fund, and interest earned from the deposit or investment of monies from the Trust Fund:

(1) Shall remain in the Trust Fund, to be used exclusively for the purposes of the Trust Fund;

(2) Do not revert to the general revenues of the County; and

(3) Any appropriations do not lapse.

(E) *Administration and Oversight of Trust Fund.* The Trust Fund shall be administered, appropriated, and expended by the County Commission in a manner consistent with the purposes of the Trust Fund as set forth in this section. The Trust Fund shall be administered in a manner that allows the Trust Fund to leverage other sources of public funds and private investment. The Trust Fund shall be included in the annual audit.

(F) *Implementation by Ordinance.* No later than July 1, 2021, the County Commission shall adopt one or more ordinances implementing the provisions of this section, which ordinances may be amended from time to time by the County Commission consistent with the provisions of this section.

Ballot Language (Passed in 2020 with 64% Voter Approval):

> "COUNTY CHARTER AMENDMENT ESTABLISHING ALACHUA COUNTY AFFORDABLE HOUSING TRUST FUND"
>
> Shall the Alachua County Charter be amended to establish an Alachua County Affordable Housing Trust Fund used to create and sustain affordable housing, which may be funded by fees from new commercial and residential development and other sources, all as directed by the County Commission, and to provide for the purposes, revenue sources, appropriation and expenditure of funds, annual audit, continuing nature, implementation by ordinance, and administration and oversight of the Trust Fund?

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Brevard

Sec. 1.9. - Brevard County Workforce and Supportive Housing Trust Fund

(A) The Brevard County Workforce and Supportive Housing Trust Fund is hereby established.

(B) Purpose of Trust Fund. The purpose of the trust fund is to provide a continuing, non-lapsing fund for Brevard County to use to address the need for affordable housing within Brevard County. The trust fund shall be used to create and sustain affordable housing throughout Brevard County for renters and homeowners and to increase workforce housing opportunities.

(C) Revenue sources. The trust fund shall be funded as directed from time to time by the county commission and may be comprised of the following sources:

(1) Funds from the sale of county surplus real property, the funds of which are not otherwise legally committed to other sources; and

(2) Other sources as established from time to time by ordinance.

(D) Continuing nature of trust fund. Unless otherwise provided by ordinance or resolution or required by applicable law, unspent portions of the trust fund, repayments of principal and interest on loans provided from the trust fund and interest earned from the deposit or investment of monies from the trust fund:

(1) Shall remain in the trust fund to be used exclusively for the purposes of the trust fund;

(2) Shall not revert to the general revenues or other funds of the county; and

(3) Any appropriations shall not lapse.

(E) Implementation. Not later than July 1, 2023, the county commission shall adopt one or more ordinances implementing the provisions of this section, which ordinances may be amended from time to time.

Ballot Language (Passed in 2022 with 53% Voter Approval):

"PROPOSAL NO. 6 - WORKFORCE AND SUPPORTIVE HOUSING"

Creates Section 1.9 of the Charter. The amendment establishes an affordable housing trust fund to assist in establishing affordable housing for renters and homeowners to create and increase workforce housing opportunities throughout the county. The trust fund shall be funded as directed by the county commission.

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Broward

Sec. 11.09. - Broward County Affordable Housing Trust Fund

(A) Broward County Affordable Housing Trust Fund established. The Broward County Affordable Housing Trust Fund ("Trust Fund") is hereby established. The purpose of the Trust Fund is to provide a continuing, non-lapsing fund for the Broward County Commission to use to address the need for affordable housing in Broward County, Florida.

(B) Affordable housing; definition; scope. For purposes of this section, "Affordable Housing" shall mean housing intended for very low to moderate income households as defined as follows: Income Eligible Person/Family: means one or more natural persons or a family that has a total annual anticipated income for the household below 140 percent of the median annual income adjusted for family size for households within Broward County.

(C) Purpose of Trust Fund. The Trust Fund will be used to create and sustain affordable housing throughout Broward County for renters and homeowners, and increase workforce housing opportunities.

(D) Revenue sources. The Trust Fund established under this section shall be funded by the County Commission, and may be comprised of the following sources:

(1) Broward County General Revenue appropriated to the Trust Fund by the County Commission as part of the annual budget;

(2) Savings from Expired Tax Increment Financing Payments to Community Redevelopment Agencies within the County;

(3) Funds voluntarily contributed by municipalities that may elect to participate in the Trust Fund and programs funded by the Trust Fund;

(4) Grants or donations made to the Trust Fund;

(5) Mandatory or voluntary payments made pursuant to the development policies established by ordinance; and

(6) Other sources as established by ordinance.

(E) Continuing Nature of Trust Fund. Notwithstanding any other provision of this section, unspent portions of the Trust Fund established under this Section, repayments of principal and interest on loans provided from the Trust Fund, and interest earned from the deposit or investment of monies from the Trust Fund:

(1) Shall remain in the Trust Fund, to be used exclusively for the purposes of the Trust Fund;

(2) Do not revert to the general revenues of the County; and

(3) Any appropriations do not lapse.

(F) Administration and Oversight of Trust Fund. The Trust Fund shall be administered by Broward County in a manner that allows the Trust Fund to leverage other sources of public funds and private investment, a recognized national best practice. The Trust Fund shall be included in the annual audit.

Ballot Language (Passed in 2018 with 73% Voter Approval):

> "BROWARD COUNTY AFFORDABLE HOUSING TRUST FUND"
>
> Shall the Broward County Charter be amended to enact a new Section 11.11 to establish the Broward County Affordable Housing Trust Fund, to provide a definition of "Affordable Housing," and to provide for the purpose of the Trust Fund, the revenue sources for the Trust Fund, the continuing nature of the Trust Fund, and for administration and oversight of the Trust Fund?

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Orange

Sec. 713. – Affordable Housing Trust Fund

(A) Affordable Housing *Trust Fund to remain in continued existence.* The Affordable Housing Trust Fund ("Trust Fund") initially established in Chapter 2, Article VIII, Division 2 of the Orange County Code shall remain in continued existence, as modified from time to time by ordinance in a manner not inconsistent with the requirements of this section.

(B) *Purposes of Trust Fund.* The purpose of the Trust Fund is to provide the financial resources and the leverage necessary to create and preserve affordable housing units in Orange County. The purposes of the Trust Fund may be further specified by ordinance.

(C) *Revenue sources.* The Trust Fund shall be funded as directed by the board of county commissioners. The Trust Fund may be comprised of the following sources:

(1) General revenue fund monies appropriated to the Trust Fund by the board of county commissioners as part of the annual budget;

(2) Funds voluntarily contributed by municipalities that may elect to participate in the Trust Fund and programs funded by the Trust Fund;

(3) Grants or donations of money, property, or any other thing of value made to the Trust Fund;

(4) Mandatory or voluntary payments, including but not limited to fees from new commercial and residential development, made pursuant to development policies established by ordinance; and

(5) Other sources as established by ordinance.

(D) *Continuing Nature of Trust Fund.* Unless otherwise directed by the board of county commissioners or required by applicable law, unspent portions of the Trust Fund, repayments of principal and interest on loans provided from the Trust Fund, and interest earned from the deposit or investment of monies from the Trust Fund:

(1) Shall remain in the Trust Fund, to be used exclusively for the purposes of the Trust Fund;

(2) Do not revert to the general revenues of the County; and

(3) Any appropriations do not lapse.

(E) *Administration and Oversight of Trust Fund.* The Trust Fund shall be administered, appropriated, and expended in a manner consistent with the purposes of the Trust Fund. The Trust Fund shall be administered in a manner that allows the Trust Fund to leverage other sources of public funds and private investment. The Trust Fund shall be included in the annual audit.

(F) *Implementation by Ordinance.* No later than July 1, 2025, the board of county commissioners shall amend Chapter 2, Article VIII, Division 2 of the Orange County Code to implement the minimum requirements of this section. The board of county commissioners may adopt additional implementing ordinances not inconsistent with the requirements of this section.

Ballot Language (Passed in 2024 with 74% Voter Approval):

> "ORANGE COUNTY CHARTER AMENDMENT REQUIRING CONTINUED EXISTENCE OF AFFORDABLE HOUSING TRUST FUND"
>
> Amending the County Charter to require the continued existence of an Affordable Housing Trust Fund used to create and preserve affordable housing, which may be funded by fees from new commercial and residential development and other sources, all as directed by the County Commission, and to provide for purposes, revenue sources, appropriation and expenditure of funds, annual audit, continuing nature, implementation by ordinance, administration, and oversight of the Trust Fund. No financial impact.

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ARTICLE V. AFFORDABLE HOUSING ASSISTANCE

Sec. 8-151. Declaration of policy.

It is hereby declared to be the policy of the county, in the exercise of its police power for the public safety, public health, and general welfare, to support and encourage the initiatives which enhance the availability of and accessibility to affordable housing for all citizens of the county.

(Code 1992, § 8-151; Ord. No. 93-2, § 1(1), 3-30-1993)

Sec. 8-152. Purpose.

This article specifies the provisions statutorily required for the county, as a participant in the state housing initiatives partnership (SHIP) program pursuant to F.S. §§ 420.907 through 420.9079, as amended (the "State Housing Initiatives Partnership Act"), to receive its share of local housing distributions from the local government Housing Trust Fund as defined by F.S. § 420.9071(17), as amended.

(Code 1992, § 8-152; Ord. No. 93-2, § 1(2), 3-30-1993; Ord. No. 94-15, § 1, 7-26-1994; Ord. No. 16-15, § 1, 10-18-2016)

Sec. 8-153. Definitions.

The definitions enumerated in F.S. § 420.9071, as amended, shall apply to the terms used in this article.

(Code 1992, § 8-153; Ord. No. 93-2, § 1(3), 3-30-1993; Ord. No. 16-15, § 1, 10-18-2016)

Sec. 8-154. Local Housing Assistance Trust Fund; local housing assistance plan; responsibility for administration.

(a) There shall be created within the official fiscal and accounting records of the Board of County Commissioners a specifically designated and dedicated Local Housing Assistance Trust Fund (hereinafter referred to as the "trust fund"), which shall be implemented and operated in accordance with F.S. § 420.9075(6), (7), as amended. The trust fund shall be solely reserved for the deposit and expenditure of funds in support of the local housing assistance plan.

(b) The county local housing assistance plan, hereinafter referred to as the "LHAP," shall be adopted by resolution of the Board of County Commissioners and implemented through a local housing partnership as defined in F.S. § 420.9071(18), as amended. The LHAP shall be developed and implemented in accordance with F.S. § 420.9075, as amended.

(c) Responsibility for the administration of the LHAP shall be vested in the County Administrator or designee.

(Code 1992, § 8-154; Ord. No. 93-2, § 1(4), 3-30-1993; Ord. No. 94-15, § 2, 7-26-1994; Ord. No. 16-15, § 1, 10-18-2016)

Sec. 8-155. Reserved.

Sec. 8-156. Affordable housing advisory committee.

(a) *Creation; membership.* There is hereby created the affordable housing advisory committee, hereinafter referred to as the "AHAC." The AHAC membership shall be composed of at least eight members but not more than 11 members. The AHAC shall consist of one duly appointed County Commissioner and one representative from at least six of the first 11 categories listed below:

(1) A citizen who is actively engaged in the residential home building industry in connection with affordable housing.

(2) A citizen who is actively engaged in the banking or mortgage banking industry in connection with affordable housing.

(3) A citizen who is a representative of those areas of labor actively engaged in home building in connection with affordable housing.

(4) A citizen who is actively engaged as an advocate for low-income persons in connection with affordable housing.

(5) A citizen who is actively engaged as a for-profit provider of affordable housing.

(6) A citizen who is actively engaged as a not-for-profit provider of affordable housing.

(7) A citizen who is actively engaged as a real estate professional in connection with affordable housing.

(8) A citizen who actively serves on the local planning agency pursuant to F.S. § 163.3174. If the local planning agency is comprised of the governing board of the county or municipality, the governing board may appoint a designee who is knowledgeable in the local planning process.

(9) A citizen who resides within the jurisdiction of the local governing body making the appointments.

(10) A citizen who represents employers within the jurisdiction.

(11) A citizen who represents essential services personnel, as defined in the local housing assistance plan.

(12) A citizen who currently benefits from a rental housing assistance program, has benefited from an affordable homeownership program, or has experienced an eviction within the ten years preceding their appointment.

(b) *Terms of membership.* The duly appointed County Commissioner shall serve a term on the AHAC beginning on September 29, 2020 and expiring on December 31, 2022. Thereafter, the duly appointed County Commissioner shall be appointed to a two-year term on the AHAC. The terms of the AHAC membership presently appointed shall continue upon the effective date of the ordinance amending this section until the designated expiration dates of membership. Thereafter, the AHAC membership shall be appointed to three-year staggered terms, as set forth in resolution adopted by the Board. Vacancies may be filled at any time by the Board for the unexpired term of a member.

(Code 1992, § 8-156; Ord. No. 08-10, § 1, 5-13-2008; Ord. No. 16-15, § 1, 10-18-2016; Ord. No. 20-17, § 1, 9-29-2020; Ord. No. 24-12, § 1, 9-17-2024)

State law reference(s)—Similar provisions, F.S. § 420.9076(2).

Secs. 8-157—8-159. Reserved.

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM #4

Citizen Charter Review Committee

Agenda Item #4

December 18, 2025

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator

Title: Funding Mechanisms for Healthcare Access for Low-Income Residents

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Abigail Thomas, Director, Office of Human Services and Community Partnerships

Statement of Issue:

As requested by the Committee at the December 4, 2025 meeting, this item provides information on the County's Health Care Program (known as CareNet) and continued strategic investments to expand healthcare access to low-income residents.

Staff Recommendation:

Option #1: Accept the report and take no further action.

Report and Discussion

Background:

As requested by the Committee, this item provides information on the County's Health Care Program (known as CareNet) and continued strategic investments to expand healthcare access to low-income residents. During its December 4, 2025 meeting, the Committee requested further information on funding mechanisms for healthcare access to determine whether to consider a proposed charter amendment.

For more than two decades Leon County has been dedicated to ensuring low-income residents have access to high quality healthcare services. In partnership with local providers, the County has expanded healthcare services to uninsured and underinsured low-income Leon County residents for primary care, mental health, dental care, specialty services, and pharmaceutical services. As described in the item, the County invests a total of $7.7 million in healthcare annually in mandatory and discretionary programs and services.

There are no County charters in Florida that include language regarding the provision of healthcare. County charters generally address large organizational issues focused on the authority, structure, and power of county government. As presented in this item, the Leon County Board of County Commissioners (Board) currently has the statutory authority and has been active in expanding healthcare services for uninsured and underinsured low-income residents in the community. The Board has successfully taken action to expand healthcare access through its policy, programming, and budgetary decisions without amending the Leon County Charter. Alternatively, the Committee may wish to make a recommendation encouraging the Board to continue the County's long-standing dedication to ensure low-income residents have access to high quality healthcare services in the community as described in the item. The recommendation would be included as part of the Committee's report for consideration by the Board.

Analysis:

Healthcare services for uninsured, underinsured, and elderly residents are primarily the statutory responsibility of the federal and/or state governments through programs such as Medicaid, Medicare, and the Affordable Care Act (ACA). However, pursuant to Florida Statutes, counties (both charter and non-charter) are mandated to contribute annually to the Florida Medicaid Program, County Health Departments (the 67 County Health Departments are operated by state employees under the Florida Department of Health) as well as the Baker and Marchman Act mental health and substance use disorder programs. The Florida Legislature annually establishes the level of funding that counties must contribute. For FY 2026, the County is providing $5.9 million in statutorily required contributions. Over the past three years, the County's mandated contribution has increased approximately 15% annually.

In addition to the mandated programs, the County elected to establish the CareNet program to serve as a safety net for residents that are not eligible for healthcare through the state and/or federal programs. Although not required by the State, through CareNet, the County has partnered with local providers to expand access to healthcare for uninsured and underinsured low-income Leon County residents for more than two decades. The County is among very few counties that dedicate

additional local tax revenue to healthcare beyond the state mandated programs. The County invests $1.8 million annually in the CareNet program. As a result, the County invests a total of $7.7 million in healthcare annually.

Leon County Health Care Program (CareNet)

Leon County has historically partnered with local healthcare stakeholders to provide low-income residents with access to critical medical services through CareNet. Annually, the County contracts with Bond Community Health Center (Bond), Neighborhood Medical Center (NMC), Apalachee Center (Apalachee), Capital Medical Society/We Care (We Care), and FAMU Pharmacy to provide low-income uninsured and underinsured residents access to primary care, dental, mental health, specialty care, and/or pharmaceutical services.

Bond and NMC are federally qualified healthcare centers (FQHCs) which receive annual federal funding to provide medical services to residents in Leon County. Apalachee is designated by the State of Florida as the public receiving facility for individuals experiencing mental health and/or substance abuse crisis; Apalachee receives annual funding through the State. Through CareNet, Bond, NMC, and Apalachee are reimbursed for costs incurred to provide primary, dental, and mental health visits to eligible County residents. These visits include services such as general annual physical exams; dental cleanings and extractions; case management services for mental healthcare; and more. To be eligible, a patient of Bond, NMC, or Apalachee must be a Leon County resident, 18 years old or older, and uninsured or underinsured. Additionally, the household income of a patient must be 100% or below the federal poverty level (FPL). The income requirement reflects households that are not eligible for public insurance including Medicaid, Medicare, and the ACA in the State of Florida. For example, the ACA Marketplace offers financial assistance known as subsidies for monthly premiums to enrollees with household incomes above 100% of the FPL. Subsidies are not available for individuals or families in households that earn below 100% of the FPL.

In addition to primary, dental, and mental health services, the County provides funding for specialty care and pharmaceutical services (We Care and FAMU Pharmacy, respectively). The County contracts with WeCare, which recruits medical specialists to provide specialty care to low-income residents at no charge. Specialty care services include but are not limited to cardiology, neurology, internal medicine, orthopedics, and orthodontic care. FAMU Pharmacy provides coordinated pharmacy services to County residents and addresses morbid and mortality of African Americans with Type 2 diabetes through educational programming coordination with local healthcare providers including Bond and NMC.

As mentioned earlier, the County invests $1.8 million annually in the CareNet Program. General revenue is the funding source for the CareNet Program as well as the State mandated County contributions (i.e., Medicaid, etc.). The leveraging of County funding has been critical to expanding healthcare in the community. Over the past three years, the providers have leveraged County funding to secure $7.5 million in state and federal funding to provide primary and mental services to additional uninsured and underinsured local-income County residents.

Regular Community Engagement on the CareNet Program

The County regularly engages with the healthcare partners to ensure that the CareNet Program continues to provide low-income residents with access to critical medical services. Staff meets quarterly with the providers to discuss challenges and opportunities to enhance the program. During these meetings quantitative and qualitative data are evaluated and proposed changes are considered for recommendation to the Board to better position the County's program in addressing the changing healthcare needs of residents in the community. Subsequently, County staff brings proposed program enhancements to the Board for consideration as part of the budget process. Over the past several years this has led to:

- 80% increase in the reimbursement rates since FY 2023 for primary care visits to Bond, NMC, and Apalachee to more accurately reflect the cost of diagnostic and ancillary services, such as laboratory and X-Ray services.
- 40% increase in the reimbursement rates since FY 2024 for dental and mental healthcare visits to Bond, NMC, and Apalachee to include diagnostic and ancillary costs as well as the increased costs of mental healthcare.
- 30% increase in the annual investment since FY 2023 to voluntary and involuntary in-patient mental health services to Apalachee better reflect ongoing rise in costs for personnel and operations.
- 9% increase funding to WeCare since FY 2022 to enhance financial assistance to patients for specialty services including laboratory and transportation costs.

The next meeting with the healthcare partners is anticipated for January 2026. At that time any changes to the CareNet Program such as the eligibility criteria and reimbursement rates would be evaluated and discussed for potential recommendations to the Board as part of the budget process for the next fiscal year (FY 2027). This is consistent with the County's approach to addressing the most pressing human service needs in the community which includes conducting data-driven analysis, collaborating with local stakeholders, and engaging residents.

2006 Indigent Healthcare Sales Tax

Florida Statutes provide counties with a population of less than 800,000 the authority to levy a local option sales tax for indigent healthcare subject to voter approval (section 212.055(7), F.S.). Sales tax referenda are a standalone process prescribed in Florida Statutes which cannot be effectuated through a charter amendment. In 2006, the Board of County Commissioners placed a referendum on the ballot for voters to consider a local option ½ cent sales tax to support primary healthcare for low-income residents in our community. Despite the stigma associated with a new ½ cent sales tax and the potential of Leon County having the highest sales tax in the state, the referendum was placed on the 2006 General Election ballot in response to the escalating costs for health insurance, feedback from local healthcare providers, and input from the ministerial community on the long-term financial costs associated with health emergencies. In November 2006, more than three years prior to the passage of the national Affordable Care Act, 60% of Leon County voters rejected the ½ cent sales tax for indigent healthcare. Following voter rejection of the sales tax, the County continued to support primary healthcare needs with ad valorem revenues (property taxes) as previously described in this agenda item.

County Charter Provisions Related to Healthcare Access

In summary, although healthcare services for uninsured, underinsured, and elderly residents are primarily the statutory responsibility of the federal and/or state governments, Leon County has been dedicated to ensuring low-income residents have access to high quality healthcare services in the community. Beyond the mandated financial support counties provide for several state healthcare programs, the County has dedicated additional local tax revenue to expand healthcare access for uninsured and underinsured low-income residents through the CareNet Program. In partnership with local providers, CareNet provides access to primary, dental, mental health, and specialty care, and pharmaceutical services. In total, the FY 2026 County budget invests $7.7 million for the provision of healthcare services.

As presented in the item, the Board currently has the authority and has been active in expanding healthcare services for uninsured and underinsured local income residents in the community. The Board has successfully taken action to expand healthcare access through its policy, programming, and budgetary decisions without the need for a charter change. Additionally, county charters generally address large organizational issues focused on the authority, structure, and power of county government. For these reasons, there are no county charters in Florida that include language regarding the provision of healthcare. Alternatively, the Committee may wish to make a recommendation encouraging the Board to continue the County's long-standing commitment to ensure low-income residents have access to high quality healthcare services in the community as described in the item. The recommendation would be included as part of the Committee's report for consideration by the Board.

Options:

1. Accept the report and take no further action.
2. Direct staff to include a recommendation encouraging Leon County to continue its long-standing commitment to ensure low-income residents have access to high quality healthcare services in the community as part of the Citizen Charter Review Committee report.
3. Direct staff to draft a proposed charter amendment on access to healthcare as determined by the Citizen Charter Review Committee.
4. Board direction.

Recommendation:

Option #1.

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

SUMMARY OF COMMITTEE PROPOSALS

CHARTER REVIEW COMMITTEE PROPOSALS

ESTABLISHMENT OF INSPECTOR GENERAL (KESSLER)

Committee Action: Advanced for analysis at 11/20 meeting.

☐ Anticipated Meeting Date: January 8th or 22nd

SELECTION/TERMINATION OF COUNTY ADMINISTRATOR (HERRLE)

Committee Action: Not advanced at 11/20 meeting.

COUNTY COMMISSION COMPENSATION (HERRLE)

Committee Action: Not advanced at 12/4 meeting.

FUNDING MECHANISM FOR AFFORDABLE HOUSING (HERRLE)

Committee Action: Advanced for analysis at 12/4 meeting.

☐ Anticipated Meeting Date: December 18th

FUNDING MECHANISM FOR FIRE SERVICES (HERRLE)

Committee Action: Not advanced at 12/4 meeting.

LEON COUNTY BILL OF RIGHTS (HERRLE)

Committee Action: Advanced for analysis at 12/4 meeting.

☐ Anticipated Meeting Date: January 8th or 22nd

PRIORITIZATION OF FOOD SECURITY (STROUBLE)

Committee Action: Advanced for analysis at 12/4 meeting.

☐ Anticipated Meeting Date: December 18th

COMMUNITY RESTORATION FOR HISTORIC HARM (STROUBLE)

Committee Action: Advanced for analysis at 12/4 meeting.

☐ Anticipated Meeting Date: January 8th or 22nd

COUNTY/CITY CONSOLIDATION (LEWIS)

Committee Action: Advanced for analysis at 12/4 meeting.

☐ Anticipated Meeting Date: December 18th

FUNDING MECHANISM TO EXPAND PRIMARY HEALTHCARE (ROBINSON)

Committee Action: Advanced for analysis at 12/4 meeting.

☐ Anticipated Meeting Date: December 18th

Citizen Charter Review Committee

January 8, 2026
11:30 a.m. – 1:30 p.m.
Leon County Main Library
Programming Room

AGENDA

1. Call to Order and Opening — Mary Ann Lindley, Chair

Consent

2. Approval of December 18, 2025 Meeting Minutes

3. Receipt & File of Written Public Comments

Public Comment

General Business

- Committee Discussion on Proposed Charter Amendments
  (Final Opportunity for Introduction of New Proposals)

- Item #1: Funding Mechanisms for Affordable Housing (pg. 10)

- Item #2: Funding Mechanisms for Healthcare Access for Low-Income Residents (pg. 28)

The next meeting of the Citizen Charter Review Committee will take place on Thursday, January 22, 2026.

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

APPROVAL OF DECEMBER 18, 2025 MEETING MINUTES

Citizen Charter Review Committee
December 18, 2025
11:30 a.m. – 1:30 p.m.
Leon County Main Library
Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on December 18, 2025, at 11:30 a.m. in the Leon County Main Library with Committee members Mary Ann Lindley, Chauncy Haynes, Darryl Jones, Linda Bond Edwards, Henry Lewis, III, Bruce Strouble, Jr., Howard Kessler, Ryan Ray, Liz Ellis, Joey Davis, Barry Wilcox, Katrina Tuggerson, Temple Robinson, Max Herrle, Shamarial Roberson, Heidi Otway, Sean Pittman and Jarrett Terry in attendance. Also present were Assistant County Administrator Ken Morris, Assistant County Administrator Shington Lamy, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Director of the Office of Human Services and Community Partnerships Abby Thomas, Management Analyst Cameron Williams, and Clerks to the Board, Beryl Wood and Daniel J. Antonaccio.

Absent Members: William Smith, Slaton Murray and Anita Favors.

Call to Order and Opening Mary Ann Lindley, Chair

Chair Lindley called the meeting to order at 11:30 a.m.

Nicki Hatch advised the Committee that the audio team was experiencing technical issues and requested that those planning to provide public comments submit their speaker cards to her.

Consent:

Ryan Ray moved, seconded by Linda Bond Edwards, to approve the consent agenda as presented.

- *Vice Chairman Chauncy Haynes arrived at 11:31 a.m.*
- *Shamarial Roberson and Temple Robinson arrived at 11:32 a.m.*
- *Darryl Jones and Heidi Otway arrived at 11:39 a.m.*
- *Sean Pittman arrived at 11:42 a.m.*

The motion carried 18 – 0 with Committee Members Anita Favors, Slaton Murray and William Smith not present.

Approval of December 4, 2025 Meeting Minutes

Receipt & File of Written Public Comments

Public Comment:

- Mary Miaisha Mitchell, 1009 Ellington Court, addressed the Committee regarding food insecurity in Leon County, with particular emphasis on its impact on youth. She urged the Committee to move forward with consideration of this item, highlighting the importance of farm-to-table programs to support children and families in the future.

- Camille Lewis, 1689 Corey Wood Circle, addressed the Committee stating that Leon County's food challenges stem from a lack of coordinated structure rather than a lack of programs. She advocated for a charter amendment to establish food access and food system resilience as a county responsibility, including creation of an Office of Food Systems, a countywide food system plan with measurable goals, and annual public reporting to ensure accountability and long-term durability.
- Lynn Jones, 3211 Notre Dame Street, spoke in support of addressing food insecurity. She highlighted the role of community gardens in supporting youth development and discussed ways to better support children.
- Melanie Andrade Williams, 3349 Argonaut Drive, spoke in support of addressing food insecurity. She referenced Leon County's strategic initiative related to food insecurity, requesting the inclusion of additional goals. She asked that staff return with proposed Charter language for the Committee's consideration.
- Tiffany Hill, 1401 Lola Drive, addressed the Committee regarding affordable housing options and noted that HUD grant funding could be pursued.

General Business:

Item #1: Status Report on City-County Consolidation in Florida

Assistant County Administrator Ken Morris introduced the item, noting that the remaining three items would be presented by Shington Lamy and Abby Thomas, who can speak on human services trends, community needs, the CHSP process, and County and City investments. Ken Morris stated that the human services items were grouped together to provide the Committee with a comprehensive understanding of service delivery, gaps, and coordination between public and nonprofit agencies. He also noted that after discussion of the agenda items, there will be another opportunity for Committee members to offer additional Charter amendment concepts for future consideration.

Ken Morris explained that in November the Board of County Commissioners requested a status report on City and County consolidation, including how the process would work and general pros and cons. That item was prepared for the Board's December 9 meeting. At the Committee's prior meeting, members requested that the same materials be presented for review and discussion. Therefore, the Board agenda materials were included in the Committee's packet. He provided an overview of the consolidation process, noting that consolidation would require development of a comprehensive consolidation plan, adoption by the Legislature through a special act, and approval by voters via referendum. He explained that a consolidation plan would need to address numerous issues including governance structure, staffing, salaries, contracts, unions, retirement benefits, and debt. On December 9, the Board directed staff to bring back draft language for a non-binding straw ballot question for the November 2026 General Election to gauge community interest in consolidation. Based on the Board's action, he stated that no action by the Committee was recommended at this time, but staff welcomed feedback and questions.

Sean Pittman asked whether the County considered potential savings for the community which would be important in drafting ballot language.

Ken Morris clarified that the item focused on the consolidation process, and that any cost or savings analysis would occur during development of a consolidation plan. He further clarified that this is a non-binding straw ballot intended to assess public interest.

Barry Wilcox asked for clarification regarding next steps should the straw ballot indicate support for consolidation.

Ken Morris explained that following a favorable vote, the County Commission would need to determine whether to proceed jointly with the City or independently engage the Legislative Delegation. Mr. Morris noted that a fully executed consolidation could take several years as it requires the development of a consolidation plan, approval by the Legislature, approval by voters, and a transition period.

Ryan Ray commented that, given current community needs and broader governance challenges, consolidation was not advisable at this time. He expressed concerns about limiting local capacity and involving the Legislature in local governance decisions.

Max Herrle inquired about the items that will come back to the Board regarding consolidation. He also asked about the Board's voting threshold for placing this topic on the ballot.

Ken Morris responded that an item discussing draft language for the ballot will be presented to the Board in the spring. A simple majority vote of the Board is needed to place the straw ballot question on the ballot.

Barry Wilcox commented on the concept of functional consolidation. He asked whether functional consolidation between the City and County had been examined to identify duplicative efforts and inquired about the process for evaluating such consolidation.

Ken Morris clarified that functional consolidation can be implemented through an interlocal agreement between the City and the County.

Vice Chairman Chauncy Haynes moved, seconded by Ryan Ray, for Option #1: Accept the report and take no further action.

The motion carried 18 – 0 with Committee Members Anita Favors, Slaton Murray and William Smith not present.

Item #2: Food Insecurity Provisions

Assistant County Administrator Shington Lamy introduced the item, noting that Leon County established a department dedicated to food security efforts in 2022. He also noted that no other county charters in Florida include the specific issue of food insecurity. Mr. Lamy outlined options for the Committee, including encouraging the Board to continue its commitment to reducing food insecurity through a recommendation in the Committee's final report, or moving forward with a Charter amendment.

Darryl Jones stated that food security has long been a County priority and remarked that a government's values are reflected in how it allocates funding. He expressed that codifying these values in the Charter could protect them from changes resulting from elections or political shifts.

Linda Bond Edwards expressed concern regarding the apparent disconnect between information presented by staff and testimony provided by public speakers. She noted that despite existing efforts, food insecurity persists, suggesting that the overall structure may require further evaluation.

Shington Lamy stated that the County does not have authority to mandate actions by entities such as Leon County Schools and that a Charter amendment would replicate authority that the County already has.

County Attorney O'Steen directed the Committee's attention to Article IX, Section 4 of the Florida Constitution, noting that counties lack authority over school districts. She explained that prior County actions, including mandatory mask requirements, explicitly excluded schools due to this limitation. She further discussed Charter provisions related to funding, noting that while some charters require funding for specific purposes, they typically avoid prescribing exact dollar amounts and instead leave discretion to the governing board. She also explained that proposed charter amendments in other jurisdictions to limit a county's revenue generation have been preempted by Chapters 129 and 200, Florida Statutes, and that there is no case law supporting Charter-mandated funding.

Bruce Strouble, Jr., provided a separate handout to the Committee and commended the efforts of the County's Office of Human Services and Community Partnerships. He emphasized that food insecurity increased significantly during the COVID-19 pandemic, particularly among vulnerable populations. He cited examples of bodies created by other jurisdictions to address this issue, including New York City's Offices of Food Policy and Urban Agriculture as well as Philadelphia's Office of Sustainability.

Bruce Strouble, Jr., moved, seconded by Heidi Otway, to direct staff to bring back charter language establishing a County duty for food access and food system resilience, creating an office of food systems under the executive branch to monitor efforts, and requiring a countywide food systems plan, annual reporting, countywide minimum standards, and that an ordinance be made within 12 months of a charter amendment being passed.

The motion was not voted on.

Shamarial Roberson raised concerns regarding fiscal impacts, adjacent programs, and federal regulations. She questioned how a Charter amendment would address these complexities and suggested a policy-based approach focused on measurable outcomes, a countywide plan, and a coordinating committee.

Katrina Tuggerson noted the involvement of the Capital City Chamber of Commerce in recent food system initiatives and referenced ongoing coordination with County staff to secure grants and address service gaps.

Heidi Otway highlighted that beginning in October 2026, Florida will assume responsibility for SNAP administration and urged prioritization of food security in advance of these changes.

Chair Lindley asked whether a policy recommendation would allow for a more timely response.

Nicki Hatch stated that the March 2026 County Commission meeting would include all proposals and policy recommendations for the Board's consideration.

Darryl Jones distinguished between Charter language and strategic planning, emphasizing that Charter provisions should empower rather than constrain, and cautioned against overly prescriptive language that could affect voter support.

Vice Chairman Chauncy Haynes made a substitute motion, seconded by Liz Ellis, for Option #2: Direct staff to include a recommendation encouraging Leon County to continue its long-standing commitment to reduce food insecurity in the community as part of the Citizen Charter Review Committee report.

The motion failed 11 – 7 with Chair Mary Ann Lindley, Vice Chairman Chauncy Haynes, Linda Bond Edwards, Liz Ellis, Heidi Otway, Shamarial Roberson and Barry Wilcox in favor of the motion. Committee Members Anita Favors, Slaton Murray and William Smith were not present.

Bruce Strouble, Jr., stated that any proposed structure would be subject to annual appropriation and would establish minimum standards rather than fixed funding amounts.

Darryl Jones made a substitute motion, seconded by Jarrett Terry, for Option #3: Direct staff to draft a proposed charter amendment on food insecurity as determined by the Citizen Charter Review Committee.

The motion carried 18 – 0 with Committee Members Anita Favors, Slaton Murray and William Smith not present.

Max Herrle asked whether items not yet discussed could be modified based on stakeholder input and whether attachments could be submitted.

Nicki Hatch confirmed that stakeholders may submit materials through public comment. She explained that they would take up remaining items during the Jan 8, 2026 Committee meeting.

Item #3: Funding Mechanisms for Affordable Housing

Item #4: Funding Mechanisms for Healthcare Access for Low-Income Residents

Committee Discussion on Proposed Charter Amendments

Motion to adjourn:

Ryan Ray moved, seconded by Max Herrle, to adjourn the meeting.

The motion carried 18 – 0 with Committee Members Anita Favors, Slaton Murray and William Smith not present.

Chair Lindley adjourned the meeting at 1:29 p.m.

ATTEST:

_____
Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

_____
Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

RECEIPT AND FILE OF WRITTEN PUBLIC COMMENTS

(To be electronically distributed Wednesday before the meeting)

From: T Young <trishayyoung@gmail.com>

Sent: Wednesday, December 17, 2025 10:14 PM

To: Charter Review Process <CCRC@leoncountyfl.gov>

Subject: Support for the Restoration of Communities Amendment (RCA)

Good afternoon. My name is Trishay Young and I live in the 32310 zip code. I'm here because I believe government has a responsibility not just to grow the county, but to repair the harm its own decisions have caused.

The RCA does not mandate spending or raise taxes. It creates a framework that requires the county to acknowledge and consider past public-policy harm when making major decisions.

Counties across the country use their home-rule authority to place equity and restoration principles into their governing documents. Leon County has the same authority.

This amendment ensures that future generations inherit a county that remembers its history, learns from it, and governs more responsibly. Please support the RCA.

Thank you,

Mrs. Young

"Look at Life through an Eagle's Eyes"

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM #1

Citizen Charter Review Committee

Agenda Item #1

January 8, 2026

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator

Title: Funding Mechanisms for Affordable Housing

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Abigail Thomas, Director, Human Services & Community Partnerships Jelani Marks, Housing Services Manager

Statement of Issue:

As requested by the Committee at its December 4, 2025 meeting, this item provides information on funding available to the County to support affordable housing needs and highlights the County's commitment and continued strategic investment to increase and preserve the stock of affordable housing in the community. As presented in the item, the County utilizes all available funding sources to invest in affordable housing including general revenue (property taxes), infrastructure surtax (sales tax), grants, and bond financing.

Staff Recommendation:

Option #1: Accept the report and take no further action.

Report and Discussion

Background:

As requested by the Committee, this item provides information on funding available to the County for affordable housing and highlights the County's commitment and continued strategic investment to increase and preserve the stock of affordable housing in the community. During its December 4, 2025 meeting, the Committee requested further information on funding mechanisms available to the County to support affordable housing to determine whether to consider a proposed charter amendment.

Leon County is dedicated to increasing and preserving the stock of affordable housing. To address the highest affordable housing need of rental units in the community, over just the past five years the County has invested $5.8 million in direct funding and authorized $195 million in bond financing that has or will construct 1,200 new affordable units within the next 12-18 months. As presented in the item, the County utilizes all available funding sources to invest in affordable housing including state funding dedicated to affordable housing; federal grants; general revenue (property taxes); infrastructure surtax (sales tax); and bond financing. These revenues support a variety of affordable housing programs and services such as down payment assistance, emergency home repair, home rehabilitation, homeownership development, and rental development that are increasing and preserving the stock affordable housing. The Analysis section details the County's long history of commitment to increasing and preserving the stock of affordable housing in the community through County-led policies, programs, partnerships, and investments.

As subsequently presented, most county charters do not include language regarding affordable housing. County charters generally address large organizational issues focused on the authority, structure, and power of county government. Only four of the 20 charter counties include affordable housing provisions that generally memorialize the broad discretion and authority already available to county commissions. As demonstrated in the Analysis, the Leon County Board of County Commissioners (Board) currently has the authority and actively addresses affordable housing needs through its policy, programming and budgetary decisions without the need for a charter change. Alternatively, the Committee may wish to make a recommendation encouraging the Board to continue the County's long-standing commitment to increasing and preserving the stock of affordable housing in the community as described in the item. The recommendation would be included as part of the Committee's report for consideration by the Board.

Analysis:

The state and federal governments define affordable housing as housing that costs no more than 30% of the household's total income. Households that must spend more than 30% of their total income for housing expenses are considered "cost burdened". According to the Shimberg Center for Housing Studies at the University of Florida (Shimberg Center), approximately 59% of low-income households (earning 80% or less of area median income; $74,000 or less for a family of four) in Leon County are considered cost burdened. In response, the County has prioritized increasing and preserving the stock of affordable housing through policies, partnerships, and investments for low-income households. The following sections provide an overview of County-led programs, policies, partnerships, and investment of various funding sources to address affordable housing needs in the community.

Leon County Housing Programs

Leon County's Housing Services Division administers a wide variety of programs designed to create and maintain affordable homeownership and rental opportunities for low-income individuals and families. The County's programs include the following:

- *Down Payment Assistance*: The County's First-Time Homebuyer Assistance program which provides low- to moderate-income first-time homebuyers with financial assistance for down payment and closing costs associated with the purchase of a home in unincorporated Leon County.
- *Emergency Home Repair:* The County's Emergency Home Repair Program aids low-income homeowners in need of immediate and dire repairs to their homes such as roof leaks and septic tank pump outs in unincorporated Leon County.
- *Home Rehabilitation:* The County's Rehabilitation/Replacement program funds major repairs including full home replacements to preserve affordable homeownership for existing low-income households.
- *Homeownership Development:* The County's Homeownership Development Program provides funding to developers to pay down the development costs associated with the construction of new homes to reduce the purchase cost for low-income first-time homebuyers in unincorporated Leon County and within the City of Tallahassee (City) limits. This program includes partnership with the City to build new homes in neighborhoods that have historically experienced poverty and inequities (Bond, Frenchtown, Griffin Heights, Providence, and South City).
- *Rental Development*: The County's Rental Development Program provides funding to rental developers primarily in the form of gap financing for projects that construct or rehabilitate units dedicated to low-income housing households in unincorporated Leon County and within the City limits. This program includes partnership with the City to construct and rehabilitate rental projects countywide.
- *Clear Title Services*: In partnership with Legal Services of North Florida, the County provides title clearing services to low-income County residents experiencing issues with heirs' property. Heirs' property refers to property inherited without clear legal ownership.

Leon County's State and Federal Funding Partnerships

The primary and dedicated funding source of the County's housing program is the State Housing Initiative Partnership (SHIP) which is allocated by the State of Florida annually. SHIP funds are generated from the Documentary Stamp Tax (Doc Stamp Tax), appropriated by the Florida Legislature, and administered and distributed by the Florida Housing Finance Corporation (FHFC) to local governments (counties and cities) based on population size. The City is also allocated annual SHIP funds. As a result, the County programs are generally dedicated to affordable housing projects outside the City limits except for the Homeownership and Rental Development programs as previously described. Over the past five years, the County has received an average of $840,000 annually in SHIP funds; the City has received an average of $1.7 million during the same period.

In addition to SHIP, the County regularly seeks other funding opportunities to expand and maintain access to affordable housing for the residents of Leon County. In January 2025, the County applied for and was awarded $750,000 in federal Community Development Block Grant (CDBG) from the State to enhance the County's home rehabilitation program. This will allow the County to perform major repairs to the homes of an additional 13 low-income households over the next three years. It is important to note that due to its population size, the City is designated as an "entitlement community", and as a result receives annual federal CDBG funding in the amount of $1.9 million for housing directly from the U.S. Department of Housing and Urban Development. The great majority of local governments in Florida exclusively utilize SHIP and CDBG to fund affordable housing programs.

Other Funding Sources Leveraged for the County's Investment in Affordable Housing

Recognizing the significant need in the community and limited funding provided at the federal and state levels, the County continuously identifies opportunities and resources to enhance its investment and commitment to preserve and increase the stock of affordable housing for low-income residents. As summarized below, these include proceeds from the sales of County owned properties, bond financing through the Housing Finance Authority of Leon County, and local revenue sources (i.e., general revenue and infrastructure surtax).

- *Sales of County-Owned Properties:* A common and best practice adopted by local governments, including the County, is to dedicate the proceeds from the sale of properties to affordable housing programs and services. Florida Statutes require that at least every three years each county prepare an inventory of county-owned property deemed suitable for affordable housing by the Board. Pursuant to the County's Real Estate Policy, when the County sells a property deemed suitable for affordable housing, the proceeds from the sale are provided to the Housing Finance Authority of Leon County (HFA) to invest in affordable housing programs and services. As detailed in the next section, the HFA is a special dependent district of the County, established by the Board to alleviate the shortage of affordable housing (primarily rental) through capital investment and bond financing.

  The proceeds provided to the HFA are a major source of funding of the County's Emergency Home Repair Program which as described earlier offers aid to low-income homeowners in need of immediate and dire repairs to their homes. Over the past five years, the proceeds from the sale of County properties have generated $672,000 to the HFA for the Emergency Home Repair Program which has assisted 63 homeowners.

- *Bond Financing:* According to the Shimberg Center, the highest affordable housing need in Leon County is affordable rental units for very low-income households earning 50% or less of the Area Median Income (AMI) ($46,000 for a household of four). As mentioned earlier, the Board established the HFA specifically to address the need for affordable rental developments. Pursuant to state law, counties are authorized to establish housing finance authorities which can issue bonds upon approval of the Board. Bonds are a significant component (50% - 60%) of funding for the construction of affordable housing rental projects that also typically include federal tax credits and private loans.

As a result, the County actively partners with the HFA to secure and issue tax-exempt, multifamily housing revenue bonds made available through the State to finance projects that construct affordable rental developments for low-income households. Over the past five years, in addition to $5.8 million in direct funding, the County has authorized the HFA to issue approximately $195 million in bond financing that has or will develop more than 1,200 affordable rental units over the next 12-18 months. Additionally, within the past several months the Board has authorized the HFA to secure a total of $100 million in additional bond allocation from the State. The bonds will be utilized to fund additional affordable rental projects in Leon County that dedicate units for very low-income households over the next two years (2026 and 2027).

- *Local Revenues for Affordable Rental Housing Gap Financing:* Building on its effort and commitment to addressing the highest affordable housing need in the community, the County very recently enhanced its investment in gap financing for rental development projects with the utilization of existing local revenue (general revenue and infrastructure surtax). As mentioned earlier, the County's Rental Development program provides gap financing for projects that construct or rehabilitate units dedicated to low-income housing households in unincorporated Leon County and within the City limits. A gap in financing occurs when construction costs exceed the traditional revenue (bonds, tax credits, private loans) of rental development projects. In recent years, local governments have provided gap financing to ensure the successful completion of such projects.

  Over the past several years, the County in partnership with the City has utilized one-time COVID-19 related federal funding to provide gap financing for affordable rental projects that have since been exhausted. As mentioned earlier, the County provided $5.8 million in direct funding which was primarily one-time federal dollars. SHIP funds have also been utilized for rental development; however, Florida Statutes limits the amount of annual SHIP funds that can be invested into rental projects (no more than 25%).

  In order to address the exhaustion of federal funds, limitation of the SHIP program, and the need for more rental development in the community, the County recently increased its annual investment in rental development projects. In June 2025, the Board approved $250,000 in general revenue annually for gap financing of affordable housing projects for very low- and extremely low-income households. This additional investment in general revenue to support affordable housing is recurring, subject to Board approval during the annual budget process.

  Additionally, the Blueprint Intergovernmental Agency (IA) Board, which is comprised of the County and City Commissions, established and funded an affordable housing gap financing program in the amount of $250,000 annually through the Office of Economic Vitality (OEV) portion of the one-cent infrastructure surtax (sales tax). As approved by the voters of Leon County, the surtax is utilized to invest in countywide infrastructure projects and economic development activities. The utilization of the one-cent infrastructure tax for affordable housing is consistent with several other local governments in Florida including the counties of Alachua, Collier, Palm Beach, Pinellas, and Sarasota.

As a result of the recent actions taken by the Board, the County's annual investment in rental development projects for gap financing increased to $500,000 with the combination of SHIP, general revenue, and the County's share of OEV funds.

- *Property Tax Exemption for Affordable Housing Projects*: In addition to the various funding sources the County utilizes to invest in affordable housing, in early 2026 the Board is scheduled to consider establishing a property tax exemption for affordable housing projects that could result in additional rental units in the community. Pursuant to Florida Statutes, local governments (counties and cities) are authorized to create a property tax exemption for rental developments with at least 50 units that set aside apartments for low-income households and meet other statutory criteria. Staff will bring an agenda item to the Board in January to consider a draft ordinance establishing the property tax exemption for affordable housing projects.

Review of Affordable Housing Provisions in County Charters

Statewide, most county charters do not include language regarding affordable housing. Only four of the 20 charter counties provide for the establishment of an affordable housing trust fund for funding homeownership and/or rental housing programs: Alachua, Brevard, Broward, and Orange Counties (Attachment #1). The provisions within these county charters are very similar to each other and generally memorialize the broad discretion that county commissions already have to establish and implement a trust fund dedicated to affordable housing. The charters do not require an annual minimal financial commitment or prioritize a type of affordable housing program (home ownership, rental, rehabilitation) due to continuously evolving housing needs and trends specific to each community. Only the Broward County Charter establishes an income eligibility ceiling for funds to serve households below 140% of the median annual income.

The four charters include the explicit authority for county commissions to determine the appropriate revenue source(s) for an affordable housing trust fund (i.e., general revenue, sales tax, etc.) as part of the annual budget process and provide conditions for maintaining unexpended revenue within the trust fund or reallocating funds for other governmental purposes. However, Florida Statutes already provides counties (including the Board) with these authorities which the Board has exercised through adopted ordinances, policies, strategic initiatives, enhanced partnerships, and increased investments in affordable housing. In fact, the affordable housing trust fund ordinance adopted by Leon County is consistent with the trust funds established in the four county charters.

Chapter 8, Article V of the Leon County Code of Laws (Code of Laws) adopted by the Board established the local housing assistance trust fund as authorized in Florida Statutes (Attachment #2). The revenue source for the County's trust fund is SHIP funding. As mentioned earlier, SHIP funding is the primary and dedicated revenue source for affordable housing for the County and many local governments. In addition to the housing trust fund, the County ordinance also establishes the local housing assistance plan (LHAP), which serves as the governing document of the County's housing programs (down payment assistance, emergency home repair, etc.), and creates the Affordable Housing Advisory Committee (AHAC). The AHAC is comprised of County residents appointed by the Board that represents various organizations and industries (private developers, residents, not-for-profit organizations, etc.). The AHAC provides

recommendations to the Board on affordable housing policies, LHAP, programs, and services. The AHAC recommendations are brought to the Board annually for consideration.

With the comprehensive affordable housing ordinance established in the County's Code of Laws, amending the County's structural governing document is unnecessary to effectuate strategic programmatic and budgetary support for affordable housing (or most program areas). Additionally, placing funding and programmatic requirements in the Charter would not be consistent with the County's approach to addressing and investing in the most pressing issues in the community. In order to respond to the ever-changing human service needs in the community, the County regularly conducts data-driven analysis, collaborates with local stakeholders, and engages impacted residents. This approach has successfully led to improved policies, enhanced partnerships, and increased investments in affordable housing.

As mentioned earlier, county charters generally address large organizational issues focused on the authority, structure, and power of county government rather than specific policy issues. Alternatively, the Committee may wish to make a recommendation encouraging the Board to continue the County's long-standing commitment to increasing and preserving the stock of affordable housing in the community as described in the item. The recommendation would be included as part of the Committee's report for consideration by the Board.

Conclusion

Leon County is dedicated to increasing and preserving the stock of affordable housing through policies, partnerships, and investments. To address the highest affordable housing need of rental units in the community, over just the past five years the County has invested $5.8 million in direct funding and authorized $195 million in bond financing that has or will construct 1,200 new affordable units within the next 12-18 months. The County utilizes all available funding sources to invest in affordable housing including state funding dedicated to affordable housing; federal grants; general revenue (property taxes); infrastructure surtax (sales tax); and bond financing.

Adopting a charter amendment would only serve to highlight the Board existing authority. If this were to occur with every high priority issue, then the County Charter would ultimately include volumes of initiatives, polices, programs, and services that are being addressed by the County. Affordable housing was adopted in the charters of other communities that had not placed a high priority on the issue. However, as presented through its policies, programs, partnerships, and investments that include an established trust fund, Leon County is committed to addressing affordable housing.

County charters generally address large organizational issues focused on the authority, structure, and power of county government rather than specific policy issues. Alternatively, the Committee may wish to make a recommendation encouraging the Board to continue the County's long-standing commitment to increasing and preserving the stock of affordable housing in the community as described in the item. The recommendation would be included as part of the Committee's report for consideration by the Board.

Options:

1. Accept the report and take no further action.
2. Direct staff to include a recommendation encouraging Leon County to continue its long-standing commitment to increasing and preserving the stock of affordable housing in the community as part of the Citizen Charter Review Committee report.
3. Direct staff to draft a proposed charter amendment on affordable housing as determined by the Citizen Charter Review Committee.
4. Committee direction.

Recommendation:

Option #1

Attachments:

1. County Charters with Affordable Housing Provisions
2. Chapter 8, Article V of the Leon County Code of Laws – Affordable Housing Assistance

County Charters with Affordable Housing Provisions

Alachua

Sec. 1.9. - Alachua County Affordable Housing Trust Fund

(A) *Alachua County* Affordable Housing *Trust Fund established.* The Alachua County Affordable Housing Trust Fund ("Trust Fund") is hereby established.

(B) *Purposes of Trust Fund.* The purpose of the Trust Fund is to provide a continuing, non-lapsing fund for the Alachua County Commission to use to address the need for affordable housing within Alachua County. The Trust Fund will be used to create and sustain affordable housing throughout Alachua County for renters and homeowners, and increase workforce housing opportunities.

(C) *Revenue sources.* The Trust Fund established under this section shall be funded as directed by the County Commission, and may be comprised of the following sources:

(1) Alachua County General Revenue appropriated to the Trust Fund by the County Commission as part of the annual budget;

(2) Funds voluntarily contributed by municipalities that may elect to participate in the Trust Fund and programs funded by the Trust Fund;

(3) Grants or donations of money, property, or any other thing of value made to the Trust Fund;

(4) Mandatory or voluntary payments, including but not limited to fees from new commercial and residential development, made pursuant to the development policies established by ordinance; and

(5) Other sources as established by ordinance.

(D) *Continuing Nature of Trust Fund.* Unless otherwise provided by ordinance or required by applicable law, unspent portions of the Trust Fund established under this Section, repayments of principal and interest on loans provided from the Trust Fund, and interest earned from the deposit or investment of monies from the Trust Fund:

(1) Shall remain in the Trust Fund, to be used exclusively for the purposes of the Trust Fund;

(2) Do not revert to the general revenues of the County; and

(3) Any appropriations do not lapse.

(E) *Administration and Oversight of Trust Fund.* The Trust Fund shall be administered, appropriated, and expended by the County Commission in a manner consistent with the purposes of the Trust Fund as set forth in this section. The Trust Fund shall be administered in a manner that allows the Trust Fund to leverage other sources of public funds and private investment. The Trust Fund shall be included in the annual audit.

(F) *Implementation by Ordinance.* No later than July 1, 2021, the County Commission shall adopt one or more ordinances implementing the provisions of this section, which ordinances may be amended from time to time by the County Commission consistent with the provisions of this section.

Ballot Language (Passed in 2020 with 64% Voter Approval):

> "COUNTY CHARTER AMENDMENT ESTABLISHING ALACHUA COUNTY AFFORDABLE HOUSING TRUST FUND"
>
> Shall the Alachua County Charter be amended to establish an Alachua County Affordable Housing Trust Fund used to create and sustain affordable housing, which may be funded by fees from new commercial and residential development and other sources, all as directed by the County Commission, and to provide for the purposes, revenue sources, appropriation and expenditure of funds, annual audit, continuing nature, implementation by ordinance, and administration and oversight of the Trust Fund?

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Brevard

Sec. 1.9. - Brevard County Workforce and Supportive Housing Trust Fund

(A) The Brevard County Workforce and Supportive Housing Trust Fund is hereby established.

(B) Purpose of Trust Fund. The purpose of the trust fund is to provide a continuing, non-lapsing fund for Brevard County to use to address the need for affordable housing within Brevard County. The trust fund shall be used to create and sustain affordable housing throughout Brevard County for renters and homeowners and to increase workforce housing opportunities.

(C) Revenue sources. The trust fund shall be funded as directed from time to time by the county commission and may be comprised of the following sources:

(1) Funds from the sale of county surplus real property, the funds of which are not otherwise legally committed to other sources; and

(2) Other sources as established from time to time by ordinance.

(D) Continuing nature of trust fund. Unless otherwise provided by ordinance or resolution or required by applicable law, unspent portions of the trust fund, repayments of principal and interest on loans provided from the trust fund and interest earned from the deposit or investment of monies from the trust fund:

(1) Shall remain in the trust fund to be used exclusively for the purposes of the trust fund;

(2) Shall not revert to the general revenues or other funds of the county; and

(3) Any appropriations shall not lapse.

(E) Implementation. Not later than July 1, 2023, the county commission shall adopt one or more ordinances implementing the provisions of this section, which ordinances may be amended from time to time.

Ballot Language (Passed in 2022 with 53% Voter Approval):

"PROPOSAL NO. 6 - WORKFORCE AND SUPPORTIVE HOUSING"

Creates Section 1.9 of the Charter. The amendment establishes an affordable housing trust fund to assist in establishing affordable housing for renters and homeowners to create and increase workforce housing opportunities throughout the county. The trust fund shall be funded as directed by the county commission.

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Broward

Sec. 11.09. - Broward County Affordable Housing Trust Fund

(A) Broward County Affordable Housing Trust Fund established. The Broward County Affordable Housing Trust Fund ("Trust Fund") is hereby established. The purpose of the Trust Fund is to provide a continuing, non-lapsing fund for the Broward County Commission to use to address the need for affordable housing in Broward County, Florida.

(B) Affordable housing; definition; scope. For purposes of this section, "Affordable Housing" shall mean housing intended for very low to moderate income households as defined as follows: Income Eligible Person/Family: means one or more natural persons or a family that has a total annual anticipated income for the household below 140 percent of the median annual income adjusted for family size for households within Broward County.

(C) Purpose of Trust Fund. The Trust Fund will be used to create and sustain affordable housing throughout Broward County for renters and homeowners, and increase workforce housing opportunities.

(D) Revenue sources. The Trust Fund established under this section shall be funded by the County Commission, and may be comprised of the following sources:

(1) Broward County General Revenue appropriated to the Trust Fund by the County Commission as part of the annual budget;

(2) Savings from Expired Tax Increment Financing Payments to Community Redevelopment Agencies within the County;

(3) Funds voluntarily contributed by municipalities that may elect to participate in the Trust Fund and programs funded by the Trust Fund;

(4) Grants or donations made to the Trust Fund;

(5) Mandatory or voluntary payments made pursuant to the development policies established by ordinance; and

(6) Other sources as established by ordinance.

(E) Continuing Nature of Trust Fund. Notwithstanding any other provision of this section, unspent portions of the Trust Fund established under this Section, repayments of principal and interest on loans provided from the Trust Fund, and interest earned from the deposit or investment of monies from the Trust Fund:

(1) Shall remain in the Trust Fund, to be used exclusively for the purposes of the Trust Fund;

(2) Do not revert to the general revenues of the County; and

(3) Any appropriations do not lapse.

(F) Administration and Oversight of Trust Fund. The Trust Fund shall be administered by Broward County in a manner that allows the Trust Fund to leverage other sources of public funds and private investment, a recognized national best practice. The Trust Fund shall be included in the annual audit.

Ballot Language (Passed in 2018 with 73% Voter Approval):

> "BROWARD COUNTY AFFORDABLE HOUSING TRUST FUND"
>
> Shall the Broward County Charter be amended to enact a new Section 11.11 to establish the Broward County Affordable Housing Trust Fund, to provide a definition of "Affordable Housing," and to provide for the purpose of the Trust Fund, the revenue sources for the Trust Fund, the continuing nature of the Trust Fund, and for administration and oversight of the Trust Fund?

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Orange

Sec. 713. – Affordable Housing Trust Fund

(A) Affordable Housing *Trust Fund to remain in continued existence.* The Affordable Housing Trust Fund ("Trust Fund") initially established in Chapter 2, Article VIII, Division 2 of the Orange County Code shall remain in continued existence, as modified from time to time by ordinance in a manner not inconsistent with the requirements of this section.

(B) *Purposes of Trust Fund.* The purpose of the Trust Fund is to provide the financial resources and the leverage necessary to create and preserve affordable housing units in Orange County. The purposes of the Trust Fund may be further specified by ordinance.

(C) *Revenue sources.* The Trust Fund shall be funded as directed by the board of county commissioners. The Trust Fund may be comprised of the following sources:

(1) General revenue fund monies appropriated to the Trust Fund by the board of county commissioners as part of the annual budget;

(2) Funds voluntarily contributed by municipalities that may elect to participate in the Trust Fund and programs funded by the Trust Fund;

(3) Grants or donations of money, property, or any other thing of value made to the Trust Fund;

(4) Mandatory or voluntary payments, including but not limited to fees from new commercial and residential development, made pursuant to development policies established by ordinance; and

(5) Other sources as established by ordinance.

(D) *Continuing Nature of Trust Fund.* Unless otherwise directed by the board of county commissioners or required by applicable law, unspent portions of the Trust Fund, repayments of principal and interest on loans provided from the Trust Fund, and interest earned from the deposit or investment of monies from the Trust Fund:

(1) Shall remain in the Trust Fund, to be used exclusively for the purposes of the Trust Fund;

(2) Do not revert to the general revenues of the County; and

(3) Any appropriations do not lapse.

(E) *Administration and Oversight of Trust Fund.* The Trust Fund shall be administered, appropriated, and expended in a manner consistent with the purposes of the Trust Fund. The Trust Fund shall be administered in a manner that allows the Trust Fund to leverage other sources of public funds and private investment. The Trust Fund shall be included in the annual audit.

(F) *Implementation by Ordinance.* No later than July 1, 2025, the board of county commissioners shall amend Chapter 2, Article VIII, Division 2 of the Orange County Code to implement the minimum requirements of this section. The board of county commissioners may adopt additional implementing ordinances not inconsistent with the requirements of this section.

Ballot Language (Passed in 2024 with 74% Voter Approval):

> "ORANGE COUNTY CHARTER AMENDMENT REQUIRING CONTINUED EXISTENCE OF AFFORDABLE HOUSING TRUST FUND"
>
> Amending the County Charter to require the continued existence of an Affordable Housing Trust Fund used to create and preserve affordable housing, which may be funded by fees from new commercial and residential development and other sources, all as directed by the County Commission, and to provide for purposes, revenue sources, appropriation and expenditure of funds, annual audit, continuing nature, implementation by ordinance, administration, and oversight of the Trust Fund. No financial impact.

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ARTICLE V. AFFORDABLE HOUSING ASSISTANCE

Sec. 8-151. Declaration of policy.

It is hereby declared to be the policy of the county, in the exercise of its police power for the public safety, public health, and general welfare, to support and encourage the initiatives which enhance the availability of and accessibility to affordable housing for all citizens of the county.

(Code 1992, § 8-151; Ord. No. 93-2, § 1(1), 3-30-1993)

Sec. 8-152. Purpose.

This article specifies the provisions statutorily required for the county, as a participant in the state housing initiatives partnership (SHIP) program pursuant to F.S. §§ 420.907 through 420.9079, as amended (the "State Housing Initiatives Partnership Act"), to receive its share of local housing distributions from the local government Housing Trust Fund as defined by F.S. § 420.9071(17), as amended.

(Code 1992, § 8-152; Ord. No. 93-2, § 1(2), 3-30-1993; Ord. No. 94-15, § 1, 7-26-1994; Ord. No. 16-15, § 1, 10-18-2016)

Sec. 8-153. Definitions.

The definitions enumerated in F.S. § 420.9071, as amended, shall apply to the terms used in this article.

(Code 1992, § 8-153; Ord. No. 93-2, § 1(3), 3-30-1993; Ord. No. 16-15, § 1, 10-18-2016)

Sec. 8-154. Local Housing Assistance Trust Fund; local housing assistance plan; responsibility for administration.

(a) There shall be created within the official fiscal and accounting records of the Board of County Commissioners a specifically designated and dedicated Local Housing Assistance Trust Fund (hereinafter referred to as the "trust fund"), which shall be implemented and operated in accordance with F.S. § 420.9075(6), (7), as amended. The trust fund shall be solely reserved for the deposit and expenditure of funds in support of the local housing assistance plan.

(b) The county local housing assistance plan, hereinafter referred to as the "LHAP," shall be adopted by resolution of the Board of County Commissioners and implemented through a local housing partnership as defined in F.S. § 420.9071(18), as amended. The LHAP shall be developed and implemented in accordance with F.S. § 420.9075, as amended.

(c) Responsibility for the administration of the LHAP shall be vested in the County Administrator or designee.

(Code 1992, § 8-154; Ord. No. 93-2, § 1(4), 3-30-1993; Ord. No. 94-15, § 2, 7-26-1994; Ord. No. 16-15, § 1, 10-18-2016)

Sec. 8-155. Reserved.

Sec. 8-156. Affordable housing advisory committee.

(a) *Creation; membership.* There is hereby created the affordable housing advisory committee, hereinafter referred to as the "AHAC." The AHAC membership shall be composed of at least eight members but not more than 11 members. The AHAC shall consist of one duly appointed County Commissioner and one representative from at least six of the first 11 categories listed below:

(1) A citizen who is actively engaged in the residential home building industry in connection with affordable housing.

(2) A citizen who is actively engaged in the banking or mortgage banking industry in connection with affordable housing.

(3) A citizen who is a representative of those areas of labor actively engaged in home building in connection with affordable housing.

(4) A citizen who is actively engaged as an advocate for low-income persons in connection with affordable housing.

(5) A citizen who is actively engaged as a for-profit provider of affordable housing.

(6) A citizen who is actively engaged as a not-for-profit provider of affordable housing.

(7) A citizen who is actively engaged as a real estate professional in connection with affordable housing.

(8) A citizen who actively serves on the local planning agency pursuant to F.S. § 163.3174. If the local planning agency is comprised of the governing board of the county or municipality, the governing board may appoint a designee who is knowledgeable in the local planning process.

(9) A citizen who resides within the jurisdiction of the local governing body making the appointments.

(10) A citizen who represents employers within the jurisdiction.

(11) A citizen who represents essential services personnel, as defined in the local housing assistance plan.

(12) A citizen who currently benefits from a rental housing assistance program, has benefited from an affordable homeownership program, or has experienced an eviction within the ten years preceding their appointment.

(b) *Terms of membership.* The duly appointed County Commissioner shall serve a term on the AHAC beginning on September 29, 2020 and expiring on December 31, 2022. Thereafter, the duly appointed County Commissioner shall be appointed to a two-year term on the AHAC. The terms of the AHAC membership presently appointed shall continue upon the effective date of the ordinance amending this section until the designated expiration dates of membership. Thereafter, the AHAC membership shall be appointed to three-year staggered terms, as set forth in resolution adopted by the Board. Vacancies may be filled at any time by the Board for the unexpired term of a member.

(Code 1992, § 8-156; Ord. No. 08-10, § 1, 5-13-2008; Ord. No. 16-15, § 1, 10-18-2016; Ord. No. 20-17, § 1, 9-29-2020; Ord. No. 24-12, § 1, 9-17-2024)

State law reference(s)—Similar provisions, F.S. § 420.9076(2).

Secs. 8-157—8-159. Reserved.

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM #2

Citizen Charter Review Committee

Agenda Item #2

January 8, 2026

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator

Title: Funding Mechanisms for Healthcare Access for Low-Income Residents

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Abigail Thomas, Director, Office of Human Services and Community Partnerships

Statement of Issue:

As requested by the Committee at the December 4, 2025 meeting, this item provides information on the County's Health Care Program (known as CareNet) and continued strategic investments to expand healthcare access to low-income residents.

Staff Recommendation:

Option #1: Accept the report and take no further action.

Report and Discussion

Background:

As requested by the Committee, this item provides information on the County's Health Care Program (known as CareNet) and continued strategic investments to expand healthcare access to low-income residents. During its December 4, 2025 meeting, the Committee requested further information on funding mechanisms for healthcare access to determine whether to consider a proposed charter amendment.

For more than two decades Leon County has been dedicated to ensuring low-income residents have access to high quality healthcare services. In partnership with local providers, the County has expanded healthcare services to uninsured and underinsured low-income Leon County residents for primary care, mental health, dental care, specialty services, and pharmaceutical services. As described in the item, the County invests a total of $7.7 million in healthcare annually in mandatory and discretionary programs and services.

There are no County charters in Florida that include language regarding the provision of healthcare. County charters generally address large organizational issues focused on the authority, structure, and power of county government. As presented in this item, the Leon County Board of County Commissioners (Board) currently has the statutory authority and has been active in expanding healthcare services for uninsured and underinsured low-income residents in the community. The Board has successfully taken action to expand healthcare access through its policy, programming, and budgetary decisions without amending the Leon County Charter. Alternatively, the Committee may wish to make a recommendation encouraging the Board to continue the County's long-standing dedication to ensure low-income residents have access to high quality healthcare services in the community as described in the item. The recommendation would be included as part of the Committee's report for consideration by the Board.

Analysis:

Healthcare services for uninsured, underinsured, and elderly residents are primarily the statutory responsibility of the federal and/or state governments through programs such as Medicaid, Medicare, and the Affordable Care Act (ACA). However, pursuant to Florida Statutes, counties (both charter and non-charter) are mandated to contribute annually to the Florida Medicaid Program, County Health Departments (the 67 County Health Departments are operated by state employees under the Florida Department of Health) as well as the Baker and Marchman Act mental health and substance use disorder programs. The Florida Legislature annually establishes the level of funding that counties must contribute. For FY 2026, the County is providing $5.9 million in statutorily required contributions. Over the past three years, the County's mandated contribution has increased approximately 15% annually.

In addition to the mandated programs, the County elected to establish the CareNet program to serve as a safety net for residents that are not eligible for healthcare through the state and/or federal programs. Although not required by the State, through CareNet, the County has partnered with local providers to expand access to healthcare for uninsured and underinsured low-income Leon County residents for more than two decades. The County is among very few counties that dedicate

additional local tax revenue to healthcare beyond the state mandated programs. The County invests $1.8 million annually in the CareNet program. As a result, the County invests a total of $7.7 million in healthcare annually.

Leon County Health Care Program (CareNet)

Leon County has historically partnered with local healthcare stakeholders to provide low-income residents with access to critical medical services through CareNet. Annually, the County contracts with Bond Community Health Center (Bond), Neighborhood Medical Center (NMC), Apalachee Center (Apalachee), Capital Medical Society/We Care (We Care), and FAMU Pharmacy to provide low-income uninsured and underinsured residents access to primary care, dental, mental health, specialty care, and/or pharmaceutical services.

Bond and NMC are federally qualified healthcare centers (FQHCs) which receive annual federal funding to provide medical services to residents in Leon County. Apalachee is designated by the State of Florida as the public receiving facility for individuals experiencing mental health and/or substance abuse crisis; Apalachee receives annual funding through the State. Through CareNet, Bond, NMC, and Apalachee are reimbursed for costs incurred to provide primary, dental, and mental health visits to eligible County residents. These visits include services such as general annual physical exams; dental cleanings and extractions; case management services for mental healthcare; and more. To be eligible, a patient of Bond, NMC, or Apalachee must be a Leon County resident, 18 years old or older, and uninsured or underinsured. Additionally, the household income of a patient must be 100% or below the federal poverty level (FPL). The income requirement reflects households that are not eligible for public insurance including Medicaid, Medicare, and the ACA in the State of Florida. For example, the ACA Marketplace offers financial assistance known as subsidies for monthly premiums to enrollees with household incomes above 100% of the FPL. Subsidies are not available for individuals or families in households that earn below 100% of the FPL.

In addition to primary, dental, and mental health services, the County provides funding for specialty care and pharmaceutical services (We Care and FAMU Pharmacy, respectively). The County contracts with WeCare, which recruits medical specialists to provide specialty care to low-income residents at no charge. Specialty care services include but are not limited to cardiology, neurology, internal medicine, orthopedics, and orthodontic care. FAMU Pharmacy provides coordinated pharmacy services to County residents and addresses morbid and mortality of African Americans with Type 2 diabetes through educational programming coordination with local healthcare providers including Bond and NMC.

As mentioned earlier, the County invests $1.8 million annually in the CareNet Program. General revenue is the funding source for the CareNet Program as well as the State mandated County contributions (i.e., Medicaid, etc.). The leveraging of County funding has been critical to expanding healthcare in the community. Over the past three years, the providers have leveraged County funding to secure $7.5 million in state and federal funding to provide primary and mental services to additional uninsured and underinsured local-income County residents.

Regular Community Engagement on the CareNet Program

The County regularly engages with the healthcare partners to ensure that the CareNet Program continues to provide low-income residents with access to critical medical services. Staff meets quarterly with the providers to discuss challenges and opportunities to enhance the program. During these meetings quantitative and qualitative data are evaluated and proposed changes are considered for recommendation to the Board to better position the County's program in addressing the changing healthcare needs of residents in the community. Subsequently, County staff brings proposed program enhancements to the Board for consideration as part of the budget process. Over the past several years this has led to:

- 80% increase in the reimbursement rates since FY 2023 for primary care visits to Bond, NMC, and Apalachee to more accurately reflect the cost of diagnostic and ancillary services, such as laboratory and X-Ray services.
- 40% increase in the reimbursement rates since FY 2024 for dental and mental healthcare visits to Bond, NMC, and Apalachee to include diagnostic and ancillary costs as well as the increased costs of mental healthcare.
- 30% increase in the annual investment since FY 2023 to voluntary and involuntary in-patient mental health services to Apalachee better reflect ongoing rise in costs for personnel and operations.
- 9% increase funding to WeCare since FY 2022 to enhance financial assistance to patients for specialty services including laboratory and transportation costs.

The next meeting with the healthcare partners is anticipated for January 2026. At that time any changes to the CareNet Program such as the eligibility criteria and reimbursement rates would be evaluated and discussed for potential recommendations to the Board as part of the budget process for the next fiscal year (FY 2027). This is consistent with the County's approach to addressing the most pressing human service needs in the community which includes conducting data-driven analysis, collaborating with local stakeholders, and engaging residents.

2006 Indigent Healthcare Sales Tax

Florida Statutes provide counties with a population of less than 800,000 the authority to levy a local option sales tax for indigent healthcare subject to voter approval (section 212.055(7), F.S.). Sales tax referenda are a standalone process prescribed in Florida Statutes which cannot be effectuated through a charter amendment. In 2006, the Board of County Commissioners placed a referendum on the ballot for voters to consider a local option ½ cent sales tax to support primary healthcare for low-income residents in our community. Despite the stigma associated with a new ½ cent sales tax and the potential of Leon County having the highest sales tax in the state, the referendum was placed on the 2006 General Election ballot in response to the escalating costs for health insurance, feedback from local healthcare providers, and input from the ministerial community on the long-term financial costs associated with health emergencies. In November 2006, more than three years prior to the passage of the national Affordable Care Act, 60% of Leon County voters rejected the ½ cent sales tax for indigent healthcare. Following voter rejection of the sales tax, the County continued to support primary healthcare needs with ad valorem revenues (property taxes) as previously described in this agenda item.

County Charter Provisions Related to Healthcare Access

In summary, although healthcare services for uninsured, underinsured, and elderly residents are primarily the statutory responsibility of the federal and/or state governments, Leon County has been dedicated to ensuring low-income residents have access to high quality healthcare services in the community. Beyond the mandated financial support counties provide for several state healthcare programs, the County has dedicated additional local tax revenue to expand healthcare access for uninsured and underinsured low-income residents through the CareNet Program. In partnership with local providers, CareNet provides access to primary, dental, mental health, and specialty care, and pharmaceutical services. In total, the FY 2026 County budget invests $7.7 million for the provision of healthcare services.

As presented in the item, the Board currently has the authority and has been active in expanding healthcare services for uninsured and underinsured local income residents in the community. The Board has successfully taken action to expand healthcare access through its policy, programming, and budgetary decisions without the need for a charter change. Additionally, county charters generally address large organizational issues focused on the authority, structure, and power of county government. For these reasons, there are no county charters in Florida that include language regarding the provision of healthcare. Alternatively, the Committee may wish to make a recommendation encouraging the Board to continue the County's long-standing commitment to ensure low-income residents have access to high quality healthcare services in the community as described in the item. The recommendation would be included as part of the Committee's report for consideration by the Board.

Options:

1. Accept the report and take no further action.
2. Direct staff to include a recommendation encouraging Leon County to continue its long-standing commitment to ensure low-income residents have access to high quality healthcare services in the community as part of the Citizen Charter Review Committee report.
3. Direct staff to draft a proposed charter amendment on access to healthcare as determined by the Citizen Charter Review Committee.
4. Board direction.

Recommendation:

Option #1

Citizen Charter Review Committee

January 22, 2026
11:30 a.m. – 1:30 p.m.
Leon County Main Library
Programming Room

AGENDA

1. Call to Order and Opening — Chauncy E. Haynes, Vice Chair

Consent

2. Approval of January 8, 2026 Meeting Minutes

3. Receipt & File of Written Public Comments

Public Comment

General Business

- Agenda Item #1: Comparative Analysis of Bill of Rights Provisions in County Charters

- Agenda Item #2: Considerations for Addressing Poverty and Racial Inequity in the County Charter

- Agenda Item #3: Community Value of Diversity, Equity, and Inclusion

The next meeting of the Citizen Charter Review Committee will take place on Thursday, February 5, 2026.

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

APPROVAL OF JANUARY 8, 2026 MEETING MINUTES

Citizen Charter Review Committee
January 8, 2026
11:30 a.m. – 1:30 p.m.
Leon County Main Library
Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on January 8, 2026, at 11:30 a.m. in the Leon County Main Library with Committee members Mary Ann Lindley, Chauncy Haynes, Darryl Jones, Henry Lewis, III, Bruce Strouble, Jr., Howard Kessler, Ryan Ray, Anita Favors, Barry Wilcox, Katrina Tuggerson, Temple Robinson, Max Herrle, Shamarial Roberson, Heidi Otway, and Jarrett Terry in attendance. Also present were County Administrator Vincent Long, Assistant County Administrator Shington Lamy, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Director of the Office of Human Services and Community Partnerships Abby Thomas, Management Analyst Cameron Williams, and Clerks to the Board, Beryl Wood and Daniel J. Antonaccio.

Absent Members: Joey Davis, Linda Bond Edwards, Liz Ellis, Slaton Murray, Sean Pittman and William Smith.

Call to Order and Opening Mary Ann Lindley, Chair

Chair Lindley called the meeting to order at 11:30 a.m.

Consent:

Ryan Ray moved, seconded by Bruce Strouble, Jr., to approve the consent agenda as presented.

The motion carried 15 – 0 with Committee Members Joey Davis, Linda Bond Edwards, Liz Ellis, Slaton Murray, Sean Pittman and William Smith not present.

Approval of December 18, 2025 Meeting Minutes

Receipt & File of Written Public Comments

Public Comment:

- Melanie Andrade Williams, 3349 Argonaut Drive, addressed the Committee to advocate for a medical debt relief initiative. She proposed a one-time $500,000 investment to eliminate approximately $50 million in medical debt for county residents, citing a similar program in Orange County. Additionally, she urged the Committee to require the continued existence of an Affordable Housing Trust Fund, prioritizing affordable rental housing.
- Stanley Sims, 1420 Avondale Way, asked that the Committee discuss possibilities for recalling elected officials.

General Business:

Committee Discussion on Proposed Charter Amendments
(*Final Opportunity for Introduction of New Proposals)*

Nicki Hatch shared that this would be the final opportunity for the introduction of new proposals for charter amendments. She provided a recap of the two-step process to introduce charter amendment proposals. Members first presented broad concepts to be added to the list of proposals. Once listed, proposing members had the opportunity to briefly explain their proposal

and answer any questions before the committee vote on whether to have staff bring back additional analysis on the proposal. She also noted that if a member has more than one idea, then the order in which all of the ideas are considered will be handled as it has been previously with each member explaining one idea at a time in a round-robin fashion.

Chair Lindley welcomed members to offer additional charter amendment proposals to be added to the list for consideration by the Committee.

The list of proposals previously raised during the CCRC's 2025 meetings include:

1. Establishment of an Office of Inspector General, Proposed by Howard Kessler.
    a. *Advanced for analysis at the November 20, 2025 meeting.*
2. Voting Threshold to Select or Terminate the County Administrator, Proposed by Max Herrle.
    a. *Not advanced for analysis at the November 20, 2025 meeting.*
3. County Commission Compensation, Proposed by Max Herrle.
    a. *Not advanced for analysis at the December 4, 2025 meeting.*
4. Funding Mechanism for Affordable Housing, Proposed by Max Herrle.
    a. *Advanced for analysis at the December 4, 2025 meeting.*
    b. *Advanced to Decision Agenda meeting (to consider ballot language) at January 8, 2026 meeting.*
5. Funding Mechanism for Fire Services, Proposed by Max Herrle.
    a. *Not advanced for analysis at the December 4, 2025 meeting.*
6. Leon County Bill of Rights, Proposed by Max Herrle.
    a. *Advanced for analysis at the December 4, 2025 meeting.*
7. Prioritization of Food Security, Proposed by Bruce Strouble, Jr.
    a. *Advanced for analysis at the December 4, 2025 meeting.*
    b. *Advanced to Decision Agenda meeting (to consider ballot language) at December 18, 2025 meeting.*
8. Community Restoration for Historic Harm, Proposed by Bruce Strouble, Jr.
    a. *Advanced for analysis at the December 4, 2025 meeting.*
9. County/City Consolidation, Proposed by Henry Lewis, III.
    a. *Advanced for analysis at the December 4, 2025 meeting.*
    b. *Not advanced further at December 18, 2025 meeting.*
10. Funding Mechanism to Expand Primary Healthcare Access to Low-Income Residents, Proposed by Temple Robinson.
    a. *Advanced for analysis at the December 4, 2025 meeting.*
    b. *Advanced to Decision Agenda meeting (to consider ballot language) at January 8, 2026 meeting.*

The following proposals were added to the list for CCRC consideration during the meeting:

11. Joint City-County Land Development Code, Proposed by Barry Wilcox.
12. Recognizing Community Values of Diversity, Equity and Inclusion, and Local Business Preference, Proposed by Darryl Jones.

The following proposals were explained for CCRC consideration:

11.) **Joint City-County Land Development Code**

Barry Wilcox proposed exploring a joint planning approach between the City and County to avoid jurisdiction shopping, including the feasibility of a unified land development code. He explained that such an approach could reduce duplication, allow the use of a single consultant, and serve as a form of functional consolidation rather than full governmental consolidation. Mr. Wilcox clarified that while a joint code could provide uniform rules countywide, it would still allow for different standards in urban and rural areas within the same framework. He further noted that building departments could remain autonomous while sharing a common guiding document. Mr. Wilcox requested an analysis to determine whether this concept would be appropriate for Charter consideration or better addressed through intergovernmental action.

Katrina Tuggerson questioned the necessity for the proposal and emphasized the importance of ensuring equity considerations within land development codes, noting concerns that certain developers could receive preferential treatment under existing plans.

Ryan Ray commented that residents currently choose to live in either the City or County with the understanding that each jurisdiction has different rules and cautioned against complicating that distinction.

Max Herrle provided contextual clarification, distinguishing between comprehensive plans as broad policy documents and land development codes as more detailed regulatory tools. He also inquired whether changes to a joint land development code would require ratification at joint City–County public meetings and questioned whether the issue rose to the level of a Charter amendment.

Henry Lewis raised concerns that the proposal could impose a higher burden on certain groups and later asked for clarification regarding the potential impact on impact fees.

County Administrator Long provided context, explaining the existing hierarchy of land-use regulation, including state requirements, the joint comprehensive plan, and separate land development codes. He noted that City and County codes are becoming more closely aligned but explained that full alignment would require extensive review of jurisdiction-specific details such as setbacks, lighting, and statutory timeframes imposed by the State Legislature. He also indicated that such an approach could require consideration of a joint Development Review Committee.

Anita Favors asked whether the intent was to create a single comprehensive document governing all land development matters.

Barry Wilcox clarified that impact fees could remain separate for the City and County and noted that Leon County's fees are relatively low compared to other Florida jurisdictions. He also clarified governance issues related to comprehensive plan amendments and explained that both governments already must approve certain text changes.

Barry Wilcox moved, seconded by Howard Kessler, to request an item to be brought back with analysis to determine whether a joint City-County land development code would be appropriate for Charter consideration.

The motion failed 7 – 8 with Vice Chairman Chauncy Haynes, Anita Favors, Max Herrle, Darryl Jones, Henry Lewis, III, Ryan Ray, Shamarial Roberson and Temple Robinson in opposition. Committee Members Joey Davis, Linda Bond Edwards, Liz Ellis, Slaton Murray, Sean Pittman and William Smith were not present.

12.) **Recognizing Community Values of Diversity, Equity and Inclusion, and Local Business Preference**

Darryl Jones proposed developing Charter language recognizing community values such as diversity, equity, inclusion, and local business preference. He referenced practices in other communities and emphasized that such values remain important to Leon County despite shifting political environments. Mr. Jones clarified that the request was for staff analysis of potential language reflecting community values, not a directive that would conflict with state law.

Temple Robinson inquired about potential ramifications related to state and federal funding.

County Attorney O'Steen advised that the proposal, as described, would focus on values-based language rather than enforceable mandates and therefore would not necessarily create state law preemption issues.

Darryl Jones moved, seconded by Ryan Ray, to direct staff to bring back an analysis of potential charter language recognizing diversity, equity, and inclusion and local preference as community values for the Committee's consideration.

The motion carried 13 – 2 with Committee Members Heidi Otway and Shamarial Roberson in opposition. Committee Members Joey Davis, Linda Bond Edwards, Liz Ellis, Slaton Murray, Sean Pittman and William Smith were not present.

Item #1: Funding Mechanisms for Affordable Housing

Assistant County Administrator Shington Lamy delivered a presentation outlining funding mechanisms for affordable housing. The presentation detailed a wide variety of potential funding sources and discussed options to increase County investment in affordable housing, including the use and expansion of the existing Housing Trust Fund.

Henry Lewis III thanked the Board for its ongoing efforts related to affordable housing. He provided additional context regarding affordable housing needs, discussed the relationship between market-rate and affordable housing, and encouraged continued County investment in this area.

Henry Lewis, III, moved, seconded by Vice Chairman Chauncy Haynes, for Option #2: Direct staff to include a recommendation encouraging Leon County to continue its long-standing commitment to increasing and preserving the stock of affordable housing in the community as part of the Citizen Charter Review Committee report.

The motion was not voted on.

Bruce Strouble, Jr., asked how many of the proposed units would be considered affordable for very low-income residents and whether that data is tracked.

Shington Lamy responded that all 1,200 units referenced would be designated for low-income households, noting that the units would fall into different affordability categories. He further explained that annual funding contributions would continue to build capacity for affordable housing over time.

Max Herrle distributed a handout outlining potential dedicated revenue sources and permissible uses for an affordable housing trust fund, including examples of similar measures in Alachua, Brevard, Broward and Orange Counties.

County Administrator Long reminded the Committee that the County has already established a Housing Trust Fund.

Max Herrle made a substitute motion, seconded by Bruce Strouble, Jr., to direct staff to review the distributed handout and committee feedback and bring back options for Committee consideration, including potential charter amendment language and other related recommendations to support affordable housing.

The motion carried 12 – 3 with Chair Mary Ann Lindley, Darryl Jones and Henry Lewis, III, in opposition. Committee Members Joey Davis, Linda Bond Edwards, Liz Ellis, Slaton Murray, Sean Pittman and William Smith were not present.

Item #2: Funding Mechanisms for Healthcare Access for Low-Income Residents

Assistant County Administrator Shington Lamy provided a presentation on funding mechanisms for healthcare access for low income residents. He highlighted the healthcare responsibility of the federal and state governments, and the County's dedication to ensuring access to high quality healthcare for more than two decades. He also noted the County's annual investments and leveraging of funds.

Temple Robinson addressed the Committee regarding the importance of access to local healthcare, noting that global health organizations consistently recognize its role in improving workforce participation and productivity while reducing overall healthcare costs. She noted that access to healthcare remains a challenge for many residents and emphasized that her request was not focused on specific funding levels or implementation methods, but on ensuring healthcare access is recognized and upheld as an ongoing policy priority.

Shamarial Roberson highlighted additional concerns regarding the burden placed on Federally Qualified Health Centers (FQHCs), noted challenges faced by rural residents currently served by the Bond Community Health Center, and emphasized the importance of considering ongoing changes within the insurance landscape.

Temple Robinson moved, seconded by Darryl Jones, to direct staff to draft a proposed charter amendment affirming Leon County values access to primary care as a leading determinant of economic vitality and community well-being.

The motion carried 15 – 0 with Committee Members Joey Davis, Linda Bond Edwards, Liz Ellis, Slaton Murray, Sean Pittman and William Smith not present.

Max Herrle asked what occurs when a vacancy arises on the Board of County Commissioners and requested information on the costs and benefits of holding a special election, noting that election costs could range from approximately $150,000 to $200,000.

County Attorney O'Steen responded that statutory requirements govern vacancy procedures and timelines and indicated that the issue is largely preempted by state law.

Ryan Ray raised concerns that existing districts, originally drawn to defend minority representation, have more recently resulted in limited representation of minorities among certain districts. He suggested consideration of electing all commissioners at-large.

Henry Lewis III responded that district-based elections have provided consistent representation for historically underrepresented communities and that maintaining both district and countywide perspectives has value.

Ryan Ray decided not to make a motion on this topic.

Chair Lindley noted that at-large elections typically involve higher campaign costs, which could deter potential candidates.

County Administrator Long advised that changes to the election structure would constitute a typical Charter issue for the Committee to consider.

Max Herrle referenced a Florida Statutes provision allowing counties to opt into supporting a property tax exemption for economic development projects, subject to renewal by the Board of County Commissioners every ten years.

Max Herrle moved for an agenda item to be brought back on information related to Florida Statutes providing counties a local option property tax exemption to support economic development projects, subject to renewal by the Board of County Commissioners every ten years.

The motion failed for lack of a second.

Darryl Jones asked if ensuring safe access to schools for children is a County priority or required by Florida Statutes.

County Administrator Long clarified that both are the case as the County secures state funding specifically to construct sidewalks in close proximity to public schools.

Chair Lindley thanked staff and reminded the Committee that there were three meetings remaining.

Nicki Hatch shared that the Inspector General agenda item would be provided during the February 5, 2026 CCRC meeting so that the proposer of the charter amendment, Dr. Howard Kessler, could be present.

Motion to adjourn:

Max Herrle moved, seconded by Ryan Ray, to adjourn the meeting.

The motion carried 15 – 0 with Committee Members Joey Davis, Linda Bond Edwards, Liz Ellis, Slaton Murray, Sean Pittman and William Smith not present.

Chair Lindley adjourned the meeting at 1:04 p.m.

ATTEST:

_____
Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

_____
Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

DRAFT

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

RECEIPT AND FILE OF WRITTEN PUBLIC COMMENTS

(To be electronically distributed Wednesday before the meeting)

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM #1

Citizen Charter Review Committee

Agenda Item #1

January 22, 2026

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator
Chasity H. O'Steen, County Attorney

Title: Comparative Analysis of Bill of Rights Provisions in County Charters

Review and Approval:	Vincent S. Long, County Administrator Chasity H. O'Steen, County Attorney
Department / Division Review:	Ken Morris, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives

Summary:

As requested by the Citizen Charter Review Committee, this item provides a comparative analysis of county charters that include a bill of rights.

Staff Recommendation:

Option #1: Accept the report and take no further action.

Report and Discussion

Background:

At its December 4, 2025, meeting, the Citizen Charter Review Committee (Committee) requested information on charter counties that include a bill of rights. The topic was presented by member Max Herrle who distributed a proposed "Leon County Bill of Rights" for consideration (Attachment #1) and provided a copy of the Bill of Rights section from the Miami-Dade County Charter. This item provides a comparative analysis of bills of rights established in Florida county charters along with the utilization of county ordinances to further define and revise citizen rights to reflect evolving community needs.

Analysis:

A local bill of rights expresses the fundamental values of a community and local government which can be codified by charter, ordinance, or resolution, to formally express a commitment to securing, protecting, and promoting such "rights" at the local level. A local bill of rights generally does not include specific enforcement, penalties, or remedies for violations of these rights. For local governments in Florida with a bill of rights, the rights are most commonly codified in county ordinances so that the language can be revisited and amended over time to reflect evolving community priorities. Only two counties, Broward and Miami-Dade, provide an extensive Bill of Rights section in their county charters. Orange and Pinellas Counties provide very broad concepts which are then further described in county ordinances, policies, and procedures. This allows the elected officials to modify the county ordinances and policies as needed to reflect emerging needs.

The Leon County Charter provides for the structure, organization, and authority of County government. The County Charter does not express specific policy priorities which are achieved through the Board's strategic planning process, budgetary priorities, or policy and ordinance adoption. However, section 1 of the Charter provides a Preamble which affirms the broad values and beliefs of County residents as follows:

> *We, the citizens of Leon County, Florida, united in the belief that* ***governmental decisions affecting local interests should be made locally****, rather than by the State, and that* ***County government should be reflective of the people*** *of the County and* ***should serve them in achieving a more responsive and efficient form of government*** *and in order to* ***empower the people of this County to make changes in their own government****, do ordain and establish this Home Rule Charter for Leon County, Florida. [****emphasis added****]*

The Preamble captures broad community values which emphasize the importance of home rule and governmental decisions being made at the local level as well as the role of residents in shaping their local government. The Preamble is intentionally broad so that the County can adapt and respond to new challenges as determined by the elected County Commission. Key provisions of the Preamble include:

- *County government should be reflective of the people*: This provision addresses representative government which, by definition, must be diverse and inclusive in order to reflect our community.

- *Should serve them in achieving a more responsive and efficient form of government*: This provision speaks to public service, fairness and equity in serving the community at large, and rising to the challenges of the day which requires flexibility.
- *Empower the people of this County to make changes in their own government*: This provision addresses the role of citizens to impose changes to the structure of their government including limiting or expanding the County's authority relative to its citizens and municipal governments.

The following summarizes county charter provisions related to citizen rights. Attachment #2 provides the full narrative from each of the respective charters:

- **Broward County:** Section 1.04 of the Broward County Charter – *Citizens' Bill of Rights* provides 16 rights to ensure "citizens protection against abuses and encroachments by County government and ensure all persons fair and equitable treatment." It should be noted however, that the majority of these rights are provided under the U.S. Constitution, Florida Constitution, and/or federal and state law. The Broward County Bill of Rights include:
    - Access to government
    - Access to public records
    - Right to be heard
    - Right to notice
    - Protection of human rights
- **Miami-Dade County:** Following the Preamble in the Miami-Dade County Charter is a – *Citizens' Bill of Rights* – which provides 17 rights "in order to provide the public with full and accurate information, to promote efficient administrative management, to make government more accountable, and to ensure to all persons fair and equitable treatment." Enumerated rights include:
    - Convenient access to government
    - Truth in government
    - Public records
    - Right to be heard
    - Right to notice

  Similar to Broward County, the Miami-Dade Citizens' Bill of Rights mostly includes rights already provided under the U.S. Constitution, Florida Constitution, and/or federal and state law. One exception, however, includes the establishment of the Commission on Ethics and Public Trust by County Ordinance with the authority to render advisory opinions and enforce the County's Bill of Rights and Code of Ethics Ordinances. In addition, the Miami-Dade County Charter provides for remedies for violations. A citizen may bring a cause of action alleging a violation of the Bill of Rights in the Dade County Circuit Court and shall be entitled to recover costs as determined by the Court. Judicial remedies for violations of the rights are redundant as most of the Miami-Dade rights are provided in state and federal law and are subject to penalties associated with violations of those laws.

- **Orange County:** Section 106 of the Orange County Charter – *Security of the Citizens* - provides for the County to "use its powers to secure for all citizens by ordinance [emphasis added] or by civil or criminal action, whenever appropriate, the following:
    - Just and equitable taxation
    - Proper use of public property
    - Full disclosure of public records and proceeding
    - Prevention of abuse of the environment
    - The right to be heard and provide public input

  All of these rights are provided for under the U.S. Constitution, Florida Constitution, and/or federal and state law. The Charter includes these very broad concepts which are then further described in county ordinances, policies, and procedures. This allows the elected officials to modify the county ordinances and policies as needed to reflect emerging needs. Furthermore, the Orange County Charter does not include specific enforcement, penalties, and remedies for violations of these rights.

- **Pinellas County:** Section 2.02 of the Pinellas County Charter – *Security of Rights of Citizens* – provides for the County to "use its powers to secure for all citizens by ordinance [emphasis added] or by civil or criminal action, whenever appropriate, the following:
    - Prohibition of conflict of interest
    - Just and equitable taxation while recognizing other local governments' jurisdictions to set their own millage
    - Public property
    - Public records
    - Protection of Human Rights
    - Protection of Consumer Rights.

  Like Orange County, these concepts are enumerated in the Pinellas County Charter with the explicit intent to be further described in county ordinances, policies, and procedures so that they may be revised as needed. Further, all of these rights in the Pinellas County Charter are provided for under the U.S. Constitution, Florida Constitution, and/or federal and state law. The Pinellas County Charter does not include specific enforcement, penalties, and remedies for violations of these rights.

Local governments across the state (including Leon County) have also adopted citizens' rights provisions by ordinance or resolution – demonstrating that such provisions do not require an amendment to the County Charter. For example, in April 2022, Leon County's Resolution of Support for the Universal Declaration of Human Rights was adopted to express the County's commitment to ensuring the protection of human rights locally. The Board adopted Core Practices for Leon County Government reflect many of the "rights" provided in the four county charters. The County's Core Practices are as follows:

- **Delivering the "Wow" factor in Customer Service**. Employees deliver exemplary service with pride, passion and determination; anticipating and solving problems in "real time" and exceeding customer expectations. Customers know that they are the reason we are here.
- **Connecting with Citizens**. Employees go beyond customer service to community relevance, engaging citizens as stakeholders in the community's success. Citizens know that they are part of the bigger cause.
- **Demonstrating Highest Standards of Public Service**. Employees adhere to the highest standards of ethical behavior, avoid circumstances that create even an appearance of impropriety and carry out the public's business in a manner which upholds the public trust. Citizens know that we are on their side.
- **Accepting Accountability**. Employees are individually and collectively accountable for their performance, adapt to changing conditions and relentlessly pursue excellence beyond the current standard, while maintaining our core values.
- **Exhibiting Respect**. Employees exercise respect for citizens, community partners and each other.
- **Employing Team Approach**. Employees work together to produce bigger and better ideas, to seize the opportunities and to address the problems which face our community.
- **Exercising Responsible Stewardship of the Community's Resources**. Employees engage in the continuous effort to create and sustain a place which attracts talent, fosters economic opportunity and offers an unmatched quality of life, demonstrating performance, value and results for our citizenry.
- **Living our "People Focused, Performance Driven" Culture**. Employees have a structure in place to live all of this as our organizational culture and are empowered to help the people they serve.

We Believe In:

- Demonstrating to our citizens that we are on their side, letting them know that they are the reason we exist and what they are getting for their tax dollars;
- Producing bigger and better ideas to address the real issues facing our community;
- Actively promoting transparency, accessibility, and openness in everything we do;
- Engaging citizens in important decisions facing the community;
- Tirelessly enhancing our community's livability, sustainability and economic competitiveness; and providing employees a structure which reinforces this as our organizational culture and employs and empowers them to help people.

The vast majority of the rights established under existing county charters include protections that are already provided under the U.S. Constitution, Florida Constitution, and/or federal and state law. It should be noted, however, that any citizens rights established under a county charter cannot conflict with or seek to regulate areas preempted by the U.S. Constitution, Florida Constitution, and/or federal and state law. This may include the regulation of clean air, qualifications to vote and participate in government, and the operational autonomy of constitutional officers.

The Committee may wish to formally establish citizen rights (beyond those already provided by state and federal law), and direct staff to prepare a charter amendment to incorporate such language under the Charter Preamble. Alternatively, the Committee could provide a policy recommendation to the Board recommending adoption of an ordinance enumerating such rights which would not require a charter amendment and could be revised in the future to reflect changing community needs.

Options:

1. Accept the report and take no further action.
2. Direct staff to prepare a charter amendment providing a Bill of Rights for Leon County citizens.
3. Direct staff to prepare a recommendation for the Board to consider adopting a County Ordinance providing a Bill of Rights for Leon County citizens.
4. Committee Direction.

Recommendation:

Option #1

Attachments:

1. Leon County Bill of Rights Proposal, Previously Distributed by Member Max Herrle
2. Provisions in County Charters Regarding Citizens' Rights

Unofficial Leon County Charter Review Committee Suggestions Leon County, Florida, November 6th, 2025	Max Herrle max@northflorida.com 850-508-5841

- **Instructions: As we move through the following year, I'd like to share some initial ideas on things I'm particularly interested in hearing the group's thoughts on.**

Amendments 1-2 modify existing language within the charter.	Amendments 3-4 add additional dedicated subsections to the charter.	
Question 1: County Administrator Selection Basic Majority Change Modifying Section 2.3 (1) (A) of the Leon County charter, striking the words "plus one (1)" in the first and second sentences? ◯ Yes ◯ No	**Question 5: Leon County Bill of Rights** Shall the Leon County Charter be amended to establish the Leon County Bill of Rights, value statements about the county and its people? ◯ Yes ◯ No	VI. The government of Leon County exists to serve, not to rule, and its officers remain answerable to the public trust.
Question 2: County Commissioner Compensation A discussion around County Commissioner compensation, Section 2.2(3). ◯ Yes ◯ No	**Leon County Bill of Rights** I. Every person has the right to peace, privacy, and safety within their home and community. II. People are entitled to know how their government acts in their name, and to question it without fear. III. People are entitled to the quiet enjoyment of Leon County's clean air, clean water, and natural Canopy. IV. People shall have access to information that concerns their welfare, and the means to speak and be heard. V. No person shall be deprived of dignity by neglect, discrimination, or unnecessary surveillance.	VII. The future of the county belongs equally to those born here and those who have chosen to make this their home. VIII. Public safety shall be pursued with fairness, transparency, and respect for human life and dignity. IX. Every generation holds a duty to protect our community's freedom, beauty, and opportunity for the next. X. These rights belong to all who dwell within Leon County, and no law or ordinance shall be construed to abridge them.
Question 3: Creating a County Funding Mechanism for Affordable Housing Programs A conversation about potential ideas for amendments that seek to enable county government to establish a funding mechanism to fund affordable housing programs. ◯ Yes ◯ No		
Question 4: Creating a County Funding Mechanism for Fire Services A conversation about potential ideas for amendments that seek to enable the county government or a fire control district to establish a new or revised balanced funding mechanism to fund city or city and county fire services. ◯ Yes ◯ No		

County Charters with Bill of Rights Provisions

Broward

Sec. 1.04. – Citizens' bill of rights

The citizens of the County establish this County government in order to protect and serve the citizens of the County. In order to secure to the County's citizens protection against abuses and encroachments by County government, and to ensure all persons fair and equitable treatment, the following rights are guaranteed:

(A) *Access to Government.* Each Person has the right to transact business with the County with a minimum of personal inconvenience. It is the duty of the County to provide reasonably convenient times and places for transacting business with the County.

(B) *Truth in Government.* Each Person has the right to truthful and accurate information from Commissioners and County employees. Commissioners and County employees shall not knowingly omit any information or significant facts when disseminating public information.

(C) *Public Records.* Each Person has a right to access County records. All audits, reports, minutes, documents and other County public records shall be open for public inspection at reasonable times and places.

(D) *Right to be Heard.* Any Person has the right to appear before the County Commission, a Board, or Committee for the presentation, adjustment or determination of an issue, matter or request within the County's jurisdiction. Matters shall be scheduled for the convenience of the public, and specific portions of each agenda shall provide for designated times so that the public may know when a matter may be heard. The County may establish reasonable procedures relating to public hearings, including limitations on the time members of the public may speak on an issue.

(E) *Right to Notice.* The County shall provide timely notice to Persons entitled to notice of a hearing before the County Commission, Board, or Committee. The notice shall include the time, place and nature of the scheduled hearing, and the legal authority which forms the basis for the hearing. The County shall provide copies of proposed ordinances and resolutions at a reasonable time prior to the hearing, unless the matter involves the adoption of an emergency ordinance or resolution.

(F) *Right to Notice of Decision and Reasons.* The County, if requested, shall provide members of the public notice of the County's denial of a Person's request made in connection with any County decision or proceeding. A statement indicating the grounds for denial shall accompany the notice provided by the County.

(G) *Right to County Administrator's Report.* The public is entitled to a status report, on a periodic basis, from the County Administrator on all major matters which are either still pending or have been concluded.

(H) *Right to Public Budget Process.* The County Administrator shall annually prepare a budget which illustrates the cost of each County program. Prior to the County Commission's first public hearing on a proposed budget, the County Administrator shall publish a budget summary which sets forth the proposed cost of each individual program, all major proposed increases and decreases in funding and personnel for each County program, the reasons for any increase or decrease, the estimated millage cost of each program, and the amount of any contingency and carryover funds for each program.

(I) *Right to a Management Report on the Performance of County Government.* The public is entitled to have access to a Management Report published by the County Administrator, and made public on a quarterly basis, detailing the performance of the County government offices, divisions and departments. The Management Report shall include, but not be limited to, a report on the receipt and expenditure of County funds by each County office, division and department, and a report of the expected and actual performance of the activities of each County office, division and department.

(J) *Right to Prohibit Conflicts of Interest and the Implementation of a Code of Conduct.* The County Commission shall enact, by ordinance, a conflict of interest section in the County Code that requires Commissioners, County employees, and individuals appointed to Boards, Committees, Agencies, and Authorities to avoid even the appearance of impropriety in the performance of their duties and responsibilities. The County Commission shall also enact, by ordinance, a Code of Official Conduct that shall apply to Commissioners, County employees, and individuals appointed to Boards, Committees, Agencies, and Authorities. In the ordinances enacted pursuant to this subsection, the County Commission shall provide procedures for the examination of matters related to the conduct of Commissioners, County employees, and individuals appointed to Boards, Committees, Agencies, and Authorities. The ordinances enacted pursuant to this subsection shall also provide procedures for the removal of an employee or individual, other than a Commissioner.

(K) *Just and Equitable Taxation.* The County shall prevent the imposition of any tax within the County in excess of the limitations imposed by Article VII, Section 9, of the Florida Constitution or by the laws of the State of Florida.

(L) *Proper Use of Public Property.* The County shall prevent the use of public property or its taxing power for the benefit of private individuals, partnerships or corporations, in violation of the restrictions imposed by Article VII, Section 10, of the Florida Constitution, or by the laws of the State of Florida.

(M) *Power of Recall.* The public shall have the power to recall any Commissioner in accordance with the laws of the State of Florida.

(N) *Protection of Human Rights.* The County shall establish provisions, for protection of citizen human rights from discrimination based upon religion, political affiliation, race, color, age, gender, disability, familial status, marital status, or national origin by providing and ensuring equal rights and opportunities for all citizens of the County.

(O) *Protection of Consumer Rights.* The County shall enact ordinances for protection of citizen consumer rights from unfair trade practices by all Persons.

(P) *Sustainable Environment.* Broward County shall enact ordinances which protect its citizens' right to a sustainable environment, including clean air and clean water, while encouraging the stewardship of natural resources.

All provisions of this Article shall be construed to be supplementary to and not in conflict with the laws of the State of Florida. If any part of this Article shall be declared invalid, such invalidity shall not affect the validity of the remaining provisions.

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Miami-Dade

Citizens' Bill of Rights (included after Preamble)

(A) This government has been created to protect the governed, not the governing. In order to provide the public with full and accurate information, to promote efficient administrative management, to make government more accountable, and to ensure to all persons fair and equitable treatment, the following rights are guaranteed:

(1) *Convenient Access.* Every person has the right to transact business with the County and the municipalities with a minimum of personal inconvenience. It shall be the duty of the Mayor and the Commission to provide, within the County's budget limitations, reasonably convenient times and places for registration and voting, for required inspections, and for transacting business with the County.

(2) *Truth in Government.* No County or municipal official or employee shall knowingly furnish false information on any public matter, nor knowingly omit significant facts when giving requested information to members of the public.

(3) *Public Records.* All audits, reports, minutes, documents and other public records of the County and the municipalities and their boards, agencies, departments and authorities shall be open for inspection and copying, consistent with the requirements of the State of Florida's public records laws, at reasonable times and places convenient to the public.

(4) *Minutes and Ordinance Register.* The Clerk of the Commission and of each municipal council shall maintain and make available for public inspection an ordinance register separate from the minutes showing the votes of each member on all ordinances and resolutions listed by descriptive title. Written minutes of all meetings and the ordinance register shall be available for public inspection not later than 30 days after the conclusion of the meeting.

(5) *Right to be Heard.* So far as the orderly conduct of public business permits, any interested person has the right to appear before the Commission or any municipal council or any County or municipal agency, board or department for the presentation, adjustment or determination of an issue, request or controversy within the jurisdiction of the governmental entity involved; provided, nothing herein shall prohibit the Commission or any municipal council from referring a matter to a committee of each of their respective bodies to conduct a public hearing, unless prohibited by law. Matters shall be scheduled for the convenience of the public, and the agenda shall be divided into approximate time periods so that the public may know approximately when a matter will be heard. Nothing herein shall prohibit any governmental entity or agency from imposing reasonable time limits for the presentation of a matter.

(6) *Right to Notice.* Persons entitled to notice of a County or municipal hearing shall be timely informed as to the time, place and nature of the hearing and the legal authority pursuant to

which the hearing is to be held. Failure by an individual to receive such notice shall not constitute mandatory grounds for cancelling the hearing or rendering invalid any determination made at such hearing. Copies of proposed ordinances or resolutions shall be made available at a reasonable time prior to the hearing, unless the matter involves an emergency ordinance or resolution.

(7) *No Unreasonable Postponements.* No matter once having been placed on a formal agenda by the County or any municipality shall be postponed to another day except for good cause shown in the opinion of the County Commission, the municipal council or other governmental entity or agency conducting such meeting, and then only on condition that any person so requesting is mailed adequate notice of the new date of any postponed meeting. Failure by an individual to receive such notice shall not constitute mandatory grounds for cancelling the hearing or rendering invalid any determination made at such hearing.

(8) *Right to Public Hearing.* Upon a timely request of any interested party a public hearing shall be held by any County or municipal agency, board, department or authority upon any significant policy decision to be issued by it which is not subject to subsequent administrative or legislative review and hearing. This provision shall not apply to the Law Department of the County or of any municipality, nor to any body whose duties and responsibilities are solely advisory. At any zoning or other hearing in which review is exclusively by certiorari, a party or his counsel shall be entitled to present his case or defense by oral or documentary evidence, to submit rebuttal evidence, and to conduct such cross-examination as may be required for a full and true disclosure of the facts. The decision of any such agency, board, department or authority must be based upon the facts in the record. Procedural rules establishing reasonable time and other limitations may be promulgated and amended from time to time.

(9) *Notice of Actions and Reasons.* Prompt notice shall be given of the denial in whole or in part of a request of an interested person made in connection with any County or municipal administrative decision or proceeding when the decision is reserved at the conclusion of the hearing. The notice shall be accompanied by a statement of the grounds for denial.

(10) *Mayor's, City Managers' and Attorneys' Reports.* The County Mayor and County Attorney and each City Manager and City Attorney shall periodically make a public status report on all major matters pending or concluded within their respective jurisdictions.

(11) *Budgeting.* In addition to any budget required by state statute, the County Mayor shall prepare a budget showing the cost of each program for each budget year. Prior to the County Commission's first public hearing on the proposed budget required by state law, the County Mayor shall make public a budget summary setting forth the proposed cost of each individual program and reflecting all major proposed increases and decreases in funds and personnel for each program, the purposes therefore, the estimated millage cost of each program and the amount of any contingency and carryover funds for each program.

(12) *Quarterly Budget Comparisons.* The County Mayor shall make public a quarterly report showing the actual expenditures during the quarter just ended against one quarter of the proposed annual expenditures set forth in the budget. Such report shall also reflect the same cumulative information for whatever portion of the fiscal year that has elapsed.

(13) *Adequate Audits.* An annual audit of the County and each municipality shall be made by an independent certified public accounting firm in accordance with generally accepted auditing standards. A summary of the results, including any deficiencies found, shall be made public. In making such audit, proprietary functions shall be audited separately and adequate depreciation on proprietary facilities shall be accrued so the public may determine the amount of any direct or indirect subsidy.

(14) *Regional Offices.* Regional offices of the County's administrative services shall be maintained at locations in the County for the convenience of the residents.

(15) *Financial Disclosure.* The Commission shall by ordinance make provision for the filing under oath or affirmation by all County and municipal elective officials, candidates for County and municipal elective offices, such employees as may be designated by ordinance, and such other public officials, and outside consultants who receive funds from the County or municipalities, within the County and who may legally be included, of personal financial statements, copies of personal Federal income tax returns, or itemized source of income statements. Provision shall be made for preparing and keeping such reports current from time to time, and for public disclosure. The Commission shall also make provision for the filing annually under oath of a report by fulltime County and municipal employees of all outside employment and amounts received therefrom. The Mayor and any City Manager may require monthly reports from individual employees or groups of employees for good cause.

(16) *Representation of Public.* The Commission shall endeavor to provide representation at all proceedings significantly affecting the County and its residents before State and Federal regulatory bodies.

(17) *Commission on Ethics and Public Trust.* The County shall, by ordinance, establish an independent Commission on Ethics and Public Trust comprised of five members, not appointed by the County Commission, with the authority to review, interpret, render advisory opinions and enforce the county and municipal code of ethics ordinances, conflict of interest ordinances, lobbyist registration and reporting ordinances, ethical campaign practices ordinances, when enacted, and citizens' bill of rights.

(B) The foregoing enumeration of citizens' rights vests large and pervasive powers in the citizenry of Dade County. Such power necessarily carries with it responsibility of equal magnitude for the successful operation of government in the County. The orderly, efficient and fair operation of government requires the intelligent participation of individual citizens exercising their rights with dignity and restraint so as to avoid any sweeping acceleration in the cost of government because

of the exercise of individual prerogatives, and for individual citizens to grant respect for the dignity of public office.

(C) *Remedies for Violations.* A citizen may bring a cause of action alleging a violation of this Article filed in the Dade County Circuit Court pursuant to its general equity jurisdiction and if successful, shall be entitled to recover costs as fixed by the Court. The Commission on Ethics and Public Trust may also enforce the provisions of this Article and may impose any penalty authorized by County Code not otherwise prohibited by a collective bargaining agreement, for a violation of this Article. Any penalty imposed by the Commission on Ethics and Public Trust pursuant to this subsection may be enforced in the Miami-Dade County Circuit Court.

(D) *Construction.* All provisions of this Article shall be construed to be supplementary to and not in conflict with the general laws of Florida. If any part of this Article shall be declared invalid, it shall not affect the validity of the remaining provisions.

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Orange

Sec. 106. – Security of the citizens

The Charter form of government protects and serves the citizens of the county. In order to secure to the citizens of the county protection against abuses and encroachments, the county shall use its powers to secure for all citizens by ordinance or by civil or criminal action, whenever appropriate, the following:

(A) Just and equitable taxation.

(B) Proper use of public property.

(C) Full disclosure of public records and proceedings.

(D) Prevention of abuse of the environment.

(E) The right to be heard and provide public input.

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Pinellas

Sec. 2.02. – Security of rights of citizens

In order to secure protection to the citizens of the county against abuses and encroachments, the county shall use its powers, whenever appropriate, to provide by ordinance or to seek remedy by civil or criminal action for the following:

(A) *Prohibition of conflict of interest.* The board of county commissioners shall enact a conflict of interest ordinance pertaining to all elected officials, appointed officials, and all employees of said officials of Pinellas County government, within ninety (90) days after the effective date of the Charter. By said ordinance the board shall be empowered to institute procedures by which any such official may be removed from office, except for those officers for which removal is provided under the state constitution.

(B) *Just and equitable taxation while recognizing other local governments' jurisdictions to set their own millage.* The grant of the powers contained herein shall not be construed in any way to allow the county to claim any portion of any city's ten-mill taxing power.

(C) [*Public property.*] Proper use of public property belonging to Pinellas County government.

(D) [*Public records.*] Full access to public records and proceedings of Pinellas County government.

(E) *Protection of human rights.* The county shall establish provisions, pursuant to state and federal law, for protection of human rights from discrimination based upon religion, political affiliation, race, color, age, sex, or national origin by providing and ensuring equal rights and opportunities for all people of Pinellas County.

(F) *Protection of consumer rights.* The county shall establish provisions for the protection of consumers.

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LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM #2

Citizen Charter Review Committee

Agenda Item #2

January 22, 2026

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator

Title: Considerations for Addressing Poverty and Racial Inequity in the County Charter

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Abigail Thomas, Director, Office of Human Services and Community Partnerships

Summary:

At its December 4, 2025 meeting, the Citizen Charter Review Committee requested an agenda item to consider amending the Leon County Charter to address communities and neighborhoods impacted by poverty and racial inequities. This item provides the requested analysis including information on the County's ongoing efforts to address poverty and historic inequity through programs, policies and partnerships in the community.

Staff Recommendation:

Option #1: Accept the report on Leon County's commitment and ongoing efforts to tackle poverty and historic inequities in the community.

Report and Discussion

Background:

At its December 4, 2025 meeting, the Citizen Charter Review Committee (Committee) requested an agenda item to consider amending the Leon County Charter to address communities and neighborhoods impacted by poverty and racial inequities. This item provides the requested analysis including information on the County's ongoing efforts to address poverty and historic inequity through programs, policies and partnerships in the community.

During the December 4th meeting, Dr. Bruce Strouble distributed a handout that proposed the establishment of a new section in the County Charter that would require the County to establish programs and funds based on communities that have experienced historic racial discrimination (Attachment #1). Subsequently, the Committee requested an agenda item to further consider the proposal for a potential charter amendment. The principal tenets of the proposal, as described further in the Analysis section, are as follows:

- *Acknowledgment of historic local and state policies that created "generational disadvantage to specific communities" which the proposal identifies as black residents and neighborhoods.*
- *Conduct periodic historical disparity audits to identify geographic areas where historic public policies (i.e., slavery, Jim Crow segregation, redlining, etc.) presently produce inequities.*
- *Establish a Community Restoration Fund dedicated to investing exclusively in areas identified in the audit. Investment would include infrastructure, housing stabilization, environmental remediation, neighborhood revitalization, community wealth-building & economic mobility programs, and community healing.*
- *Ensure County budgets, planning documents, and capital projects include a clear framework for reducing disparities identified in the audits.*
- *Prioritize access to County-owned lands for historically burdened communities for agriculture, housing, cooperatives, and restorative development.*

The primary goal of the proposed charter amendment is to provide exclusive resources and services to neighborhoods that experienced past and historic racial discrimination in the community (i.e., slavery, Jim Crow, etc.). However, recent and ongoing state and federal efforts have sought to prohibit the adoption and implementation of policies, programs, and services that seek to address historic racial disenfranchisement or diversity, equity, and inclusion (DEI). Some federal agencies now require state and local governments to certify that they do not operate any programs that advance or promote DEI as a condition to receive federal grant funding which has led to the suspension and elimination of said programs.

As presented in the item, Leon County currently has a long history of working to reduce poverty and inequity in the community. The County regularly utilizes empirical data developed by federal and state agencies such as the U.S. Census, Shimberg Center for Housing Studies, and the Florida Department of Health to identify, engage, and invest in local neighborhoods that have historically

experienced poverty. As a result, since 2021, the County has strengthened its efforts to address poverty through the investment of more than $34 million in human services programs, healthcare, housing, and economic development, to improve the lives of residents in neighborhoods such as Bond, Frenchtown, Griffin Heights, and South City. At the same time, the County has dedicated $319 million through the Blueprint Intergovernmental Agency (Blueprint) on infrastructure investments in high poverty neighborhoods.

As requested by the Committee, an analysis of Dr. Strouble's proposal is provided along with greater detail on the County's efforts to reduce poverty in neighborhoods based on empirical data and community needs. This includes information on recent and ongoing state and federal efforts to prohibit the adoption and implementation of policies, programs, and services based on historic racial disenfranchisement, diversity, equity, and inclusion. With exception to the narrowly tailored Minority and Women Business Enterprise program explained later in this item, County's programs and services are not specific to, or solely intended for, historically disenfranchised populations. However, the programs often support residents and areas of the County generally considered historically disenfranchised.

The County has been successful in addressing poverty and inequities in accordance with state and federal laws and without an amendment to the County Charter. Adopting a charter amendment to establish programs and funding based on historic racial disenfranchisement could put the County's federal and state funding in jeopardy, as well as pose legal challenges to the County that are presented in the Analysis. Therefore, it is recommended that the Committee not pursue a charter amendment. Alternatively, the Committee may wish to provide a policy recommendation to the Board encouraging the continuation of the County's long-standing commitment to reducing poverty in the community. The recommendation would be included as part of the Committee's report for Board consideration.

Analysis:

The Leon County Charter provides for the structure, organization, and authority of County government. The County Charter does not express specific policy priorities which are achieved through the Board's strategic planning process, budgetary priorities, or policy and ordinance adoption. However, this item provides the requested analysis for the Committee to consider addressing poverty and racial inequities through the County Charter as well as information on the County's ongoing efforts to address these issues through programs, policies and partnerships in the community.

The County utilizes empirical data developed by federal and state agencies to identify, engage, and invest in local neighborhoods that have historically experienced poverty. A variety of data regularly identify the census tracts of Frenchtown and Griffin Heights, located in the 32304 zip code, as high poverty neighborhoods. In September 2025, the Board was provided a report that detailed the County's efforts to address poverty and inequities in the community with an emphasis on the 32304 zip code (Attachment #2). The report commenced with data that indicated 32304 has the following:

- The highest poverty rate in the community (49.4% compared to 18.1% countywide)
- The lowest homeownership rate (13% compared to 52% countywide)
- The highest uninsured rate (12.9% compared to 7.7% countywide)
- One of the lowest median household incomes ($30,823 compared to $66,000 countywide)
- One of the highest unemployment rates (8% compared to 4.4% countywide)

In addition to Frenchtown and Griffin Heights, the neighborhoods and census tracts with poverty rates higher than the County average include: Bond, Providence, and South City. The neighborhoods are all located within the City of Tallahassee (City) limits. As a result, the County regularly collaborates with the City and other local partners to develop, fund, and support a variety of programs, services, events, and initiatives to address poverty and inequity in the neighborhoods.

The County actively supports the implementation of the City's Neighborhood First Program which aims to reduce crime, enhance quality of life, and increase economic prosperity in Bond, Frenchtown, Griffin Heights, Providence, and South City. While the efforts do not specifically focus on racial inequities, the neighborhoods have a higher population of minorities compared to the overall County population. Additionally, 75% of residents served by human service agencies through the County and City's Community Human Services Partnership program live in these neighborhoods. Therefore, the programs and services presented in the following section provide critical resources in the neighborhoods with the highest minority populations in the community.

County Efforts to Reduce Poverty and Inequities

Leon County currently has a long history of working to reduce poverty and inequity in the community. The following highlights the County's ongoing efforts to improve the lives of residents in neighborhoods that have historically experienced poverty and inequities through human services, healthcare, housing, economic development, and infrastructure improvements. Further details are provided in Attachment #2, which includes the report that was provided to the Board in September 2025.

Human Services

Leon County has been steadfast in its commitment and investment in human service programs that improve the quality of life of our residents. Over the past several years, the County has strengthened efforts in neighborhoods that have historically experienced poverty, including in the 32304 zip code, by expanding access to human services through the following:

- In 2019, the County, in partnership with the City, established the Community Human Services Partnership (CHSP) Promise Zone Category which invests $1.1 million each funding cycle to provide direct services such as food, legal aid, after school care, and healthcare to high poverty neighborhoods. For more than 30 years, the County and City have planned, coordinated, and invested in human services through CHSP, which utilizes a competitive grant process to fund essential human services programs delivered by local not-for-profit organizations.

- Over the past several years, the County and City have partnered with Second Harvest of the Big Bend (Second Harvest) to install four temperature-controlled 24/7 food lockers at Good News Outreach in Frenchtown, Neighborhood Medical Center on South Monroe, Hartsfield Elementary School, and Sabal Palm Elementary School. The lockers have distributed over 17,000 meals to more than 3,200 residents.
- In 2024, the County expanded its partnership with 2-1-1 Big Bend to provide annual direct funding in the amount of $112,500 for the 24-hour Helpline and the Lyft transportation program to address the need for greater knowledge of available resources and transportation. According to 2-1-1, over 4,000 Lyft rides were coordinated in FY 2025. Residents of the 32304 zip code accounted for nearly 830 Lyft rides (22%), the second highest of any zip code behind 32301. Further, the 32304 zip code continues to represent the largest share (31%) of 2-1-1 Helpline call volume.

Healthcare Services

As presented earlier, residents of the 32304 zip code are most likely to be uninsured in the community. For over two decades, the County has led the effort to ensure residents have access to high quality health care through the following:

- The County invests over $1.75 million annually through the Healthcare Services Program (i.e., CareNet) to provide primary care, dental care, mental health services, assistance with prescription medications, and specialty care to uninsured residents. The County partners with Apalachee Center, Bond Community Health Center (Bond), Neighborhood Medical Center (NMC), FAMU Pharmacy, and WeCare. As reported by the healthcare partners, 32304 residents represent the highest percentage of patients served (30%) in the community.
- The County partners with Bond and NMC to provide primary care, dental care, and health screenings through the mobile health units. The mobile units regularly visit Springfield Apartments in Griffin Heights, Walker Ford Community Center in the Bond Community, and other community hubs to expand access to health care services. Mobile units provide health care services two to three times per week, and at least two Saturdays a month throughout Leon County.

Affordable Housing

Access to safe and affordable housing is another critical tool in addressing poverty and inequity. Homeownership is the primary vehicle for wealth creation and promotes neighborhood stability and therefore the County has taken the following actions:

- In 2019, the County, in partnership with the City, established the Tallahassee-Leon County Community Land Trust (CLT) through the Tallahassee Lenders' Consortium to construct new homes for low-income households that will remain affordable in perpetuity. As part of the partnership, the County donates properties deemed suitable for affordable housing to the CLT to construct new homes. The CLT has completed eight homes thus far on County donated land, including four homes in Griffin Heights.

- In 2022, the County entered into an interlocal agreement with the City to utilize County State Housing Initiative Partnership (SHIP) funds to invest in the construction of new homes in Neighborhood First Program neighborhoods. As a result, the County has invested more than $900,000 for the construction of 13 homes with County SHIP funds in Neighborhood First communities, including six recently completed homes in the Providence and Griffin Heights neighborhoods.
- In 2025, the County contracted with Legal Services of North Florida in the amount of $50,000 annually to provide legal assistance to help low-income families clear title and resolve heirs' property issues, which is anticipated to serve 20 families annually with a focus on high poverty neighborhoods.

Additionally, the highest affordable housing need in the community is affordable rental units for very low-income households. As a result, the County has invested a majority of its affordable housing funds for rental development over the previous five years within 32304 and other zip codes with high poverty rates. Such investments include:

- $5.8 million in direct funding and more than $198 million in bonding for affordable housing rental projects in high poverty communities that have or will build more than 1,200 units within the next 12 to 18 months (Attachment #3).
- $500,000 annually in affordable rental development for very-low and extremely-low income households which includes residents in the 32304 zip code through the combination of SHIP, general revenue, and the County's portion of the newly established affordable housing program in the Office of Economic Vitality (OEV).
- $175,000 to the Tallahassee Housing Authority to develop a master plan for the Springfield Apartments in Griffin Heights.

Financial Empowerment and Economic Development

As presented earlier, unemployment in high poverty neighborhoods is higher than the Countywide average. In addition, businesses in the neighborhoods report a lack of access to capital due to limited banking institutions in their communities. As a result, the County has taken considerable action to address the disparities, including the following:

- Partnering with FAMU Federal Credit Union in 2021 to establish the SmartSteps Microloan Program to provide financial capital to historically marginalized entrepreneurs to build their businesses. The County allocated $2.5 million to establish the program, with FAMU Federal Credit Union contributing a $250,000 match. To date, SmartSteps has distributed over $1 million in microloans to 51 Black, minority, and women-owned businesses. Approximately 36% of loans have gone to businesses located in 32304, more than any other zip code. As a revolving loan program, repaid funds are reinvested to support additional MWSBE businesses.
- Ongoing partnership with Tallahassee State College (TSC) to support the emergency medical technician (EMT) program, including the dual enrollment program located on the campus of Godby High School which is the primary high school for the 32304 zip code. This program provides students in 32304 with the skills and professional certification to

work as an EMT upon graduation. Since the program launched in 2023, 23 students have completed the training with an additional 10 students currently enrolled for the 2025-2026 school year.

- Partnering with the Capital City Chamber of Commerce (Capital City Chamber) in 2022 to support the Bank On Tallahassee Initiative which improves access to banks and credit unions for low-income households and helps reduce barriers for households with previous credit issues. This led to the development of a Financial Empowerment Blueprint approved by the Board (Attachment #4) that memorializes the County's ongoing efforts to spur economic growth in neighborhoods that have historically experienced poverty.

MWSBE Program

In addition to programs addressing the human services and financial empowerment needs in the community, the County has long operated a narrowly defined race- and gender-based Minority and Women Business Enterprise (MWBE) program to enhance procurement opportunities with the County for small businesses. The program provides an incentive for small businesses to access County procurement opportunities within certain contracting categories (construction, architecture & engineering, professional services, materials and supplies) where minority- and women-owned businesses have historically been underrepresented in the procurement process so long as there is sufficient availability of said businesses to compete for County contracts. Today, the program operates as a joint office of the County and City under the Office of Economic Vitality.

The MWBE program operates based on the legal defensibility of a disparity study prepared by a third-party which must demonstrate factual predicate evidence of significant disparity and the program must be narrowly tailored to satisfy the legal foundation for administering a race- and gender-based procurement program. Based on the market data provided by the disparity study, the program assigns aspirational goals for contracting with MWBEs by procurement category. The aspirational goals cannot be mandated by the County. The following represents the latest annual reporting figures from FY 2024 on the County's MWBE utilization:

- The County spent approximately $2.2 million with minority-owned vendors which was 148% of the aspirational goal as determined by the disparity study.
- The County spent approximately $7.5 million with women-owned vendors which was 579% of the aspirational goal as determined by the disparity study.

Infrastructure Investments

Investment in infrastructure is also essential to the quality of life and economic prosperity in neighborhoods and communities that have historically experienced poverty and inequities. Therefore, the County and City have made significant infrastructure investments in zip codes with the highest poverty rates through Blueprint. In fact, 20 of the 32 Blueprint projects (62%) planned or underway are local in 32301, 32303, 32304, and 32305, for a total investment of $319 million.

As provided in the September 2025 report to the Board (Attachment #2), these projects include:

- $23 million for the construction of the Magnolia Drive Trail that builds sidewalks, installs underground electric utilities, connects South City and surrounding neighborhoods to public transit and employment centers.
- $20 million for stormwater improvements, multi-use trails, and community space that will connect the Bond, Callen, Liberty Park, Lee Manor, and Providence neighborhoods.
- $9 million for the Orange-Meridian Placemaking project which is constructing a new park on the Southside while improving stormwater drainage.
- More than $1.5 million for the ongoing development of the South City Transit Center and improvements in the South City neighborhood.

These projects reflect the County's commitment to identify and engage the neighborhoods and make critical investments that improve the quality of life and economic prosperity for the residents.

Analysis of Proposed Leon County Charter Amendment

As demonstrated, the County has a long and ongoing history of reducing poverty and inequity in the community. These efforts do not require an amendment to the County Charter. As mentioned earlier, the Committee requested further analysis to consider Dr. Strouble's proposal that would create a new section in the County Charter that requires the County to establish programs and funds based on communities that have experienced historic racial discrimination. The following presents the specifics of the proposal and reiterates the policies, programs, services, and investment that align with the proposal that are already being implemented by the County:

Acknowledgment of historic local and state policies that created "generational disadvantage to specific communities" which the proposal identifies as black residents and neighborhoods.

On February 20, 2024, the Board adopted a resolution to acknowledge and apologize for the history of slavery and racism in Leon County (Attachment #5). Resolution 24-11 acknowledges racial inequities that occurred in the County and provides an apology for "the enslavement and segregation of African Americans in the community. The Resolution expressed the Board's commitment to acknowledge and remember the errors that took place while also celebrating the strides that our community has made toward racial equality. It is important to note that the Board of County Commissioners did not have a policy making role in many of these historic inequities such as the segregation of schools, land use decisions within the City limits, lending decisions by private institutions, or operational control of law enforcement actions. However, as detailed throughout this analysis, the County has intentionally led the effort to respond to the impact of racial inequities on poverty in the community.

Conduct periodic historical disparity audits to identify geographic areas where historic public policies (i.e., slavery, Jim Crow segregation, redlining, etc.) presently produce inequities.

The County regularly conducts data driven analysis to respond to the most pressing needs in the community, including poverty and inequity. The County utilizes empirical data developed by federal and state agencies such as the U.S. Census, Shimberg Center for Housing Studies, and the

Florida Department of Health to identify, engage, and invest in local neighborhoods that have historically experienced poverty. As mentioned earlier, the data has identified neighborhoods such as Bond, Frenchtown, Griffin Heights, and South City with: the highest poverty rates, median household income below the County average, high percentage of residents without a high school diploma, and zoned for schools that have historically struggled to meet benchmarks for key educational attainment such as kindergarten readiness.

These neighborhoods also have census tracts with a higher percentage of minorities than other parts of the community. However, it is the empirical data with poverty indicators that the County utilizes for addressing poverty and inequities rather than the racial composition of the neighborhoods. This ensures County programs, services, and investments are consistent with state and federal restrictions on race-related programming presented further in the item.

Establish a Community Restoration Fund dedicated to investing exclusively in areas identified in the audit. Investment would include infrastructure, housing stabilization, environmental remediation, neighborhood revitalization, community wealth-building & economic mobility programs, and community healing.

As described through the item and Attachment #2, the County continues to make significant investment in addressing poverty and inequities in the community. Since 2021, the County has invested more than $34 million to improve the lives of residents in neighborhoods such as Bond, Frenchtown, Griffin Heights, and South City through human services programs, healthcare, housing, and economic development. At the same time, another $319 million has been dedicated through Blueprint for infrastructure investments in high poverty neighborhoods.

Additionally, through an interlocal agreement with the City, the Frenchtown/Southside Community Redevelopment Agency (CRA) was established to revitalize the neighborhoods within its boundaries which include Frenchtown and South City. Through the partnership with the City, the County dedicates approximately $4.2 million in annual property tax revenues to the CRA to make critical investments in the neighborhoods in the areas of affordable housing, economic development, and neighborhood revitalization.

Ensure County budgets, planning documents, and capital projects include a clear framework for reducing disparities identified in the audits.

The County's commitment to addressing poverty and inequities is well documented and reflected in its annual investment, policies, and plans adopted by the Board. In addition to the more than $34 million invested since 2021 in human services programs as well as $319 million dedicated through Blueprint for infrastructure investments in high poverty neighborhoods, the County's annual budget includes:

- $7.7 million annually in healthcare for uninsured and underinsured low-income residents.
- $4.2 million annually to the Frenchtown/Southside CRA to invest and revitalize neighborhoods including Frenchtown and South City.
- $1.3 million annually in CHSP for human services for which 75% of funding serves residents in high poverty neighborhoods.

- $1.5 million annually to increase and preserve the stock of affordable housing for low-income households.

Additionally, through the Tallahassee-Leon County Comprehensive Plan, the County and City have adopted policies and made capital investments to spur long-term economic growth in high poverty neighborhoods. Incorporated into the Comprehensive Plan is the Southside Action Plan (SAP) which is a robust three-phased approach to creating balanced and equitable growth in those areas designated within the SAP boundary of southern Leon County. The boundary includes Bond, Frenchtown, Griffin Heights, Providence, and South City neighborhoods. The primary goal of the policy is to encourage quality land development and redevelopment within the area to support equitable population growth, establish an environment that incentivizes retention and expansion of business and employment opportunities, and to attain an income mix comparable to the remainder of the urbanized County.

Over the past five years, more than $1.13 billion in public and private investments have been made within the SAP area, which includes an increase in available affordable housing; expansion of businesses and employment centers; and infrastructure improvements. The infrastructure improvements have included road resurfacing, new sidewalks, and access to sewer service. These improvements have been critical to attracting greater private investment to enhance the quality of life and economic opportunities for residents within the SAP area.

Prioritize access to County-owned lands for historically burdened communities for agriculture, housing, cooperatives, and restorative development.

As shared earlier, in 2019, the County, in partnership with the City, established the Tallahassee-Leon County Community Land Trust (CLT) to construct new homes for low-income households that will remain affordable in perpetuity. As part of the partnership, the County donates properties deemed suitable for affordable housing to the CLT to construct new homes. The homes are sold to low-income households that have the credit and financial history, but not the capital. The CLT has completed eight homes thus far on County donated land, including four homes in the Griffin Heights neighborhood.

In addition to affordable housing, the County's Sustainability Office operates the Leon County Community Garden Program to provide technical assistance, materials, and grants to support residents in establishing or revitalizing community gardens throughout the County. Eligible locations for grants include vacant County-owned land, school campuses, and other community spaces. Grants of up to $1,000 are available to support garden development and sustainability efforts. Within the past two years, the Community Garden Program has supported the establishment of eight community gardens in neighborhoods such as South City, Frenchtown, and Griffin Heights.

Although the CLT and Community Garden Program have targeted and benefited households and neighborhoods that have historically experienced poverty and inequities, the County does not prioritize programs and services based on race and/or ethnicity. As mentioned throughout the item, the County utilizes empirical data to identify households and neighborhoods most impacted

by poverty, and subsequently develops and implements programs and services to improve their quality of life and enhance their economic security.

Federal and State Efforts to Prohibit Policies and Investment Based on Historic Discrimination

The primary goal of the proposed charter amendment is to provide exclusive resources and services to neighborhoods that experienced past and historic racial discrimination in the community (i.e., slavery, Jim Crow, etc.). However, recent and ongoing state and federal efforts have sought to prohibit the adoption and implementation of policies, programs, and services that seek to address historic racial disenfranchisement or DEI. The definition of DEI in Presidential Executive Orders and legislation have generally included employment, policies, programs, and services that "promote or provide preferential treatment or special benefits to a person or group based on race, color, sex, ethnicity, gender identity, or sexual orientation."

At the state level, Florida passed the Individual Freedom Act in 2022 to restrict training related to systemic racism and identity in schools and workplaces. In addition, several bills have been filed for the 2026 Legislative session that would prohibit local governments from adopting or funding DEI-related policies and programs. The proposed legislation also seeks to void any current DEI policies and programs that are currently in place, remove elected officials from office that violate the prohibition, and authorize residents to sue local governments that adopt, implement and/or fund DEI-related policies and programs.

At the federal level, Executive Order 14173 issued on January 21, 2025, rescinded long-standing federal contractor requirements related to race and gender-based employment and contracting practices. Additionally, several federal departments have begun including language in grant contracts that require recipients to certify that they do not "operate any programs that advance or promote DEI, DEIA (Diversity, Equity, Inclusion, and Accessibility), or discriminatory equity ideology". As a result, many Florida local governments have already eliminated or suspended their minority- and women-owned business programs so not to jeopardize millions of dollars in federal grant funds. In December 2025, the County was awarded a $16.8 million grant from the U.S. Department of Transportation (US DOT) for safety improvements on North Monroe Street. The County is currently coordinating with US DOT on the development of a contract agreement which may impose similar provisions that prohibit DEI-related policies, programs, and services. Therefore, the adoption of the proposed charter amendment is not recommended as it could immediately jeopardize federal funding recently awarded to the County.

Alternative Option for the Charter Review Committee

The County has been successful in addressing poverty and inequities in accordance with state and federal laws and without specific programs or provisions in the County Charter. Further, the adoption of the proposed charter amendment is not recommended as it could immediately jeopardize federal funding recently awarded to the County. Alternatively, the Committee may wish to provide a policy recommendation to the Board encouraging the continuation of the County's long-standing commitment to reducing poverty in the community. The recommendation would be brought back to the Committee for final approval to be included as part of the Committee's report to the Board.

Options:

1. Accept the report on Leon County's commitment and ongoing efforts to tackle poverty and historic inequities in the community.
2. Direct staff to prepare a policy recommendation to the Board encouraging the continuation of the County's long-standing commitment to reducing poverty in the community.
3. Committee direction.

Recommendation:

Option #1

Attachments:

1. Harmful Public Policy and Charter Reform Handout provided by Dr. Bruce Strouble, December 4, 2025
2. September 15, 2025 Status Report on Efforts to Address Poverty and Inequities in 32304
3. Rental Development Projects Funded by Leon County
4. Leon County Financial Empowerment Blueprint
5. Leon County Resolution 24-11

Policy Brief: Proposal to amend the Leon County Charter with an Article that Addresses Impacts of Harmful Public Policy

Prepared for: Leon County Charter Review Committee

Prepared by: Dr. Bruce Strouble

Date: November 2025

Attachments: **ARTICLE X - Draft Article 10: FAQ

Executive Summary

Leon County faces persistent and well-documented disparities in wealth, health, housing, environmental exposure, and neighborhood opportunity. These inequities align closely with historic patterns of slavery, segregation, discriminatory housing policy, and public disinvestment—policies that were enacted or enforced by Leon County's government institutions across generations.

In February 2024, the Board of County Commissioners formally acknowledged and apologized for the County's role in these systems of harm. The proposed Charter Amendment provides the structural mechanism to act on that commitment by ensuring that acknowledged harms are matched with concrete, long-term restoration efforts.

This policy brief recommends creating a new Article in the Leon County Charter—Restoring Communities Impacted by Harmful Public Policy—to provide the structural authority, continuity, and long-term mandate necessary to address these historical harms and restore communities still impacted today.

A Charter-level provision is essential because the harm is structural, ongoing, and rooted in public policy; therefore, the remedy must be structural, ongoing, and institutional.

Problem Statement

Leon County continues to exhibit some of Florida's starkest geographic disparities. These disparities, from poverty rates and homeownership gaps to health outcomes and food insecurity, map directly onto historically Black neighborhoods targeted by slavery, Jim Crow segregation, redlining, urban renewal, and environmentally hazardous planning decisions.

Key Facts

By 1860, **73–74%** of Leon County residents were enslaved—one of the highest ratios in the Deep South.[1]

Leon County was Florida's **leading cotton-producing** county; enslaved Black people represented the county's primary economic asset.[2]

After Emancipation, Black residents were pushed into **sharecropping, debt peonage, and convict leasing**, with the Leon County sheriff leasing prisoners to private companies until 1923.[3]

Jim Crow segregation shaped hospitals, schools, transportation, and housing. Tallahassee Memorial Hospital did not treat Black patients until the late 1960s.

Urban renewal demolished **244 structures** in the Smokey Hollow neighborhood, displacing **1,200+ Black residents**.

Environmental burdens, including brownfields, contaminated industrial sites, and hazardous corridors, are disproportionately located in Black communities, including Tallahassee's Southside .

Today's inequities (poverty, disease, food insecurity, eviction rates, life expectancy gaps) map directly onto these same neighborhoods. These outcomes cannot be explained by contemporary policy alone; they are the predictable continuation of historical public decisions.

Analysis: Why the Charter Must Address Historic Impacts

1. **Historic harms were created through “county policy”.**

Laws, zoning, lending restrictions, policing, and infrastructure choices produced patterns that continue today. The County cannot fully address inequity without addressing its policy roots.

2. **The consequences are multi-generational and ongoing.**

The same neighborhoods harmed by historical policies remain the most disadvantaged in terms of mobility, health, and economic opportunity.

3. **Programs alone cannot correct structural inequity.**

Programs are temporary—grant cycles end. Priorities shift with elections.
A Charter Article ensures consistent, long-term responsibility.

4. **Equal protection requires mitigation—not neutrality.**

Courts, planners, and public administrators increasingly affirm that treating unequal conditions equally reinforces inequity.

Structural harm requires structural mitigation.

5. **Community restoration strengthens the whole county.**

Investing in historically harmed communities improves:

- workforce readiness
- public health
- climate resilience
- economic development
- neighborhood stability

Leon County cannot meet its long-term goals while key communities remain structurally burdened.

Comparative Case Studies: Local Governments Leading Restoration

U.S. Examples

- **Evanston, IL** – Housing restoration fund based on documented historic exclusion in zoning and lending. https://www.cityofevanston.org/government/city-council/reparations
- **Asheville, NC** – Reparative equity policy addressing government-produced harms in housing, policing, and economic systems. https://www.ashevillenc.gov/department/city-clerk/boards-and-commissions/reparations-commission/
- **Alameda County, CA** – County-level Historic Harms Task Force guiding long-term public investment https://www.acgov.org/board/bos_calendar/documents/DocsAgendaReg_6_11_25/GENERAL%20ADMINISTRATION/Regular%20Calendar/DRAFT_Guidelines_HarmReport.pdf
- **San Francisco, CA** – Mandatory historical harm audits used in budgeting and planning. https://www.sf.gov/sites/default/files/2023-07/AARAC%20Reparations%20Final%20Report%20July%207%2C%202023.pdf
- **Detroit, MI** – Black Community Wealth Fund is tied to displacement and redlining. https://www.bridgedetroit.com/opinion-public-policy-protected-white-ownership-gutted-black-wealth/

International Examples

- **Toronto, ON** – Charter-level equity-based planning for disinvested neighborhoods. https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/toronto-strong-neighbourhoods-strategy/

- **Belo Horizonte, Brazil** – Community restoration model with long-term commitments to low-income zones. https://www.futurepolicy.org/food-and-water/belo-horizontes-food-security-policy/

- **Cape Town, South Africa** – Land restoration to remedy apartheid-era displacement. https://classic.austlii.edu.au/au/journals/UNSWLawJl/1999/45.html?utm_source=chatgpt.com

Leon County would be *well aligned* with emerging national and global best practices.

Policy Recommendation: Add a New Article to the Charter

Proposed Title: **Article X – Restoring Communities Impacted by Harmful Public Policy**

Core Functions of the Article

1. Acknowledge the impacts of historic harmful policy

Recognizes that past county, city, and state policies created generational disadvantage in specific communities.

2. Mandate periodic Historical Disparity Audits

To identify geographic areas where historic public policy harms continue to produce inequity.

3. Establish a Community Restoration Fund

Supports investments in:

- infrastructure
- housing stabilization
- environmental remediation
- neighborhood revitalization
- community wealth-building & economic mobility programs
- Community Healing

All targeted to areas identified by the audits.

4. Create authority for Priority Land-Leasing

Allows historically burdened communities priority access to county-owned land for agriculture, housing, cooperatives, and restorative development.

5. Require Restorative Investment Strategies

Ensures that county budgets, planning documents, and capital projects include a clear framework for reducing disparities identified in the audits.

Expected Benefits

For impacted neighborhoods:

- Improved housing stability
- Increased homeownership and land access
- Better health outcomes
- Cleaner environments and reduced risk
- Greater access to food and transportation
- Increased economic mobility
- Enhanced climate resiliency

For the entire county:

- Reduced costs of social services
- More equitable economic development
- Healthier workforce
- Reduced crime and violence
- Improved intergenerational outcomes
- Stronger civic trust and social cohesion

Community restoration is not only just—it is economically efficient.

Conclusion

The evidence is overwhelming:

Historic public policies created the inequities we now face.

A Charter Article on Historic Impact Mitigation & Community Restoration provides the structural authority, constitutional continuity, and policy stability necessary to repair these harms and build a more resilient, prosperous Leon County.

This amendment is a commitment to fairness, equal opportunity, and the long-term health of the entire community.

Leon County cannot move forward without addressing the legacy it inherited—and this Charter Review cycle is the moment to do so.

References (Academic & Archival)

1. U.S. Census Bureau, *Population of the United States: 1860*; Shofner, J. (1977). “Slavery in Florida.” *Florida Historical Quarterly*.

2. Paisley, C. (1989). *The Red Hills of Florida*. University of Alabama Press; Walkup, F., *Florida Historical Quarterly*.

3. Ouzts, C. *FHQ*; Shofner, J. *FHQ*; Harris, C. “Abolition of Convict Leasing in Florida,” *Journal of Southern History*.

4. Jones, P. (2004). *The Selma of the South*; Florida DHR, FAMU Hospital Survey.

5. Landers, J. *The Smokey Hollow Story*; FSU Urban & Regional Planning Archives.

6. Gragg, R. “Environmental Justice in Florida,” *Human Ecology Review*; EPA Brownfield Records.

7. U.S. Census ACS; USDA Food Access Atlas; Leon County Community Health Assessment; Chetty et al., Opportunity Atlas.

Leon County Board of County Commissioners

Agenda Item #20

September 15, 2025

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Status Report on Efforts to Address Poverty and Inequities in 32304

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator Nawfal Ezzagaghi, Assistant County Administrator Artie White, Director, Planning, Land Management & Community Enhancement (PLACE)
Lead Staff / Project Team:	Abigail Thomas, Director, Office of Human Services and Community Partnerships Marcus West, Neighborhood Engagement and Community Partnerships Manager Autumn Calder, Director, Blueprint Intergovernmental Agency

Statement of Issue:

As requested by the Board, this item provides a status report on the County's ongoing partnerships, programs, and investments to address poverty and inequity in neighborhoods within the 32304 zip code area. The item also includes comparative data on local government investments in other zip codes in Leon County to address poverty and inequities as requested by the Board.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendations:

Option #1: Accept the status report on Leon County's efforts to address poverty and inequities in 32304.

Report and Discussion

Background:

As requested by the Board on April 8, 2025, this item provides a status report on the County's partnerships, programs, and investments to address poverty and inequity in neighborhoods within the 32304 zip code area. The item also includes comparative data on local government investments in other zip codes in Leon County to address poverty and inequities as requested by the Board.

This status report advances the following FY 2022 – FY 2026 Strategic Initiatives:

- *Work with the City of Tallahassee on the development and implementation of the Neighborhood First Program to engage residents and develop plans to address poverty and inequity in targeted neighborhoods including 32304. (2022-33)*
- *Partner with the City of Tallahassee, Capital City Chamber of Commerce, and local stakeholders to spur economic growth and financial security in the neighborhoods that have historically experienced poverty and racial inequity through initiatives such as Bank On Tallahassee. (2023-46)*

These particular Strategic Initiatives align with the Board's Economy and Quality of Life Strategic Priorities:

- *(EC2) Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, job creation, workforce development, economic equity, and mobility.*
- *(Q2) Provide relevant and essential offerings through our libraries and community centers which promote literacy, life-long learning, and social equity.*
- *(Q4) Support and promote access to basic healthcare, mental health, affordable housing, and homeless prevention services to our community members most in need.*
- *(Q5) Promote livability, health and sense of community by supporting strong neighborhoods, enhancing mobility, encouraging human scale development, and creating public spaces for people of all ages.*

Leon County has a long history of tackling poverty through programs, policies, and partnerships throughout the County with an emphasis on 32304. For nearly 30 years, the County has funded human programs through the Community Human Services Partnership (CHSP) which are delivering essential resources such as food, childcare, and shelter to low-income families. Additionally, for more than 20 years, the County has provided uninsured and underinsured low-income individuals access to high quality comprehensive health and medical services in partnership with local healthcare providers. Furthermore, over the past ten years the County has expanded its investment in housing to increase and preserve the stock of affordable housing for low-income households.

In recent years, the County has increased its investments, expanded its partnerships, and enhanced its programs to reduce poverty in 32304 and other neighborhoods. On November 19, 2021, the Board was provided a comprehensive report on programs, services, initiatives, and events adopted and implemented by the County and its community partners to address poverty and inequities in

communities and neighborhoods within the 32304 zip code. At that time, the Board approved recommendations focused on strengthening the County's collaboration with the City of Tallahassee (City) to develop and implement the City's Neighborhood First Program which aims to reduce crime, enhance quality of life, and increase economic prosperity in 32304 which includes Frenchtown and Griffin Heights, and other high poverty neighborhoods in the community such as Bond (32310), Providence (32310), and South City (32301).

Since 2021, the County has strengthened its efforts to address poverty through the investment of more than $34 million to improve the lives of residents in neighborhoods that have historically experienced poverty and inequities through human services, healthcare, housing, and economic development. At the same time, the County has dedicated $319 million through Blueprint for current and planned infrastructure investments in 32304 and high poverty neighborhoods in other zip codes (32301, 32303 and 32305). The following Analysis section details the County's ongoing efforts through active engagement, significant investment, and critical programming in partnership with local stakeholders. Subsequently, a comparison of local investments to address poverty in 32304 and other zip codes in the community is provided.

Analysis:

According to the U.S. Census (American Community Survey Data 2019–2023), zip code 32304 has the highest poverty rate in the community at 49.4%, compared with the 18.1% countywide average. Also, 32304 has the lowest homeownership rate (13% compared to 52% countywide) and a median household income of $30,823 (compared to $66,000 countywide). Poverty in 32304 is concentrated in census tracts that include the Frenchtown and Griffin Heights neighborhoods within the city limits. As a result, the County has collaborated with the City and other local partners to develop, fund, and support a variety of programs, services, events, and initiatives to address poverty and inequity in 32304. The following sections detail the County's efforts in the areas of community partnerships and neighborhood engagement, human services, health care, housing, and economic development to improve the quality of life and spur economic growth in 32304.

Community Partnerships and Neighborhood Engagements

Collaboration and coordination with community partners and stakeholders to engage high poverty neighborhoods has been a critical component to the County's effort to connect and deliver to residents essential programs and services in the community. Over the past several years, the County's partnerships to engage 32304 residents have included:

- Implementation of the City's Neighborhood First Plans for Bond, Frenchtown, and Griffin Heights (Attachments #1, #2, and #3), developed by the residents to identify tangible actions to reduce crime, enhance quality of life, and increase economic prosperity in those neighborhoods. Since 2022, the County has invested more than $3 million to implement the Neighborhood First Plans by aligning and enhancing existing programs for human services and housing which are further detailed in the item.
- Collaboration with the City and Children Services Council of Leon County (CSC Leon) in 2022 to conduct a series of nine meetings in neighborhoods with the highest food insecurity rates that engaged more than 300 residents to discuss and identify the root causes. The

overwhelming response of participants was the need for greater awareness of available resources in the community to address food insecurity and poverty and led to:

- The creation of the Neighborhood Engagement and Community Partnership Manager position by the Board to actively engage and connect residents to agencies, programs, and services focused on improving quality of life and economic prosperity for individuals and families; and
- The establishment of the Trusted People Neighborhood Steering Committee (Trusted People) in partnership with the City, CSC Leon, and the United Way of the Big Bend (UWBB) to promote available resources in neighborhoods that have historically experienced inequity and disinvestment to address issues of poverty and food insecurity. The Trusted People Committee is comprised of neighborhood leaders and stakeholders from Bond, Frenchtown, Griffin Heights, Providence, South City, and Woodville neighborhoods appointed by the County, City, CSC Leon, and UWBB.

- Hosting workshops, seminars, and expos on heirs' property, healthy cooking, and youth employment with the City, CSC Leon, and human service providers in high poverty neighborhoods including 32304 that have engaged over 500 residents.

Building on the collaborative effort to engage and connect residents of 32304 and other low-income neighborhoods to available resources, the County, City, CSC Leon, UWBB, and United Partners in Human Services (UPHS) will host a Trunk or Treat event October 25, 2025 at the Old West Enrichment Center. During the event human service agencies funded by the County, City, CSC Leon, and UWBB will distribute candy and information on programs and services, including food, housing, childcare, healthcare, and more to youth and families. As presented in the following section, the event strengthens the County's engagement efforts through partnerships as well as highlights the County's investment in human services to enhance the quality of life and address poverty.

Expansion of Human Services Programs

According to the Urban Institute, investing in human services is critical to improving quality of life and addressing poverty. Therefore, Leon County has been steadfast in its commitment and investment in human service programs that improve the quality of life of our residents. Over the past several years, the County has strengthened efforts in neighborhoods that have historically experienced poverty including in 32304 by expanding access to human services through the following:

- In 2019, the County in partnership with City established the Community Human Services Partnership (CHSP) Promise Zone Category which invests $1.1 million each funding cycle to provide direct services such as food, legal aid, after school care, and healthcare to high poverty neighborhoods. For more than 30 years, the County and City have planned, coordinated, and invested in human services through CHSP, which utilizes a competitive grant process to fund essential human services programs delivered by local not-for-profit organizations.

- In 2022, the County in partnership with the Leon County Sheriff's Office (LCSO), City, and Leon County Schools established the Council of the Status of Men and Boys (CSMB) through LCSO to address crime within 32304 and the broader community impacting young Black males between the ages of 15 and 24. In 32304, CSMB initiative includes community-based violence intervention programs at Springfield Apartments in Griffin Heights, and credible messengers and street-level navigators who engage directly with high-risk youth at schools such as Griffin Middle School and Godby High School.
- Over the past several years, the County and City have partnered with Second Harvest of the Big Bend (Second Harvest) to install four temperature-controlled 24/7 food lockers at Good News Outreach in Frenchtown, Neighborhood Medical Center on South Monroe, Hartsfield Elementary School, and Sabal Palm Elementary School. The lockers have distributed over 17,000 meals to more than 3,200 residents.
- In 2022, the County, in partnership with CSC Leon and UWBB, launched the Taste Bud Explorers nutrition series to promote healthy cooking and meal planning, which reached over 150 residents in Bond, Frenchtown, Griffin Heights, and Providence neighborhoods.
- In 2023, the County entered into a memorandum of understanding with Second Harvest to hold Summer BreakSpots which provides kids with free meals and snacks at the Main Library, Dr. BL Perry, Jr. Branch, Jane G. Sauls Fort Braden Branch, and the Woodville Branch during the summer. From June 2nd to August 1st, 4,255 meals were distributed to kids at the locations which is the most since the program began.
- In 2022, the County provided $60,000 to Second Harvest to purchase a truck for their Mobile Pop-Up Pantry program. The mobile markets provide families with fresh produce, protein and nonperishable food items. Second Harvest also hosts Neighborhood Empowerment events, which in addition to fresh produce and nonperishable food items and also feature local human service providers that offer an array of services, including employment assistance, healthcare, legal support, SNAP benefits enrollment, and other essential resources. Mobile market events are held several times a month and Neighborhood Empowerment events are held monthly throughout the community. These events occur in neighborhoods experiencing elevated food insecurity, including the Lincoln Center in Frenchtown, Woodville Branch Library, Springfield Apartments in Griffin Heights, and Greater Love Church in South City.
- In 2024, the County and City collaborated with CSC Leon to establish line-item funding for emergency homeless shelters in the annual amount of $1.5 million. The largest emergency homeless shelters including Kearney Center, HOPE Community, and Capital City Youth Services are located in 32304 add shelters offer individuals, families, or youth experiencing homelessness temporary housing, food, showers, and case management 24 hours a day, seven (7) days a week.
- In 2024, the County expanded its partnership with 2-1-1 Big Bend to provide annual direct funding in the amount of $112,500 for the 24-hour Helpline and the Lyft transportation program to address the need for greater knowledge of available resources and transportation. According to 2-1-1, nearly 4,000 Lyft rides have been coordinated in FY 2025 so far. Residents of 32304 accounted for nearly 830 Lyft rides (22%), the second

highest of any zip code behind 32301. Further, 32304 continues to represent the largest share (31%) of 2-1-1 Helpline call volume.

- In 2021, the Board created the Community Resource Specialist as part of the County's Essential Libraries Initiative to connect Library patrons with a variety of human service agency resources. The Community Resource Specialist is a professional social worker who has provided over 1,750 one-on-one sessions, helping residents access jobs, SNAP, Medicaid, and other services.
- The County invests $100,000 annually in the Direct Emergency Assistance Program (DEAP) to assist residents with past due rent, mortgage and/or utilities. Last year, 35% of households that received DEAP funding lived in 32304.

Healthcare Programs

Residents of 32304 are less likely to have health insurance. According to U.S. Census data, 12.9% of 32304 residents are uninsured compared to the Countywide rate of 7.7%. Uninsured individuals are more likely to delay care, forgo prescriptions, and rely on emergency medical services for routine medical needs, which can lead to worsened health outcomes and increased costs to the public health system. Acknowledging the chronic health disparities in 32304, for over two decades the County has led the effort to ensure residents have access to high quality health care through the following:

- The County invests over $1.75 million annually through the Healthcare Services Program (i.e. CareNet) to provide primary, dental, and mental services, assistance with prescription medications, and specialty care to uninsured residents. The County partners with Apalachee Center, Bond Community Health Center (Bond), Neighborhood Medical Center (NMC), FAMU Pharmacy, and WeCare. As reported by the healthcare partners, 32304 residents represent the highest percentage of patients served (30%) in the community.
- The County partners with Bond and NMC to provide primary care, dental care, and health screenings through the mobile health units. Bond and NMC partner with local organizations to expand health care services through mobile units at community events, including the Woodville Founder's Day and the Woodville Community Meeting. Additionally, the mobile units regularly visit neighborhoods, including the Pensacola Street Corridor, Springfield Apartments in Griffin Heights, and Walker Ford Community Center in the Bond Community. Mobile units provide health care services two to three times per week, and at least two Saturdays a month throughout Leon County.
- The County partners with Big Bend Area Health Education Center (Big Bend AHEC) annually to provide healthcare navigation services at the County Main Library and several branch libraries including the Dr. BL Perry, Jr. Branch, Woodville Branch, and Jane G. Sauls Fort Braden Branch. Big Bend AHEC has connected more than 50 people with health insurance through the federal health insurance marketplace.

Investment in Safe and Affordable Housing

Access to safe and affordable housing is another critical tool in addressing poverty and inequity. In 32304, the homeownership rate of 13% is significantly lower than the Countywide average of 52%. Homeownership is the primary vehicle for wealth creation and promotes neighborhood stability and therefore the County has taken the following actions:

- In 2019, the County, in partnership with the City, established the Tallahassee-Leon County Community Land Trust (CLT) through the Tallahassee Lenders' Consortium to construct new homes for low-income households that will remain affordable in perpetuity. As part of the partnership, the County donates properties deemed suitable for affordable housing to the CLT to construct new homes. The CLT has completed eight homes thus far on County donated land, including four homes in Griffin Heights.
- In 2022, the County entered into an interlocal agreement with the City to utilize County State Housing Initiative Partnership (SHIP) funds to invest in the construction of new homes in Neighborhood First Program neighborhoods. As a result, the County has invested more than $900,000 for the construction of 13 homes with County SHIP funds in Neighborhood First communities, including six (6) recently completed homes in the Providence and Griffin Heights neighborhoods.
- In 2023, the County partnered with Legal Services of North Florida (LSNF) to host Heir Property Workshops in Bond, Frenchtown, Providence, and Woodville which were attended by more than 150 residents to raise awareness of the importance of clear title of homeownership for securing private financing as well as local, state and federal assistance.
- In 2025, the County received a $750,000 Small Cities Community Development Block Grant (CDBG) that will be utilized to rehabilitate homes of low-income households in Leon County over the next three years.
- In 2025, the County contracted with LSNF in the amount of $50,000 annually to provide legal assistance to help low-income families clear title and resolve heirs' property issues, which is anticipated to serve 20 families annually including households in 32304.

Additionally, and as reported in previous agenda items, the highest affordable housing need in the community is affordable rental units for very low-income households. As a result, the County has invested a majority of its affordable housing funds for rental development over the previous five years within 32304 and other zip codes with high poverty rates. Such investments include:

- Providing $5.8 million in direct funding and more than $183 million in bonding for affordable housing rental projects in high poverty communities that have or will build more than 1,200 units within the next 12 to 18 months.
- Providing $175,000 to the Tallahassee Housing Authority to develop a master plan for the Springfield Apartments in Griffin Heights.
- Committing to invest a total of $500,000 annually in affordable rental development for very-low and extremely-low income households which includes residents in 32304 through the combination of SHIP, general revenue, and the County's portion of the newly established affordable housing program in the Office of Economic Vitality (OEV).

Financial Empowerment and Economic Development

Unemployment in 32304 is considerably higher (nearly 8%) than the Countywide average (4.4%). In addition, businesses in 32304 and other neighborhoods with historic disinvestment report a lack of access to capital due to limited banking institutions in their communities. As a result, the County has taken considerable action to address the disparities, including the following:

- Partnering with FAMU Federal Credit Union in 2021 to establish the SmartSteps Microloan Program to support the growth and sustainability of Black, minority, and women-owned small businesses. The Program provides financial capital to historically marginalized entrepreneurs to build their businesses. The County allocated $2.5 million to establish the program, with FAMU Federal Credit Union contributing a $250,000 match. The City provided an additional $500,000 in the microloan fund as part of the implementation of the Neighborhood First Plans. To date, SmartSteps has distributed over $1 million in microloans to 51 Black, minority, and women-owned businesses. Approximately 36% of loans have gone to businesses located in 32304, more than any other zip code. As a revolving loan program, repaid funds are reinvested to support additional MWSBE businesses.
- Partnering with the City, CSC Leon, and CareerSource in Spring 2025 to hold Youth Employment Sessions in Bond, Frenchtown, Chaires/Capitola, and Woodville neighborhoods, connecting over 180 teens and young adults with job placement and apprenticeship opportunities.
- Hosting the annual Leon Works Expo to connect hundreds of local high school students interested in skilled careers with employers and academic partners.
- Hosting financial literacy and business and workforce development programs at the Main Library and all branch libraries. These programs include an ongoing partnership with Envision Credit Union to offer youth financial literacy courses that include budgeting, saving, and debt management. In addition, the Library partners with CareerSource Capital Region to provide four programs a year, including resume workshops and job application assistance, as well as Florida State University and Florida A&M University to conduct workshops on salary negotiation, LinkedIn best practices, multi-generational workplace success, and work-life balance. Since FY 2023, the library has hosted nearly 50 financial literacy and business and workforce development programs for 249 patrons.
- Ongoing partnership with Tallahassee State College (TSC) to support the emergency medical technician (EMT) program, including the dual enrollment program located on the campus of Godby High School which is the primary high school for 32304. This program provides students in 32304 with the skills and professional certification to work as an EMT upon graduation. Since the program launched in 2023, 23 students have completed the training with an additional 10 students currently enrolled for the 2025 school year. In addition, TSC recently hired a 32304 coordinator to help promote this program and other educational training programs and certifications offered by TSC to ensure that residents are aware of and have access to resources that can improve their financial opportunities.

- Ongoing partnership with UWBB to offer the Reality Store, a financial education initiative at the Main Library. The reality store is an engaging opportunity for young adults to learn about personal accounting and financial responsibility. Since the program launched locally in 2015, more than 500 youth have participated.
- Partnering with the Capital City Chamber of Commerce (Capital City Chamber), in 2022, to support the Bank On Tallahassee Initiative which improves access to banks and credit units for low-income households and helps reduce barriers for households with previous credit issues. This partnership led to:
  - The County applying and securing $75,000 from the Cities for Financial Empowerment (CFE) which is funded by Bloomberg Philanthropies to expand Bank On Tallahassee through Capital City Chamber.
  - Development of a CFE Financial Empowerment Blueprint approved by the Board (Attachment #4) that memorializes the County's ongoing efforts to spur economic growth in neighborhoods that have historically experienced poverty including 32304 through human services, healthcare, and initiatives such as Bank On Tallahassee.
  - The County applying for and securing a $20,000 planning grant from CFE to work with the Capital City Chamber of Commerce to evaluate the establishment of a Financial Empowerment Center (FEC) in Leon County, with a focus on serving residents of 32304 and other high-poverty areas.

Investments in Other Areas of the Community to Address Poverty and Inequities

As requested by the Board, this section provides comparative information on local government investments in other zip codes in Leon County to address poverty and inequities. As mentioned earlier and reflected in Table #1, 32304 has the highest poverty rate in the community according to the U.S. Census. However, high poverty is not exclusive to 32304. Three other zip codes have poverty rates higher than the County average and include the neighborhoods and communities of Bond (32310), South City (32301), Providence (32310), and Woodville (32305).

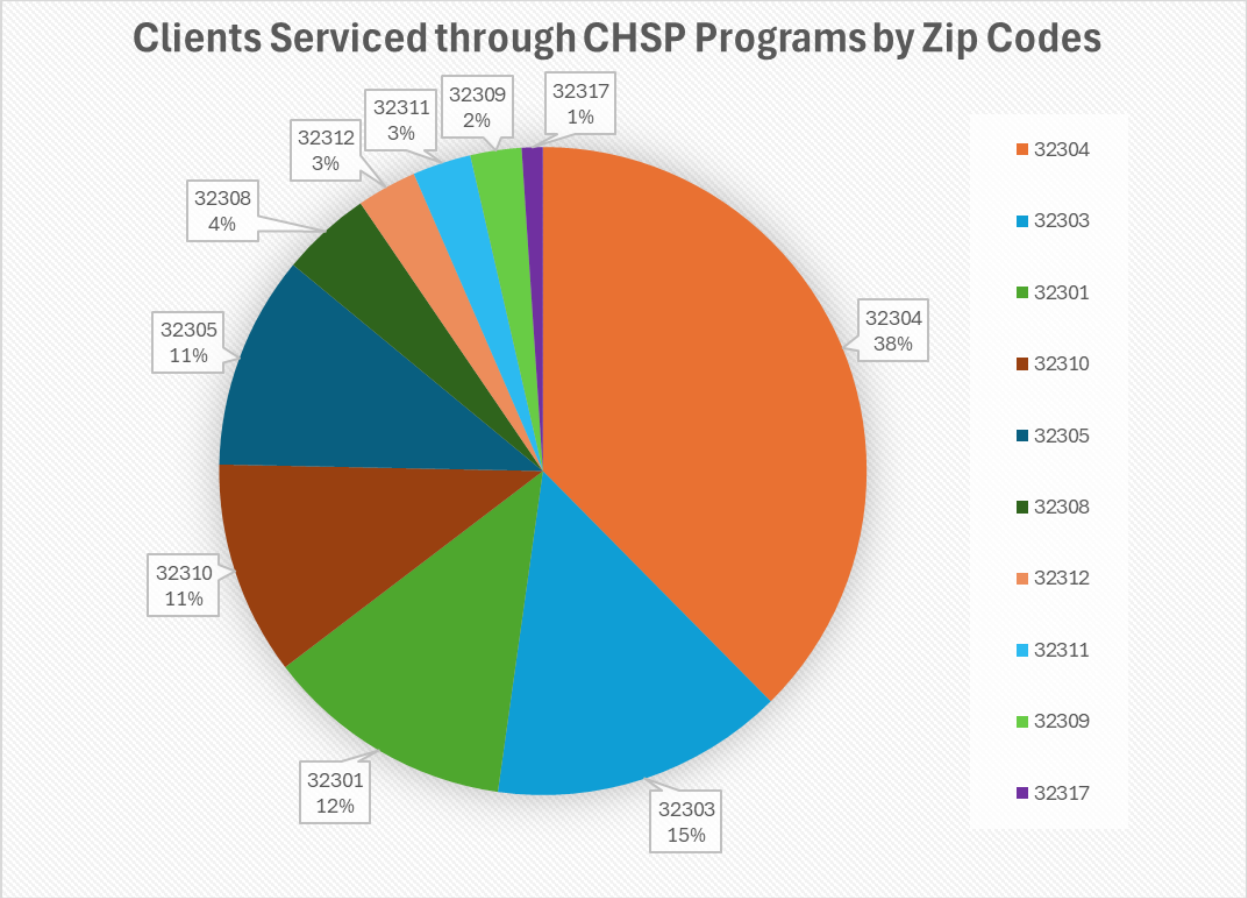
Table #1. Poverty Rates In Leon County by Zip Codes

Zip Code	Poverty Rate
32304	49.4%
32310	28.9%
32301	23.7%
32305	21.8%
32303	17.3%
32308	9.3%
32311	7.6%
32312	5.4%
32309	4.3%
32317	2.7%
County Average	18.1%

Similar to Griffin Heights and Frenchtown in 32304, the neighborhoods and communities in these zip codes have median household incomes below the County average, a high percentage of residents without a high school diploma, and are zoned for schools that have historically struggled to meet benchmarks for key educational attainment, including kindergarten readiness and reading levels.

Therefore, local investment to address poverty has not been exclusive to the 32304 zip code. As presented throughout the item, considerable human service investments have been made in Bond (32310), Providence (32310), South City (32301), and Woodville (32305) to improve the socioeconomic outlook of the residents. Annually, the County and City invest approximately $4 million in human service programs through CHSP. As shown in Chart #1, CHSP agencies report more than 75% of County and City funding serves residents in high-poverty neighborhoods located in 32304, 32310, 32301, 32303, and 32305.

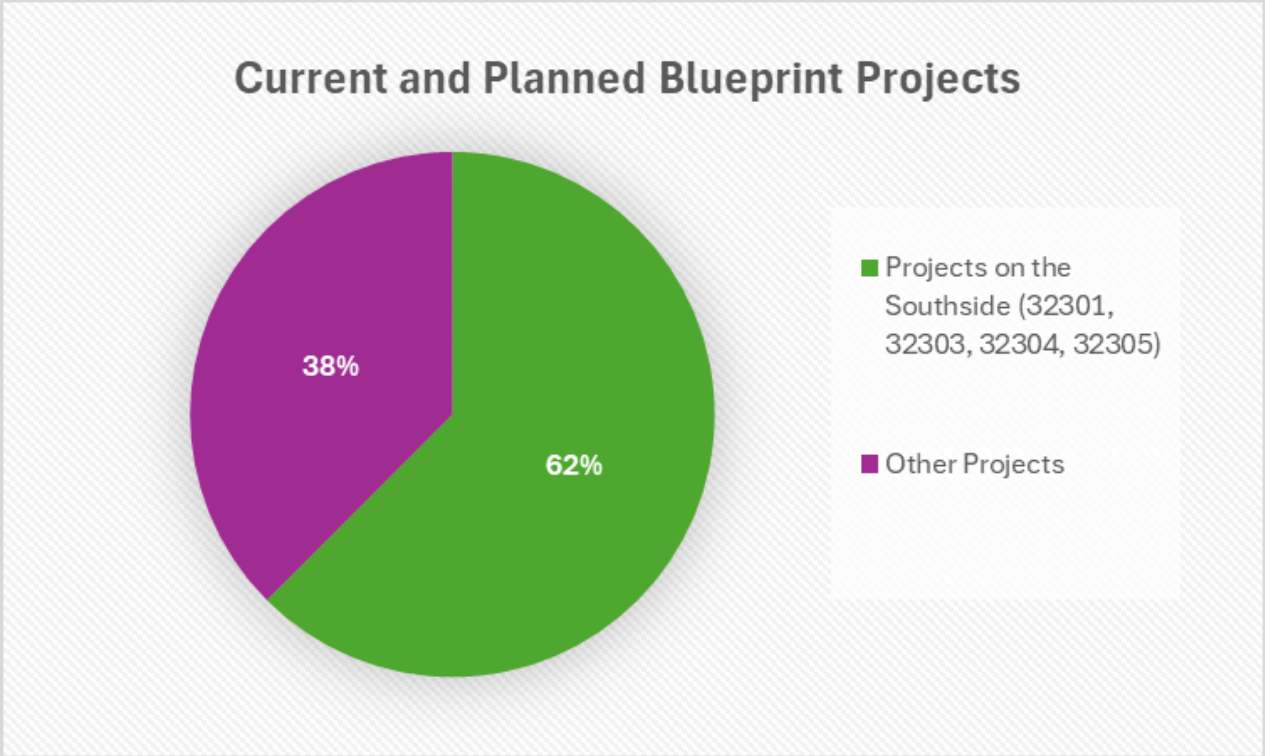
Chart #1. Clients Served through CHSP Programs by Zip Codes



As mentioned earlier, the County has invested more than $34 million in housing, human services, and healthcare over the last five years. Over $29 million, or 85%, of those funds were invested in programs to serve residents of 32304, 32303, 32301, 32305, and 32310.

Investment in infrastructure is also essential to the quality of life and economic prosperity in neighborhoods and communities that have historically experienced poverty and inequities. Therefore, the County and City have made significant infrastructure investments in the zip codes with high poverty rates, particularly through the joint Blueprint Intergovernmental Agency. In fact, 20 of 32 Blueprint projects (62%) planned or underway are located in 32301, 32303, 32304, and 32305, for a total investment of $319 million.

Chart #2: Current and Planned Blueprint Projects



These projects, which are also part of the Southside Action Plan adopted by the Board, include:

- More than $1.5 million in Blueprint and State funding for the ongoing development of the South City Transit Center and improvements in the South City neighborhood.
- Approximately $9 million in Blueprint funding for the Orange-Meridian Placemaking project, which revitalizes this area through construction of a new neighborhood park and community gathering space in the South City neighborhood, East Drainage Ditch enhancements, and investment in the South City Transit Center.
- Planned construction of Segment 4 of the Capital Cascades Trail in the amount of $20 million that provides stormwater quality improvements, multi-use trail construction, and community gathering spaces connecting the Bond, Callen, Liberty Park, Lee Manor, and Providence neighborhoods.
- Construction of the Magnolia Drive Trail, including underground electric utilities, by Leon County, Blueprint, and the City just north of the South City neighborhood from South Adams Street to Apalachee Parkway in the amount of $23.6 million.

The projects reflect the County and City's commitment to identify and engage historically impoverished neighborhoods and make critical investments that improve the quality of life and economic prosperity for the residents in 32304 and other zip codes with high poverty rates (Attachment #5).

In addition to the significant investments made by the County and City, CSC Leon also provides annual investment in 32304 and other zip codes with high poverty rates to improve the quality of life of children and families. CSC Leon was established in November 2020 as an independent special district to specifically invest in programs that strengthen families, improve child outcomes, and reduce inequities. Since its inception through FY 2024, CSC Leon has invested more than $6 million or 68% of its program funding in 32301, 32303, 32304, 32305, and 32310. According to CSC Leon, over 106,000 children and families served by the family support, kindergarten readiness, and youth development programs reside in these communities.

Further, in March 2025, CSC Leon approved $2.5 million to support 13 youth development programs, including seven programs that will operate year-round to provide after school activities and summer opportunities. Many of these programs are located in neighborhoods such as Frenchtown, Griffin Heights, and South City, which also receive significant investment from the County and City. Therefore, CSC Leon partners with the County and City to share information and work together on community engagement efforts to enhance residents' awareness of and access to resources in the community through the Trusted People Committee and events such as the Taste Bud Explorers and the upcoming Trunk or Treat in October presented earlier.

Conclusion:

The County remains committed to tackling poverty and inequity in 32304 and other neighborhoods that have historically experienced disinvestment. Since 2021, Leon County has invested more than $34 million in human services, healthcare, housing, and financial empowerment programs. Over $29 million or 84% of those funds were invested in programs to serve residents of 32304, 32303, 32301, 32305, and 32310. Additionally, considerable infrastructure investment has been made and are ongoing in 32304 and other zip codes with high poverty that are improving quality of life of the residents and neighborhoods. Approximately 62% of Blueprint projects planned or underway are located in these communities (32301, 32303, 32304, and 32305) for a total investment of $319 million.

The County actively monitors and evaluates the programs and services focused on addressing poverty in the community. Through CHSP, human services agencies submit quarterly reports that include demographic (i.e., gender, race, etc.) and residency (i.e. zip code, census tract, etc.) on clients they serve. The healthcare providers submit to the County annual reports that are provided to the federal government (i.e., Uniform Data System reports) that provide aggregate data on patients that include demographics, services rendered, and zip code data. The County tracks the household size, income level, and location of housing clients assisted with its SHIP funding for down payment assistance, housing rehabilitation, homeownership development, and rental development which is subsequently reported annually to the State. Additionally, as part of the County's Strategic Plan, the progress of initiatives such as working with the City to implement the Neighborhood First Plans are tracked, documented, and reported annually to the Board.

As the County continues to implement programs and strategies that focus on reducing poverty and improving the lives and communities of the residents in those neighborhoods, subsequent updates will be provided to the Board through associated agenda items such as CHSP, healthcare, and housing. Utilizing the data and reports collected, these updates will highlight the County's continual focus and commitment to address poverty and inequities in 32304, as well as other neighborhoods that have historically experienced disinvestment.

Options:

1. Accept the updated status report on the implementation of Board action taken on addressing poverty and inequities in 32304.
2. Do not accept the status report on the implementation of Board action taken on addressing poverty and inequities in 32304.
3. Board direction.

Recommendation:

Option #1

Attachments:

1. Greater Bond Neighborhood First Plan
2. Frenchtown Neighborhood First Plan
3. Griffin Heights Neighborhood First Plan
4. Leon County's Financial Empowerment Blueprint
5. Blueprint Projects in 32301, 32303, 32304, and 32305

Rental Development Projects Funded by Leon County

Project	Address	# of Units
Orange Avenue Apartments Redevelopment Project	2710 Country Club	400
Ridge Road Rental Development	795 Ridge Road	250
Social 1600 (aka Acasa Bainbridge)	1600 Old Bainbridge Road	168
The Hub (aka Acasa Ocala)	1303 Ocala Road	168
Social Tallahassee (aka Acasa High Rd)	1327 High Road	134
Lake Bradford Apartments	1131 & 1139 Kissimmee St	156
Leon Arms	2502 Holton St	100
Total Number of Units		**1,376**

Bond Financing	Millions
Orange Ave	18
Ridge Rd	55
Tallahassee Housing Portfolio	75
Lake Bradford	35
Leon Arms	15
TOTAL	**198**

Direct Dollars	
Orange Avenue Redevelopment	$5,765,353

Name	Location	Built/Planned Units	Development Status	# of Units Dedicated to Low Income Households (All At or Below 80%)		Market Rate Units		Total Units
Acasa Social Tallahassee	1327 High Rd	134	Completed	100	75%	34	25%	**134**
Acasa Bainbridge	1600 Old Bainbridge Rd	168	Completed	126	75%	42	25%	**168**
Acasa Ocala	1303 Ocala Rd	168	Completed	126	75%	42	25%	**168**
Ridge Road PUD	795 Ridge Road, Tallahassee, FL	250	Completed	250	100%	0	0%	**250**
Columbia Gardens/Magnolia Family (Orange Avenue Apartments) Phases 1 and 2	2710 Country Club Drive, Tallahassee, FL 32301	290	Completed	258	89%	32	11%	**290**
Columbia Gardens/Magnolia Family (Orange Avenue Apartments) Phase III	2710 Country Club Drive, Tallahassee, FL 32301	110	Funding Pipelin	110	100%	0	0%	**110**
Lake Bradford Apartments	1135 Kissimmee St, Tallahassee, FL 32310	156	Construction	156	100%	0	0%	**156**
Leon Arms	2502 Holton Street, Tallahassee	100	Funding Pipelin	100	100%	0	0%	**100**
TOTAL		**1,376**		**1226**	**89%**	**150**	**11%**	**1,376**

LEON COUNTY'S FINANCIAL EMPOWERMENT BLUEPRINT

Fostering Access to Opportunity Through Partnerships

CAPITAL CITY CHAMBER OF COMMERCE



Posted on September 8, 2026

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EXECUTIVE SUMMARY

This report is a Financial Empowerment Blueprint that outlines the initiatives, goals, and strategies of Leon County Government (County) to enhance financial security and racial wealth equity within the community. The creation of the Blueprint was supported by the Cities for Financial Empowerment Fund (CFE Fund) through participation in the CityStart initiative. The priority areas were created through extensive community feedback, data analysis, and collaboration with local stakeholders to ensure the strategies reflect the needs and aspirations of residents while addressing systemic challenges.

The CFE Fund's CityStart initiative is a structured approach to helping local governments develop a municipal Financial Empowerment Blueprint, which outlines a strategic plan for financial empowerment programs and policies (e.g., financial counseling, consumer protection, access to banking, asset building, etc.) based on stakeholder and community engagement.

This wealth equity-focused iteration of CityStart addresses the financial stability needs of residents and the opportunities to meet those needs, prioritizing individual and structural efforts for Black residents that foster wealth accumulation and mitigate wealth extraction.

Bloomberg Philanthropies' Greenwood Initiative, whose mission is to accelerate the pace of wealth accumulation for Black individuals and families and address systemic underinvestment in Black communities in the U.S., is advising the CFE Fund and municipal partners on the design and execution of the CityStart program utilizing a racial wealth equity lens. The Blueprint supports and aligns with existing County efforts to strengthen financial empowerment strategies and enhance initiatives that address long-standing disparities.

Background

In 2023, in partnership with the City of Tallahassee (City) and the Capital City Chamber of Commerce (Capital City Chamber), Leon County Government applied for and was awarded $75,000 to participate in the CityStart initiative from the CFE Fund. This collaborative effort was part of the County's ongoing Strategic Initiatives to address poverty and inequity in targeted neighborhoods, including the 32304 area, through support of the City's Neighborhood First initiative. Participation in the CityStart initiative

supports the County's ongoing efforts to address racial wealth equity to help individuals and families weather financial emergencies, promote economic growth, and ensure a stable future for generations to come.



Development of the Blueprint

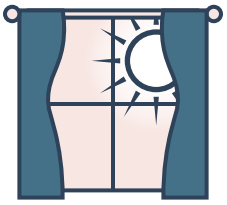
A key outcome of the CityStart initiative is the creation of a Financial Empowerment Blueprint, which serves as the final deliverable. This Blueprint outlines the County's ongoing goals and strategies aimed at enhancing financial security and promoting racial wealth equity within the community. The Blueprint also identifies historic policies and practices that have led to current challenges in wealth accumulation, which is defined as the acquiring of money, properties, or other assets that increase a person's net worth over time.

The Blueprint was developed after extensive stakeholder engagement at community meetings and through the evaluation of current strategic planning documents (Appendix 1). Multiple stakeholder roundtable meetings were held in the spring of 2023 and a Financial Empowerment Summit in September 2023 convened stakeholders from private, public, and nonprofit organizations to develop and refine priorities and strategies. In addition, the Blueprint prioritized and integrated financial empowerment strategies identified in Frenchtown, Griffin Heights, Greater Bond, and Providence neighborhoods through the City's Neighborhood First Program, a community-driven planning effort to address specific needs and priorities of historically disinvested neighborhoods, fostering collaboration between residents and local government to implement sustainable improvements. The County's Trusted People Neighborhood Engagement Steering Committee also provided input throughout the Blueprint development process.

- The information from the initial meetings, plan evaluations, and breakout sessions identified a recurring theme in local financial empowerment efforts:

Enhancing awareness of and access to available resources.

Leon County's Financial Empowerment Blueprint focuses on enhancing access to existing services to promote financial empowerment through three priority areas with accompanying strategies and goals. Utilizing current Strategic Initiatives and existing partnerships, the County and its partners are implementing the strategies to achieve these goals.



Housing and Residential Security Solutions

Goal

Increase the inventory of safe and sanitary affordable housing for low-income individuals and families.

Strategies

1. Support the housing rehabilitation and emergency repair programs to preserve affordable housing units.
2. Expand opportunities to provide educational workshops and legal assistance to alleviate heirs' property issues, support wealth building, and encourage home maintenance.
3. Support initiatives to increase affordable homeownership opportunities.

Social Wellness and Support Services



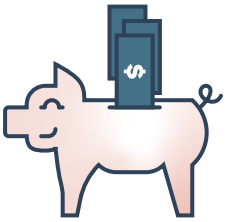
Goal

Expand the social safety net by increasing access to resources and services to enhance the quality of life of citizens.

Strategies

1. Enhance partnership with the 2-1-1 Big Bend Lyft Program to expand transportation access, including for those in Leon County's rural areas.
2. Strategically promote existing programs, such as the Leon County Primary Healthcare program and enrollment information, to reach the most vulnerable, including those impacted by the digital divide.
3. Collaborate with healthcare and mental health providers, including Federally Qualified Health Centers (FQHCs), to address community needs and provide access to primary, mental, and dental care, ensuring comprehensive health and human services are available.
4. Develop a Community Information Exchange platform in partnership with 2-1-1 Big Bend, the City of Tallahassee, United Way of the Big Bend, the Children's Services Council of Leon County, and other key stakeholders.

Financial Education and Management Resources



Goal

Expand access to safe and affordable financial services for citizens and businesses to promote financial stability and resources and enhance intergenerational wealth.

Strategies

1. Support the integration of financial education and banking access within existing youth employment programs.
2. Explore the development of a Financial Empowerment Center.
3. Support the Bank On Tallahassee initiative via collaboration, resource support, and integration into existing programs to increase access to certified checking and transaction accounts by building programmatic partnerships between local financial institutions and community-serving programs, and encourage saving, investing, and financial counseling to further enhance financial stability for residents.
4. Support the Capital City Chamber of Commerce via the existing partnership with the Tallahassee-Leon County Office of Economic Vitality in creating and distributing a comprehensive small business development pipeline to increase access to resources and capital for businesses, including the assessment of current resources and barriers.

The identified priority areas and subsequent strategies incorporate and organize existing strategic planning documents and significant citizen and stakeholder feedback to provide a comprehensive guide to enhance community access to resources and ultimately increase financial opportunities and outcomes. The Blueprint reinforces ongoing efforts to expand access to human services and financial education, spur economic growth, and enhance generational wealth in neighborhoods that have historically experienced poverty and racial inequity.

The County and its partners have many existing programs and initiatives to promote financial empowerment. Further, stakeholders have undertaken efforts to increase awareness and knowledge of local resources through community committees, neighborhood plans, and outreach workers. This

Blueprint serves as a roadmap to expand current efforts and pursue additional opportunities that enhance financial security in the community.



OVERVIEW OF CITYSTART

In February 2023, the County, in partnership with the City and the Capital City Chamber, was selected to participate in the CityStart initiative by the Cities for Financial Empowerment (CFE) Fund. The County was awarded a $75,000 grant to support the creation of a financial empowerment Blueprint that builds upon collaborative efforts and community investment through a racial equity lens.

The CFE Fund's CityStart initiative is a structured approach to helping local governments develop a municipal Financial Empowerment Blueprint, which outlines a strategic plan for financial empowerment programs and policies (e.g., financial counseling, consumer protection, access to banking, asset building, etc.) based on stakeholder and community engagement.

The wealth equity-focused iteration of CityStart addresses the financial stability needs of residents and the opportunities to meet those needs, prioritizing individual and structural efforts for Black residents that foster wealth accumulation and mitigate wealth extraction. The CFE Fund works with Black-majority city and county partners, as well as cities and counties with significant Black populations, to address the financial stability needs of residents and the opportunities to meet those needs, prioritizing individual and structural efforts for Black residents that foster wealth accumulation and mitigate wealth extraction. The CFE Fund also works with grantees to identify the intersecting issues leading to disparities and barriers to financial stability.

The CityStart grant aligns with the County's efforts and commitment to addressing poverty and inequity in the community. The CFE CityStart grant advances the following Leon County FY2022-FY2026 Strategic Initiatives:

- Work with the City of Tallahassee on the development and implementation of the Neighborhood First Program to engage residents and develop plans to address poverty and inequity in targeted neighborhoods, including 32304. (2022-32)
- Partner with the City of Tallahassee, the Capital City Chamber, and local stakeholders to spur economic growth and financial security in the neighborhoods that have historically

experienced poverty and racial inequity through initiatives such as Bank On Tallahassee. (2023-3)

These Strategic Initiatives align with the Board's Quality of Life and Economic Strategic Priorities:

- (Q4) Support and promote access to primary and welfare services to our community members most in need.
- (EC2) Support programs, policies, and initiatives to attract, create, and promote expansion of business, entrepreneurship, job creation, workforce development, economic equity, and mobility.

HISTORY AND CHALLENGES

Wealth and Inequality in Leon County



In Leon County, Florida, the story of wealth is as complex as it is diverse. Like many regions, Leon County has historically experienced systemic inequalities that contributed to wealth disparities. These challenges have impacted the County's residents, particularly those from underserved communities, who continue to face barriers in achieving financial security. Recognizing the challenges many individuals and families in the community face, Leon County Government actively engages in transformative initiatives to promote financial empowerment and reduce inequality among its residents. Today, the County takes a proactive stance by addressing these legacies head-on, ensuring that such historical disparities do not define the future of its communities.

Resident Feedback and Stakeholder Quotes

- *Community Voices:* During a 2023 community meeting in the Bond neighborhood, one resident shared, "We've been living here for generations, but without clear titles, we can't use our land to get loans or make improvements." This sentiment reflects the broader challenges faced by many in the community.
- *Stakeholder Feedback:* A local nonprofit leader noted, "Our financial education programs have made a difference, but we need more support from the County to reach all the families who need these resources."

Reflecting Community Priorities:

- *Affordable Housing:* Feedback from the 2023 Tallahassee Housing Summit indicated strong community support for expanding affordable housing initiatives. Many residents emphasized the need for down payment assistance and legal support to resolve heirs' property issues.
- *Financial Education and Technical Assistance:* During the CityStart initiative's stakeholder engagement sessions, participants repeatedly stressed the importance of financial education, particularly for young people. One attendee stated, "Teaching our kids about money early on is key to breaking the cycle of poverty."

EXAMPLES OF SYSTEMIC INEQUALITIES CONTRIBUTING TO WEALTH DISPARITIES

Background

Systemic inequalities have manifested in various ways, both locally and nationally. In Leon County, historic segregation and discriminatory practices, such as racially restrictive covenants, have led to lasting disparities in homeownership and property values, disproportionately affecting Black communities. Redlining, the practice of denying loans or insurance based on race, has significantly disadvantaged these communities nationally, resulting in lower homeownership rates and depressed property values. A 2020 study by the National Community Reinvestment Coalition found that formerly redlined neighborhoods across the country still experience lower homeownership rates and property values compared to non-redlined areas, contributing to the racial wealth gap, with Black households having a median net worth of just 12% of white households. In 2019, the Black homeownership rate in Leon County was approximately 40%, while the rate for white residents was around 70% (U.S. Census data, 2019). Nationally, the Black homeownership rate was 42.1% in 2019, compared to 73.3% for white Americans (USAFacts, 2019). This indicates that Leon County's Black homeownership rate was slightly below the national average at that time. While these figures highlight persistent disparities resulting from historical segregation and discriminatory housing policies, they also underscore the need for continued efforts to promote equitable homeownership opportunities within the community. Leon County's goal is to meet and exceed the national average for Black homeownership through targeted initiatives and community support programs.

These disparities underscore the continued economic challenges faced by Black residents in historically marginalized communities. Black residents were often denied access to home loans and mortgages, which prevented them from purchasing property (a primary mechanism for building wealth). Additionally, Works Progress Administration (WPA) records indicate that neighborhoods were segregated by race, with Black communities relegated to less desirable areas. This segregation was often enforced through restrictive covenants and zoning laws and restricted access to mortgages and insurance for residents in predominantly black neighborhoods, limiting their ability to accumulate wealth through homeownership.

History of Economic Disparity in Leon County

In Leon County, local restrictive covenants have historically contributed to the segregation of neighborhoods. These covenants, which were agreements embedded in property deeds to prevent the sale of property to Black individuals and other minorities, created racially homogeneous communities and exacerbated wealth disparities. For example, developers of neighborhoods that utilized Federal Housing Administration grants were required to include restrictive covenants to ban minorities from owning property within certain communities. While the U.S. Supreme Court ruled racial covenants unconstitutional in 1948 and the Federal Fair Housing Act of 1968 prohibited discrimination concerning the sale, rental, and financing of housing based on race, religion, national origin, or sex, some discriminatory language in property deeds and covenants have persisted. Therefore, in 2020, the Florida Legislature enacted a law that allowed for the removal of such language from property documents. This legislation acknowledged historical inequities and aligned with ongoing efforts at the County to foster a more inclusive and equitable community.

Additionally, federal urban renewal policies beginning in the 1950s disproportionately impacted black neighborhoods and displaced more than 300,000 families across the country. In Leon County, eminent domain and urban renewal projects in the 1950s and 1960s occurred



in Smokey Hollow, a black community that was located in present day Cascades Park near downtown Tallahassee. Eminent domain forced residents from their homes with insufficient compensation, preventing them from purchasing comparable properties and halting the intergenerational transfer of wealth, which disrupted racial wealth equity and wealth accumulation for Black families. This displacement scattered the community, fractured social networks crucial for economic stability, and relocated families to less desirable areas with fewer economic opportunities and lower property values. These factors, coupled with poorer educational and employment prospects in the new neighborhoods, entrenched economic disparities and limited the ability of subsequent generations to accumulate and transfer wealth, perpetuating racial inequities in Leon County.

Further, discriminatory lending practices, such as those seen in the subprime mortgage crisis, disproportionately affected minority communities, leading to higher foreclosure rates and financial instability nationally. According to the National Low Income Housing Coalition, during the subprime mortgage crisis of 2008, Black and Hispanic borrowers were 70% more likely to experience foreclosure than their white counterparts. A 2008 Leon County Housing Finance Authority report cited evident disparities within Leon County. For instance, during the same period, foreclosure rates among Black and Hispanic homeowners were significantly higher than those of their white counterparts, with local data showing that minority borrowers were nearly twice as likely to face foreclosure.

Additionally, wage disparities and employment discrimination have consistently hindered wealth accumulation for minorities. According to the Bureau of Labor Statistics, Black Americans earn approximately 84 cents for every dollar earned by white Americans, and Hispanic Americans earn about 76 cents for every dollar earned by their white counterparts, even when controlling for education and experience, perpetuating a cycle of economic disadvantage.

A 2021 Tallahassee-Leon County Planning Department report highlighted that Black residents in Leon County earn approximately 80 cents for every dollar earned by white residents, further exacerbating economic inequities, as indicated by data from the U.S. Census Bureau's American Community Survey. Additionally, white, non-Hispanic households had 10 times more wealth than Black households according to the U.S. Census Bureau. In Tallahassee, this wealth gap is evident in homeownership rates, with white households almost twice as likely to own their homes compared to Black households, deepening the economic divide as outlined in the Tallahassee-Leon County Planning Department's 2021 report.

Impacts of Economic Disparities in Education

In education, a lack of wealth equity and unequal opportunities can impact students in low-income areas, affecting job prospects and earning potential. The Leon County School District has a majority minority student population with approximately 40% white, 45% Black, 11% Hispanic, and 5% Asian students, while the overall population of Tallahassee is 54% white, 30% Black, 8%

Hispanic, and 4% Asian. Within the Leon County School District, over half of the schools were considered Title 1 in 2021, which means about 40 percent of students in the district come from low-income households. Many of these schools are in minority communities that have experienced historic economic disinvestment. Students at these Title I schools also have higher utilization rates of free or reduced lunch. Children who receive Supplemental Nutrition Assistance Program (SNAP) benefits automatically qualify for free and reduced lunch through the Florida Department of Agriculture and Consumer Services. In addition, children may be eligible for free and reduced lunch if their families are earning at or below current Income Eligibility Guidelines established by the U.S. Department of Health and Human Services. In 2024, to qualify for free or reduced-price meals, families needed to be at or below 130% and 185% of the Federal Poverty Guidelines, respectively. Therefore, higher percentages of students receiving free or reduced lunch may signal economic hardship among their student populations.

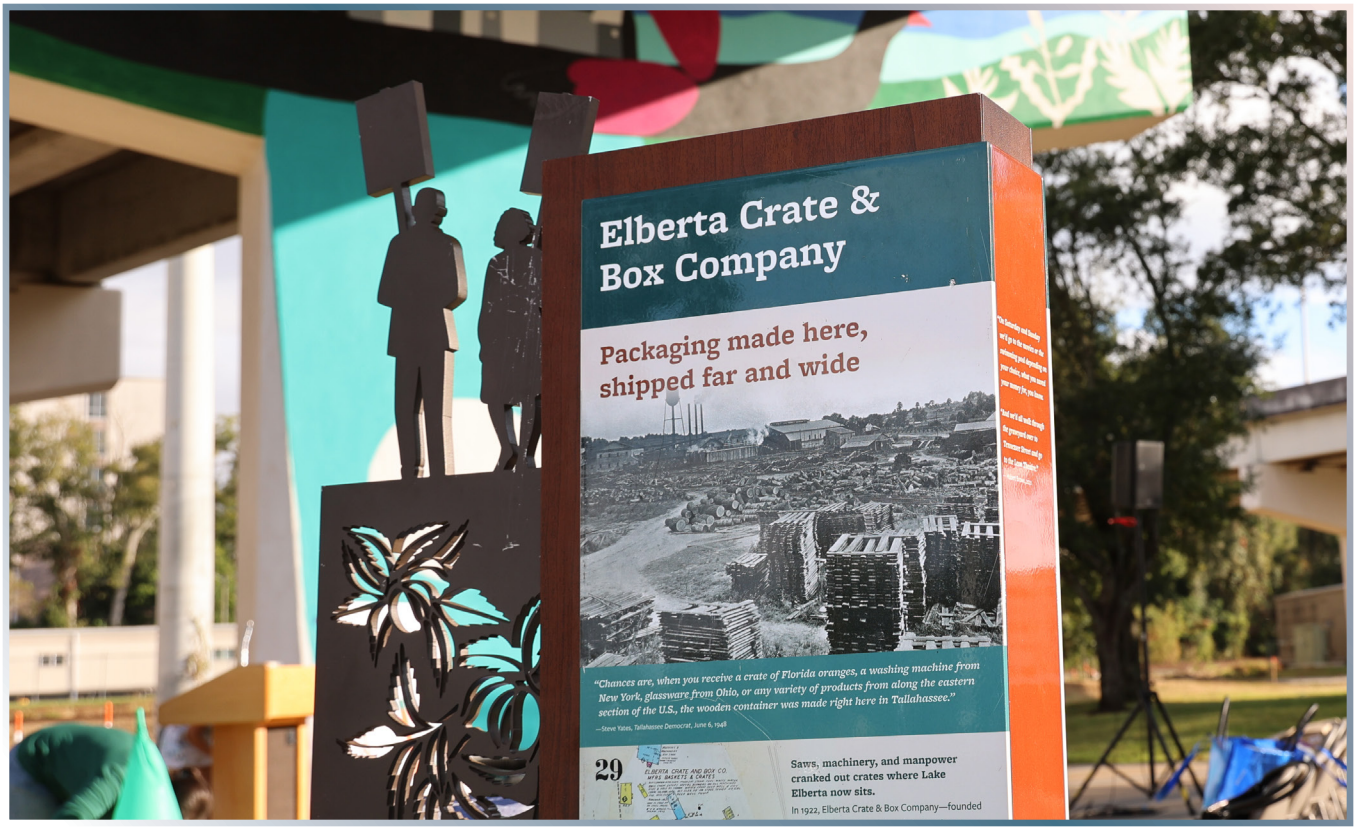
These disparities in demographic distribution and economic indicators reflect an educational landscape where students from underserved communities in the County face challenges that impact job prospects and earning potential. This educational gap can affect long-term outcomes, as individuals from these communities may be less likely to access higher-paying jobs that require advanced degrees.

Promoting Financial Equity in Leon County



Leon County, along with local partners, are actively addressing economic disparities and promoting financial equity through targeted initiatives. The Tallahassee-Leon County Office of Economic Vitality (OEV) plays a significant role by fostering economic growth and supporting minority- and women-owned businesses with funding opportunities, resources, and business development programs. These efforts include strategic investments in local economic projects and partnerships aimed at building an inclusive economy that provides equitable opportunities for all residents. Workforce development initiatives, carried out in collaboration with educational institutions and training centers, equip residents with skills and certifications needed for higher-paying jobs, thus helping to reduce income disparities. The County is also involved in affordable housing efforts, working alongside housing authorities and nonprofits to increase access to affordable housing and address wealth gaps reflected in homeownership rates.

Additionally, the Capital City Chamber of Commerce, in partnership with financial institutions, is working to offer financial literacy programs that empower residents by providing essential knowledge on budgeting, saving, and investing through its Financial Literacy Initiative. These comprehensive efforts underscore Leon County's commitment to promoting sustainable economic growth and equity across its communities.



A Strategic Tool to Address Inequities

Leon County is committed to creating a more equitable future for all its residents by actively addressing these systemic issues through ongoing initiatives, including its participation in the CityStart initiative, that enhance financial security, expand access to financial services, and support entrepreneurship. These efforts aim to break the cycle of poverty and build a foundation for sustained economic growth and wealth accumulation.

As previously indicated, a critical component of the CityStart initiative is the development of this Financial Empowerment Blueprint, which outlines goals and strategies to enhance financial security and racial wealth equity within the community.

As outlined in the next section, the process for developing the Financial Empowerment Blueprint involved extensive stakeholder engagement and the evaluation of existing strategic plans to understand how to overcome historic inequities and promote financial security.

COMMUNITY ENGAGEMENT AND EXISTING EFFORTS



The County, City, and Capital City Chamber conducted community engagement throughout the Blueprint development process. After the County received the CityStart Grant, the County worked with CFE Fund staff to conduct four stakeholder engagement sessions in Leon County. Stakeholders in this initiative included a diverse range of local business owners, financial institutions, nonprofit housing developers, and other interested partners (Appendix 2). These stakeholders met to discuss community needs, including improved access to housing, healthcare, financial resources, and employment opportunities. Preliminary priority areas were identified based on feedback from the stakeholder engagement sessions and local government planning documents to ensure that the initiatives reflected the most pressing needs of the community. These areas were chosen because they directly impact economic stability, community well-being, and the ability to reduce poverty and promote equitable growth, aligning with the goals of enhancing financial security and addressing systemic challenges.

The priority areas were presented in breakout sessions at the Financial Empowerment Summit in September 2023. The Financial Empowerment Summit focused on the community's financial landscape and was an opportunity to engage with additional stakeholders and community members. Breakout sessions at the Summit focused on the following five preliminary priority areas, where participants provided verbal and written feedback about local financial empowerment opportunities and current gaps in service.

- **Youth Income & Economic Mobility Category:** This category aims to provide young people with opportunities to increase their income and improve their economic prospects. This includes access to financial services and education, job training programs, internships, and entrepreneurial education.
- **Adult Income & Economic Mobility Category:** Similar to the youth-focused initiatives, this category's solutions target adults, increasing access to financial services, job placement services, continuing education opportunities, and support for career advancement.
- **Social Wellness & Support Category:** This category encompasses a broad range of services designed to support the overall well-being of individuals and families. It includes mental health services, substance-use treatment, family counseling, and access to healthcare.
- **Housing and Residential Security Category:** This category includes programing that assists with down payments, home repair and rehabilitation, weatherization, and housing counseling to help residents secure long-term housing stability.
- **Minority Small Business Economic Mobility Category:** This category focuses on providing minority-owned small businesses with the resources and opportunities they need to grow and succeed. It includes access to grants and loans, business development training, mentorship programs, and support for securing contracts and expanding market reach. These efforts help minority entrepreneurs overcome systemic barriers, build wealth, and contribute to their communities' economic vitality.

The Financial Empowerment Summit reinforced several key insights regarding the community's needs and priorities for promoting economic growth and financial security. A common theme throughout the discussions was the critical need for community awareness and access to information and resources to achieve financial empowerment. Additionally, participants emphasized the importance of creating pathways for wealth accumulation, particularly for historically underserved communities. By continuing to focus on these key areas, Leon County has developed a comprehensive approach to financial empowerment, fostering an environment where all residents can build wealth and achieve

economic security.

Furthermore, an analysis of existing strategic planning efforts including Neighborhood First Plans and other local initiatives was conducted to identify financial empowerment strategies that had already been prioritized by residents (Appendix 1). The City's Neighborhood First initiative assisted residents in developing and implementing strategic neighborhood plans to improve the social and economic outlook of targeted neighborhoods. These plans reflect the priorities of the neighborhoods, developed after extensive engagement with residents, and include strategies to reduce crime, enhance the quality of life, and increase economic prosperity. Other initiatives include the Breaking Bread Together community meetings, which identified barriers to food security and connected residents with essential resources; the FAMU Federal Credit Union SmartSteps Microloan Program, which has distributed more than $1 million in loans to Black, minority, and women-owned businesses; and Bank On Tallahassee, which was created to connect unbanked and underbanked individuals to safe and appropriate financial products and services.

The information from the initial meetings, plan evaluations, and breakout sessions identified a crucial theme in financial empowerment efforts: enhancing awareness of and access to available resources.

This theme is addressed through the following three priority areas:

- Housing & Residential Security Solutions
- Social Wellness & Support Services
- Financial Education & Business Management Resources

The identification of the priority areas was strongly informed by stakeholder findings, Neighborhood First plans, and the ongoing work of the Trusted People Neighborhood Engagement Steering Committee, an initiative to connect human service providers and residents of the neighborhoods for greater awareness and access to available resources. Insights gained from these efforts emphasized the most urgent needs of the community.

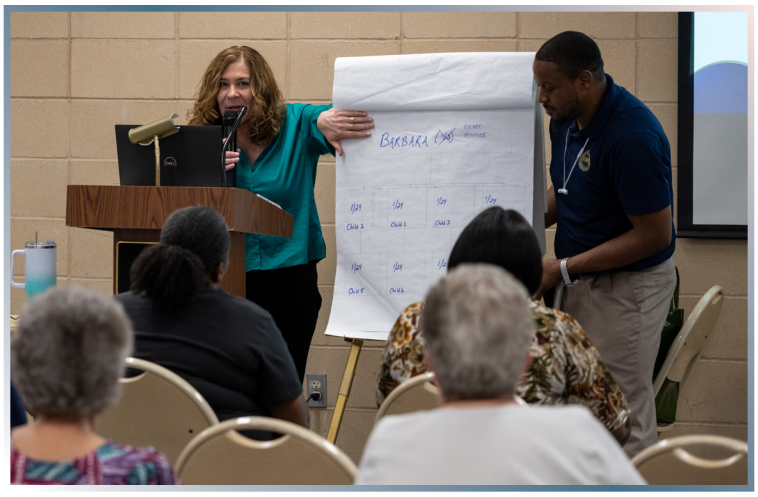
During neighborhood engagement sessions and housing services workshops, residents consistently highlighted housing stability as a critical issue, particularly in the face of rising housing costs and a lack of affordable options. Additionally, the Trusted People Committee identified social wellness as essential for improving overall quality of life, citing a need for increased access to mental health services, substance abuse programs, and community-based support networks. The committee also played an instrumental role in gathering feedback and inviting community members to stakeholder engagement sessions to ensure that the voices of residents and neighborhood leaders were included in shaping these priorities. These efforts provided invaluable insights into the most urgent needs of our community.

The emphasis on financial education arose from stakeholder feedback emphasizing the need for long-term economic empowerment. Many community members expressed concerns about financial education, resource access, and sustainable wealth-building opportunities. This aligns with broader findings from the Neighborhood First initiative, where residents voiced the importance of equipping individuals and families with financial independence and resilience tools. These priorities were further echoed in our engagement with local leaders, who noted the lack of accessible financial services in underserved areas.

In terms of access, the Blueprint prioritizes the availability and accessibility of services and solutions to those who need them most. The strategies identify barriers to access, including geographical, economic, or informational, and how to address those barriers head-on. As such, each of the selected priority areas will be designed with inclusivity in mind, ensuring that every resident, particularly those in historically marginalized communities, can fully benefit from these resources and initiatives.

To effectively tackle these issues, it is essential to recognize the interconnected nature of these areas and how they collectively contribute to financial empowerment. By focusing on these priority areas, Leon County created a comprehensive strategy that not only addresses immediate needs but also paves the way for long-term economic stability and growth for all residents.

FINANCIAL EMPOWERMENT PRIORITIES AND STRATEGIES



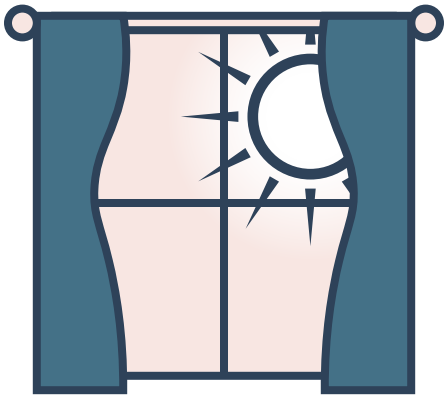
While many programs and initiatives to promote financial empowerment exist, increased awareness of these resources is needed to ensure their effectiveness. The Blueprint prioritizes expanding access to services by focusing on housing and residential security solutions, social wellness and support services, and financial education and management resources. By addressing these underlying factors and confronting barriers to financial empowerment, Leon County can work toward building a more inclusive and equitable community where every resident can thrive.

The following sections will delve into each of these priority areas, providing more context to the specific priority and outlining specific strategies, initiatives, and success stories that illustrate how Leon County is making strides toward financial empowerment and racial wealth equity.

Leon County's Financial Empowerment Blueprint focuses on enhancing existing access to services to promote financial empowerment through three priority areas with the following goals. Through current Strategic Initiatives and existing partnerships, the County and its partners are implementing the subsequent strategies to achieve these goals.

- **Housing and Residential Security Solutions**
  - » Goal: Increase the inventory of safe and sanitary affordable housing for low-income individuals and families.
- **Social Wellness and Support Services**
  - » Goal: Expand the social safety net by increasing access to resources and services to enhance the quality of life of citizens.
- **Financial Education and Management Resources**
  - » Goal: Expand access to safe and affordable financial services for citizens and businesses to promote financial stability and resources and enhance intergenerational wealth.

Housing and Residential Security Solutions



Housing insecurity is a significant barrier to wealth accumulation in Leon County, particularly for marginalized communities. Historic discriminatory housing practices, coupled with a shortage of affordable housing alternatives, perpetuate housing insecurity and homelessness. Without secure and stable housing, individuals and families struggle to build wealth, establish roots in the community, and achieve long-term financial security. Lower Black homeownership rates and the racial wealth gap stand as reminders of the enduring legacy of historical inequities, including lingering barriers related to historic policies.

Within Leon County, the issue of heirs' property significantly impacts Black families. Heirs' property refers to land or homes that are



inherited without a formal will or proper documentation, often through generations, leaving multiple descendants with divided ownership interests. This type of property ownership creates significant challenges for families, as it complicates the process of transferring wealth and capitalizing on the economic opportunities associated with property ownership. Without clear legal title, families face barriers to selling the property, securing loans, or accessing government assistance programs for home improvements.

The impact of heirs' property on racial wealth equity is profound. For example, in the southeastern United States, it is estimated that heirs' property accounts for over a third of Black-owned land, amounting to millions of acres. This phenomenon limits families' ability to build generational wealth and undermines efforts to achieve economic advancement. In rural areas, the inability to leverage property equity can prevent families from investing in education, starting businesses, or making significant home improvements. In urban settings, it can impede redevelopment efforts and diminish neighborhood revitalization initiatives.

Assisting residents to obtain a clear legal title is essential for municipalities to implement targeted community development strategies that promote homeownership and wealth accumulation. For instance, the Center for Heirs' Property Preservation has worked extensively in South Carolina to help families resolve title issues, thereby unlocking economic potential and preserving family legacies. By addressing heirs' property challenges, Leon County can support families in achieving financial stability and fostering economic mobility, thereby contributing to a more equitable and prosperous community for all residents.

Further, the lack of foundational wealth provided by homeownership severely hampers Black entrepreneurs' ability to access capital and resources necessary for business development. According to the Federal Reserve's 2021 Small Business Credit Survey, Black-owned firms were more likely to report difficulties in accessing credit and were twice as likely to be turned down for loans compared to white-owned firms. This is largely due to the lower homeownership rates among Black families, which reduces their ability to leverage home equity for business loans.

With secure and affordable housing, it becomes easier for individuals and families to accumulate wealth, establish a solid foundation in the community, and attain comprehensive financial security.

For example, Black renters experience significantly higher eviction rates compared to their white



counterparts. Nationally, Black renters have an average eviction filing rate of 6.2% and an eviction judgment rate of 3.4%. In contrast, white renters have an average filing rate of 3.4% and a judgment rate of 2.0% (Eviction Lab, 2023; Center for American Progress, 2021). Additionally, Black and Hispanic renter households were more than twice as likely to be behind on housing payments and at risk of eviction during the COVID-19 pandemic compared to white renter households (Joint Center for Housing Studies, 2021). These disparities highlight the systemic issues that contribute to housing instability among minority communities, which in turn disrupts children's education and perpetuates cycles of poverty and inequality. In Leon County, similar disparities exist, particularly in areas within the 32304 zip code, where the poverty rate is one of the highest in the state. Specifically, Leon County's five census tracts with family household poverty rates of more than 40% are within the 32304 zip code. The U.S. Census considers census tracts with an overall poverty rate of 30% or more as high poverty areas. Additionally, according to U.S. Census data, neighborhoods within the 32304 zip code have the lowest percentage of home ownership (11.6%), lowest median household income ($21,862), and the lowest average home values ($177,459) compared to other Leon County zip codes. These disparities have led to years-long efforts by the County to address racial wealth equity within the communities of 32304.

Existing initiatives aimed at increasing homeownership rates among Black families in Leon County, such as down payment assistance programs and affordable housing developments, are essential in addressing these systemic inequities and fostering a more inclusive economy. Without generational wealth, families may face housing instability, leading to frequent moves and disruptions in children's education. This instability is exacerbated by the disproportionately high eviction rates faced by minority communities.

Homeownership is critical to wealth accumulation because it provides a stable asset that can appreciate over time, offering a foundation for financial security and economic mobility. According to the Federal Reserve's Survey of Consumer Finances, homeowners have a median net worth nearly 40 times greater than renters. This disparity underscores the importance of homeownership as a key driver of wealth. Moreover, a study by the Urban Institute found that homeownership significantly contributes to the intergenerational transmission of wealth, enabling families to pass down financial benefits to future generations. Additionally, home equity can be leveraged for essential investments such as education, business ventures, and home improvements, further enhancing financial stability and growth. In Leon County, increasing access to homeownership for underserved communities is addressing historical inequities and creating pathways for sustained wealth accumulation and economic advancement.

Local Context

Housing and Residential Security:

- *Housing Affordability:* The 2023 Tallahassee Housing Market Analysis found that 40% of renters in Leon County spend more than 30% of their income on housing, a situation that disproportionately affects Black and Hispanic families. This high cost of housing leaves little room for savings and wealth accumulation.
- *Heirs' Property Issues:* Local case studies from the Leon County Clerk of Courts and Comptroller indicate that heirs' property disputes are common in the Frenchtown area, where many Black families inherited land without clear titles. This has resulted in legal challenges that prevent these families from fully utilizing their property for wealth-building purposes.

Goal

Increase the inventory of safe and sanitary affordable housing for low-income individuals and families.

Strategies

1. **Support the housing rehabilitation and emergency repair programs to preserve affordable housing units.**
   - *Catalog Existing Programs:* 2-1-1 Big Bend maintains a database of existing and available programs, including the County's housing rehabilitation and emergency repair programs. In addition, human service agencies that receive County funding must coordinate with 2-1-1 Big Bend to ensure that program information is included in the database. This effort ensures that residents have easy access to up-to-date resources and assistance services.
   - *Enhance Outreach:* Develop a targeted outreach campaign in coordination with the Trusted People Neighborhood Steering Committee to ensure that residents in underserved communities are aware of and can access these programs, including community meetings, flyer distribution at local schools, and social media campaigns.
   - *Process Improvement:* Review and streamline the application process for County programs to make them more accessible. This could include simplifying forms, offering application assistance, and reducing turnaround times for repairs.
2. **Expand opportunities to provide educational workshops and legal assistance to alleviate heirs' property issues, support wealth building, and encourage home maintenance.**
   - *Partnership Development:* Partner with organizations like Legal Services of North Florida and the Center for Heirs' Property Preservation to offer recurring workshops on heirs' property issues. Workshops could include legal information, opportunities to help families clear title issues, and resources for home maintenance.
   - *Resource Creation:* Strategies identified in the City's Neighborhood First Plans, such as the development of toolkits for residents that includes information on legal resources, steps for clearing property titles, and best practices for home maintenance.
   - *Community Engagement:* Continue to host community forums to discuss heirs' property challenges and gather input on additional support needs.
3. **Support initiatives to increase affordable homeownership opportunities.**
   - *Process Development:* Continue to engage the Affordable Housing Advisory Committee and other stakeholders to evaluate and enhance Leon County's Homeownership Development Program and other housing initiatives.
   - *Program Expansion:* Explore opportunities to develop additional programs aimed at increasing affordable homeownership opportunities, including leveraging funding through the HUD PRO Housing grant.
   - *Capacity Building:* Work with the Tallahassee Lenders' Consortium and other partners to expand access to affordable mortgages and financial education programs.

Potential Partners

- 2-1-1 Big Bend
- Legal Services of North Florida
- Tallahassee Lenders' Consortium
- Center for Heirs' Property Preservation

Social Wellness and Support Services



Generational wealth, which includes assets such as homeownership, savings, investments, and other valuable resources passed down from one generation to the next, plays a crucial role in breaking the cycle of poverty and providing families with a financial head start. This wealth allows families to invest in education, start businesses, and secure better housing, all of which contribute to long-term financial stability and upward mobility. Children who inherit even modest amounts of wealth are more likely to achieve higher levels of education, secure better-paying jobs, and build more substantial wealth themselves. A 2019 report by the Brookings Institute highlights that the median wealth of white families is 10 times greater than that of Black families, largely due to historical and ongoing barriers to building and transferring generational wealth.

However, the lack of generational wealth can severely limit access to critical resources, hinder social mobility, and jeopardize financial security. Without inherited assets, individuals and communities often struggle to access quality education, healthcare, and housing. This deficit makes it challenging to accumulate wealth and escape the cycle of poverty. In such scenarios, social wellness and support services become essential for bridging the gap.

In communities with high levels of poverty, like those in Leon County, a significant number of residents frequently lack access to these vital social wellness and support services. This lack exacerbates difficulties associated with community resilience, social cohesion, and mental health. Additionally, the absence of financial security can result in increased stress and mental health issues, further hindering individuals' ability to thrive and contribute to their communities. The lack of adequate access to mental health services, social support networks, and community resources can significantly hinder the capacity of individuals to manage financial stressors, navigate through life transitions, and establish robust social connections.

A lack of access to services can also lead to negative health outcomes. In Leon County, a devastating example of this is poor maternal healthcare and infant mortality rates in part due to a lack of prenatal and postpartum care. Between 2018 and 2020, the infant mortality rate of Black women was 12.6 deaths per 1,000 births compared to five deaths per 1,000 births for their white counterparts in the Capital City Healthy Start program. In community conversations, several organization and individuals have indicated that part of the barrier for women to access the necessary healthcare for themselves and their babies was due to the inability to secure transportation to appointments.

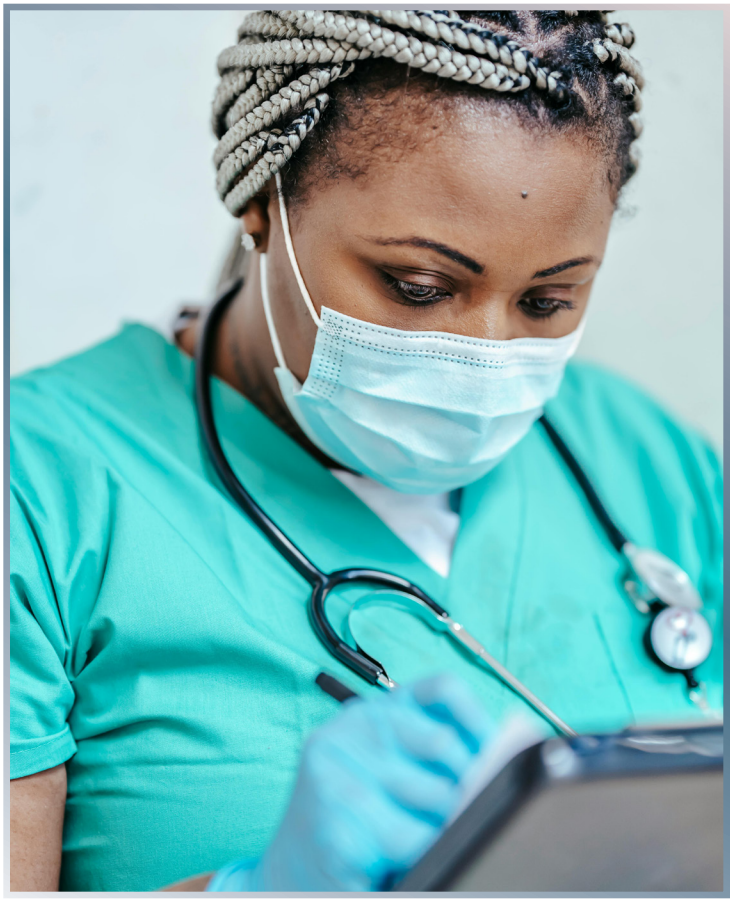
Moreover, providing mental health services, establishing social support networks, and championing community-based organizations can augment residents' social well-being and resilience, cultivating an environment conducive to financial empowerment. Local government and community partners are supporting these efforts by expanding transportation options, creating more robust information sharing to ease access to services, and promoting existing resources. The Blueprint provides a framework to expand the social safety and improve access to essential resources and services.

Local Context

The 2023 Leon County Health Equity Assessment reveals that Black residents in Leon County face higher rates of chronic illness such as hypertension and diabetes, with 35% of Black adults diagnosed with hypertension compared to 22% of white adults. Additionally, Black residents are more likely to be uninsured and have less access to healthcare services, which further exacerbates health outcomes and economic disparities. These health indicators reflect the interconnectedness of wealth, access to resources, and overall well-being in the community.

Goal

Expand the social safety net by increasing access to resources and services to enhance the quality of life of citizens.



Strategies

1. **Enhance partnership with the 2-1-1 Big Bend Lyft Program to expand transportation access, including for those in Leon County's rural areas.**
   - *Coordination:* Continue to meet with 2-1-1 Big Bend to discuss the current scope of the Lyft program and identify potential areas for expansion, particularly in rural areas where transportation options are limited.
   - *Needs Assessment:* Collaborate with local community leaders, residents, and community organizations in rural areas to understand specific transportation needs.
   - *Program Expansion:* Provide dedicated funding to 2-1-1 Big Bend for the Lyft Program to expand service provision through increased trips. Monitor the number of trips, including in unincorporated Leon County, to determine how residents are engaging with the program, including the services they are accessing through Lyft rides.
2. **Strategically promote existing programs, such as the Leon County Primary Healthcare Program and enrollment information, to reach the most vulnerable, including those impacted by the digital divide.**
   - *Community Engagement:* Organize in-person outreach events in communities heavily impacted by the digital divide. This could include participation in community meetings and events, door-to-door outreach through the Trusted People Neighborhood Steering Committee, and partnerships with local organizations to distribute information.
3. **Collaborate with healthcare and mental health providers, including Federally Qualified Health Centers (FQHCs), to address community needs and provide access to primary, mental, and dental care, ensuring comprehensive health and human services are available.**
   - *Regular Meetings:* Participate in quarterly meetings with key healthcare and mental health providers to discuss ongoing needs, challenges, and opportunities for collaboration based on the latest Community Health Assessments created by Capital Area Healthy Start, Tallahassee Memorial Healthcare, and the Department of Health.
   - *Catalog Existing Programs:* 2-1-1 Big Bend maintains a database of existing and available programs, including the County's health and human services programs. In addition, health and human service agencies that receive County funding must coordinate with



2-1-1 Big Bend to ensure that program information is included in the database. This effort ensures that residents have easy access to up-to-date resources and assistance services.

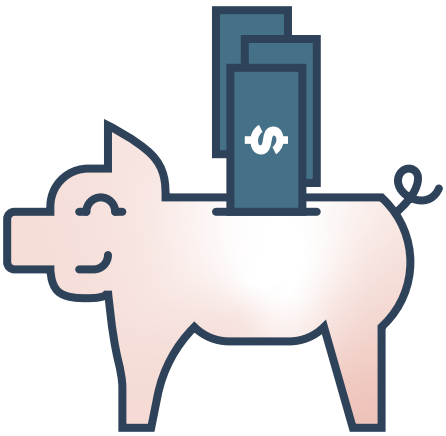
4. **Develop a Community Information Exchange platform in partnership with 2-1-1 Big Bend, the City of Tallahassee, United Way of the Big Bend, the Children's Services Council of Leon County, and other key stakeholders.**

   - *Platform Development:* Convene a working group of program specialists, community organizations, and end-users to explore the feasibility of a Community Information Exchange platform. This group will assess the functionality of a central hub, how it can best serve the community, and the challenges of maintaining and updating the exchange. The goal is to ensure the platform, if implemented, is practical, user-friendly, and accessible across various devices, while also addressing the complexities of keeping the information current and relevant.
   - *Data Integration:* Partner with 2-1-1 Big Bend to integrate data from other organizations into the platform, including client data, eligibility criteria, and program availability.
   - *Promotion and Training:* Partner with 2-1-1 Big Bend to promote the platform, including training sessions for community organizations and residents on how to use the platform effectively.

Potential Partners

- 2-1-1 Big Bend
- Children's Services Council of Leon County
- Health and Human Service Providers
- United Way of the Big Bend

Financial Education and Management Resources



The intricate relationship between income inequality and social mobility comes sharply into focus in Leon County. The National Bureau of Economic Research found that higher levels of income inequality within a community are associated with lower levels of economic mobility. This means that children of highly paid individuals are more likely to remain highly paid, while children of low-paid individuals are more likely to stay in low-earning positions. Additionally, education emerges as a crucial mechanism driving economic mobility. According to a study by the Organization for Economic Co-operation and Development, there is a correlation between low educational scores in math, reading, and science and income inequality. In Leon County, disparities in academic achievement mirror the broader income inequality, potentially limiting opportunities for upward economic mobility among marginalized communities.

Similarly, numerous residents encounter obstacles when attempting to obtain comprehensive financial management resources, with marginalized communities particularly affected. A lack of access to services impedes the ability to plan for long-term economic stability, make informed financial decisions, and effectively manage debt. Inadequate assistance and direction may also hinder individuals' ability to navigate intricate financial systems, thereby contributing to the continuation of cycles of economic vulnerability and inequality.

A recent survey of physical locations of financial institutions highlighted that historically Black neighborhoods in Leon County, such as Frenchtown, have fewer or no banking options but are saturated with high-interest lenders. According to a 2019 report by the Tallahassee-Leon County Planning Department, there are significantly fewer bank branches in these neighborhoods compared to predominantly white areas. In contrast, these neighborhoods have an abundance of payday lenders and check-cashing services, which often charge exorbitant interest rates. This disparity limits access to capital and safe lending institutions, perpetuating financial insecurity and hindering economic mobility. Additionally, there is a positive correlation between bank branch presence in low-income neighborhoods and mortgage loan originations, which not only supports home ownership but also is associated with greater availability of credit. Additionally, according to Pew Charitable Trusts, although Black Americans make up only 13.6 percent of the US population, Black consumers represent 23 percent of storefront payday loan customers.

To address these financial disparities, the Capital City Chamber, in partnership with the County and City, launched the Bank On Tallahassee initiative in September 2022. Bank On Tallahassee aims to provide underserved communities with access to safe and affordable banking services. By providing access to safe and affordable certified checking and transaction accounts, coupled with financial education, Bank On Tallahassee aims to improve financial stability among residents. The coalition focuses on building programmatic partnerships to expand banking access while complementing these efforts with initiatives that help residents build credit, manage debt, and save for the future. To date, the program has engaged more than 1,000 residents through financial management workshops and individual counseling sessions, empowering them to achieve greater financial resilience.

Leon County's 32304 zip code is often highlighted as one of the most economically challenged areas in Florida, characterized by high poverty rates and limited access to resources. The area is home to a significant portion of the student population due to its proximity to Florida State University and Florida A&M University, but it also includes many long-term residents who face economic hardship. Current efforts by the County to address these challenges include targeted economic development projects, community revitalization programs, and partnerships with local organizations aimed at improving financial literacy and access to resources.

Additionally, in coordination and partnership with the Capital City Chamber of Commerce and FAMU Federal Credit Union, in 2021, Leon County Government launched the SmartSteps microloan program

through the Tallahassee-Leon County Office Economic Vitality (OEV). To date, more than $1 million in loans has been distributed to 51 Black-, minority-, and women-owned businesses through the SmartSteps microloan program, with more than $261,525 directed to businesses within the 32304 zip code.

Enhancing the availability of financial management resources through community-based programs, seminars, and online platforms will provide more opportunities to connect with underserved communities. By investing in financial education initiatives, such as Bank On Tallahassee, as well as social supports that prioritize marginalized communities, Leon County is building economic growth, narrowing the income gap, and creating a more equitable environment where every individual can thrive and realize their full potential.

Local Context

- Income Disparities: According to the 2023 Tallahassee-Leon County Economic Vitality Report, the median household income for Black families in Leon County is $34,000, significantly lower than the $65,000 median for white families. This income disparity mirrors national trends and highlights the local impact of systemic inequality.

Goal

Expand access to safe and affordable financial services for citizens and businesses to promote financial stability and resources and enhance intergenerational wealth.

Strategies

1. **Support the integration of financial education and banking access within existing youth employment programs.**
    - » *Program Analysis:* Evaluate current financial education and banking access within County youth employment programs, including Summer Youth and Junior Apprenticeship.
    - » *Integration of Financial Education and Banking Access:* In partnership with Bank On Tallahassee, collaborate with local banks, credit unions, and financial education nonprofits to design financial education modules that can be integrated into County youth employment programs. Additionally, build in opportunities for safe banking access, such as certified account openings, to ensure youth not only gain financial knowledge but also have access to secure, affordable banking services to support their financial stability and growth.
    - » *Community Collaboration:* Collaborate with other providers of youth employment programs, including the City of Tallahassee and the Children's Services Council of Leon County, to share information about outcomes and best practices to enhance each program.
2. **Explore the development of a Financial Empowerment Center.**
    - » *Initial Planning Phase:* Participate in Phase 1 of the Cities for Financial Empowerment Fund Financial Empowerment Center Academy, led by the Capital City Chamber of Commerce, to explore the feasibility of opening a financial empowerment center in Leon County.
3. **Support the Bank On Tallahassee initiative via collaboration, resource support, and integration into existing programs to increase access to certified checking and transaction accounts by building programmatic partnerships between local financial institutions and community-serving programs, and encourage saving, investing, and financial counseling to further enhance financial stability for residents.**
    - » *Partnership Coordination:* Through Bank On Tallahassee, coordinate community discussions with key partners, including libraries, community centers, and financial institutions, to discuss and plan the integration of banking access and financial education into existing programs and services.



- *Program Implementation:* In partnership with the Capital City Chamber of Commerce, continue to develop a series of workshops and events focused on financial education and credit building.
- *Collaborative Meetings:* Meet regularly with the Bank On Tallahassee team to integrate their services into existing County programs. This includes exploring ways to incorporate Bank On materials into youth employment programs, financial literacy workshops, and community events.

Bank On Tallahassee, having participated in the Bank On Academy, is also a recipient of the Capacity Grant from the Cities for Financial Empowerment (CFE) Fund, which supports the coalition's leadership and expansion efforts.

- *Resource Allocation:* County staff supports the ongoing expansion of Bank On Tallahassee's outreach, particularly in underserved communities. The CFE Fund's Capacity Grant is currently providing critical capacity-building support, helping to increase the number of certified accounts and developing new programmatic integrations. County support will focus on amplifying these efforts through promotion and technical support.
- *Awareness Campaign:* A targeted awareness campaign, led by the Capital City Chamber of Commerce, will inform residents, especially those in areas with high rates of unbanked or underbanked individuals, about the benefits of the Bank On initiative. This campaign will complement the ongoing efforts funded by the CFE Capacity Grant, ensuring that more residents gain access to safe and affordable banking options.

4. Support the Capital City Chamber of Commerce in creating a comprehensive small business development pipeline to increase access to resources and capital for businesses, including the assessment of current resources and barriers.

- *Resource Assessment:* Conduct a thorough assessment of the current resources available to small businesses in Leon County, including financial services, mentorship opportunities, and educational programs.
- *Capital Readiness Program:* Capital City Chamber of Commerce in partnership with the Tallahassee-Leon County Office of Economic Vitality and Florida A&M University Small Business Development Center to design and promote a small business development pipeline that addresses these barriers and guides businesses through the stages of growth, from startup to expansion.
- *Pilot Initiative:* The Capital City Chamber of Commerce will explore the launch of a pilot program that focuses on one key area of the pipeline, such as access to capital or mentorship.
- *Outreach and Engagement:* Continue the comprehensive outreach strategy to connect small businesses with the resources available through the pipeline (See Appendix 4).
- *Tracking and Evaluation:* Continue to monitor how many small businesses are connected to resources via the pipeline.

Potential Partners

- Children's Services Council of Leon County
- FAMU Federal Credit Union Smart Steps Program
- Florida A&M University Small Business Development Center
- Greater Tallahassee Chamber of Commerce

Ongoing Community Feedback

Following the development of the priority areas, stakeholders presented financial empowerment priorities and subsequent strategies at a neighborhood meeting that included the Trusted People Neighborhood Engagement Committee. The meeting focused on existing financial empowerment efforts, opportunities to enhance current initiatives, and answered questions about the financial empowerment plan. Additionally, the community meeting provided information about how the proposed financial strategies correlate to the existing Neighborhood First planning documents created for the Frenchtown, Greater Bond, Griffin Heights, and Providence communities. Community feedback indicated support of the strategies and identified additional partners to support the implementation process (Appendix 3).

To ensure ongoing engagement and alignment with the Neighborhood First Plan efforts, the committee committed to continuous collaboration with neighborhood residents and stakeholders. Regular follow-up meetings and updates will be scheduled to track progress, gather further input, and adjust strategies as needed. This continuous engagement ensures that the financial empowerment strategies remain responsive to community needs and are effectively integrated into the broader goals of the Neighborhood First Plans. By maintaining an open dialogue and fostering strong partnerships, the initiative aims to build a sustainable framework for financial empowerment that benefits all residents, strengthens community ties, and promotes long-term economic resilience in the Frenchtown, Greater Bond, Griffin Heights, and Providence neighborhoods.

Moreover, the continued engagement with the Neighborhood First initiative ties into the broader objectives of addressing poverty and inequity, as outlined in County and City strategic planning documents. For instance, by attending and participating in Neighborhood First meetings, the County can share resources that may address community needs and also utilize feedback to enhance programs. Additionally, efforts to increase homeownership and housing rehabilitation resources, as well as expanding youth employment and educational opportunities, align with strategies identified in the Greater Bond and Griffin Heights Neighborhood First plans. This integrated approach ensures that financial empowerment is not just an isolated effort but part of a comprehensive plan to uplift and sustain the community.

ROLE OF LEON COUNTY

Leon County Government will play a pivotal role in advancing the Financial Empowerment Blueprint. The County's responsibilities will be structured across the following areas:

1. **Leadership and Oversight:**
   - *Departments Involved:* The Office of Human Services and Community Partnerships (HSCP) will spearhead the implementation of the Blueprint, with support from additional County departments, including Library Services and the Tallahassee-Leon County Office of Economic Vitality.
   - *Senior Leadership:* County Administration and the Director of HSCP will provide oversight, ensuring that the Blueprint aligns with the County's Strategic Initiatives and Bold Goals.
2. **Community and Stakeholder Engagement**
   - The County will continue to convene stakeholders from various sectors, including local businesses, nonprofit organizations, financial institutions, and community groups to ensure ongoing collaboration and alignment of efforts.
   - *Ongoing Communication:* The County will ensure continuous communication with residents through participation in the City's Neighborhood First meetings and coordination of the Trusted People Neighborhood Steering Committee to gather feedback and make necessary adjustments to programs.
   - *Public Information Campaigns:* The County, in partnership with 2-1-1 Big Bend, will promote available resources and how residents can access those resources.



3. **Resource Allocation:**
   - *Funding:* The County will continue to invest in the development of programs and initiatives that support financial security in the community through its ongoing Strategic Initiatives.
   - *Grants and Partnerships:* The County will continue to seek grant opportunities and form partnerships to expand the reach and impact of its programs.

4. **Monitoring and Evaluation:**
   - *Tracking Progress:* The County will continue to track program performance outcomes to monitor and evaluate the progress of each initiative.
   - *Reporting:* The County will provide reports on the progress of initiatives through strategic plan updates and status reports in accordance with program policies and procedures.

5. **Specific Actions Under Each Priority:**
   - *Housing and Residential Security Solutions:* The County will continue to staff the Affordable Housing Advisory Committee, pursue funding opportunities to address barriers to affordable housing, and work closely with local housing authorities and nonprofit developers.
   - *Social Wellness and Support Services:* The County will continue to coordinate with mental health providers and social service agencies to expand access to critical services, particularly in underserved areas.
   - *Financial Education and Management Resources:* The County will support the Capital City Chamber of Commerce's efforts to integrate financial education into existing programs, with an emphasis on reaching youth and low-income families through outreach and participation in Bank On Tallahassee meetings.



A PATH FORWARD

Leon County's comprehensive approach, rooted in community engagement and strategic partnerships, exemplifies a committed effort to transform historical challenges into opportunities for growth and empowerment. By incorporating feedback from a diverse range of stakeholders, including local business owners, financial educators, and residents, the County is continually refining its strategies to meet the specific needs of its community. This collaborative approach ensures that programs are relevant and practical, marking a significant shift toward inclusive community development.

Central to the County's strategy is improving access to essential and existing resources that empower its residents with the tools needed for economic stability and growth. This includes increasing housing stability, enhancing social wellness and support services, and bolstering financial management resources.

Housing remains a pivotal area of focus, with initiatives to combat housing insecurity and promote residential stability by fostering policies that encourage fair and secure housing opportunities for all residents. These approaches not only aid in wealth accumulation but also create stable environments for families to thrive. Leon County is enhancing the infrastructure of its support services to address resident well-being.

Recognizing that financial stress can undermine personal and community health, the County is expanding access to mental health services and social support networks. These efforts are crucial to building resilience and enabling residents to pursue financial autonomy without undue stress.

In addition, the County is committed to ensuring residents receive financial education resources by supporting programs, including the Bank On Tallahassee initiative, that provide comprehensive training in budgeting, saving, and investing. These initiatives are designed to equip residents, particularly those from historically marginalized communities, with the knowledge and tools to navigate financial systems effectively and securely.

This Financial Empowerment Blueprint incorporates the County's ongoing goals and strategies aimed at enhancing financial security and promoting racial wealth equity within the community, ultimately connecting shared prosperity moving forward to resiliency. The County recognizes its historical challenges and is committed to transforming them into opportunities for growth and empowerment. By addressing key areas such as financial management, social supports, and housing stability, the County is paving the way for a more inclusive and financially secure future for all of its residents.

APPENDIX 1

Plan Comparison: Financial Empowerment and Wealth Building Strategies

Focus Area: Homeownership/Housing

Leon County Strategic Plan

Support and promote access to basic healthcare, mental health, affordable housing, and homeless prevention services to our community members most in need. (Q4)

City of Tallahassee Strategic Plan

Objective 2b: Rehabilitate and Enhance the Existing Housing Inventory to Reduce the Cost of Living.

1. Number of homes served annually by energy efficiency grants, audits, and rebates to improve affordability and reduce homeownership housing costs. Target: 6,000
2. Number of homes rehabilitated and/or receiving emergency repair. Target: 425

Objective 2C: Facilitate and Encourage the Construction of Affordable Housing Units.

1. Number of new affordable homes or rental units built through the Community Land Trust. Target: 35
2. Number of new homes built as a result of inclusionary housing programs. Target: 60
3. Number of Habitat for Humanity homes built by City employees. Target: 10
4. Number of down payment assistance grants awarded, creating pathways to home ownership. Target: 125
5. Secure funding for Purpose Built Community and redevelopment of an additional 200 dwelling units at the Orange Avenue Housing Complex.

32304 Summit Documents

3.1 Establish specific housing needs

3.3 Preserve existing affordable, safe sanitary housing stock

3.3 Create/Diversity New Affordable Workforce Housing Units

Community Land Trust, Emergency Home Repair

Frenchtown Neighborhood First Plan

Promote the repair and reuse of existing structures. (Strategy H 1.1)

Develop vacant lots and abandoned homes with new housing. (Strategy H 2.1)

Create a dedicated funding source for the development of single-family homes. (Strategy H 2.2)

Assist families that have inherited homes in the neighborhood to obtain a clear title and preserve the home. (Strategy H 3.1)

Increase services that prepare residents for homeownership in the neighborhood. (Strategy H 5.1)

Griffin Heights Neighborhood First Plan

Connect residents to existing homeownership resources by inviting providers to neighborhood events and promoting their services via social media. (Strategy ED&RE 3.1)

Create connections and secure resources that support existing renters within Griffin Heights to become homeowners in the neighborhood. (Strategy ED&RE 3.2)

Greater Bond Neighborhood First Plan

Increase access to homeownership and housing rehabilitation resources. (ED&RE Strategy 5.2)

Coordinate with nonprofit organizations that assist with helping homeowners address dilapidated, substandard, and/or abandoned structures or lots (physical assistance with home rehabilitation). (NS&CP Action Item 4.1.4)

APPENDIX 1

Plan Comparison: Financial Empowerment and Wealth Building Strategies

Focus Area: Small Business

Leon County Strategic Plan

Priority:

Economy: Support programs, policies and initiatives to attract, create, and promote expansion of business, entrepreneurship, job creation, workforce development, economic equity and mobility (EC2).

(EC2) Implement the recommendations from the joint County/ City disparity study to be completed in FY 2022.

Target: Increase the number of certified MWSBEs by 30% (T4)

32304 Summit Documents

Smart Steps microloan- more funding

1.2.1 OEV Disparity study recommendations

Frenchtown Neighborhood First Plan

Develop alternative sources of funding for small business financing. (Strategy ED&CR 1.1)

Prepare entrepreneurs for opportunities to receive financing through education, coaching and credit counseling. (Strategy ED&CR 1.2)

Increase access to entrepreneurship training and small business financing. Support business incubation and development. (Strategy ED&CR 2.1)

Reduce barriers to developing businesses within Frenchtown and support small enterprises. (Strategy ED&CR 2.2)

Provide opportunities for neighborhood-scale commercial development to take place in the neighborhood so that residents have more places to work, shop and recreate in their own neighborhood. (Strategy ED&CR 3.1)

Provide incentives for Frenchtown residents to expand their existing and/or develop new businesses within the neighborhood. (Strategy ED&CR 4.1)

Griffin Heights Neighborhood First Plan

Support the development and incubation of businesses within the neighborhood. (Strategy ED&RE 1.1)

Increase access to entrepreneurship training and small business financing. (Strategy ED&RE 1.2)

Greater Bond Neighborhood First Plan

Identify and promote specific locations for commercial development. (ED&RE Strategy 1.1)

APPENDIX 1

Plan Comparison: Financial Empowerment and Wealth Building Strategies

Focus Area: Youth/Adult Employment

Leon County Strategic Plan

Target: Connect 7,000 students to skilled job opportunities through Leon Works and other talent development initiatives. (T3)

City of Tallahassee Strategic Plan

Objective 2a: Support education, training, and job readiness for target populations.

1. Percent reduction of disconnected youth. Target: 30%
2. Number of TFLA participants that have moved on to higher education, trade school, certification programs, or military over a five-year period. Target: 500
3. Number of TEMPO participants enrolled in a technical college or higher education institution over a five-year period. Target: 150
4. Number of TEMPO participants that have found employment paying a "fair" or "living wage" over a five-year period. Target: 100
5. Number of TEMPO participants completing a GED over a five-year period. Target: 150

32304 Summit Documents

Leon Works- integrating/enhancing banking access and financial education

7.2.2 Expand summer youth employment for disadvantaged youth

Frenchtown Neighborhood First Plan

Promote and enhance programs and trainings for youth and adults to gain access to educational, vocational and employment opportunities. (Strategy H&RE 5.1)

Griffin Heights Neighborhood First Plan

Introduce youth to entrepreneurship through job shadowing, apprenticeships, and mentoring. (Strategy ED&RE 1.3)

Increase opportunities for residents to access educational, vocational and employment resources. (Strategy ED&RE 2.2)

Greater Bond Neighborhood First Plan

Promote and enhance mechanisms for youth and adults to obtain a GED or high school diploma, higher education, job training, and employment. (ED&RE Strategy 3.1)

Providence Plan

Ensure the youth of Providence are engaged and connected to educational and employment opportunities through improved access to mentoring and tutoring programs. (HS&ED Strategy 3)

APPENDIX 1

Plan Comparison: Financial Empowerment and Wealth Building Strategies

Focus Area: Re-entry/Fines and fees

32304 Summit Documents

2.1 Reduce High Incarceration Rates (Fines, fees covered here)

2.2 Remove barriers to working, housing, etc. (License revocation)

Frenchtown Neighborhood First Plan

Connect formerly incarcerated residents with the services and resources needed to make their reentry successful. (Strategy H&RE 6.1)

Griffin Heights Neighborhood First Plan

Assess and address barriers to the above services for special populations (ex: Opportunity Youth and residents returning from incarceration). (Strategy ED&RE 2.3)

Focus Area: General/Other Financial Empowerment

Leon County Strategic Plan

(Q2, Q5) Work with the City of Tallahassee on the development and implementation of the Neighborhood First Program to engage residents and develop plans to address poverty and inequity in targeted neighborhoods including 32304.

City of Tallahassee Strategic Plan

Priority: Impact on Poverty

To be a leading community partner that actively connects residents to resources that remove economic and social barriers.

32304 Summit Documents

Increase Promise Zone funding in CHSP

10.5.1 Create a Service Coordination Team

Frenchtown Neighborhood First Plan

Develop programming to assist residents in building financial assets. (Strategy ED&CR 5.1)

Develop and launch a "Frenchtown Builds Credit" initiative to provide neighborhood-based credit building and financial coaching services to residents. (Action Item ED&CR 5.1.1)

Develop and implement a structured, matched savings program for residents to save for the purchase of a vehicle or home or education or small business expenses. Include ongoing financial education as a requirement to access matching funds. (Action Item ED&CR 5.1.2)

Locate a Volunteer Income Tax Assistance (VITA) site within the neighborhood. Secure funds to offer incentives for residents to save part of their tax refund. (Action Item ED&CR 5.1.3)

Advocate for the development of a matched children's savings account program in local schools paired with age-appropriate financial education. (Ex: San Francisco's Kindergarten to College program) (Action Item ED&CR 5.1.4)

Griffin Heights Neighborhood First Plan

Work with City and County departments and nonprofit partners to secure funding for neighborhood projects. (Strategy F 1.2)

Greater Bond Neighborhood First Plan

Work with service providers to offer additional services and events (i.e., mental health, financial education, and record expungement) within the neighborhood and target promotion efforts to the community. (ED&RE Action Item 4.1.3)

APPENDIX 1

Plan Comparison: Financial Empowerment and Wealth Building Strategies

Internal Work Group:

1. Abigail Thomas: Director, Leon County Office of Human Services and Community Partnerships
2. Marcus West: Neighborhood Engagement and Community Partnership Manager, Leon County Office of Human Services and Community Partnerships
3. Jelani Marks: Housing Services Manager, Leon County Office of Human Services and Community Partnerships
4. Shington Lamy: Assistant County Administrator, Leon County Government
5. Katrina Tuggerson: President, Capital City Chamber of Commerce/Bank On Tallahassee Coalition
6. Anaje Austin: Equity Research Coordinator, Capital City Chamber of Commerce/Bank On Tallahassee Coalition
7. Dr. LaTanya White: Racial Equity x Entrepreneurship Expert, Capital City Chamber of Commerce/Bank On Tallahassee Coalition
8. Pamela Monroe: Director, LeRoy Collins Leon County Public Library System
9. Teresa Broxton: Director, Leon County Office of Intervention and Detention Alternatives
10. Darryl Jones: Deputy Director, Tallahassee-Leon County Office of Economic Vitality Minority, Women, & Small Business Enterprise Division
11. Allie Fleming: Manager, StarMetro Special Transit Projects & Communications
12. Adam Jacobs: Manager, City of Tallahassee Sustainability & Resilience
13. James Barnes: General Manager, City of Tallahassee Customer Account Services
14. Jean Amison: Manager, City of Tallahassee Housing Division
15. Anita Morrell: Manager, City of Tallahassee Human Services Division
16. John Baker: Manager, City of Tallahassee Neighborhood Affairs
17. Leann Watts Williams: Supervisor, City of Tallahassee Neighborhood Affairs Division Parks, Recreation & Neighborhood Affairs Department
18. Angela Hendrieth: Director, City of Tallahassee Diversity & Inclusion
19. Stephen Cox: Executive Director, Tallahassee Community Redevelopment Agency
20. Paula DeBoles-Johnson: Manager, Leon County Human Resources
21. Artie White: Director, Tallahassee-Leon County Planning Department
22. Mathieu Cavell: Director, Leon County Community Relations and Resilience
23. Alison Faris: Director, City of Tallahassee Communication
24. Robyn Wainner: Human Services Coordinator, City of Tallahassee

Editor:

- Elizabeth Loeffelman: Leon County Community and Media Relations

Design and layout:

- Justin Moro: Leon County Community and Media Relations

APPENDIX 2

Community Stakeholders

Government Stakeholder Map: Organizations

- Leon County School District
- Children's Services Council of Leon County
- Leon County Property Appraiser
- Leon County Sheriff's Office
- Court Administration
- Leon County Clerk of the Circuit Court and Comptroller
- Tallahassee Police Department
- Council on the Status of Men and Boys
- Commission on the Status of Women and Girls

Small Business Stakeholder Map: Organizations

- Big Bend Minority Chamber of Commerce
- Greater Tallahassee Chamber of Commerce
- Network of Entrepreneurs & Business Advocates
- Envision Credit Union
- VyStar Credit Union
- First Commerce Credit Union
- The First Bank
- Self-Help Credit Union
- Synovus Bank
- Capital City Bank
- U.S. Bank
- Florida A&M University Small Business Development Center
- DOMI Station
- Jim Moran College of Entrepreneurship
- Apalachee Regional Planning Council
- Community Redevelopment Agency
- Innovation Park
- Florida Chamber of Commerce

Youth/Adult Employment Stakeholder Map: Organizations

- CareerSource
- Florida State University
- Florida A&M University
- Tallahassee State College
- National Association for the Advancement of Colored People ACT-SO Achievement Program
- 211 Big Bend
- ECHO
- United Way
- Whole Child Leon

Financial Empowerment Stakeholder Map: Organizations

- Bank On Tallahassee Coalition
- Tallahassee Lenders Consortium
- Capital Area Community Action Agency
- ECHO
- Tallahassee Housing Authority
- Center for Corporate & Community Education
- Florida Bankers Association
- Legal Services North Florida
- Junior Achievement
- Tallahassee Builders Association
- Second Harvest
- Capital Health Plan
- Florida Blue
- HCA Florida Capital Hospital
- Tallahassee Memorial Hospital
- Bond Community Health Center
- Neighborhood Medical Center
- Capital Area Healthy Start
- United Partners of Human Services

APPENDIX 3

Implementation Timeline: Housing and Residential Security Solutions

Goal

Increase the inventory of safe and sanitary affordable housing for low-income individuals and families.

Potential Partners

- 2-1-1 Big Bend
- Legal Services of North Florida
- Tallahassee Lenders' Consortium
- Center for Heirs' Property Preservation

Strategies and Implementation Tasks

1. Support the housing rehabilitation and emergency repair programs to preserve affordable housing units.

Implementation Task	Description	Timing
Catalog Existing Programs	2-1-1 Big Bend maintains a database of existing and available programs, including the County's housing rehabilitation and emergency repair programs. In addition, human service agencies that receive County funding must coordinate with 2-1-1 Big Bend to ensure that program information is included in the database. This effort ensures that residents have easy access to up-to-date resources and assistance services.	Short-term
Enhance Outreach	Develop a targeted outreach campaign in coordination with the Trusted People Neighborhood Steering Committee to ensure that residents in underserved communities are aware of and can access these programs, including community meetings, flyer distribution at local schools, and social media campaigns.	Mid-term
Process Improvement	Review and streamline the application process for County programs to make them more accessible. This could include simplifying forms, offering application assistance, and reducing turnaround times for repairs.	Mid-term

APPENDIX 3

Implementation Timeline: Housing and Residential Security Solutions

2. Expand opportunities to provide educational workshops and legal assistance to alleviate heirs' property issues, support wealth building, and encourage home maintenance.

Implementation Task	Description	Timing
Partnership Development	Partner with organizations like Legal Services of North Florida and the Center for Heirs' Property Preservation to offer recurring workshops on heirs' property issues. Workshops could include legal information, opportunities to help families clear title issues, and resources for home maintenance.	Short-term
Resource Creation	Strategies identified in the City's Neighborhood First Plans, such as the development of toolkits for residents that includes information on legal resources, steps for clearing property titles, and best practices for home maintenance.	Mid-term
Community Engagement	Continue to host community forums to discuss heirs' property challenges and gather input on additional support needs.	Long-term

3. Support initiatives to increase affordable homeownership opportunities.

Implementation Task	Description	Timing
Process Development	Continue to engage the Affordable Housing Advisory Committee and other stakeholders to evaluate and enhance Leon County's Homeownership Development Program and other housing initiatives.	Short-term
Program Expansion	Explore opportunities to develop additional programs aimed at increasing affordable homeownership opportunities, including leveraging funding through the HUD PRO Housing grant.	Mid-term
Capacity Building	Work with the Tallahassee Lenders' Consortium and other partners to expand access to affordable mortgages and financial education programs.	Long-term

APPENDIX 3

Implementation Timeline: Social Wellness and Support Services

Goal

Expand the social safety net by increasing access to resources and services to enhance the quality of life of citizens.

Potential Partners

- 2-1-1 Big Bend
- Children's Services Council of Leon County
- Health and Human Service Providers
- United Way of the Big Bend

Strategies and Implementation Tasks

1. Enhance partnership with the 2-1-1 Big Bend Lyft Program to expand transportation access, including for those in Leon County's rural areas.

Implementation Task	Description	Timing
Coordination	Continue to meet with 2-1-1 Big Bend to discuss the current scope of the Lyft program and identify potential areas for expansion, particularly in rural areas where transportation options are limited.	Short-term
Needs Assessment	Collaborate with local community leaders, residents, and community organizations in rural areas to understand specific transportation needs.	Mid-term
Program Expansion	Provide dedicated funding to 2-1-1 Big Bend for the Lyft Program to expand service provision through increased trips. Monitor the number of trips, including in unincorporated Leon County, to determine how residents are engaging with the program, including the services they are accessing through Lyft rides.	Long-term

APPENDIX 3

Implementation Timeline: Housing and Residential Security Solutions

2. Strategically promote existing programs, such as the Leon County Primary Healthcare Program and enrollment information, to reach the most vulnerable, including those impacted by the digital divide.

Implementation Task	Description	Timing
Community Engagement	Organize in-person outreach events in communities heavily impacted by the digital divide. This could include participation in community meetings and events, door-to-door outreach through the Trusted People Neighborhood Steering Committee, and partnerships with local organizations to distribute information.	Mid-term

3. Collaborate with healthcare and mental health providers, including Federally Qualified Health Centers (FQHCs), to address community needs and provide access to primary, mental, and dental care, ensuring comprehensive health and human services are available.

Implementation Task	Description	Timing
Regular Meetings	Participate in quarterly meetings with key healthcare and mental health providers to discuss ongoing needs, challenges, and opportunities for collaboration based on the latest Community Health Assessments created by Capital Area Healthy Start, Tallahassee Memorial Healthcare, and the Department of Health.	Short-term
Catalog Existing Programs	2-1-1 Big Bend maintains a database of existing and available programs, including the County's health and human services programs. In addition, health and human service agencies that receive County funding must coordinate with 2-1-1 Big Bend to ensure that program information is included in the database. This effort ensures that residents have easy access to up-to-date resources and assistance services.	Mid-term

APPENDIX 3

Implementation Timeline: Housing and Residential Security Solutions

4. Develop a Community Information Exchange platform in partnership with 2-1-1 Big Bend, the City of Tallahassee, United Way of the Big Bend, the Children's Services Council of Leon County, and other key stakeholders.

Implementation Task	Description	Timing
Platform Development	Convene a working group of program specialists, community organizations, and end-users to explore the feasibility of a Community Information Exchange platform. This group will assess the functionality of a central hub, how it can best serve the community, and the challenges of maintaining and updating the exchange. The goal is to ensure the platform, if implemented, is practical, user-friendly, and accessible across various devices, while also addressing the complexities of keeping the information current and relevant.	Short-term
Data Integration	Partner with 2-1-1 Big Bend to integrate data from other organizations into the platform, including client data, eligibility criteria, and program availability.	Mid-term
Promotion and Training	Partner with 2-1-1 Big Bend to promote the platform, including training sessions for community organizations and residents on how to use the platform effectively.	Long-term

APPENDIX 3

Implementation Timeline: Financial Education and Management Resources

Goal

Expand access to safe and affordable financial services for citizens and businesses to promote financial stability and resources and enhance intergenerational wealth.

Potential Partners

- Children's Services Council of Leon County
- FAMU Federal Credit Union Smart Steps Program
- Florida A&M University Small Business Development Center
- Greater Tallahassee Chamber of Commerce

Strategies and Implementation Tasks

1. Support the integration of financial education and banking access within existing youth employment programs.

Implementation Task	Description	Timing
Program Analysis	Evaluate current financial education and banking access within County youth employment programs, including Summer Youth and Junior Apprenticeship.	Short-term
Integration of Financial Education and Banking Access	In partnership with Bank On Tallahassee, collaborate with local banks, credit unions, and financial education nonprofits to design financial education modules that can be integrated into County youth employment programs. Additionally, build in opportunities for safe banking access, such as certified account openings, to ensure youth not only gain financial knowledge but also have access to secure, affordable banking services to support their financial stability and growth.	Mid-term
Community Collaboration	Collaborate with other providers of youth employment programs, including the City of Tallahassee and the Children's Services Council of Leon County, to share information about outcomes and best practices to enhance each program.	Long-term

2. Explore the development of a Financial Empowerment Center.

Implementation Task	Description	Timing
Initial Planning Phase	Participate in Phase 1 of the Cities for Financial Empowerment Fund Financial Empowerment Center Academy, led by the Capital City Chamber of Commerce, to explore the feasibility of opening a financial empowerment center in Leon County.	Short-term

APPENDIX 3

Implementation Timeline: Financial Education and Management Resources

3. Support the Bank On Tallahassee initiative via collaboration, resource support, and integration into existing programs to increase access to certified checking and transaction accounts by building programmatic partnerships between local financial institutions and community-serving programs, and encourage saving, investing, and financial counseling to further enhance financial stability for residents.

Implementation Task	Description	Timing
Partnership Coordination	Through Bank On Tallahassee, coordinate community discussions with key partners, including libraries, community centers, and financial institutions, to discuss and plan the integration of banking access and financial education into existing programs and services.	Mid-term
Program Implementation	In partnership with Bank On Tallahassee, collaborate with local banks, credit unions, and financial education nonprofits to design financial education modules that can be integrated into County youth employment programs. Additionally, build in opportunities for safe banking access, such as certified account openings, to ensure youth not only gain financial knowledge but also have access to secure, affordable banking services to support their financial stability and growth.	Long-term
Collaborative Meetings	Meet regularly with the Bank On Tallahassee team to integrate their services into existing County programs. This includes exploring ways to incorporate Bank On materials into youth employment programs, financial literacy workshops, and community events. Bank On Tallahassee, having participated in the Bank On Academy, is also a recipient of the Capacity Grant from the Cities for Financial Empowerment (CFE) Fund, which supports the coalition's leadership and expansion efforts.	Ongoing
Resource Allocation	County staff supports the ongoing expansion of Bank On Tallahassee's outreach, particularly in underserved communities. The CFE Fund's Capacity Grant is currently providing critical capacity-building support, helping to increase the number of certified accounts and developing new programmatic integrations. County support will focus on amplifying these efforts through promotion and technical support.	Ongoing

APPENDIX 3

Implementation Timeline: Financial Education and Management Resources

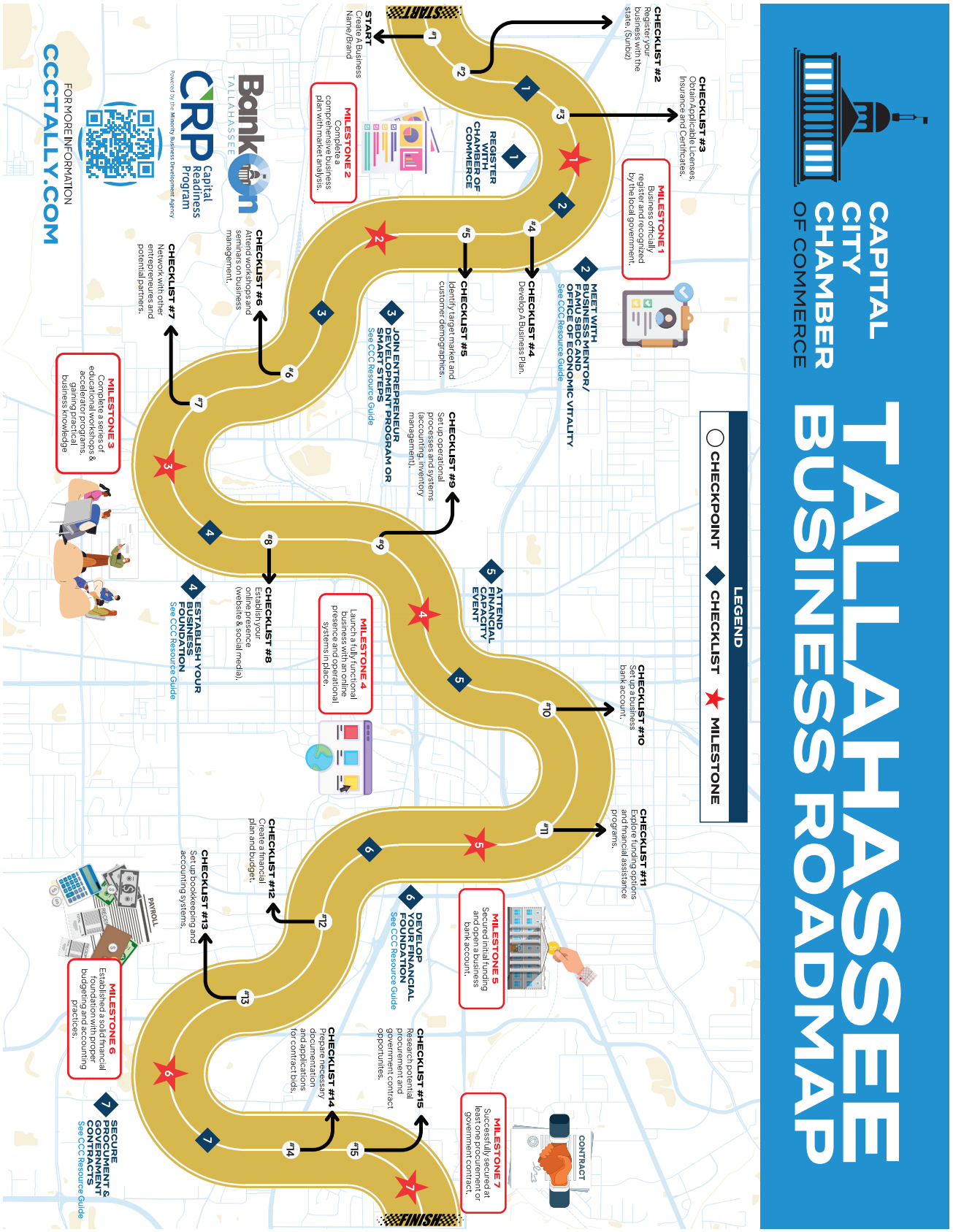
Implementation Task	Description	Timing
Awareness Campaign	A targeted awareness campaign, led by the Capital City Chamber of Commerce, will inform residents, especially those in areas with high rates of unbanked or underbanked individuals, about the benefits of the Bank On initiative. This campaign will complement the ongoing efforts funded by the CFE Capacity Grant, ensuring that more residents gain access to safe and affordable banking options.	Ongoing

4. Support the Capital City Chamber of Commerce via the existing partnership with the Tallahassee-Leon County Office of Economic Vitality in creating and distributing a comprehensive small business development pipeline to increase access to resources and capital for businesses, including the assessment of current resources and barriers.

Implementation Task	Description	Timing
Resource Assessment	Conduct a thorough assessment of the current resources available to small businesses in Leon County, including financial services, mentorship opportunities, and educational programs.	Short-term
Capital Readiness Program	Capital City Chamber of Commerce in partnership with the Tallahassee-Leon County Office of Economic Vitality and Florida A&M University Small Business Development Center to design and promote a small business development pipeline that addresses these barriers and guides businesses through the stages of growth, from startup to expansion.	Mid-term
Pilot Initiative	The Capital City Chamber of Commerce will explore the launch of a pilot program that focuses on one key area of the pipeline, such as access to capital or mentorship.	Long-term
Outreach and Engagement	Continue the comprehensive outreach strategy to connect small businesses with the resources available through the pipeline.	Ongoing
Tracking and Evaluation	Continue to monitor how many small businesses are connected to resources via the pipeline.	Ongoing

APPENDIX 4

Tallahassee Business Roadmap



FINANCIAL EMPOWERMENT SUMMIT - SEPTEMBER 20, 2023























OUR VALUE PROPOSITION

What You Get as a Taxpayer and a Stakeholder in our Community

Leon County Government leverages partnerships, embraces efficiency and innovation, and demands performance to the benefit of our taxpayers. We actively engage our citizens, not only as taxpayers, but as stakeholders and co-creators of our community – providing meaningful opportunities to capitalize on their talents in making important decisions and shaping our community for future generations.

Posted on September 8, 2026

LEON COUNTY WANTS TO KNOW HOW WE CAN SERVE YOU

To learn more about Leon County's health and human services programs, call **(850) 606-1900** or visit **LeonCountyFL.gov/HSCP**

To serve on a Citizen Committee, call **(850) 606-5300** or visit **LeonCountyFL.gov/Committees**

To provide feedback or make a service request, call **(850) 606-5300** or visit **LeonCountyFL.gov/CitizensConnect**

LEON COUNTY GOVERNMENT

People Focused. Performance Driven.

Office of Human Services & Community Partnerships

615 East Paul Russell Road | Tallahassee, FL 32301



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LEON COUNTY RESOLUTION NO. 24- 11

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, TO ACKNOWLEDGE AND APOLOGIZE FOR THE HISTORY OF SLAVERY AND RACISM IN LEON COUNTY; AND PROVIDING AN EFFECTIVE DATE.

RECITALS

WHEREAS, the system of slavery and the visceral racism against persons of African descent was entrenched in the Nation's social fabric; and

WHEREAS, slavery was not officially abolished until the passage of the 13th Amendment to the United States Constitution in 1865 after the end of the Civil War; and

WHEREAS, the system of racial segregation known as "Jim Crow," which arose in certain parts of the Nation following the Civil War, was a direct result of the racism against persons of African descent engendered by slavery; and

WHEREAS, at Florida's Constitutional Convention of 1885, the Florida Legislature mandated racial segregation in schools and prohibited interracial marriages which marked the beginning of segregation under Jim Crow in Florida and Leon County; and

WHEREAS, there were at least four documented lynchings in Leon County between 1897 and 1937 – Pierce Taylor, Mick Morris, Ernest Ponder, and Richard Hawkins; and

WHEREAS, a historical marker has been placed under an oak tree at Cascades Park, near the site of the County's old jail, to memorialize the four victims of racially motivated violence; and

WHEREAS, as a result of segregation and limited opportunities afforded to African Americans under Jim Crow, Leon County's African American community established the Smokey Hollow neighborhood, a community of African American families, social organizations, cultural institutions, and businesses in the 1890s; and

WHEREAS, in the 1960s the Smokey Hollow neighborhood was demolished and its residents displaced to make way for public infrastructure; and

WHEREAS, in 2015 the Blueprint Intergovernmental Agency constructed the Smokey Hollow commemorative site to tell the story of the Smokey Hollow community; and

WHEREAS, Florida's 1885 Constitution remained in effect until 1968, which enabled the furtherance of separate and unequal societies for whites and African Americans; and

WHEREAS, in 1956, Reverand Dr. Charles Kenzie Steele led the community in organizing the Tallahassee bus boycott, the second major bus boycott in the United States; and

WHEREAS, in the 1960s, members of Leon County's African American community organized lunch counter sit-ins at McCrory's and Woolworth's; and

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WHEREAS, these events have been memorialized through the Tallahassee-Leon County Civil Rights Heritage Walk, a sidewalk memorial constructed in 2013 which tells the story of peaceful protests and demonstrations that sought desegregation and equality in our community; and

WHEREAS, the passage of the Civil Rights Act of 1964 marked a major milestone in the Civil Rights Movement in America; and

WHEREAS, nearly 100 years after emancipation from slavery, Congress approved the Civil Rights Act of 1964 which banned discrimination on the basis of race, color, religion, sex, and national origin.

BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, that:

Section 1. Leon County apologizes for the enslavement and segregation of African Americans.

The Board acknowledges the fundamental injustice, cruelty, brutality, and inhumanity of slavery and Jim Crow laws.

The Board apologizes to African Americans, on behalf of the people of Leon County for the wrongs committed against them and their ancestors who suffered under slavery and Jim Crow laws.

The Board expresses its recommitment to the principle that all people are created equal and endowed with inalienable rights to life, liberty, and the pursuit of happiness.

The Board expresses its commitment to recognize the misdeeds committed against African Americans under slavery and Jim Crow, and to work toward eliminating racial prejudices, injustices, and discrimination from our society.

The Board celebrates the strides that our community has made toward racial equality, including the free and fair elections of Leon County Commissioners, Constitutional Officers, and State Delegation Members who represent the diverse population of the electorate.

Leon County Government is honored to be the home of Florida A&M University, the top public Historically Black College and University in the country, for its continued excellence in cultivating Black scholars and leaders within our community.

Leon County Government continues to lead the charge against racial inequality in our words, deeds, and initiatives, like facilitating crucial community dialogue through the Created Equal program, an annual citizen engagement event which connects residents of diverse backgrounds, education, and age to encourage frank conversations on race and racial inequity.

Section 2. Effective Date.

This resolution shall become effective immediately upon its adoption.

DONE, ADOPTED AND PASSED by the Board of County Commissioners of Leon County, Florida, this 20th day of February, 2024.

LEON COUNTY, FLORIDA

DocuSigned by:
Carolyn D. Cummings
077B4B7E3ECA477...

By: _____
Carolyn D. Cummings, Chair
Board of County Commissioners

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

DocuSigned by:
Gwendolyn Marshall Knight
178D7F95C3774F4...

By: _____

DS

APPROVED AS TO FORM:
Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

DocuSigned by:
Chasity H. O'Steen
BCE5E0EFD079484...

By: _____

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM #3

Citizen Charter Review Committee

Agenda Item #3

January 22, 2026

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator

Title: Community Value of Diversity, Equity, and Inclusion

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Abigail Thomas, Director, Office of Human Services and Community Partnerships

Summary:

At its January 8, 2026 meeting, the Citizen Charter Review Committee requested an agenda item to consider amending the Leon County Charter to adopt a community value statement in support of diversity, equity, and inclusion.

Staff Recommendation:

Option #1: Accept the report on a community value statement in support of diversity, equity, and inclusion and take no further action.

Report and Discussion

Background:

At its January 8, 2026 meeting, the Citizen Charter Review Committee (Committee) requested an agenda item to consider amending the Leon County Charter to adopt a community value statement in support of diversity, equity, and inclusion (DEI). As highlighted in the January 22, 2026 Committee item on poverty and inequity, the County has a long history of investing critical resources to improve the quality of life and spur economic prosperity in neighborhoods that have historically experienced poverty and inequities. These efforts have been consistent with state and federal requirements, and do not jeopardize the County's ability to secure critical state and federal funding.

As detailed in the Analysis section, state and federal rules and legislation seek to prohibit the adoption and implementation of policies, programs, and services that address historic racial disenfranchisement, diversity, equity, and inclusion. While a community value statement expresses a shared belief and is generally considered non-binding, a charter provision supporting DEI may jeopardize the County's future state and federal funding opportunities. Therefore, it is recommended that the Committee not consider the adoption of a community value statement in the County Charter specifically in support of DEI.

Analysis:

The Leon County Charter provides for the structure, organization, and authority of County government. Though the County Charter does not include specific value statements or policy priorities, Section 1 of the Charter provides a Preamble which affirms the broad values and beliefs of County residents as follows:

> *We, the citizens of Leon County, Florida, united in the belief that* ***governmental decisions affecting local interests should be made locally****, rather than by the State, and that* ***County government should be reflective of the people*** *of the County and* ***should serve them in achieving a more responsive and efficient form of government*** *and in order to* ***empower the people of this County to make changes in their own government****, do ordain and establish this Home Rule Charter for Leon County, Florida.* ***[emphasis added]***

The Preamble captures broad community values which emphasize the importance of home rule and governmental decisions being made at the local level as well as the role of residents in shaping their local government. The Preamble is intentionally broad so that the County can adapt and respond to new challenges as determined by the elected County Commission. Key provisions of the Preamble include:

- *County government should be reflective of the people*: This provision addresses representative government which, by definition, must be diverse and inclusive in order to reflect our community.
- *Should serve them in achieving a more responsive and efficient form of government*: This provision speaks to public service, fairness and equity in serving the community at large, and rising to the challenges of the day which requires flexibility.

- *Empower the people of this County to make changes in their own government*: This provision addresses the role of citizens to impose changes to the structure of their government including limiting or expanding the County's authority relative to its citizens and municipal governments.

While the Committee may wish to consider recommending an amendment to the Charter to incorporate a community value statement in support of DEI, ongoing efforts at the state and federal levels threaten to reduce funding to the County for dedicated programs and initiatives in support of DEI. Acknowledging that poverty and inequity continue to exist in our community, the Committee may wish to reinforce specific policy recommendations encouraging Board action to continue its efforts to reduce poverty in the community. A recommendation by the Committee would be included as part of its report for Board consideration.

Federal and State Efforts to Prohibit Policies and Investment Based on Historic Discrimination

Recent and ongoing state and federal actions are focused on prohibiting the adoption and implementation of policies, programs, and services that seek to address historic racial disenfranchisement or DEI. The definition of DEI in Presidential Executive Orders and legislation have generally included employment, policies, programs, and services that "promote or provide preferential treatment or special benefits to a person or group based on race, color, sex, ethnicity, gender identity, or sexual orientation."

At the state level, Florida passed the Individual Freedom Act in 2022 to restrict training related to systemic racism and identity in schools and workplaces. In addition, several bills have been filed for the 2026 Legislative Session that would prohibit local governments from adopting or funding DEI-related policies and programs. The proposed legislation also seeks to void any current DEI policies and programs that are currently in place, remove elected officials from office that violate the prohibition, and authorize residents to sue local governments that adopt, implement and/or fund DEI-related policies and programs.

At the federal level, Executive Order 14173 issued on January 21, 2025, rescinded long-standing federal contractor requirements related to race and gender-based employment and contracting practices. Additionally, several federal departments have begun including language in grant contracts that require recipients to certify that they do not "operate any programs that advance or promote DEI, DEIA (Diversity, Equity, Inclusion, and Accessibility), or discriminatory equity ideology". As a result of these ongoing state and federal actions, many local governments have been proactive in reducing or eliminating policies, programs, and services that explicitly or implicitly promote DEI. For example, in June 2025, the City of Orlando suspended its Minority, Women Business Enterprise program effective immediately in order to avoid the freeze or claw back of federal grant funds.

In December 2025, the County was awarded a $16.8 million grant from the U.S. Department of Transportation (US DOT) for safety improvements on North Monroe Street. The County is currently coordinating with US DOT on the development of a contract agreement which may impose similar provisions that prohibit DEI-related policies, programs, and services. Therefore, the adoption of the proposed charter amendment is not recommended as it could immediately jeopardize federal funding recently awarded to the County.

Alternative Option for the Charter Review Committee

The County has been successful in addressing poverty and inequities in accordance with state and federal laws based on empirical data and community needs. The County's human services programs are not specific to, or solely intended for, historically disenfranchised populations. However, the programs often support the quality of life and spur economic prosperity for residents in areas generally considered historically disenfranchised.

The Leon County Charter provides for the structure, organization, and authority of County government. Though the County Charter does not include specific programs or provisions related to DEI, Section 1 of the Charter provides a Preamble which affirms the broad values and beliefs of County residents which address fairness, diversity, equity, and inclusion. Acknowledging that poverty and inequity continue to exist in our community, the Committee may wish to provide a policy recommendation to the Board encouraging the continuation of the County's long-standing commitment to advancing the quality of life for all residents in the community. The recommendation would be included as part of the Committee's report for Board consideration.

Options:

1. Accept the status on a community value statement in support of diversity, equity, and inclusion and take no further action.
2. Direct staff to prepare a policy recommendation to the Board encouraging the continuation of the County's long-standing commitment to advancing quality of life for all residents in the community.
3. Direct staff to draft a proposed charter amendment to adopt a community value statement in support of diversity, equity, and inclusion.
4. Committee direction.

Recommendation:

Option #1

Citizen Charter Review Committee

February 5, 2026
11:30 a.m. – 2:30 p.m.*
Leon County Main Library
Programming Room

AGENDA

Call to Order and Opening — Mary Ann Lindley, Chair

- Proposed Extension of Final Meetings until 2:30 p.m.*

Consent

- Approval of January 22, 2026 Meeting Minutes
- Receipt & File of Written Public Comments

Public Comment

General Business

- Agenda Item #1: Consideration to Establish an Office of Inspector General in the Leon County Charter
- Agenda Item #2: Consideration of a Policy Recommendation on Unified Street Renaming
- Agenda Item #3: Consideration of Revision to the Preamble in the Leon County Charter
- Agenda Item #4: Consideration to Establish an Affordable Housing Trust Fund in the Leon County Charter

The next meeting of the Citizen Charter Review Committee will take place on Thursday, February 19, 2026.

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

APPROVAL OF JANUARY 22, 2026 MEETING MINUTES

Citizen Charter Review Committee
January 22, 2026
11:30 a.m. – 1:30 p.m.
Leon County Main Library
Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on January 22, 2026, at 11:30 a.m. in the Leon County Main Library with Committee members Chauncy Haynes, Joey Davis, Linda Bond Edwards, Liz Ellis, Anita Favors, Max Herrle, Darryl Jones, Slaton Murray, Sean Pittman, Ryan Ray, Shamarial Roberson, William Smith, Bruce Strouble, Jr., Jarrett Terry, Katrina Tuggerson and Barry Wilcox in attendance. Also present were County Administrator Vincent Long, Assistant County Administrator Ken Morris, Assistant County Administrator Shington Lamy, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Director of the Office of Human Services and Community Partnerships Abby Thomas, Management Analyst Cameron Williams, and Clerks to the Board, Beryl Wood and Daniel J. Antonaccio.

Absent Members: Mary Ann Lindley, Howard Kessler, Henry Lewis, III, Heidi Otway and Temple Robinson.

Call to Order and Opening Chauncy Haynes, Vice Chairman

Vice Chairman Haynes called the meeting to order at 11:30 a.m. He noted that Chair Mary Ann Lindley was out sick and provided a brief overview of the agenda.

Consent:

Ryan Ray moved, seconded by Max Herrle, to approve the consent agenda as presented.

The motion carried 13 – 0 with Chair Mary Ann Lindley, Joey Davis, Howard Kessler, Henry Lewis, III, Slaton Murray, Heidi Otway, Sean Pittman and Temple Robinson not present.

Approval of January 8, 2026 Meeting Minutes

Receipt & File of Written Public Comments

- *Slaton Murray and Sean Pittman arrived at this juncture of the meeting.*

Public Comment:

- Melanie Andrade Williams, 3349 Argonaut Drive, addressed the Committee in support of a proposed charter amendment related to the restoration of communities from historic harm. She stated that historic public policies, including segregation-era decisions related to zoning, housing, education, healthcare, and infrastructure, contributed to long-standing disparities in neighborhoods such as Frenchtown, Bond, Griffin Heights, Providence, and South City. She noted that the amendment would not mandate spending or raise taxes, but would establish a framework requiring consideration of historic public policy impacts and urged the Committee to advance the amendment for charter drafting.
- Stephanie McMillon spoke in support of an amendment for restoring communities, stating that historic public policies shaped neighborhood outcomes and current disparities.

- Serenity Williams, 4011 Elder Lane, spoke in support of an amendment to restore communities, stating that disparities were the result of intentional policy choices and that the charter is an appropriate vehicle to address structural issues. She urged the Committee to advance the amendment to allow the community the opportunity to vote.
- Bill Lowaman, 3742 Dorset Way, commented on the discussion around President Lincoln and civility. He also spoke on denying race and the federal government requiring identification by race. He suggested getting rid of those discussions and focusing on the restoration of human beings.
- Mary Miaisha Mitchell, 1009 Ellington Court, addressed the Committee regarding historic displacement and the need for diversity, equity, and inclusion. She referenced the impacts of displacement in the Smokey Hollow community and discussed the elimination of DEI-related policies, noting the effect on public health equity efforts. She urged the Committee to consider Charter language that supports long-term resilience and accountability.
- *Joey Davis arrived at this juncture of the meeting.*

General Business:

Agenda Item #1: Comparative Analysis of Bill of Rights Provisions in County Charters

Assistant County Administrator Ken Morris introduced the item, noting that the Committee requested a comparative analysis of county charters with a Bill of Rights. He explained that a Bill of Rights is intended to express fundamental community values and may be adopted through a charter, ordinance, or resolution. He noted most are adopted by Ordinance or Resolution. Leon County's Charter includes a Preamble reflecting community values. Among Florida's 20 charter counties, staff identified 4 charters with Bill of Rights provisions (Miami-Dade, Broward, Orange, and Pinellas) done in two different ways. Miami-Dade and Broward have sections with an extensive list of "rights" defined in detail. Orange and Pinellas have succinct sections and direct the BOCC to further address issues by ordinance. He reminded the Committee that anything included cannot conflict with state or federal laws and noted that many listed rights in the four examples discussed overlap with existing protections addressed in county policies and requirements under state and federal laws. He noted that staff recommended Option #1: Accept the report and take no further action.

Max Herrle asked whether the proposal would be legally binding.

Assistant County Administrator Morris responded that Miami-Dade County includes provisions with specific remedies; however, he clarified that Bill of Rights provisions are value statements.

Max Herrle stated that he would like to review Miami-Dade's language and consider implementing similar language in Leon County.

County Attorney Chasity O'Steen cautioned that the County does not have the authority to waive its sovereign immunity through a charter amendment or ordinance, and that any effort to create an enforcement mechanism exposing the County to liability would require action by the Florida Legislature or a constitutional amendment. She noted that limited waivers of sovereign immunity exist only where expressly authorized by state law, and that courts have rejected local attempts to expand liability beyond those statutory limits.

Darryl Jones stated that he has been clear regarding the Charter. He expressed interest in language that esteems shared humanity, whether placed in the Preamble or a Bill of Rights, stating that such language would communicate that neighbors have value.

Joey Davis offered a friendly amendment requesting staff bring back draft language reflecting the rights listed in the Miami-Dade and Broward charter examples as a working framework for Committee consideration.

Max Herrle accepted the friendly amendment.

Linda Bond Edwards asked whether there would be the same legal effect from changes to the Preamble or the creation of a Bill of Rights section.

County Attorney O'Steen stated it would depend on the language used and that intent must be clear that the statements do not create a cause of action.

County Administrator Long explained that the Charter Preamble is where most counties articulate broad community values, including home rule, equity, responsiveness, efficiency, and the ability of residents to effect change in their government, and noted that the Committee may choose to further articulate aspirational values either within the Preamble or through a separate bill of rights. He encouraged the Committee to consider the distinction between aspirational value statements and the County's adopted core practices, emphasizing that both what government says it values and what it does in practice are important considerations.

Max Herrle moved, seconded by Bruce Strouble, Jr., for Option #2: Direct staff to prepare a charter amendment providing a Bill of Rights for Leon County citizens with a friendly amendment, as introduced by Joey Davis, to request staff bring back draft language reflecting the rights listed in the Miami-Dade and Broward charter examples as a working framework.

The motion failed 5 – 9 with Vice Chairman Chauncy Haynes, Linda Bond Edwards, Liz Ellis, Darryl Jones, Slaton Murray, Shamarial Roberson, William Smith, Jarrett Terry and Barry Wilcox in opposition. Chair Mary Ann Lindley, Howard Kessler, Henry Lewis, III, Heidi Otway, Sean Pittman, Ryan Ray and Temple Robinson were not present.

Darryl Jones moved, seconded by Linda Bond Edwards, to direct staff to prepare a charter amendment revising the Preamble to reflect the esteemed humanity among residents of Leon County.

The motion carried 15 – 0 with Chair Mary Ann Lindley, Howard Kessler, Henry Lewis, III, Heidi Otway, Sean Pittman and Temple Robinson not present.

Agenda Item #2: Considerations for Addressing Poverty and Racial Inequity in the County Charter

Assistant County Administrator Shington Lamy introduced the item, stating that at its December 4, 2025 meeting, the Committee requested an agenda item to consider amending the Leon County Charter to address communities and neighborhoods impacted by poverty and racial inequities. He summarized existing County and partner investments, and cautioned that adopting charter language tied to race or Diversity, Equity, and Inclusion (DEI) concepts could jeopardize state and federal funding. He noted that staff recommended against further consideration, offering an alternative option for a policy recommendation affirming the County's existing data-driven approach.

Bruce Strouble, Jr., commented on the options staff listed in the item.

- *Liz Ellis left at this juncture of the meeting.*

Vice Chairman Haynes reminded the Committee of the County's civility expectations, emphasizing respectful engagement even when there is disagreement.

County Attorney O'Steen discussed legal considerations related to DEI. She cautioned that charter language explicitly tied to race and gender could be legally problematic.

Linda Bond Edwards asked whether proposed charter language would address issues already identified by the County. She questioned whether the primary challenge was a lack of resources or a lack of awareness of resources.

Katrina Tuggerson asked how the County can continue current efforts in a changing legal and policy environment. She asked, as a community, how the County can "work with what we have" given ongoing changes.

County Attorney O'Steen referenced a document issued by the Florida Attorney General on January 19, 2026, noting that concerns about constitutionality are being raised more frequently. She reiterated the County's current approach is data-driven and intended to remain compliant with state and federal law.

Anita Favors asked Bruce Strouble, Jr., to clarify whether the Committee was considering a policy recommendation or a charter amendment.

Bruce Strouble, Jr., clarified the proposal was a charter amendment.

Slaton Murray asked Bruce Strouble, Jr., how he envisioned funding would work.

Bruce Strouble, Jr., stated the framework would allow restoration actions if grants or other external funding sources become available. He stated it would not require establishing a new department.

County Administrator Long explained that staff highlighted the charter preamble because, in many charters, it is the primary location for aspirational and values-based language, rather than highly specific or enforceable provisions. He noted that the Leon County preamble already emphasizes: home rule and local decision-making; service to the people of the County; government reflecting the community it serves; responsiveness and efficiency; and the ability of residents to effect change in their government.

He stated that if the Committee wished to add additional aspirational language, such as language discussed by Committee Member Jones, that could appropriately occur in the preamble. He cautioned the Committee to distinguish between values statements and operational practices, noting that "core practices often outweigh core values in daily governance." He referenced the County's adopted core practices and beliefs, including language affirming that County government exists to serve residents and demonstrate accountability for tax dollars. He reminded the Committee that while values are important, implementation through policy and practice is equally critical.

Bruce Strouble, Jr., stated the County has not formally acknowledged certain historic public policy harms at the charter level and reiterated why the Charter is the appropriate vehicle for this framework.

Anita Favors asked whether the Committee was directing staff to develop draft language, as reflected in the motion.

Bruce Strouble, Jr., moved, seconded by Max Herrle, to direct staff to prepare draft language for amending the Charter to require the County to assess and address persistent disparities resulting from historic public policy decisions.

The motion carried 13 – 0 with Chair Mary Ann Lindley, Liz Ellis, Howard Kessler, Henry Lewis, III, Heidi Otway, Sean Pittman, Temple Robinson and Barry Wilcox not present.

Agenda Item #3: Community Value of Diversity, Equity, and Inclusion

Assistant County Administrator Lamy introduced the item. He stated at its January 8, 2026 meeting, the Citizen Charter Review Committee requested an agenda item to consider amending the Leon County Charter to adopt a community value statement in support of diversity, equity, and inclusion.

Darryl Jones motioned, seconded by Slaton Murray, for Option #1: Accept the report on a community value statement in support of diversity, equity, and inclusion and take no further action.

The motion carried 13 – 0 with Chair Mary Ann Lindley, Liz Ellis, Howard Kessler, Henry Lewis, III, Heidi Otway, Sean Pittman, Temple Robinson and Katrina Tuggerson not present.

Vice Chairman Haynes reminded the committee of the need for civility in discussions, and the significance of ensuring policies address both current and historical community needs without conflicting with federal and state guidelines.

He acknowledged all staff and departments involved in supporting the Charter Review Committee's work.

Motion to adjourn:

Vice Chairman Haynes adjourned the meeting at 1:13p.m.

ATTEST:

_____
Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

_____
Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

DRAFT

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

RECEIPT AND FILE OF WRITTEN PUBLIC COMMENTS

(To be electronically distributed Wednesday before the meeting)

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM #1

Citizen Charter Review Committee

Agenda Item #1

February 5, 2026

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator
Chasity H. O'Steen, County Attorney

Title: Consideration to Establish an Office of Inspector General in the Leon County Charter

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Review and Approval:	Vincent S. Long, County Administrator Chasity H. O'Steen, County Attorney
Department / Division Review:	Ken Morris, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Cameron Williams, Management Analyst

Summary:

As requested by the Citizen Charter Review Committee (Committee), this item provides an analysis on the establishment of an independent Office of Inspector General in the Leon County Charter for the Committee's consideration.

Staff Recommendation:

Option #3: Committee direction.

Report and Discussion

Background:

At its November 6, 2025 meeting, the Committee received a citizen request detailing a proposed Office of Inspector General (OIG) for consideration. The Committee subsequently requested for an agenda item to be brought back with an analysis on independent OIGs to consider advancing the establishment of an Office of Inspector General in the Leon County Charter.

Office of Inspector Generals (OIG) exist across every level of government for detecting, investigating, and preventing matters of fraud, waste, abuse, mismanagement and misconduct within government organizations. Key functions of OIGs can include conducting investigations, audits, and contract oversight to safeguard public resources. At the federal and state levels, OIGs are embedded internally within executive agencies and report to the leadership of the respective agency. Comparatively, the Florida Auditor General is the independent external auditor for state government, universities, and public programs. In addition, the Florida Auditor General is responsible for reviewing audits prepared by State executive agencies and audits required of local governments.

Some local governments in Florida have established independent OIGs to strengthen fiduciary and program controls while others have broadened the responsibilities to include services traditionally provided by the State including investigations of ethics complaints, oversight of municipal governments, and investigations into separate Constitutional Offices. For evaluating the establishment of an OIG in the Leon County Charter, it is important to understand the prevailing structure of local governments in Florida such as Leon County. This includes the election of five independent Constitutional Officers (Sheriff, Tax Collector, Property Appraiser, Supervisor of Election, and the Clerk of Court and Comptroller), the election of a legislative body (seven County Commissioners in Leon County), and the separation of legislative and executive functions as outlined in the Leon County Charter.

The County Commission approves the annual budget for the independent Constitution Offices but has no operational control over said offices. With regard to financial oversight and independence, the Florida Constitution requires the independently elected Clerk of Court and Comptroller to provide the financial oversight, recordkeeping, and audit-related functions for counties. Further, Section 218.33(3), Florida Statutes, mandates that local governments establish internal controls to prevent and detect fraud, waste, and abuse; support economical and efficient operations; and safeguard assets; among various other fiscal management practices.

In Leon County, the audit function of the Clerk is further specified and codified in section 3.3 of the County Charter. The County Charter requires the Clerk to employ a certified internal auditor or public accountant, provides the required education and experience necessary, and requires the Board of County Commissioners to fund the audit function of the Clerk. At the request of the Leon County Clerk, the Board approved funding in the FY 2026 budget for a new Internal Auditor position to expand auditing services, focus on more complex audits, and strengthen the County's internal controls, fiscal discipline, and ability to prevent fraud, waste, and abuse.

Section 3.3 of the Charter also provides for the establishment of an audit committee to adopt an annual plan of work for the Auditor and oversee the work of the Auditor. The Charter includes the requisite experience for the five-member Audit Committee which is appointed by the Board and Clerk and prohibits County employees from serving on the Committee.

At both the state and local level, allegations involving potential criminal conduct are addressed through the State's criminal justice system, including the Office of the State Attorney and appropriate law enforcement entities, and ethics-related matters are administered separately through the Florida Commission on Ethics. The Florida Commission on Ethics is a statutorily designated independent body charged with investigating complaints, recommending penalties, issuing advisory opinions, and enforcing state ethics laws and standards of conduct for state and local public officers and employees throughout the State. Elected and appointed officials are also subject to additional requirements (such as annual ethics training and financial disclosures) and penalties (such as fines, forfeiture of benefits, and removal from office) set forth under state law which are enforced by the Florida Commission on Ethics. The Florida Commission on Ethics, which is based in Tallahassee, received 286 complaints and referrals statewide in 2024 with approximately 29% of the complaints involving county elected officials or employees. This demonstrates an active reporting and oversight structure to pursue ethical complaints related to local government officials and employees.

Only four charter counties establish OIGs to carry out fiduciary responsibilities separate from their County Clerk of Court & Comptroller. As requested by the Committee, this Analysis provides a detailed comparative review of the existing OIGs in charter counties organized by their major structural components (Authority/Jurisdiction; Functions/Enforcement; Selection/Removal; Budget; and Outcome Measures). The Analysis continues with an overview of the existing structure and functions within Leon County Government as well the state's oversight role for conducting investigations into ethics violations, financial and program audits of governmental operations, and safeguarding public resources for the Committee's consideration.

Analysis:

Four counties have established independent OIGs in their respective charters which are implemented by ordinance: Miami-Dade, Broward, Jacksonville-Duval, and Palm Beach Counties. The analysis begins with a high-level summary of the four existing OIG structures in charter counties across the state with additional detail on the major structural components of each OIG. The analysis continues with an overview of the existing structure and functions within Leon County Government that are similar to those provided by OIGs in other counties. This information is provided to facilitate the Committee's consideration of whether an independent OIG should be established through the Leon County Charter.

Comparison of Charter Counties with Offices of Inspector Generals

The following provides a high-level summary of the major structural components of these four OIGs, such as the OIGs' authority related to ethics, oversight of other public entities, budget, personnel, and outcome measures as outlined in Table #1. Detailed overviews of each of the four OIGs are also provided as Attachment #1.

- *Ethics Enforcement/Whistleblower Designation:* Among the four counties, only Broward County's OIG has designated authority for matters related to ethics regulation or violations. Notably, however, Broward County is the only county that does not designate the OIG as an "appropriate local official" for whistleblower complaints for the purpose of whistleblower protection provided by Section 112.3188, Florida Statutes.
- *Oversight of Other Public Entities:* Oversight of other public entities varies across each of the four OIGs, including some with oversight of municipalities, Constitutional Offices and/or school districts either on a mandatory or voluntary basis. Table #1 depicts the OIGs' mandatory (M) and voluntary (V) oversight of municipalities (Muni's) within the respective county, along with oversight roles related to Constitutional Offices and school districts.
- *Selection/Removal:* Selection of the Inspector General is generally conducted by independent bodies comprised of representatives outside the command structure of the respective county government. Two counties, however, require selections to be approved by the respective legislative body (BOCC; City Commission). Comparatively, Broward County is the only county that does not require removal of an Inspector General to be approved by its legislative body.
- *Budget/Personnel:* On average, the four OIGs operate annual budgets of $4.5 million, ranging from $1.5 million to $8.7 million in FY 2024. Comparatively, the number of full-time employees (FTEs) of each OIG ranged from 12 to 42. Most FTE figures exclude legal counsel, which is often contracted separately.
- *Outcome Measures:* Each OIG is subject to annual reporting requirements which include varying outcome measures related to the functions of the office. Based on FY 2024 annual reports, complaint intake ranged from 40 to 411 complaints during the year. Across all four counties, the majority of complaints (55%) have required no action from the OIGs, with a significant share of complaints (32%) referred to other governmental agencies, and an average of 13% of complaints resulting in action (full investigations, audits, or other oversight action).

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Table #1: Comparison of Charter County Independent OIGs

OIG Structure	Miami-Dade	Broward	Jacksonville / Duval	Palm Beach
Ethics Complaints	No	Yes	No	No
Whistleblower Designations	County Mayor, OIG, & local Commission on Ethics and Public Trust	County Attorney & Human Resources	County OIG, Human Resources, & local Ethics Commission	County OIG & local Commission on Ethics
Oversight of Other Public Entities	No	31 Muni's (M) and the School District (V)	Constitutional Offices (M) and the School District (M)*	39 Muni's (countywide referendum) and 2 special districts (V)
Selection of Inspector General	Majority of Independent Committee & unanimous BOCC approval	Majority of Independent Committee	Majority of Independent Committee & City Council	Majority of Independent Committee
Removal of Inspector General	2/3 of BOCC to remove/abolish	Majority of Independent Committee	Majority of Independent Committee & City Council	5/7 of Independent Committee, 5/7 of BOCC, & supermajority of all funding entities
Budget	$8.7 million	$3.9 million	$1.5 million	$3.9 million
Personnel (FTEs)	42	20	12	27
Outcome Measures	411 complaints • 51% resulted in no action • 43% referred elsewhere • 6% resulted in OIG action	40 complaints • 52% resulted in no action • 40% referred elsewhere • 8% resulted in OIG action	96 complaints • 59% resulted in no action • 20% referred elsewhere • 21% resulted in OIG action	245 complaints • 59% resulted in no action • 26% referred elsewhere • 8% resulted in OIG action • 7% pending

**The City of Jacksonville/Duval County is a consolidated government and explicitly provides OIG authority over Constitutional Offices and the School District in its Charter.*

Additional detail on the major structural components (Authority/Jurisdiction; Functions/Enforcement; Selection/Removal; Budget; and Outcome Measures) of each OIG is provided in Attachment #1. The following section highlights Leon County's structure and safeguards for preventing waste, fraud, and abuse, and upholding professional ethics standards throughout the organization.

Leon County's Current Structure and Safeguards

Various functions of OIG's, as demonstrated in other charter counties, currently exist within the structure of Leon County Government – ensuring protection of public resources without further cost to taxpayers. The following provides an overview of Leon County's Code of Ethics and Standards of Conduct; independent auditing functions; contract and procurement review; and other functions similar to those commonly provided by OIGs.

- *Leon County's Code of Ethics and Standards of Conduct:* Article II, Section 8 of the Florida Constitution provides for "Ethics in Government", which requires that a code of ethics be prescribed by state law. In fulfilling the Constitutional requirement, Section 112, Part III, of Florida Statutes, establishes a "Code of Ethics for Public Officers and Employees" which establishes ethical standards which is applicable to all county governments and includes standards of conduct; ethics training requirements; voting conflict of interest restrictions; financial disclosure requirements; and penalties.

  Under Florida Statutes, local governments are not restricted from imposing additional or more stringent standards of conduct or disclosure as long as the requirements do not conflict with state law. A localized "Code of Ethics" sets clear expectations governing the behavior of the individuals of an organization. An overview of the County's Code of Ethics, including the jurisdiction, implementation, and enforcement is provided below.

  - History and Overview: Since 2002, Leon County's "Ethics Code" has been set forth by Ordinance to provide further specification related to ethical standards for Leon County Commissioners, employees, and members of appointed boards and committees, as well as specific regulations for lobbyists. Notably, the County's Code of Ethics establishes a "standards of conduct" to ensure a high level of transparency and ethical conduct in Leon County government. Consistent with state law, the County's standards of conduct establish restrictions and other protocols related to acceptance of gifts, misuse of public position, confidentiality of information, nepotism, conflicts of interest, outside employment, workplace harassment, among others. In addition, Leon County's Code of Ethics goes beyond those provided by state statute related to post-employment restrictions for county officers and employees (e.g., two-year lobbying prohibition) and non-interference restrictions in county real estate transactions and performance of duties.

    In 2018, voters approved elevating the County's Ethics Code through inclusion in the County's Charter. As a recommendation from the 2018 Leon County Citizen's Charter Review Committee, this Charter amendment required an ethics code to be adopted by a local ordinance (rather than inclusion of the full ethics code in Charter) to preserve the County's ability to be responsive to the needs of the community by allowing future changes to be made by ordinance rather than charter amendments. This approach is similar to how the Florida Constitution addresses ethics by providing broad ethical standards and requiring a code of ethics be adopted as state law. More recently, in 2020, the Board reviewed and made changes in the Code of Ethics with respect to lobbyist regulations, including updating and creating definitions, establishing specific investigation and enforcement procedures for alleged violations of such regulations, and providing for penalties.

- Implementation and Resources: To provide additional guidance and assistance related to the County's Code of Ethics, the County conducts regular ethics training for all County employees. In addition, Leon County's "Field Manual for Employees" is available to all employees as a user-friendly reference guide to reinforce the high standards of ethics behavior required of County employees. When in doubt as to the applicability and interpretation of the County's Code of Ethics, the County Administrator or any County Commissioner may request an advisory opinion from the County Attorney's Office.
- Complaints and Enforcement: The County's Code of Ethics establishes procedures for complaints and investigation of alleged violations. In addition, any person may report suspected fraud, waste, or abuse through the County's hotline or dedicated email. Complaints, depending on the nature, are handled by the County Attorney and/or Human Resources. Any potential criminal violation resulting from such an investigation is referred to the appropriate law enforcement agency for further investigation and potential prosecution. All ethics-related matters are administered separately through the Florida Commission on Ethics, the statutorily designated independent body charged with investigating complaints, recommending penalties, issuing advisory opinions, and enforcing state ethics laws and standards of conduct for public officers and employees throughout the State. Elected and appointed officials are also subject to additional requirements and penalties enforced by the Florida Commission on Ethics, including annual ethics training, financial disclosures, fines and forfeiture of benefits, and removal from office.

- *Independent Auditing Functions through the Clerk of Court & Comptroller*: As set forth under Leon County's Charter, the Leon County Clerk of the Court and Comptroller serves as the County's independent auditor and custodian of all county funds. These functions are fulfilled through the Clerk's Division of Internal Auditing (DIA) to prevent, detect, and eliminate fraud, waste, mismanagement, misconduct, and other abuses within County operations. The County Charter requires establishment of an Audit Committee, comprised of independent appointees of the BOCC and Clerk, to oversee the functions of the DIA. The Audit Committee serves to preserve the independence and objectivity of the internal audit function by ensuring broad audit coverage, adequate consideration of audit reports, and appropriate action on recommendations.

  Under its authority, the DIA conducts routine audits and tracking of County expenses and activities to ensure County funds are spent in accordance with the law. These efforts include pre-auditing all County expenditures before payment, review of contracts, and post-audits to determine if financial controls are sufficient. In addition to audit reports and findings, the DIA produces management reports with proposed process improvements, as well as the public financial reports to help constituents understand how their tax dollars are managed and spent. The DIA also conducts "anti-fraud awareness" educational campaigns to promote awareness, prevention, and reporting of fraud throughout the organization.

  The County also contracts with an external firm to audit the annual financial statements of the County and its Constitutional Officers and provide independent recommendations regarding financial reporting and compliance.

- *Contract & Procurement Review:* In addition to oversight provided by the DIA, all competitive solicitations, informal bids, and other certain procurement actions are subject to a centralized and standardized review process administered by the County's Purchasing Division in coordination with the County Attorney's Office. The County's standardized contract review process ensures the County's contracts and grants are managed effectively and include the appropriate provisions to monitor performance, address misuse of funds, and other financial controls in accordance with the DIA payment and reporting review processes. All contracts are required to be reviewed and in a form approved by the County Attorney's Office.
- *Employee-Led Efforts to Drive Cost Savings, Avoidances, and Efficiencies:* The County systematically and strategically identifies efficiencies and cost savings year-round. This deliberate approach occurs throughout the year and has a significant positive impact on the development of the preliminary budget. Through specific and targeted practices, such as the Employee Innovation Awards Program - I^2 (squared), employees are continuously empowered to seek and implement cost saving measures throughout the organization. During FY 2025, County employees created over $3.4 million in cost savings or avoidances – contributing to the over $80 million in cost savings or avoidances achieved since 2013.

Mr. Ernie Paine's OIG Proposal

On November 6, 2025, the Committee received a detailed citizen proposal from Mr. Ernie Paine seeking to establish an independent OIG in the Leon County Charter (Attachment #2). The request aimed to strengthen public trust by reinforcing transparency, accountability, and oversight within county government. The proposed OIG would have authority to investigate ethics violations, fraud, waste, abuse, mismanagement, misconduct, and service deficiencies. The Committee subsequently requested an agenda item be brought back with an analysis on independent OIGs to consider for the Leon County Charter.

Central to the request is the independence of the OIG from the Board of County Commissioners, County Administrator, and County Attorney. Key elements of the OIG proposal are as follows:

- Calls for the establishment of a 7-member independent committee to select and oversee the Inspector General similar to the four charter counties described in this item.
- Appointments to be made by the five Constitutional Officers, the Superintendent of the Leon County School District, and one appointment by the Leon County Board of County Commissioners.
- Does not include oversight of the City of Tallahassee, Constitutional Offices, or the School District.
- Seeks to include oversight for County Commissioners serving on the Blueprint Intergovernmental Agency Board.
- Provides no enforcement powers to the OIG, only auditing and investigative authority.
- Ensure compliance with the Leon County Code of Ethics.
- Designate the OIG as the County's statutory agent for receiving and processing whistleblower complaints under Florida law.
- Requires adequate staffing and contracting of legal counsel.

Mr. Paine's independent OIG proposal is generally consistent with the four independent OIGs established in county charters with a few exceptions. Three of the four charter counties analyzed do not utilize their OIGs for ethics complaints and investigations. Only Broward County's OIG has designated authority for matters related to ethics regulation or violations. Broward County is also the only county that does not designate the OIG as an "appropriate local official" for whistleblower complaints for the purpose of whistleblower protection provided by Section 112.3188, Florida Statutes. Most counties utilize a "no wrong door approach" and designate multiple offices to receive whistleblower complaints. Mr. Paine cites the need for independent legal counsel of both the County Administrator and County Attorney related to whistleblower complaints. However, it is important to remember that in the council-manager form of government, the County Administrator and County Attorney are both independent employees appointed by the Board of County Commissioners. While the incumbents of these positions often work together on important issues, there is no reporting relationship between the two employees as they both serve at the pleasure of the Board.

The proposal does not include oversight of the City of Tallahassee, Constitutional Offices, or the School District but seeks to include oversight for County Commissioners serving on the Blueprint Intergovernmental Agency Board (Blueprint) and Blueprint "staff who are listed on the Leon County payroll." However, Blueprint employees are not Leon County employees, , are not paid a salary by the County, and would not be subject to OIG oversight. As a joint intergovernmental agency established by an interlocal agreement between Leon County and the City of Tallahassee, pursuant to Section 163.01, Florida Statutes, the Blueprint Intergovernmental Agency is a separate legal entity that is not subordinate to either government individually. Therefore, an OIG created by the Leon County Charter would not have jurisdiction over Blueprint's operations. A County OIG would have authority only over County officials, County employees, and County funds consistent with the County's home-rule powers. To extend oversight to Blueprint, including its staff, programs, procurement activities, and interlocal operations—the County and City would have to adopt corresponding ordinances and amend the Blueprint interlocal agreement.

Conclusion

In evaluating the establishment of an OIG in the Leon County Charter, it is important to note that many core functions commonly associated with an OIG—such as operational and financial oversight, independent auditing functions, contract and procurement review, and other safeguards — currently exist within the current structure of Leon County Government without further cost to taxpayers.

As detailed in this item, the Florida Constitution requires the independently elected Clerk of Court and Comptroller to provide financial oversight, recordkeeping, and audit-related functions for counties - providing an existing independent oversight mechanism within Florida's county government structure. Further, Section 218.33(3), Florida Statutes, mandates that local governments establish internal controls to prevent and detect fraud, waste, and abuse; support economical and efficient operations; and safeguard assets; among various other fiscal management practices.

Across the state, independent OIGs that are separate from a Clerk of Court & Comptroller have been established in four charter counties: Miami-Dade, Broward, Jacksonville-Duval, and Palm Beach Counties. In addition to functions that would otherwise be provided through a Clerk of Court & Comptroller, the core function of these OIGs is investigations into waste, fraud, abuse, and employee misconduct. To provide these services, however, the average annual budget for the OIG across these counties is $4.5 million (ranging from $1.5 million to $8.7 million in FY 2024). Furthermore, the number of full-time employees (FTEs) of each OIG ranges from 12 to 42 FTEs among the four counties – which potentially reflects personnel fulfilling functions that potentially could be otherwise provided for within Florida's county government structure. Finally, the majority of complaints (87%) received across the four OIGs required no action or were referred to other governmental agencies – further reinforcing the existing oversight, investigative, and enforcement functions in place at the state level.

Should the Committee wish to direct staff to prepare a proposed charter amendment to establish an Office of Inspector General, an agenda item with analysis would be presented to the Committee at its next meeting. At that time, the Committee would have the opportunity to review and refine proposed language related to the major structural components of the office.

Options:

1. Accept this report and table this issue.
2. Direct staff to prepare a proposed charter amendment to establish an Office of Inspector General.
3. Committee direction.

Recommendation:

Option #3: Committee direction.

Attachments:

1. Comparative Analysis of Existing Charter County OIGs
2. Mr. Ernie Paine's Proposal

Detailed Comparison of Charter County Offices of Inspectors General (OIGs)

Additional detail on the major structural components (Authority / Jurisdiction; Functions / Enforcement; Selection / Removal; Budget; and Outcome Measures) of each OIG is provided below.

Miami-Dade County Office of Inspector General

- **Authority and Jurisdiction:** Section 9.11 of the Miami-Dade County Charter establishes an Office of Inspector General (OIG) as set forth by Miami-Dade County's Ordinance titled "Office of the Inspector General" (both are included as Exhibit A). The OIG has authority to detect, investigate, and prevent fraud, mismanagement, waste, and abuse of power in County operations. The OIG's authority extends to all elected and appointed officials and employees and all contracted entities for Miami-Dade County under their Board of County Commissioners. The OIG's authority does not include enforcement of the County's ethics ordinances or matters related to the ethics regulation, which is led by the independent Miami-Dade Commission on Ethics and Public Trust.

- **Functions and Enforcement:** The OIG has the authority to conduct investigations, audits, inspections, and reviews of county affairs. Under its authority, the OIG is authorized to subpoena witnesses, administer oaths, and require the production of records or reports. The OIG may exercise this authority by their own initiative or to investigate any complaint received. The OIG operates a public hotline and online complaint form for tips and complaints. The OIG, local Commission on Ethics and Public Trust, and the County Mayor are the designated "appropriate local officials" for whistleblower complaints for the purpose of whistleblower protection provided by Section 112.3188, Florida Statutes.

  Upon detection of corruption or fraud, the OIG refers the matter to the appropriate law enforcement agencies. The OIG is authorized to prepare reports and recommendations to any person or entity it inspects or reviews, and follow-up with the responsible county entity to ensure appropriate action is taken. Other functions of the OIG include attending county meetings relating to the procurement of goods or services to pose questions or raise concerns as well as conducting periodic oversight of certain active contracts to ensure all contract terms are being met.

- **Selection, Removal, and Abolition of the OIG:** The Inspector General is appointed by a selection committee, an independent body set forth by the Ordinance, and subject to approval by a majority of the Board of County Commissioners (BOCC). The Ordinance establishes minimum qualifications for the Inspector General selection such as related years of experience, among others. The Inspector General is appointed for a term of four years with no limit for appointment of subsequent terms. The Inspector General may be removed upon approval by a 2/3 majority of the BOCC. The OIG may also be abolished upon approval by a 2/3 majority of the BOCC. Miami-Dade County is the only one of the four counties that does not specify a requirement that removal of an OIG must be based on legal charges.

- **Budget:** In FY 2024, the Miami-Dade OIG's adopted budget totaled $8.7 million which supported 42 positions to support the investigative, audit, and contract oversight divisions of the office. The budget also funds the OIG's independent legal counsel to assist with the functions of the office.

  The OIG's budget is supported through the OIG's 0.25% proprietary fee assessed on County contracts (as paid for by the County) and General Funds allocated through the County's budget process. The OIG's budget is subject to approval by the BOCC through its annual budget process.

- **Outcome Measures:** The OIG is required to submit an annual report to the Mayor and BOCC providing statistical information concerning the work and activities of the office. The most recent Annual Report available (Exhibit B) details the work of the OIG's Investigation, Audit, and Contract Oversight Units during FY 2024. As reported, in FY 2024, the OIG received a total of 411 complaints, with 51% warranting no action and were closed, 43% referred to the appropriate entity that could directly address the complaint, and 6% resulting in action by OIG.

Broward County's Office of Inspector General

- **Authority and Jurisdiction:** As approved by voters in November 2010, Article X of the Broward County Charter (Exhibit C) established the OIG with authority to investigate gross mismanagement of public resources and misconduct in violation of any federal, state, or local governing laws. The OIG is also the designated entity for enforcement of the Broward Code of Ethics. Broward County's OIG is the only one of the four counties to act as the designated entity for ethics enforcement. The OIG's authority extends to all elected and appointed officials, employees, and all contracted entities for Broward County. All 31 municipalities in Broward County are subject to OIG oversight in accordance with the Broward Charter. Additionally, in November 2024, voters approved a charter amendment extending the OIG's jurisdiction to the Broward County School District and any constitutional office which voluntarily executes an interlocal agreement with the County and OIG for such functions. To date, the Broward County School District is the only entity that has executed a voluntary interlocal agreement.

- **Functions and Enforcement:** Under its authority, the OIG may open an investigation by its own initiative or based on a signed, verified complaint, upon good cause determination that misconduct or gross mismanagement has occurred. The OIG operates a public hotline, online complaint forms, and walk-up office hours for tips and complaints. For investigations, the OIG is authorized to subpoena witnesses, administer oaths, require the production of records, and conduct audits (in coordination with the County Auditor). While the OIG is authorized to conduct audits as part of its investigations, such audits must be conducted in coordination with the County Auditor, which conducts the internal auditing functions of the County. Furthermore, the County Auditor and the County's Human Resources Division - not the OIG - are the designated "appropriate local officials" for whistleblower complaints for the purpose of whistleblower protection provided by Section 112.3188, Florida Statutes.

Upon determination of probable cause that misconduct occurred, the OIG refers matters to the appropriate enforcement agency. If no agency has enforcement jurisdiction, the matter is referred to an OIG Hearing Officer to review misconduct allegations and impose sanctions, as applicable. In addition, the OIG can prepare reports and recommendations to the County or any of its municipalities and voluntary entities and follow-up to determine whether such recommendations have been implemented.

- **Selection and Removal:** The Inspector General is selected and removed by a Selection-Oversight Committee, an independent body set forth by the Charter, which oversees and annually reviews the OIG's performance. The Broward County Charter establishes minimum qualifications for the Inspector General selection such as related years of experience and restrictions on prior employment, among others. The Inspector General is appointed for a term of four years with no limit for appointment of subsequent terms. The Inspector General may only be removed by the Selection-Oversight Committee for specific charges of neglect of duty, abuse of power or authority, discrimination, or ethical misconduct. The Selection-Oversight Committee also selects qualified Hearing Officers to preside over hearings in certain matters referred to by the OIG.

- **Budget:** While the OIG's budget is subject to approval by the BOCC, the County Charter requires the County to provide sufficient funds for the OIG to carry out its duties in an efficient manner. In FY 2024, the OIG's adopted budget totaled $3.9 million which supported 20 full time positions across the investigative, audit, and contract oversight units of the office. The budget also provided funding to contract for Hearing Officers and independent legal counsel for complaints referred to the OIG.

  To support the OIG's budget, the Charter authorizes the County to impose a fee of 0.25% on the total value of each County contract (to be paid by the County). Should such contract fees be insufficient, the County may also utilize general revenue to fund the OIG. Voluntary entities, such as the school district, are responsible for expenses associated with the services they receive from the OIG.

- **Outcome Measures:** The OIG is required to submit an annual report to the County, each municipality, and voluntary entity under its jurisdiction, as well as the Selection-Oversight Committee. Based on the most recent Annual Report available (Exhibit D), in FY 2024, the OIG received a total of 40 complaints which includes departments and personnel under the Board of County Commissioners, the 31 municipalities, and the school district. Of the 40 complaints, 52% were closed without action, 40% were referred to other governmental agencies, and 8% resulted in OIG action (investigation, audit, or other oversight).

The City of Jacksonville./Duval County's Office of Inspector General

- **Authority and Jurisdiction:** Article I of the City of Jacksonville / Duval County Charter establishes the OIG as set forth by the City's Ordinance entitled "Inspector General" (both are included as Exhibit E). The OIG has oversight authority of all departments, officials, and employees of the City of Jacksonville's consolidated government, including its constitutional offices, the school district, independent agencies and districts, as well as contractors, providers, and recipients of city funds. The OIG is authorized to detect, deter, prevent, and eradicate fraud, waste, abuse, mismanagement, and misconduct within the

consolidated government through various functions (as further detailed below). The OIG's authority does not include enforcement of the City's ethics code or matters related to the ethics regulation, which is led by the independent Ethics Oversight and Compliance Office.

- **Functions and Enforcement:** Under its authority, the OIG conducts investigative, audit, and contract oversight activities upon its own initiative or based upon complaints / referrals received. The OIG operates a public hotline, online complaint forms, and office hours for tips and complaints. To support its functions, the OIG is authorized to administer oaths, issue subpoenas, require the production of records, and review financial and operational practices of all entities within its jurisdiction. The OIG is the designated "appropriate local official" for whistleblower complaints for the purpose of whistleblower protection provided by Section 112.3188, Florida Statutes.

  Upon determination of a possible violation of any federal, state, or local law, the OIG refers such matters to the appropriate law enforcement agency. In addition, the OIG can prepare reports and recommendations to any entity under its jurisdiction and monitor implementation of such recommendations. While the OIG is authorized to conduct audits as part of its investigations, such audits must be conducted in coordination with the City Council Auditor, where practicable, to avoid duplication of efforts in audit functions.

- **Selection and Removal:** The Inspector General is selected and may be removed by the Inspector General Selection and Retention Committee, an independent body set forth by the Ordinance which oversees and annually reviews the OIG's performance and proposed budget (subject to final approval by the Mayor). The Inspector General is appointed for a term of four years with no limit for appointment of subsequent terms. The Ordinance establishes minimum qualifications for the Inspector General selection such as related years of experience. The Inspector General may be removed for specific charges of neglect of duty, abuse of power or authority, discrimination, or ethical misconduct. Final approval for the selection and removal of the Inspector General is subject to City Council approval through a simple majority vote.

- **Budget:** As set forth by the Ordinance, the City Mayor establishes the OIG's annual budget similar to other City departments. The City's Ordinance requires the OIG to be funded at a minimum of $400,000 annually. In FY 2024, the OIG's adopted budget totaled $1.5 million which supported 12 full time positions to support the investigative and auditing functions of the office and is funded by general revenue.

- **Outcome Measures:** The OIG is required to issue an annual report to the Inspector General Selection and Retention Committee, Mayor, and City Council. As reported in the FY 2024 Annual Report (Exhibit F), the OIG received a total of 96 complaints that were opened for review with 59% resulting in no action, 20% referred to another government entity, and 21% resulting in OIG action.

Palm Beach County's Office of Inspector General

- **Authority and Jurisdiction:** Section 8.3 of the Palm Beach County Charter requires the establishment of an OIG by County Ordinance (both are included as Exhibit G). As set forth by Palm Beach County's Ordinance titled "Inspector General", the OIG has authority to provide oversight of publicly funded transactions, projects, and other local government

operations. The OIG's authority does not include enforcement of the Palm Beach County Code of Ethics or matters related to ethics regulation, which is led by the independent Palm Beach Commission on Ethics as established under the County Charter.

The OIG's authority extends to the Palm Beach Board of County Commissioners, all county departments, all municipalities within the County (39), and any other public entity (as a "participating entity") that enters into an agreement with the OIG for such functions. The 39 municipalities were included in the OIG's oversight based on the results of the countywide referendum in each municipality. To date, the Solid Waste Authority of Palm Beach County and the Children's Services Council of Palm Beach County are the only participating entities that have executed such an agreement.

- **Functions and Enforcement:** The OIG has authority to conduct investigations, audits, reviews, and other oversight activities related to local government operations. The OIG is authorized to subpoena witnesses, administer oaths, and require the production of records. The OIG may exercise this authority by their own initiative or to investigate any complaint received through its public hotline. The OIG is the designated "appropriate local official" for whistleblower complaints for the purpose of whistleblower protection provided by Section 112.3188, Florida Statutes.

  Upon suspicion of a possible violation of any state, federal, or local law, the OIG refers the matter to the appropriate law enforcement agencies. In addition, the OIG can prepare reports and recommendations to the BOCC, or the subject municipality or participating entities, based on its findings and can follow-up to determine whether recommended remedial actions have been taken. Such reports must also be submitted to the Palm Beach Commission on Ethics. Other functions of the OIG include attending county or municipal meetings relating to the procurement of goods or services, at their own discretion, to pose questions or raise concerns.

- **Selection and Removal:** The Inspector General is selected by the Inspector General Committee, an independent body set forth by the Charter, to serve for a term of four years with no limit for appointment of subsequent terms. The County's Inspector General Ordinance establishes minimum qualifications for the Inspector General selection such as related years of experience and restrictions on prior employment, among others. The Inspector General may be removed by a 5/7 vote at a public hearing of the BOCC, 5/7 vote of the Inspector General Committee, and a supermajority vote of all participating agencies (39 municipalities, the Solid Waste Authority, and the Children's Services Council). The Inspector General may only be removed for specific charges of neglect of duty, abuse of power or authority, discrimination, or ethical misconduct.

- **Budget:** In FY 2024, the OIG's adopted budget totaled $3.9 million which supported 27 positions to support the investigative, audit, and contract oversight divisions of the office. The budget included funding for the OIG's independent legal counsel to assist with the functions of the office. The Charter establishes the "funding base" for the OIG's budget as, at minimum, the amount equal to 0.25% of contracts of all governmental entities subject to the OIG's authority (to be paid by the respective governmental entity). The OIG's budget is subject to approval by the BOCC which can increase the OIG's funding base percentage based on demonstration of need as set forth by Ordinance.

- **Outcome Measures:** The OIG is required to submit an annual report to the County Administrator, Inspector General Committee, and the Palm Beach League of Cities, Inc. Based on the most recent Annual Report available (Exhibit H), in FY 2024, the OIG received 245 complaints for all county entities under the BOCC, the 39 municipalities in the county, the Solid Waste Authority, and the Children's Services Council. Of the 245 complaints, 59% resulted in no OIG action, 26% were referred to other governmental agencies, 8% resulted in action by the OIG, and 7% were pending at the time of the report.

Exhibits:

A. Section 9.11 of the Miami-Dade County Charter, titled "Inspector General", and Section 2-1076 of the Miami-Dade County Code of Ordinances, titled "Office of the Inspector General"

B. Miami-Dade County Office of the Inspector General 2024 Annual Report

C. Article X of the Broward County Charter, titled "Broward County Office of Inspector General"

D. Broward County Office of the Inspector General 2023-2024 Annual Report

E. Article 1 of the City of Jacksonville/Duval County Charter, titled "Government and Ethics", and Chapter 602, Part 3 of the City of Jacksonville/Duval County Code of Ordinances, titled "Inspector General"

F. City of Jacksonville Office of Inspector General 2023-2024 Annual Report

G. Section 8.3 of the Palm Beach County Charter, titled "Inspector General", and Article XII of the Palm Beach County Code of Ordinances, titled "Inspector General"

H. Palm Beach County Office of Inspector General 2024 Annual Report

SECTION 9.11. - INSPECTOR GENERAL.

There is hereby created and established an Office of the Inspector General. The Inspector General shall head the Office of the Inspector General. The minimum qualifications, term, powers, duties and responsibilities of the Inspector General as well as the organization of the Office of the Inspector General shall be set forth by Ordinance. Such Ordinance shall, at a minimum, provide that: (1) the Office of the Inspector General be sufficiently independent to assure that no interference or influence external to the Office adversely affects the independence and objectivity of the Inspector General; (2) the Office of the Inspector General be empowered to perform investigations, audits, reviews and oversight of County contracts, programs, projects, abuse, waste and mismanagement as well as County-funded contracts, programs and projects; and (3) the Office of the Inspector General be empowered to provide inspector general services to other governmental entities and municipalities upon the approval of a request to provide such services by a majority of the Board of County Commissioners.

(Res. No. R-683-20, 11-3-2020)

Sec. 2-1076. - Office of the Inspector General.

(a) *Created and established.* There is hereby created and established the Office of Miami-Dade County Inspector General. The Inspector General shall head the Office. The organization and administration of the Office of the Inspector General shall be sufficiently independent to assure that no interference or influence external to the Office adversely affects the independence and objectivity of the Inspector General.

(b) *Minimum Qualifications, Appointment and Term of Office.*

(1) *Minimum qualifications.* The Inspector General shall be a person who:

(a) Has at least ten (10) years of experience in any one, or combination of, the following fields:

(i) as a Federal, State or local Law Enforcement Officer;

(ii) as a Federal or State court judge;

(iii) as a Federal, State or local government attorney;

(iv) progressive supervisory experience in an investigative public agency similar to an inspector general's office;

(b) Has managed and completed complex investigations involving allegations of fraud, theft, deception and conspiracy;

(c) Has demonstrated the ability to work with local, state and federal law enforcement agencies and the judiciary; and

(d) Has a four-year degree from an accredited institution of higher learning.

(2) *Appointment.* The Inspector General shall be appointed by the Ad Hoc Inspector General Selection Committee ("Selection Committee"), except that before any appointment shall become effective, the appointment must be approved by a majority of the whole number of members of the Board of County Commissioners at the next regularly scheduled County Commission meeting after the appointment. In the event that the appointment is disapproved by the County Commission, the appointment shall become null and void, and the Selection Committee shall make a new appointment, which shall likewise be submitted for approval by the County Commission. The Selection Committee shall be composed of five members selected as follows:

(a) The State Attorney of the Eleventh Judicial Circuit for Miami-Dade County;

(b) The Public Defender of the Eleventh Judicial Circuit for Miami-Dade County;

(c) The Chairperson of the Miami-Dade Commission on Ethics and Public Trust;

(d) The President of the Miami-Dade Police Chief's Association; and

(e) The Special Agent in charge of the Miami Field Office of the Florida Department of Law Enforcement.

The members of the Selection Committee shall elect a chairperson who shall serve as chairperson until the Inspector General is appointed. The Selection Committee shall select the Inspector General from a list of qualified candidates submitted by the Miami-Dade County Employee Relations Department.

(3) *Term.* The Inspector General shall be appointed for a term of four (4) years. In case of a vacancy in the position of Inspector General, the Chairperson of the Board of County Commissioners may appoint the deputy inspector general, assistant inspector general, or other Inspector General's office management personnel as interim Inspector General until such time as a successor Inspector General is appointed in the same manner as described in subsection (b)(2) above. The Commission may by majority vote of members present disapprove of the interim appointment made by the Chairperson at the next regularly scheduled County Commission meeting after the appointment. In the event such appointment shall be disapproved by the County Commission, the appointment shall become null and void and, prior to the next regularly scheduled Commission meeting, the Chairperson shall make a new appointment which shall likewise be subject to disapproval as provided in this subsection (3). Any successor appointment made by the Selection Committee as provided in subsection (b)(2) shall be for the full four-year term.

Upon expiration of the term, the Board of County Commissioners may by majority vote of members present reappoint the Inspector General to another term. In lieu of reappointment, the Board of County Commissioners may reconvene the Selection Committee to appoint the new Inspector General in the same manner as described in subsection (b)(2). The incumbent Inspector General may submit his or her name as a candidate to be considered for selection and appointment.

(4) *Staffing of Selection Committee* The Miami-Dade County Employee Relations Department shall provide staffing to the Selection Committee and as necessary will advertise the acceptance of resumes for the position of Inspector General and shall provide the Selection Committee with a list of qualified candidates. The County Employee Relations Department shall also be responsible for ensuring that background checks are conducted on the slate of candidates selected for interview by the Selection Committee. The County Employee Relations Department may refer the background checks to another agency or department. The results of the background checks shall be provided to the Selection Committee prior to the interview of candidates.

(c) *Contract.* The Director of the Employee Relations Department shall, in consultation with the County Attorney, negotiate a contract of employment with the Inspector General, except that before any contract shall become effective, the contract must be approved by a majority of Commissioners present at a regularly scheduled Commission meeting.

(d) *Functions, authority and powers.*

(1) The Office shall have the authority to make investigations of county affairs and the power to review past, present and proposed County and Public Health Trust programs, accounts, records, contracts and transactions.

(2) The Office shall have the power to require reports from the Mayor, County Commissioners, Manager, County agencies and instrumentalities. County officers and employees and the Public Health Trust and its officers and employees regarding any matter within the jurisdiction of the Inspector General.

(3) The Office shall have the power to subpoena witnesses, administer oaths and require the production of records. In the case of a refusal to obey a subpoena issued to any person, the Inspector General may make application to any circuit court of this State which shall have jurisdiction to order the witness to appear before the Inspector General and to produce evidence if so ordered, or to give testimony touching on the matter in question. Prior to issuing a subpoena, the Inspector General shall notify the State Attorney and the U.S. Attorney for the Southern District of Florida. The Inspector General shall not interfere with any ongoing criminal investigation of the State Attorney or the U.S. Attorney for the Southern District of Florida where the State Attorney or the U.S. Attorney for the Southern District of Florida has explicitly notified the Inspector General in writing that the Inspector General's investigation is interfering with an ongoing criminal investigation;

(4) The Office shall have the power to report and/or recommend to the Board of County Commissioners whether a particular project, program, contract or transaction is or was necessary and, if deemed necessary, whether the method used for implementing the project or program is or was efficient both financially and operationally. Any review of a proposed project or program shall be performed in such a manner as to assist the Board of County Commissioners in determining whether the project or program is the most feasible solution to a particular need or problem. Monitoring of an existing project or program may include reporting whether the project is on time, within budget and in conformity with plans, specifications and applicable law;

(5) The Office shall have the power to analyze the need for, and the reasonableness of, proposed change orders. The Inspector General shall also be authorized to conduct any reviews audits, inspections, investigations or analyses relating to departments, offices, boards, activities, programs and agencies of the County and the Public Health Trust;

(6) The Inspector General may, on a random basis, perform audits, inspections and reviews of all County contracts. The cost of random audits, inspections and reviews shall, except as provided in (a)—(o) in this subsection (6) be incorporated into the contract price of all contracts and shall be one quarter (¼) of one (1) percent of the contract price (hereinafter "IG contract fee").

Posted on September 8, 2026

The IG contract fee shall not apply to the following contracts:

(a) IPSIG contracts;

(b) Contracts for legal services;

(c) Contracts for financial advisory services; Auditing

(d) Auditing contracts;

(e) Facility rentals and lease agreements;

(f) Concessions and other rental agreements;

(g) Insurance contracts;

(h) Revenue-generating contracts;

(i) Contracts where an IPSIG is assigned at the time the contract is approved by the Commission;

(j) Professional service agreements under one thousand dollars ($1,000.00);

(k) Management agreements;

(l) Small purchase orders as defined in Administrative Order 3-2;

(m) Federal, state and local government-funded grants;

(n) Interlocal agreements; and

(o) Grant Agreements granting not-for-profit organizations Building Better Communities General Obligation Bond Program funds.

Notwithstanding the foregoing, the Commission may by resolution specifically authorize the inclusion of the IG contract fee in any contract. Nothing contained in this Subsection (c)(6) shall in any way limit the powers of the Inspector General provided for in this Section to perform audits, inspections, reviews and investigations on all county contracts including, but not limited to, those contracts specifically exempted from the IG contract fee.

(7) Where the Inspector General detects corruption or fraud, he or she shall notify the appropriate law enforcement agencies. Subsequent to notifying the appropriate law enforcement agency, the Inspector General may assist the law enforcement agency in concluding the investigation. When the Inspector General detects a violation of one (1) of the ordinances within the jurisdiction of the Ethics Commission, he or she may file a complaint with the Ethics Commission or refer the matter to the Advocate;

(8) The Inspector General shall have the power to audit, investigate, monitor, oversee, inspect and review the operations, activities and performance and procurement process including, but not limited to, project design, establishment of bid specifications, bid submittals, activities of the contractor, its officers, agenda and employees, lobbyists, County staff and elected officials in order to ensure compliance with contract specifications and detect corruption and fraud.

(9) The Inspector General shall have the power to review and investigate any citizen's complaints regarding County or Public Health Trust projects, programs, contracts or transactions.

(10) The Inspector General may exercise any of the powers contained in Section 2-1076 upon his or her own initiative.

(11) The Inspector General shall be notified in writing prior to any meeting of a selection or negotiation committee where any matter relating to the procurement of goods or services by the County is to be discussed. The notice required by this subsection (11) shall be given to the Inspector General as soon as possible after a meeting has been scheduled, but in no event later than twenty-four (24) hours prior to the scheduled meeting. The Inspector General may, at his or her discretion, attend all duly noticed County meetings relating to the procurement of goods or services as provided herein, and, in addition to the exercise of all powers conferred by Section 2-1076, may pose questions and raise concerns consistent with the functions, authority and powers of the Inspector General. An audio tape recorder shall be utilized to record all selection and negotiation committee meetings.

(12) The Inspector General shall have the authority to retain and coordinate the services of Independent Private Sector Inspectors General (IPSIG) or other professional services, as required, when in the Inspector General's discretion he or she concludes that such services are needed to perform the duties and functions enumerated in subsection (d) herein.

(e) *Physical facilities and staff.*

1. The County shall provide the Office of the Inspector General with appropriately located office space and sufficient physical facilities together with necessary office supplies, equipment and furnishings to enable the Office to perform its functions.

2. The Inspector General shall have, subject to budgetary allocation by the Board of County Commissioners, the power to appoint, employ, and remove such assistants, employees and personnel and establish personnel procedures as deemed necessary for the efficient and effective administration of the activities of the Office.

(f) *Procedure for finalization of reports and recommendations which make findings as to the person or entity being reviewed or inspected.* Notwithstanding any other provision of this Code, whenever the Inspector General concludes a report or recommendation which contains findings as to the person or entity being reported on or who is the subject of the recommendation, the Inspector General shall provide the affected person or entity a copy of the report or recommendation and such person or entity shall have 10 working days to submit a written explanation or rebuttal of the findings before the report or recommendation is finalized, and such timely submitted written explanation or rebuttal shall be attached to the finalized report

or recommendation. The requirements of this subsection (f) shall not apply when the Inspector General, in conjunction with the State Attorney, determines that supplying the affected person or entity with such report will jeopardize a pending criminal investigation.

(g) *Reporting.* The Inspector General shall annually prepare and submit to the Mayor and Board of County Commissioners a written report concerning the work and activities of the Office including, but not limited to, statistical information regarding the disposition of closed investigations, audits and other reviews.

(h) *Removal.* The Inspector General may be removed from office upon the affirmative vote of two-thirds (⅔) of the whole number of members of the Board of County Commissioners.

(i) *Abolition of the Office.* The Office of Inspector General shall only be abolished upon the affirmative vote of two-thirds (⅔) of the whole number of members of the Board of County Commissioners.

(j) *Retention of current Inspector General.* Notwithstanding any provision to the contrary, the incumbent Inspector General, Christopher R. Mazzella, shall serve a four-year term of office commencing on December 20, 2005, as provided in the Memorandum of Understanding approved by Resolution No. R-1394-05, and shall not be subject to the appointment process provided for in Section 2-1076(b)(2).

(Ord. No. 97-215, § 1, 12-16-97; Ord. No. 99-63, § 1, 6-8-99; Ord. No. 99-149, § 1, 10-19-99; Ord. No. 00-105, § 1, 7-25-00; Ord. No. 01-114, § 1, 7-10-01; Ord. No. 05-51, § 1, 3-1-05; Ord. No. 06-88, § 2, 6-6-06; Ord. No. 07-165, § 1, 11-6-07)

2024 ANNUAL REPORT



MIAMI-DADE COUNTY

OFFICE OF THE INSPECTOR GENERAL

Posted on September 8, 2026

Attachment #1
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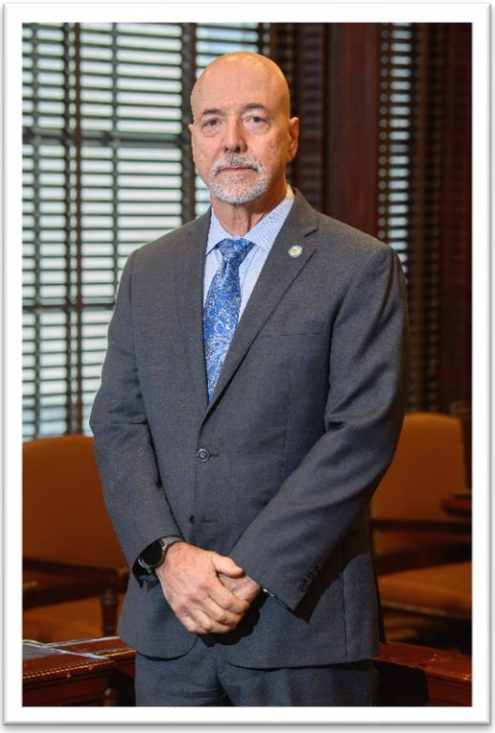
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FELIX JIMENEZ
INSPECTOR GENERAL

OFFICE OF INSPECTOR GENERAL
601 NW 1st Court
Transit Village South Tower
22nd Floor
Miami, Florida 33136
TELEPHONE: (305) 375-1946
FAX: (305) 579-2656

MESSAGE FROM YOUR INSPECTOR GENERAL



As the Inspector General for Miami-Dade County, I am pleased to present our 2024 Annual Report. This report highlights the continued efforts and accomplishments of our office in promoting accountability, transparency, and integrity within the operations of Miami-Dade County government.

Throughout the past year, the Miami-Dade County Office of Inspector General (OIG) has remained committed to its mission of investigating and preventing misconduct, fraud, waste, and abuse through the independent oversight of County operations and programs. Our office has carried out thorough audits, investigations, and reviews of various county operations and programs to help ensure that taxpayer funds are used effectively.

Notably, we have identified areas of improvement and helped implement measures that will strengthen oversight and promote good governance. Through our oversight work we have not only uncovered instances of inefficiency and corruption but have also facilitated reforms to prevent such issues from recurring. Our commitment to public service and our role in safeguarding the trust of the community remains steadfast.

This report outlines the key findings of our work in 2024, including our investigative outcomes, audit and contract oversight reports, and recommendations. While challenges remain as we enter an era of newly elected constitutional officers and a restructuring of the county's budget, the OIG will continue to work diligently to foster a culture of efficient and responsible management.

As always, we remain dedicated to our mission and look forward to another year of serving the public with transparency and accountability. I invite you to read through the pages of this report to gain insight into our efforts and successes in ensuring that the public's interests are always prioritized.

Sincerely,

Felix Jimenez
Inspector General

Posted on September 8, 2026

ABOUT THE OIG

Autonomous and independent, the Miami-Dade County Office of the Inspector General (OIG) was created by the Board of County Commissioners, and now codified in the County's Home Rule Charter, to serve as a watchdog over County practices. Through three distinct yet overlapping functions – audits, investigations, and contract oversight – the OIG investigates fraud, waste, and abuse, rendering findings based on facts and evidence.

MISSION

To detect, investigate, and prevent fraud, waste, mismanagement, misconduct, and abuse of power through independent oversight of County affairs, and seek appropriate remedies to recover public monies.

VISION

To be recognized as the premier agency in holding Miami-Dade County government accountable, ensuring it continues to provide excellence every day.



VALUES

Integrity

We govern ourselves honestly and ethically.

Impartiality

We conduct our work objectively and independently.

Professionalism

We maintain a staff of diverse and highly skilled professionals.

Accountability

We take responsibility for providing thorough and fair findings and recommendations.

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I. THE OIG EXECUTIVE TEAM



(left to right) Hector Ortiz, Marie Perikles, Felix Jimenez, James Schlotzhauer and Patra Liu

Inspector General Felix Jimenez is the head of the organization. His Executive Team includes Deputy Inspector General/General Counsel Patra Liu, Assistant Inspector General for Investigations Hector Ortiz, Deputy General Counsel Marie Perikles, and Director of Data Analytics James Schlotzhauer.

Assistant Inspector General for Investigations Hector Ortiz leads the Investigations Unit, which consists of three squads of experienced Special Agents supported by a team of skilled Investigative Analysts. When investigations of fraud, waste, and abuse of authority reveal criminal wrongdoing, the Assistant Inspector General for Investigations coordinates with state and federal criminal prosecutors to shepherd OIG cases to a successful legal resolution.

Ms. Liu and Deputy General Counsel Marie Perikles manage the Legal Unit, which includes four additional attorneys. The Legal Unit provides continuous support to all OIG activities from the moment a complaint is received to case closure, which oftentimes involves the issuance of public reports and memoranda. OIG attorneys provide counsel on jurisdictional questions and help assess the strengths and weaknesses of OIG cases for potential civil, administrative, or criminal implications. They also review all subpoenas issued by the Inspector General and all public reports prior to release.

Ms. Liu also oversees the OIG's Contract Oversight and Audit Units. Four Contract Oversight Specialists are deployed countywide. Their work includes active monitoring and random inspections of contracting and construction activities to ensure fairness in the procurement process and compliance with contract specifications. The Audit Unit consists of a team of certified professionals with a wide range of government and private sector experience. The Audit Unit frequently coordinates with the Investigations Unit and/or Contract Oversight Unit. All three units work together to advance the mission of the Office.

As the Director of Data Analytics, James Schlotzhauer has the primary responsibility to ensure the alignment, development, and integration of data analytics, business intelligence, and artificial intelligence necessary to support the mission, vision, strategies, objectives, and goals of the OIG. Mr. Schlotzhauer organizes, assembles and supports resources necessary to address the current and future analytical needs of the OIG.

II. OIG BEST PRACTICES & COMMUNITY OUTREACH

U.S. State Department's International Visitor Leadership Program



Inspector General Felix Jimenez and OIG Contract Oversight Specialist Dr. Terry Murphy hosted a successful exchange with international delegates who were invited to the U.S. under the auspices of the State Department's International Visitor Leadership Program arranged by World Learning in coordination with Global Ties Miami. A group of 17 visitors from Benin, Cabo Verde, Cote d'Ivoire, Guinea, Republic of the Congo, Senegal, Sierra Leone, South Africa, Togo, Tunisia, Haiti, and Zimbabwe visited the OIG and explored the crucial roles played by independent oversight agencies in reporting fraud, waste, abuse, and mismanagement to advance transparency and accountability.

The experience of IG Jimenez, a former public corruption investigator, and Dr. Murphy, a professor of Public Administration, provided valuable insights into the workings of an effective watchdog entity.





Vendor Outreach

On September 12, 2024, the Office of the Inspector General's Contract Oversight Specialists and Assistant Legal Counsels participated in the 5th Annual Procurement EXPO sponsored by the Miami-Dade County Strategic Procurement Department (SPD). OIG personnel were available throughout the day to introduce county vendors and potential new vendors to the procurement oversight role of the OIG and to answer questions from the vendor community. In 2024, there were approximately 52 exhibitors and 652 attendees! This was the OIG's fifth appearance at the EXPO—having participated since its inception.

The OIG looks forward to participating in future SPD forums.



(left to right) Contract Oversight Specialist Alfonso Ledo, Assistant Legal Counsel Melissa Sandness and Contract Oversight Specialist Alex Rodriguez

Ethical Governance Day



Annually, the Miami-Dade County Commission on Ethics and Public Trust (COE) hosts a countywide event at all public high schools. Ethical Governance Day relies on an army of volunteers to speak to senior high school students about the importance of good government and public service.

On October 23, 2024, Inspector General Felix Jimenez and Assistant Inspector General for Investigations Hector Ortiz volunteered for Ethical Governance Day by speaking to students at Miami Senior High School and Hialeah Miami Lakes Senior High School. They were joined by COE Commissioner Nelson Bellido. They spoke to senior high school students about celebrating the right to vote—2024's theme—and the roles of the Miami-Dade County OIG and COE in helping foster good governance in our public institutions. OIG representatives have been volunteering for this event for over a decade. We look forward to the opportunity to instill public service values among the County's teenagers and young adults.



OIG Presents at the American Society for Public Administration South Florida 18th Annual Best Practices Conference



(left to right) Contract Oversight Specialist Dr. Terence Murphy, Investigative Analyst Supervisor Kimberly D. Samuel, Assistant Inspector General for Investigations Hector Ortiz and Inspector General Felix Jimenez

The OIG was on hand at the American Society for Public Administration (ASPA) South Florida Chapter's Best Practices Conference in February 2024. Inspector General Felix Jimenez, Assistant Inspector General for Investigations Hector Ortiz, and Investigative Analyst Supervisor Kimberly Samuel served on a panel moderated by OIG Contract Oversight Specialist Terry Murphy—an ASPA National Council Board Member. The session entitled "Standing Watch: Accountability and the Role of the Inspector General" provided an overview of the functions and operations of the OIG and highlighted several OIG public corruption investigations in recent years. Following the presentation, the panelists responded to numerous questions from the audience pertaining to the qualifications of OIG personnel, the jurisdiction of the agency, and the agency's independence from political interference.

ASPA's mission is to advance excellence in public service and is the leading professional membership association for public servants. The audience for the conference primarily consisted of individuals employed by government, non-profits, and academia. The conference was also attended by college students pursuing degrees in Public Administration. The 2024 conference theme *XYZ: Public Service Across Generations* focused on technology, ethics, multigenerational wellbeing, public relations, and workforce development.

Posted on September 8, 2026

Take Your Child to Work Day



Take Your Child to Work Day is a national day that gives children a glimpse into the working world, shows them the value of their education, and provides an opportunity to share how they envision the future. The 2024 theme "Inspire 2 Aspire" aimed to instill a mindset that children can choose their own future. On April 25, 2024, the children of OIG staff spent a day in our office as "*Honorary Inspectors General"* exploring different career opportunities in investigations, auditing, contract oversight, and the law. OIG Auditor Cristin Revilla looks forward to welcoming our children every year and plans an exciting day for them and our staff. We look forward to seeing them come back each year with enthusiasm and curiosity.

First Aid, CPR, and AED Training



The OIG recognizes the importance of being equipped with life-saving skills as a vital contribution to the safety and security of all while upholding the values of care, responsibility, and preparedness. In 2024, Risk Management Safety Officer Frederick Williams facilitated an all-day training certification course for OIG staff, which included instruction in cardiopulmonary resuscitation (CPR), automated external defibrillator (AED), and standard first aid.

MIAMI TODAY

WEEK OF THURSDAY, APRIL 11, 2024 ● ● WWW.MIAMITODAYNEWS.COM

On April 11, 2024, Miami Today featured Inspector General Felix Jimenez in an article highlighting his public service career in Miami-Dade County.
A copy of the article can be found at: https://www.miamitodaynews.com/2024/04/09/felix-jimenez-inspector-general-works-to-deter-county-fraud-waste-abuse/



Inspector General oversees diverse team to deter county fraud, waste, and abuse

The comprehensive article, which included an interview, also featured the following profile: "For decades, Felix Jimenez has dedicated his career to ensuring the integrity and accountability of Miami's government institutions. As the Inspector General for the Miami-Dade County Office of the Inspector General (OIG) since February 2009, he has spent 15 years overseeing the efforts of investigators, auditors, lawyers and contract specialists who work together to detect and deter fraud, waste and abuse within county government. Before joining the office, Mr. Jimenez was in the Miami-Dade Police Department for 28 years, when he worked as a supervisor in the Homicide Bureau, participated in over 500 death investigations, and was directly involved in several high-profile cases. He also led the department's Centact-26 squad investigating homicides involving drug trafficking organizations. Mr. Jimenez was later tasked with developing the department's Public Corruption Investigations Unit, where he would go on to supervise investigations involving government employees, law enforcement officers, contractors and elected officials. He has also taught at law enforcement agencies throughout the United States, including the South Florida Metropolitan Police Institute and the FBI Academy, in the areas of public corruption and violent crime investigation.

Mr. Jimenez 's involvement in state and federal prosecutions has not only helped to root out corruption from government but has also raised awareness about the importance of transparency and accountability in institutions.

Born in Cuba, Mr. Jimenez moved to Miami at age 3 after his parents fled the Castro regime. When not working, he enjoys spending time with his wife of 42 years, four children and 11 grandchildren, and numerous hobbies from beekeeping to scuba diving."

III. OPERATING BUDGET

The OIG supports its commitment that we shall be productive and cost effective, being careful to continue doing our part to spend frugally and to not waste economic and environmental resources. Annually, we collaborate with the County's Office of Management and Budget to account for the prior fiscal year's actual expenditures, current year projections, and develop the OIG's prospective proposed budget.

The OIG is funded by three distinct sources. This includes the OIG's proprietary fees assessed on County contracts, direct payments collected through Memorandums of Understanding entered into with various County departments where we have committed substantial resources, and General Funds allocated through the County's budget process. The availability of carryover (higher than expected returns on IG proprietary fees and unspent accumulated savings) also offsets the OIG's need for General Fund dollars.

The chart below shows the OIG's financial summary and comes directly from the County's Fiscal Year 2024-2025 Adopted Budget:

OPERATING FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 21-22	Actual FY 22-23	Budget FY 23-24	Adopted FY 24-25
Revenue Summary				
General Fund Countywide	1,622	1,141	3,633	1,850
Carryover	1,795	1,449	322	2,216
Departmental Oversight (MOUs)	1,032	601	807	782
Fees and Charges	4,547	5,259	4,000	4,100
Interest Earnings	0	147	0	50
Miscellaneous Revenues	23	1	10	10
Total Revenues	9,019	8,598	8,772	9,008
Operating Expenditures Summary				
Salary	5,282	5,463	6,168	6,249
Fringe Benefits	1,680	1,733	2,189	2,320
Court Costs	0	18	2	10
Contractual Services	37	6	4	4
Other Operating	126	157	248	255
Charges for County Services	57	53	86	87
Capital	44	55	75	83
Total Operating Expenditures	7,226	7,485	8,772	9,008
Non-Operating Expenditures Summary				
Transfers	0	0	0	0
Distribution of Funds In Trust	0	0	0	0
Debt Service	0	0	0	0
Depreciation, Amortizations and Depletion	0	0	0	0
Reserve	0	0	0	0
Total Non-Operating Expenditures	0	0	0	0

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 23-24	Adopted FY 24-25	Budget FY 23-24	Adopted FY 24-25
Strategic Area: General Government				
Inspector General	8,772	9,008	42	42
Total Operating Expenditures	8,772	9,008	42	42

FY 2024-25 Adopted Budget and Multi-Year Capital Plan

DIVISION: INSPECTOR GENERAL

The OIG's principal objective is to promote honesty and efficiency in government and to prevent and detect misconduct, fraud and abuse in County programs and contracts. The OIG strives to ensure that taxpayers get a fair and honest accounting of their money and, where possible, seeks appropriate remedies to recover public funds.

- Communicates the Office's accomplishments through report distribution, website communication and public awareness initiatives
- Investigates, audits and inspects programs, projects and contracts to detect and prevent fraud, mismanagement, waste and abuse
- Provides all professional support to these functions including publicly reporting findings
- Publicly reports findings and initiates or makes civil, administrative and criminal referrals where necessary

Strategic Plan Objectives

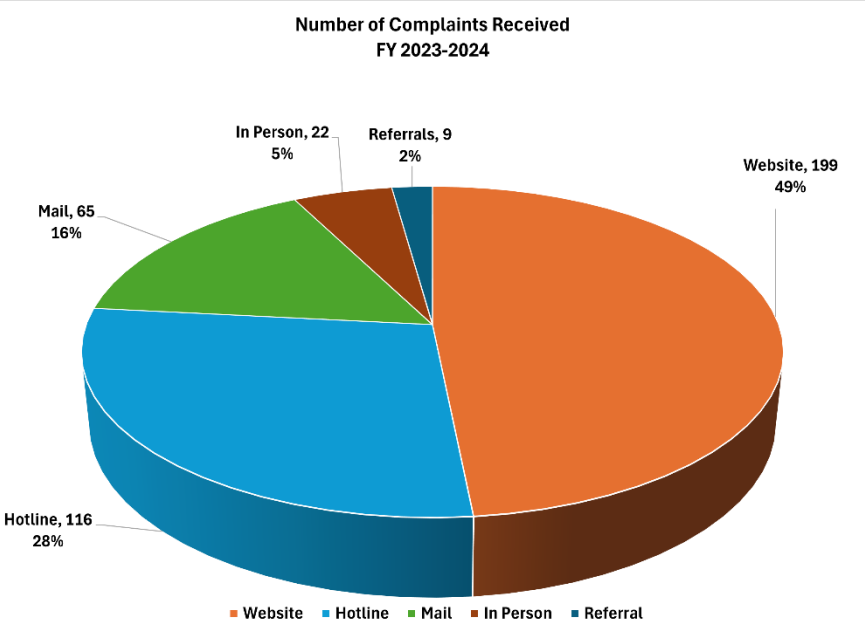
- GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate

Departmental Objectives	Performance Measures	Measure Type	Good Direction	FY 21-22 Actual	FY 22-23 Actual	FY 23-24 Budget	FY 23-24 Projection	FY 24-25 Target
Promote honesty and efficiency in government	Complaints received*	IN	↔	409	508	450	450	450
	Percentage of complainants receiving feedback about initial disposition of complaint within 30 days*	OC	↑	96%	95%	100%	95%	95%
Increase the public's awareness of the OIG's findings by providing easy access to reports and information distributed by the OIG via the Internet	Reports issued*	OP	↔	9	25	10	20	10
	Advisory memoranda issued*	OP	↔	24	19	15	15	15
	Contracts/ programs audited and reviewed	OP	↔	53	30	35	25	25

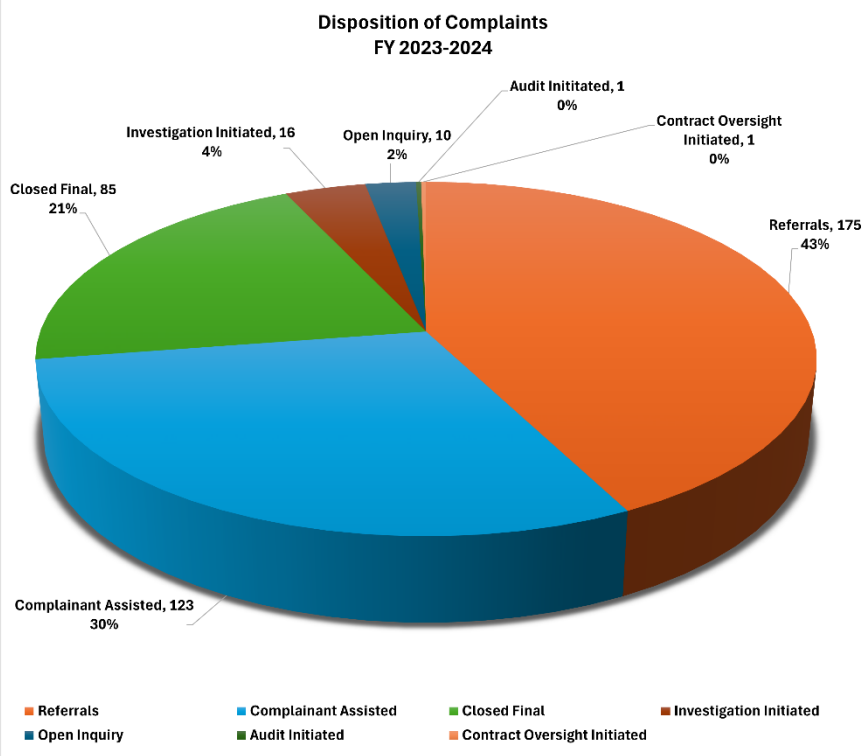
*FY 2022-23 Actual revised for the FY 2024-25 Adopted Budget due to more up-to-date information

IV. COMPLAINTS & DISPOSITION OF COMPLAINTS

The OIG received 411 complaints in Fiscal Year 2023-2024. Of these, 199 were made using our website's on-line complaint form, 116 were received through our Hotline, 65 by mail, 22 were received from individuals who came to the office and met with an investigator and nine were referrals.



The majority of the complaints received, 51% were assisted by our office, the complaint warranted no further action, and/or were closed. 6% of complaints resulted in Preliminary Inquiries or Investigations, an Audit or Contract Oversight initiated. Of the complaints received, 43% were referred to appropriate County departments or other governmental agencies that could directly address the complaints. The OIG requests responses for any action taken on most of the complaints referred to County departments. Those responses are evaluated, and the complaint may be closed, the OIG may seek further clarification or may initiate its own investigation.



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V. INVESTIGATIONS UNIT

The Investigations Unit works toward accomplishing the OIG's mission by conducting investigations of fraud, waste, abuse, and misconduct related to county programs, operations, contracts, vendors, and county employees. OIG Special Agents have a wide variety of experience including prior employment at law enforcement and regulatory agencies. They are skilled in conducting investigations of white-collar crimes, financial fraud, and public corruption. The Investigations Unit coordinates with the Miami-Dade State Attorney's Office, the United States Attorney's Office, and other local, state, and federal law enforcement agencies to leverage resources and fraud-fighting efforts. The OIG is also a member of the Federal Bureau of Investigation's South Florida Public Corruption Task Force. Our investigations often result in the filing of criminal charges; administrative actions, including the implementation of recommendations suggested by the OIG; and monetary recoveries.

The Analyst Unit directly supports the OIG's investigative activities through intelligence gathering and analytical support. OIG Investigative Analysts are dedicated to maintaining relationships with organizations such as the Florida Department of Law Enforcement, the International Association of Financial Crimes Investigators, and the Financial Institution Security Association.

In addition to investigative support, the Analyst Unit conducts criminal history background checks of advisory board nominees as mandated by the Miami-Dade County Code. The Miami-Dade County Board of County Commissioners has created 96 advisory boards comprised of volunteers nominated by individual commissioners. As part of the appointment process, the OIG Analyst Unit conducts State of Florida criminal history background checks on advisory board nominees. In 2024, 95 criminal history background checks were conducted. The OIG Analyst Unit also manages the OIG Hotline that allows the public, county employees, stakeholders, and others to report suspected corruption, fraud, waste, and abuse.

The Investigations Unit conforms with the Association of Inspectors General (AIG) Principles and Standards for Offices of Inspector General and has demonstrated its adherence to those standards during three Peer Reviews completed by the AIG. In addition, the Investigations Unit also complies with the standards developed for the Florida inspector general community by the Commission for Florida Law Enforcement Accreditation (CFA). The OIG's Investigations Unit has been re-accredited four times since its initial accreditation in July of 2010. The Investigations Unit will undergo both an Accreditation and Peer Review in 2025.

During this past year, the Investigations Unit completed numerous investigations and reviews. The following pages highlight some of the Investigations Unit's notable cases.

A. ARRESTS, PROSECUTIONS, AND SENTENCINGS

Conviction of Former Miami-Dade County Commissioner

A Former Miami-Dade County District 11 Commissioner was convicted by a Miami-Dade County jury on charges of corruption following an investigation conducted by the OIG in conjunction with the Miami-Dade State Attorney's Office Public Corruption Unit. The former commissioner who had been suspended pending the trial, was found guilty of one count of Unlawful Compensation (a second-degree felony) and one count of Conspiracy to Commit Unlawful Compensation (a third-degree felony).

Arrested in August 2022, the former commissioner had been facing charges stemming from a scheme to use his official position to benefit himself. The investigation found that after his re-election to the Board of County Commissioners in 2016, the commissioner sponsored a revision to the Code of Miami-Dade County. The draft legislation would have assisted the owners of a supermarket and strip mall battling repeated fines from the County due to the number of cargo containers they could legally maintain on the property.

In the complex scheme, the former commissioner not only took $15,000 in payments from the supermarket owner but enlisted the strip mall owner's assistance to negotiate factoring financing for the benefit of his personal employer. The OIG investigation found that the former commissioner's employer was having trouble paying its employees, including the commissioner. Although the code revision was withdrawn, the criminal act was completed as the law does "…not require that the exercise of influence or violation of a public duty… for which a pecuniary benefit was given…was accomplished." Section 838.016 Florida Statute. The former commissioner faces potential prison time; sentencing is scheduled in 2025.

Executive Director of Non-Profit Convicted of Federal Offenses

The OIG assisted the United States Department of Labor, Office of the Inspector General (DOL-OIG) in an investigation into a wire fraud conspiracy to defraud the government of federal workforce program funds administered at the state and local level. CareerSource South Florida (CareerSource), the operating entity in Miami-Dade and Monroe Counties that implements the various workforce development programs, filed a complaint regarding one of its service providers after noting irregularities during routine quality assurance monitoring.

The non-profit organization flagged by CareerSource operated a workforce re-entry program. The non-profit received federal funds from two sources, both of which passed through County-funded programs.

The investigation found a scheme by the organization's executive director and co-defendants to enrich themselves by diverting stolen funds to their personal and corporate bank accounts. The investigation found fraudulent participant files using the personal identifying information of others and fabricated wage records that were created to make it appear that payments were made to program participants employed at specific companies. The companies were owned by the executive director and one of her co-defendants.

The executive director and three co-defendants were indicted on federal charges of Conspiracy to Defraud the United States and Aggravated Identity Theft, all pled guilty. The executive director was sentenced to seven years in federal prison, two co-defendants also were sentenced to at least a year in federal prison and the third co-defendant was sentenced to probation. All were ordered to pay restitution in amounts ranging between $35,000 and over $350,000.

OIG Coronavirus Aid, Relief, and Economic Security (CARES) Act Task Force Cases

The OIG participates in the FBI's Miami Area Corruption Task Force and has assisted in the investigation of CARES Act fraud cases committed by Miami-Dade County employees. The Task Force, in addition to the OIG, includes investigators from the U.S. Small Business Administration Office of Inspector General (SBA OIG), the Miami-Dade Sheriff's Office, the Federal Bureau of Investigation (FBI), Miami Field Office, and on some cases have also included the Internal Revenue Service Criminal Investigations Division (IRS-CID).

The CARES Act, enacted in March 2020, provided emergency financial assistance to individuals and eligible small businesses, sole proprietorships, and independent contractors experiencing substantial financial hardships due to the COVID-19 pandemic. Through the CARES Act, the SBA provided several types of loans such as the Economic Injury Disaster Loans (EIDLs), and Paycheck Protection Program (PPP) loans.

To obtain the loans, qualifying businesses were required to submit applications and to provide information about its operations such as the number of its employees, gross revenues, etc. Applicants were required to certify under penalty of perjury that all information in either the EIDL or PPP loan application was true and correct. The following case is the result of the OIG's collaboration with the FBI Task Force and involved the investigation of a Miami-Dade County employee who fraudulently applied for CARES Act funds.

Former Corrections Officer Pleads Guilty to CARES Act Fraud

A former Miami-Dade County Corrections and Rehabilitation Department officer pled guilty to wire fraud in connection with his fraudulent application for an Economic Injury Disaster Loan (EIDL). The corrections officer submitted to the U.S. Small Business Administration (SBA) a false and fraudulent EIDL application claiming to be the 100% owner of a sole proprietorship. As a result of the fraudulent submitted application, the corrections officer received $150,000 in EIDL proceeds from the SBA.

The corrections officer's fraudulent EIDL application to the SBA grossly overstated the company's gross revenues as $450,000 for the 12-month period prior to January 31, 2020, and the number of employees allegedly working for the company. The OIG also found that the request and disclosure forms required to be filed by County employees if engaging in outside employment were not filed. The corrections officer, who retired from the County prior to the commencement of the investigation, was prosecuted by the United States Attorney's Office for the Southern District of Florida.

B. ADMINISTRATIVE INVESTIGATIONS OF COUNTY PERSONNEL

Outside Employment Activities and Misuse of County Resources by Division Director Results in Updated Policies and Procedures

An OIG investigation based on a confidential complaint revealed that the Benefits Division Director of the Human Resources (HR) Department violated several County policies regarding outside employment and misuse of County personnel and resources to further private personal ventures.

The investigation found that the Benefits Division Director was the owner of two B-12 Store franchises in Palm Beach County. The stores opened for business while HR employees were on a work-from-home status due to COVID-19 pandemic restrictions. The investigation substantiated that the Division Director did, on more than one occasion, work for her personal outside business ventures during County work hours. In addition, the Division Director failed to comply with County policies for requesting and reporting outside employment. The OIG found that the Division Director used County equipment for her personal outside employment business and had a subordinate employee help with her private business and other personal matters.

An allegation that the Division Director improperly modified the insurance election and provided a refund of insurance premiums for a subordinate employee was unfounded. The investigation found the Division Director was authorized to make the modification, however, the required documentation to support those changes was never received by the County or the contractual insurance vendor.

The OIG made several recommendations which have been accepted. HR has made or is in the process of making, the following recommended changes: outside employment request forms will require employees specifically acknowledge certain conditions, such as no outside work to be conducted during County time or with County equipment; issuance of any insurance premium refunds to County employees will not be authorized prior to the receipt of all required documentation; and plan changes or refunds to HR employees will have to be authorized by the HR Division Director and the Department's Director.

An ancillary issue that arose during the investigation led to a proposed change in County policies governing employee responsibilities to report on and off-duty arrests in a timely manner. The OIG's recommendation, which will be presented to the Board of County Commissioners, clarifies and expands who must be notified of an employee's arrest, ensuring the Department is timely aware and can take any necessary personnel actions.

The Division Director was subsequently terminated from County employment.

County Employee's Felony Conviction Leads to New County HR Background Policies and Procedures

The OIG was contacted by a federal agency requesting confirmation of an individual's employment with Miami-Dade County. In determining the status of the employee, the OIG found the County's procedures relating to intra- and inter-departmental transfers of employees were lacking.

The employee, who was initially hired for an entry-level, part-time position by the Seaport Department (Seaport), had since transferred to the Department of Transportation and Public Works (DTPW) reporting directly to its Chief of Contracts and Procurement. His responsibilities at DTPW included preparing procurement documents and ensuring contract compliance of project documentation from initiation to contract award and implementation.

The OIG discovered that the employee had been the Town Administrator for a city in Broward County until he was arrested for defrauding the city of nearly $500,000. He pled guilty to multiple counts of Organized Scheme to Defraud and Money Laundering and was sentenced to 12 years in State prison, followed by 10 years of probation.

Although his criminal history was not a bar to his employment with the Seaport, his responsibilities with DTPW had a nexus to the activity he was convicted of as a public official. As such, he should have been disqualified from the position with DTPW pursuant to Section 2-31(b)(4) of the Code of Miami-Dade County.

The OIG found that the employee had not been forthcoming with the County HR about his previous employment history and ongoing probationary status. In addition, the OIG found that the County had no formal policy or procedure requiring departments to review an employee's criminal history when changing job positions or transferring departments within the County. As a result of the OIG investigation, the County implemented new procedures regarding criminal history background screening and validation/verification of work history before a county employee transfers to another department or assumes a new role within the same department.

The employee was subsequently terminated from County employment.

Alleged Unlicensed Practice of Law by County Employee

The OIG initiated an investigation based on an anonymous complaint alleging that a former Department of Regulatory and Economic Resources (RER) employee held a position requiring membership in the Florida Bar (Bar) but was not licensed to practice law in the State of Florida. The complaint also alleged that the employee represented RER in legal proceedings and used the suffix "Esq." in correspondence and social media.

The OIG determined that the employee, who had graduated from law school but was not a licensed attorney, did not represent the County in legal proceedings and properly attended administrative hearings that did not require her to be an attorney. Based on the OIG's investigation the Human

Resources Department (HR) removed the erroneous requirement for Bar membership from the position's job description and pay plan details and changed the position's title.

The OIG also learned that prior to the investigation, the employee had received a Cease-and-Desist Affidavit from the Unlicensed Practice of Law section of the Bar, and had stopped using "Esq." in correspondence. The OIG did note that the employee contributed to a misunderstanding of her membership status with the Florida Bar.

The employee has since resigned from her position with Miami-Dade County.

Submission of Falsified COVID-19 Test Results

The OIG received an anonymous complaint alleging that a Miami-Dade Transit bus operator submitted an altered form that reflected she had tested positive for the COVID-19 virus in order to fraudulently obtain up to 80 hours of special Coronavirus sick leave available at the time to all County employees.

The OIG investigation substantiated that the bus operator did, in fact, submit a doctored document to her supervisors, which indicated she had tested positive for the virus on January 27, 2022, when in fact the actual test results from the captioned date reflected she had tested negative for the COVID-19 virus.

The OIG discovered that the bus operator did, in fact, test positive for the virus approximately four days later. She was then entitled to use the special Coronavirus sick leave, instead of taking her own sick leave hours. The bus operator resigned a few days after her initial interview with the OIG.

C. OTHER INVESTIGATIONS & REVIEWS

Investigation into MDAD Tenant Found to be Operating in Violation of County Lease Agreement Results in Monitoring and Compliance Improvements

The OIG initiated an investigation into allegations that a Miami-Dade Aviation Department (MDAD) tenant was not paying the correct amount of opportunity fees. In consideration of the ability to transact business at the airport, tenants and permittees must pay the County an opportunity fee. Under the tenant's agreement, the fee is a percentage of the monthly gross revenues exceeding the monthly rental. Although the investigation focused on the underreporting of gross revenues, the complaint also alleged that the tenant was operating beyond the scope of its lease agreement. The OIG found that MDAD had reviewed the incidents regarding the tenant operating beyond its authority and MDAD had imposed civil fines; although the OIG found that they were still outstanding.

The investigation revealed the tenant's underreporting of gross revenues and failure to pay required fees at the time they were due was ongoing for at least three years. The OIG found the tenant's underreporting of gross revenues was due to its consistent reporting of cash-basis revenues instead of reporting full gross revenues as mandated by the MDAD lease agreement. The tenant and MDAD used the required annual internal audit to determine and reconcile any shortfalls in reported gross revenues

at year-end. The tenant has paid the outstanding opportunity fee balances that totaled over $124,000, plus interest and penalties.

Although the investigation did not find evidence of fraudulent intent, the tenant's practice is problematic as it subjects MDAD to delayed payment and unnecessary risk of non-payment of past-due opportunity fees. The risk is exacerbated due to the tenant's failure to timely provide the mandated yearly audits, and its expanded footprint at Miami International Airport due to a ten-year lease agreement entered into in 2022. The OIG made several recommendations to MDAD, which were accepted. The recommendations as implemented included a review of leases to improve reporting and payment compliance, an audit of the tenant, and a new and updated process of identifying unpaid fines.

Underpayment of Employees and Unauthorized Fees Extracted by an MDAD Contractor

The OIG initiated an investigation predicated on a referral from the County's Office of Small Business Development. Four employees of a Miami-Dade Aviation Department (MDAD) contractor advised that their employer misclassified their positions to pay them lower wages, and that the company's supervisor required employees to pay a $100 weekly cash fee to remain employed.

The OIG investigation confirmed that the company misclassified the employees' positions and paid them at a lower rate than those contracted with MDAD. The investigation also found a scheme by the company's supervisor requiring cash payments from employees under threat of termination.
As a result of the OIG investigation, the company reimbursed the payroll underpayments to all affected employees in the amount of $14,011.90 and terminated the supervisor. In addition, the company reimbursed the affected employees for all unlawfully obtained funds by the fired supervisor in the amount of $7,300. The OIG brought the matter to the State Attorney's Office, however, due to evidentiary issues prosecution was not feasible.

Allegations of Double Billing by an MDAD Contractor

The OIG initiated an investigation into a Miami-Dade Aviation Department Building Security Systems and Maintenance contractor. The investigation focused on whether the contractor (contractor #1) performed work at MDAD both under its contract and as a subcontractor to another MDAD contractor (contractor #2). The concern was that contractor #1 was billing both MDAD and contractor #2 for the same projects.

The OIG conducted a review of all contracts between the parties and determined that the services they provided function independently. Both contractors have individual contracts with MDAD, and a separate sub-contractual relationship with each other that did not adversely affect MDAD.

To determine whether double billing occurred, the OIG conducted a thorough review of select contractor #1 and contractor #2 projects to determine if MDAD maintained a system of controls to ensure that: 1) the appropriate approvals were being obtained; 2) material and equipment installed were verified and

operational; and 3) vendors were compensated based on contract terms with no duplication of tasks or billing.

The OIG reviewed documentation which contained the MDAD required authorizations, audits, and final approvals for each project. Once the projects were completed, the parties verified that all the hardware and software was installed for each project. The verification documentation was reviewed by the OIG. Upon the completion of the projects, invoices were submitted to MDAD for payment.

Although the OIG reviewed a limited number of projects, the OIG found no evidence of double billing and it appears from MDAD's established internal controls, redundancies, and segregation of duties that contractor #1 was not double-billing MDAD for services. The projects performed by contractor #1 for contractor #2 were outside the scope of the contract with MDAD.

MDAD Permittee Alleged to have Misrepresented Information

The OIG received an anonymous complaint alleging the owner of a Miami-Dade Aviation Department permittee misrepresented the status of the company's permit with MDAD to obtain a permit with the U.S. Department of Agriculture (USDA). The company applied for a permit to conduct business within the cargo section of Miami International Airport (MIA) to conduct live animal transport services. It was also alleged that the company was subletting office space from an MDAD leaseholder, without authorization.

The OIG confirmed the company's permit with MDAD and that it had obtained a permit from the USDA. However, USDA was unable to locate the applications, therefore the representations regarding its permit with MDAD could not be substantiated. The allegation regarding the sublease was also unsubstantiated. The permittee has ceased operations and MDAD has cancelled its permit.

Property Conveyances by Former County Commissioner Questioned

The OIG initiated an investigation predicated on allegations of improper property conveyances by a former Board of County Commissioners (BCC) District Commissioner. The complainant alleged that the former Commissioner used her position to improperly give several County surplus real properties within the district to certain non-profit entities.

Florida Statutes and Implementing Order (IO) 8-4 give the BCC sole authority and broad discretion as to how and to whom it conveys surplus real property. Furthermore, the BCC has the flexibility to convey the property without competitive bids and the authority to waive any required advertisement period. The OIG's review of the property conveyances revealed that nothing was done improperly.

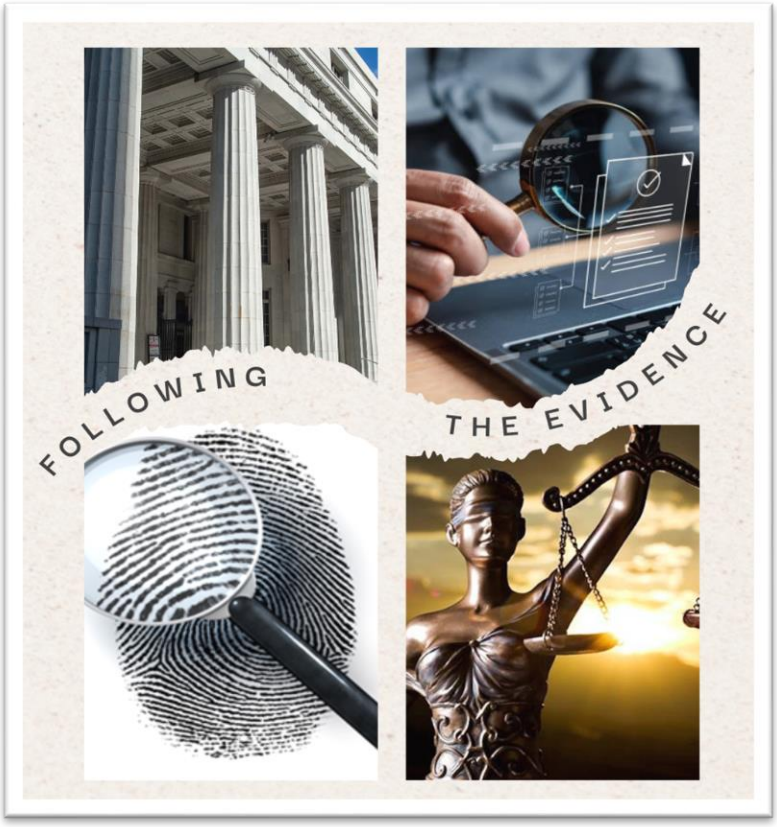
The allegation that the former Commissioner was improperly gifting County surplus properties to friends or business partners in violation of state laws and county policies was unfounded.

Shipping Weights of County Garbage Residue Questioned

The OIG initiated an investigation after being contacted by the Department of Solid Waste Management (DSWM) Director concerning a discrepancy in the hauling tonnage of "unders," a residue by-product resulting from the garbage processing system. The discrepancy had a costly financial impact, and DSWM was concerned it may have resulted from the deliberate actions of a party or parties involved in the hauling process.

DSWM requested the OIG review the process of loading and weighing unders at the County's Resource Recovery Facility (RRF), located in Doral, and transporting said unders to Waste Management's Okeechobee Landfill for disposal. The OIG's investigation into the weighing and shipping of unders from the RRF to the Okeechobee Landfill showed that manipulation of truck identification decals and other schemes by drivers, combined with lax weighing protocols, likely contributed to the weight discrepancies, thus resulting in overbilling. The investigation, however, did not reveal sufficient evidence to identify any party as criminally responsible for manipulating the shipping weights of unders.

The OIG found it significant that corrective measures implemented by the company managing the RRF and DSWM, at approximately the same time the investigation began, largely reduced the discrepancies. DSWM and the RRF management company were subsequently able to resolve the billing issues for the periods 2018-2019 and 2019-2020, resulting in the County being credited for the overbilled amounts. The facility has since ceased operations following a destructive fire.



VI. AUDIT UNIT



The OIG Audit Unit's primary objective is to support the mission of the OIG by conducting audits, inspections and evaluations to detect fraud, waste, and mismanagement. Audit engagements generally conclude with the issuance of a final audit report that provide the OIG's findings, observations, and recommendations involving the audited subject matter. The final report also includes the auditee's response to those findings and recommendations. When questioned costs, opportunities for savings, and other financial impacts are uncovered, OIG auditors will make targeted recommendations to mitigate identified risks and recover public monies as appropriate. Most importantly, the OIG Audit Unit follows up with the County entities responsible for implementing those recommendations to ensure that appropriate action is taken to address any noted deficiencies and adverse conditions.

Audits performed are derived mostly from complaints received by the OIG or initiated at the direction of the OIG Executive Team when, in the course of other oversight work performed by the OIG, an area of interest is discovered warranting an in-depth audit of the subject. The OIG's audit authority is embedded in Article 9, Section 11 of the Miami-Dade County Home Rule Charter, which empowers the OIG to conduct audits and reviews of County contracts, programs and projects. More specifically, Section 2-1076(d)(6) of the Code of Miami-Dade County enables the OIG to conduct audits of County contracts at random. The Audit Unit also assists other OIG units by providing financial, accounting, or analytical research as needed.

The Audit Unit conforms with the Association of Inspectors General (AIG) Principles and Standards for Offices of Inspector General (Green Book) and the Generally Accepted Government Auditing Standards (GAGAS aka Yellow Book). The AIG conducted its most recent Peer Review of our office in October 2022 to determine compliance with the Green Book and the Yellow Book. The peer review was passed satisfactorily, meeting all relevant qualitative standards for the period under review. Our next peer review is scheduled for Fall of 2025.

The Audit Unit is comprised of a team of experienced individuals with various auditing backgrounds. All members hold the AIG's Certified Inspector General Auditor designation. Additional designations held by Audit Unit members include that of Certified Public Accountant, Certified Fraud Examiner, Certified Internal Auditor, AIG's Certified Inspector/Evaluator, Certified Risk Management Assurance Auditor, Certified Government Auditing Professional, Certified Government Financial Manager, as well as Certified Financial Services Auditor.

Summaries of our reports issued in 2024 as well as some of our on-going audit activities are noted in the following pages.

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A. THE OIG'S ON-GOING REVIEW OF POOL CONTRACTS

One of the main objectives for establishing pool contracts is to make the process for buying regularly accessed items or services simpler and faster to procure. Pool contracts also provide more contracting opportunities to a larger number of firms, and based on the estimated value of the procurement, pools allow for sheltered contracting opportunities to certified small business enterprises (SBEs). Through a solicitation for qualifications, potential contractors, suppliers, and vendors, are screened to develop a pool of qualified firms who will then compete to render goods and/or services, on an as-needed basis. Since 2021, the OIG audited and reported on one of the largest pool contracts established by Miami-Dade County—the Miscellaneous Construction Contracts (MCC) Program. Departments are able to access the MCC's pools to award construction contracts up to $5 million without having to go before the Board of County Commissioners (Board).

The MCC Program 7040 and 7360 Plans

The OIG Audit Unit has initiated several audits involving the MCC Program. The MCC Program was historically administered as two separate renewable contracts to competitively bid smaller construction projects. In 2009, the Board, via passage of Ordinance No. 09-101, codified the contracts into a permanent program establishing a procurement vehicle to expedite construction contracting and to further enhance contracting opportunities for certified Small Business Enterprise (SBE) – construction firms. Projects valued up to $5 million may be procured through the MCC Program.

The MCC Program is comprised of the 7040 Plan and the 7360 Plan. The 7040 Plan is a 100% set-aside pool for SBE construction firms. The 7360 Plan is an open non-restricted pool for all construction firms, which may be used when funding sources prohibit procurement restrictions, such as a sheltered market, or when there are not sufficient firms available in the 7040 Plan. The Office of Small Business Development (SBD), a unit housed in the Mayor's Office, is responsible for promoting and administering the MCC Program. County Code Section 2-8.2.7.01 and Section 10-33.02, as well as Implementing Order 3-53, establish the guidelines and requirements for the overall MCC Program.

The MCC Program works as a pool contract where pre-qualified contractors—whether they are general contractors or trade-specific contractors—bid on construction projects. County departments accessing either the 7040 or 7360 plans solicit bids via Requests for Price Quotes (RPQs). The MCC Program is the primary contracting vehicle to award contracts for new construction, renovations, repairs, and maintenance projects with a maximum value of up to $5 million. The MCC Program consisted of both emergency and non-emergency projects; all projects are tracked using the County's Capital Improvement Information System (CIIS).

The Emergency Response Team (ERT) Pool is accessed on an emergency basis when there are unforeseen, unanticipated, or urgent construction service needs where the protection of life, health, safety, and welfare of the community or preservation of public property would not be possible using any of the County's standard contracting methods. Once an emergency request has been identified and approved, the department contacts and subsequently awards the project to an ERT Pool contractor in CIIS in accordance with SBD's Contractor Rotational Policy, which requires that departments accessing

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the pool to contact and award the emergency project to the next available contractor in the ERT rotation.

For non-emergency projects, both the 7040 and the 7360 plans provide for solicitations up to $5 million. The RPQ contains an estimated contract value, a work scope, project name and location, contractor requirements, plans, and specifications. The RPQ also includes a bid form and may request that the bidder submit other ancillary pricing and other necessary information. Prior to the issuance of the RPQ, SBD reviews the RPQ for compliance with County guidelines, Florida Statutes, SBE measures, and the required contractor licenses (trade category). Subsequent to SBD's review and approval, SBD creates a bidders list in CIIS. The bidders list, which is thereafter attached to the RPQ, is based on the contract requirements, contractor rotational position, and SBE goals, if applicable.

RPQs issued under the 7040 Plan are not publicly advertised and only SBE firms registered under the 7040 Plan are eligible to bid. The number of SBE contractors solicited for bids is based on the RPQ dollar value. The MCC 7360 Plan is usually accessed when federal funding is involved, when the funding source does not allow for a set-aside, or when a 100% SBE goal is not attainable. These RPQs are advertised publicly and are open to all contractors; however, to be awarded, the contractor has to be registered within the MCC Program.

During 2022, the OIG issued two audit reports that examined Miami-Dade Fire Rescue's and the Housing Department's use of the emergency pool under the MCC Program. This past year, the OIG issued a third report involving the Parks, Recreation, and Open Spaces Department's utilization of the MCC Program (see below). Additionally, the OIG initiated a fourth audit involving the Internal Service Department's utilization of the MCC Program. Fieldwork is currently in progress and an audit report will be issued in 2025.

Parks, Recreation, and Open Spaces (PROS) Department's Utilization of the County's MCC Program



The OIG issued a final audit report. The audit focused on PROS's compliance with the solicitation and award processes, its adherence to the ERT rotational policy, its compliance with the MCC Program's change order submission and approval process, and its compliance with the County's Prompt Payment Policy. The audit also evaluated SBD's monitoring for departmental compliance.

The audit resulted in two findings and one observation. Finding 1 addressed the absence of proper documentation in the PROS emergency project files that could have indicated compliance with the ERT rotational policy. While three of the five project files tested did contain a copy of the Capital Improvement Information System (CIIS) rotation list, the awarded contractors were not selected from the top of the list. For the remaining two projects, the CIIS rotation list was not evident. While the inclusion of the CIIS rotation list in the project files is not a requirement of Implementing Order (IO) 3-53, it is the most authoritative document that can demonstrate that the rotational policy was adhered to. The OIG recommended that PROS's procurement staff should consistently maintain proof that the ERT rotational policy was adhered to by contacting the contractors in the order listed on the CIIS rotation list. PROS agreed and responded that saving a copy of the rotation list in the files is a good practice. PROS also advised that it has and will adhere to the ERT rotational policy by contacting the contractors in the order listed on the CIIS rotation list.

Finding 2 addressed PROS's blanket contract procurements and awards. Blanket contracts are established for singular trade, repetitive scopes of work such as fence installation and repairs, court resurfacing, roof repairs, etc. They are typically awarded for $95,000 and jobs are tasked to the contractor via work orders. These contract awards are competitively awarded by having the contractors bid on line-item components that are then aggregated for bidding comparison among the responding contractors. In one of the five contracts reviewed, OIG auditors found irregularities in the bid evaluation.

One contractor's bid was incomplete in that no sub-totals were provided, and its grand total was approximately off by $50,000 ($84,606.00 vs. $24,044.53). PROS staff completed the mathematical calculations for the vendor to arrive at a bid amount of $24,044.53. Two months after the award date, 43 of the 54 line items were revised through negotiation and the grand total bid amount was revised to $23,606. PROS procurement staff explained that the awarded contractor's bid was considered complete since each line item had a unit price listed. As for the lower bid amount after the awarded date, procurement staff stated that the bid was unbalanced, thus staff negotiated for lower unit prices. The OIG believes that an incomplete and unbalanced bid should have been cause to reject the bid in the first place. The OIG recommended that PROS procurement staff comply with both the County's and Program's requirements that require bid forms to be complete and award contracts to the lowest priced, responsive and responsible bidder. Revising bid prices after contract award was not allowed. PROS advised that it will ensure its procurement staff comply with both the IO and RPQ requirements.

Observation 1 addressed PROS' noncompliance with the County's Prompt Payment Policy, which requires payment to SBE contractors be within 14 days of receipt of the invoice on amounts not in dispute for services procured from the 7040 Plan. Over half of the 7040 projects' invoices tested were paid between 15 days and 69 days. The OIG did not test invoice payments under the 7360 Plan, which is an unrestricted pool open to both SBE and non-SBE firms, where the 14-day prompt payment policy does not apply. (Payments to SBE-certified contractors for work procured under the 7360 Plan must be made within 30 days.) The OIG noted PROS's recent improvement in its payment processing, and we are encouraged that this trend will continue.

OIG Inquiry into the SW 87th Avenue Bridge Over Canal C-100 Project

Predicated upon a complaint received by the OIG from the Village of Palmetto Bay containing various allegations related to a controversial bridge project, the OIG conducted a preliminary inquiry and issued a report into the one allegation involving misuse of the MCC 7360 Plan. Specifically, the complaint alleged that project costs were underestimated to circumvent a formal procurement process—outside of the MCC Program—which would have required contract award by the Board of County Commissioners (Board). Given the OIG's on-going audit series into the MCC 7040/7360 Program, OIG auditors were uniquely positioned to expedite this review.

The review determined that when advertised, the project's Request for Price Quote (RPQ) contained a construction estimate of $3,076,803. An addendum revised quantities in the design plan, which reduced the project's estimated value from $3,076,083 to $2,901,819. A subsequent addendum revised design plans with an increase in the beam sizes, thus increasing the project's estimated value by approximately $37,000 to $2,938,492.

Six firms attended a non-mandatory pre-bid meeting; four bids were received. The lowest base bid was $4,499,077. The second bid was approximately $367,000 higher. The other two bids were over the $5 million maximum allowance. The lowest bid, with the inclusion of the 10% contingency allowance and seven dedicated allowance accounts totaled $4,992,393.81—just under the $5 million maximum. Significant delays, attributed to a lawsuit filed by the Village of Palmetto Bay and permit review by the US Army Corps of Engineers (USACE), of almost two years increased the contractor's prices. Early in the delay, the low bidder was asked by the Department of Transportation and Public Works (DTPW) to extend its bid pricing, which it did. Eighteen months into the delay, given the uncertain timetable for USACE permit approval, the low bidder suggested that price escalation impacts be reviewed only after the permit was approved.

In the subsequent months, the USACE permit was approved, and the low bidder sent a detailed escalation price impact analysis for DTPW's review. Negotiations between DTPW and the low bidder regarding the escalation impact ensued. Around the same time, DTPW in conjunction with the Office of Small Business Development processed the RPQ for award. A final negotiated price escalation of $550,000 was agreed to by the parties. Because this change order will increase the total contract value in excess of $5 million, this change order must be approved by the Board.

The OIG's review concluded that the procurement process for the SW 87 Avenue Bridge Over Canal C-100 Project was consistent with the procedures contained in and the authority provided by AO 3-39 and IO 3-53. In accordance with these policies, DTPW is in the process of seeking the Board's approval for the change order. The OIG continues to monitor to ensure that this change order is promptly processed.

Posted on September 8, 2026

The Equitable Distribution Program

The OIG has initiated several audits on departmental procurement of architectural and engineering (A/E) design services under the County's Equitable Distribution Program (EDP). Miami-Dade County created the EDP to expedite the procurement of A/E services for lower dollar threshold consulting engagements.

The program is structured to equitably distribute projects in all County technical certifications to the program participants through a centralized rotational system. Each firm's position in the technical certification pools is based on their prior contracting opportunities with the County. For the period under review, the EDP may be accessed to obtain A/E services for construction projects with an estimated cost up to $4 million and for studies up to $500,000. Recently, effective July 1, 2024, the construction estimate threshold increased to $7.5 million, while the maximum contract award amount for studies remained at $500,000.

This past year, the OIG initiated audits into four County departments and their utilization of the EDP. These audits will focus on each department's overall compliance with established EDP guidelines, including but not limited to department special requests, emergency awards, and change orders to extend EDP services. Fieldwork is currently in progress for these four departments. Additional departments will be selected for testing in 2025.

B. OTHER AUDITS, INSPECTIONS & REVIEWS

Audit of the Guardianship Program of Dade County's Processes and Procedures used for the Sale of Ward's Real Property

In July 2024, the OIG released an audit report of all property sales conducted by the Guardianship Program of Dade County (GPDC) for a 5 ½ - year period (October 1, 2017, through March 31, 2023). The genesis of the audit was a series of media reports concerning the GPDC and its sale of the real estate assets of its wards. These media reports raised alarms given the vulnerable population served by GPDC. Since the 1990s, GPDC has been designated a public guardian for individuals residing in Miami-Dade County that are unable to care for themselves having been declared incapacitated by a court of law (i.e., wards of the state). Without a family member or other professional guardian to take care of them, GPDC is the guardian of last resort for our most vulnerable citizens. A small percentage of wards owned real property assets, which may be sold for the benefit of the ward.

Upon circulation of the media reports, the County's District 5 Commissioner, noting the County's $2.7 million annual funding to GPDC, requested the Inspector General review GPDC's practices and procedures relating to the sale of real property. This request was promptly followed by a formal request from the County Mayor to also launch a review into how GPDC sells the real estate assets of its wards.

OIG auditors evaluated the process used by the GPDC to manage its wards' real property assets, including steps to secure real property and determinations on whether a sale of the property is needed.

While the Florida Administrative Code (FAC), governing legal guardians, imposes factors that should be

taken into consideration in determining whether property should be sold, once a decision has been made to sell the real property, neither Florida Statutes nor FAC Rules impose standards that must be followed in how that property is to be offered for sale. For this, the OIG assessed these transactions against the procedures described in GPDC's own internal procedures and guidelines. The objectives of the audit assessed whether:

1. GPDC's procedures for the solicitation and engagement of real estate sales agents, brokers, appraisers, and potential buyers conform to guardianship best practices and any other legal requirements for guardians receiving public funding.

2. The process used by GPDC to manage its wards' real properties, including the appraisal, advertisement, and sale of said properties, is conducted in a manner that befits its role as the court-appointed fiduciary over the incapacitated person and that its management and disposal of its ward's real properties are in accordance with Florida Statute requirements and FAC Rules.

3. The disposal of wards' real properties is conducted in a manner that precludes a conflict of interest with third parties participating in the sales process of the real property.

The report contained a total of four audit findings and 15 recommendations. Underlying these audit findings, the OIG observed a lack of management oversight, as a key supervisory position responsible for supervising the intake and property function, including the direct supervision of the three property coordinators, had been vacant for almost four years.

The first finding addresses the methodology used by GPDC to engage and rotate both appraisers and real estate agents when needed for the sale of real property. GPDC policy mandates appraisers and real estate agents should be rotated from a pre-approved list. That list, provided to the OIG by GPDC at the onset of the audit, consisted of 10 appraisers and 15 real estate agents. Audit fieldwork shows that 84.5% of all property appraisals were performed by three appraisers and 54% of the properties were sold by three real estate agents. Five real estate agents were never engaged to sell any properties, and five real estate agents not on the list were engaged to sell properties.

A second finding addresses the sale of ward property to investors. GPDC policy allows for direct sales, not utilizing the services of a real estate listing agent. These direct sales are permitted under extenuating circumstances, such as insufficient equity to pay a sales commission, hazardous conditions, presence of unauthorized occupants, etc. For the period under review, a total of eight such properties were sold to investors. GPDC maintains a list of 54 named individuals or businesses that comprise a pool of potential buyers for properties. Documentation related to the sale of these eight properties is silent as to how many investors were contacted and how the offers were received and evaluated by GPDC. While the process was verbally explained to the OIG, documentation in GPDC files did not support the stated process.

The third finding discusses the use of real estate agents to sell wards' homes and the agent's listing of properties on the Multiple Listing Service (MLS). Placing a property on the MLS augments the visibility of the property listing. Forty-eight (48) properties were sold using the services of a licensed real estate agent; however, 18 of these properties were not placed on the MLS despite the *Exclusive Right of Sale Listing Agreement* (listing agreement) requiring it. These 18 property sales generated $216,078 in real estate commissions that were paid to the real estate agents.

The last finding discusses conflicts that are prohibited by statute, administrative code, and/or GPDC's policies and procedures. Actual conflicts concern two GPDC property coordinators. A property coordinator's wife owns and currently lives in a ward's property and a second property coordinator's friend and business partner bought a ward's home. Both property coordinators have since resigned from GPDC. Another conflict involved an organizational conflict by a GPDC Board Member who served as a title/escrow agent for four property sales, thereby representing both sides of the transaction. Last, we found vendor conflicts including a real estate agent who acquired an interest in a ward's home, and a vendor who is married to a GPDC employee.

During the course of conducting this audit, OIG auditors were stationed at the GPDC's office and not only interacted with staff members but also observed the day-to-day operations of the program. Though case management and the care of wards were not part of this audit, the OIG auditors noticed a dedicated staff who work hard to ensure the wards are well taken care of, are visited by case managers, and receive benefits they are entitled to.

The OIG's recommendations were primarily directed to the County's Office of Management and Budget (OMB)—the county department that manages the grant funding to GPDC. OMB implemented our recommendations to update the GPDC's funding agreement. The new funding agreement requires the GPDC to implement the report's recommendations and for OMB to monitor the GPDC's use of the funds provided by Miami-Dade County.

Review of Construction Engineering Inspection (CEI) Services Utilized by the Department of Transportation and Public Works (DTPW)

In January 2024, the OIG issued an inspection report regarding our review of the potential impact of a proposed resolution mandating lump sum or cost-plus fixed-fee contracts for CEI services. CEI includes project administration, project monitoring, and the inspection of construction work to ensure it is completed in accordance with plans and specifications.

The review focused on DTPW's contracting practices for services. The OIG found that DTPW uses both in-house and external engineering firms to perform CEI work. The review showed that the *Time and Material* method for contracting CEI services provides transparency and control, whereas utilizing the lump sum contracts could potentially lead to reduced services. The OIG concluded that the proposed resolution would limit flexibility in project management and could negatively impact project administration.

While a lump sum contract might have perceived benefits, the OIG's review did not substantiate that it would lead to faster project completion. The proposed resolution has been deferred indefinitely.

VII. CONTRACT OVERSIGHT

The Contract Oversight Unit (COU) tracks stages of procurement, from pre-bid meetings to contract award, and conducts periodic oversight of certain active contracts to ensure all terms of the agreement are being met. OIG Contract Oversight Specialists will advise County administrators or issue memoranda documenting any observations and recommendations of improper, unsuitable, or non-compliant procurement practices or contract activities. Contract oversight observations can aid in identifying savings or cost avoidance; however, the primary purpose of the COU is to promote integrity, transparency, and accountability in the County's procurement processes and contracting activities.

The duties and responsibilities of the contract oversight function are codified in Section 2-1076 of the Code of Miami-Dade County. Oversight includes reviewing the advertised solicitations and all addenda issued; observation of the evaluation, selection, and negotiation meetings; monitoring of related communications; and tracking the due diligence assessments of participating vendors. The OIG works to ensure that vendors, contractors, and firms interested in doing business with Miami-Dade County compete on a level playing field.

The COU is comprised of a supervisor and three specialists and overseen by the Deputy Inspector General. Contract Oversight Specialists have diverse professional backgrounds including budget and finance, policy and public administration, construction project management, and architecture. All members of the COU have attained the designation of Certified Inspector General Inspector/Evaluator (CIGE) from the Association of Inspectors General.

Input from the COU's contract oversight specialists, whether verbal or in writing, may occur at any step in the process. Contract oversight specialists, exempt from Cone of Silence's restrictions that limit communications once a solicitation has been advertised, are uniquely positioned to consider input from the participating vendors during the bid process. Vendors may contact the OIG to complain about bid specifications or qualifications, process irregularities, or to question selection criterion that appear to provide an unfair advantage to a competitor.

To protect the public's interest throughout the term of a contract, the COU may monitor contract implementation and contractor performance to ensure compliance with the contract's terms and conditions, validate expenditures, and verify that contracted deliverables have been received. For construction contracts, the COU may monitor adherence to specifications, threshold inspections, construction progress, schedule delays, expenses from the contingency allowance account, and change orders. The COU has earned a reputation of providing objective, valuable information that serves to enhance the integrity of the procurement process and contract management.

A. PROVIDING OVERSIGHT VALUE TO OUR MOU DEPARTMENTS & MONITORING CAPITAL IMPROVEMENT PROGRAMS

Miami-Dade County's Aviation Department (MDAD), Water and Sewer Department (WASD), Department of Transportation and Public Works (DTPW), and the Department of Solid Waste Management (DSWM) have entered into Memorandums of Understanding (MOUs) with the OIG. The following pages highlight some contract oversight activities performed during 2024 relating to these four departments.

1. Miami-Dade Aviation Department (MDAD)

In 2000, the Aviation Department became the OIG's first MOU client department. The MOU was predicated on the passage of Board Resolution R-1203-99 that directed the Administration "to provide the necessary resources to the OIG to conduct a thorough investigation and review of existing contracts at [Miami International Airport (MIA)]." The OIG has maintained a fully staffed satellite office at MIA since 2000.



MIA Central Terminal Redevelopment – Phases 1 & 2

In May 2024, the OIG received two complaints regarding the procurement process to retain architectural and engineering (A/E) services for the Phase 1 redevelopment of the Central Terminal (RFP A23AV02) at Miami International Airport. The scope of work involves infrastructure modernization, improving accessibility, and enhancing security measures. This was a highly competitive procurement of a Professional Services Agreement valued over $39 million. The complaint's allegations were: 1) the possible inconsistency in a Competitive Selection Committee (CSC) member's rating of proposals, and 2) that the top-ranked proposer may have misrepresented its principal's professional experience to misguide the CSC.

So as not to adversely delay the procurement process for this critical project, the OIG placed a priority on conducting our inquiries into these complaints. For the first complaint, the OIG conducted interviews, reviewed scoresheets, and the audio recording for the one CSC Tier 1 evaluation meeting. The OIG determined that despite candid remarks made by a CSC member, his scores and the overall the CSC evaluation process was consistent with the procedures contained in the project solicitation, as well as the authority provided by Implementing Order (IO) 3-34 and IO 3-39. The OIG did not find any grounds to recommend that the decision of the CSC be revisited.

For the second complaint, the OIG reviewed the background and experience information provided in the subject proposer's response to the procurement solicitation. The OIG conducted interviews and performed independent open-source research on the subject of the complaint and past projects worked on by her. We also obtained MDAD archived project documents from decades ago regarding MIA's original South Terminal Expansion Project as that project was cited as qualifying professional experience. The OIG concluded that neither false nor misleading information was provided in the proposal. The results of the OIG's inquiries into these two complaints were provided to all parties identified in the complaints and to the MDAD Director and Director of the Strategic Procurement Department. The OIG completed its inquiry into these two complaints in a timely manner so as not to delay the procurement process. On October 16, 2024, the BCC adopted Resolution R-924-24 to approve the award of this contract to the top ranked proposer.

When the companion project for MIA Central Terminal Redevelopment – Phase 2 (RFP A24AV02) was advertised the OIG determined it would be prudent to monitor this procurement. Currently, the Phase 2 procurement remains under the Cone of Silence. During 2025, the OIG plans to continue its oversight of this procurement, and ensure that the process remains fair, open, and transparent.

Baggage Handling System Operations & Maintenance Agreement

Following the award of this contract to John Bean Technologies (JBT), the OIG held meetings with MDAD staff and representatives of JBT to ensure compliance with the minimum staffing requirements contained in the agreement. MDAD had properly imposed penalties (reduced payments) in accordance with contract's terms and conditions for staffing shortages. JBT objected to the reduced payments, as it asserted the key performance indicators had been met. The OIG reminded the contractor of its obligation to provide narrative staffing reports in addition to the payroll reports submitted to the County's Office of Small Business Development. The narrative reports are required to assist MDAD with determining contract compliance with minimum staffing levels, whereas the payroll reports are used to determine compliance with the County's wages and benefits requirements. The parties have reached an understanding of the contract terms and the most recent invoices from the contractor have been approved without penalties. The OIG is satisfied with the implementation of this agreement and has closed this case.

Vertically Integrated Cargo Community (VICC)

On July 16, 2024, the Board of County Commissioners approved a recommended Development Lease Agreement with Miami Gateway Partners, LLC (Gateway) for the development of a vertically integrated cargo facility consisting of a four-level structure with no less than 600,000 square feet of cargo operations space. The fully automated facility is to be vertically integrated to achieve a minimum cargo throughput of at least 2.5 U.S. annual tons per square feet of cargo operations area.

The OIG has been monitoring negotiations for this project for several years. The concept was originally introduced by a joint venture involving AIRIS USA LLC (AIRIS) and CCR USA Airport Management, Inc. (CCR) as an "unsolicited proposal" that would be built with an investment of over $1 billion of private funds, at no cost to the County. The OIG issued a memorandum on January 14, 2022, noting that the County Administration had failed to adhere to the policies and timelines established in the Code of Miami-Dade County for consideration of unsolicited proposals. As a result, Administrative Order 3-65 that governs these procedures was amended on March 29, 2022. Five months after the Board authorized negotiations, CCR (the financial partner) withdrew from the process. MDAD continued to negotiate with AIRIS for two years until a financial partner was identified.

Amidst concerns about the identities of the parties behind the Special Purpose Entity that would be entering into the Development Lease Agreement, the OIG made a formal request pursuant to Section 2-1076(d)(2) of the County Code for that information. Thirty days before the Board approved the Agreement, AIRIS identified the Vantage Airport Group US as the partner prepared to invest a minimum of $400 million to bring the project to fruition.

The project is now in the 18-month Due Diligence phase. The OIG is continuing to monitor the progress Gateway is making to ensure the lease of 11.19 acres of valuable cargo space at MIA yields the increase in cargo capacity to satisfy the key performance metrics pledged in the Development Lease Agreement.

Posted on September 8, 2026

Passenger Lounge at MIA

Upon receipt of a complaint from Avianca Holdings, LLC, (received on November 1, 2021) the OIG began a review of the process used by MDAD for selecting and leasing airline passenger lounges at MIA. The Code of Miami-Dade County grants the administration authority to negotiate such leases. The complaint raised concerns about the integrity and fairness of MDAD's process and alleged that MDAD was imposing burdensome and unfair requirements – namely that Avianca must reach an agreement with Priority Pass to admit their members into the lounge.

Though Avianca has a significantly greater number of gates and scheduled flights in Concourse J, TAP (Transportes Aereos Portugueses), Air Portugal, was preferred by the MDAD business development office based on its willingness to grant lounge access to Priority Pass members, a popular membership program among air travel passengers. The initial objective of this oversight assignment was to ensure that sound business principles and practices were utilized to develop a lease agreement that maximizes both the benefits to the traveling public at MIA and the revenues of MDAD. The OIG, over the course of two years, actively monitored communications among the parties. The OIG's interest in this matter was partially due to the County's commitment to "provide additional passenger facilities and services to accommodate the enhanced traffic and expected increased use of the Airport by members of the general public" during the 2026 World Cup (R-187-18).

Eventually, an agreement was reached with Avianca and TAP as co-lessees (held jointly and severally liable) for the subject lounge space. The OIG is satisfied the lounge will be available to meet the needs of the 2026 World Cup passenger traffic.

2. Water And Sewer Department (WASD)



WASD became the OIG's second strategic partner when, in March 2000, WASD provided the OIG with office space for a permanent on-site oversight presence at its administrative headquarters building. An MOU with the department was executed in January 2001.

Since our creation, the OIG has always been involved in providing oversight and inspectional services for WASD's capital improvement programs (CIPs), including the original pump station improvement program in 1999; the High Yield Disinfection Program in the mid-2000s; and the current capital program highlighted by the federal Consent Decree filed in 2013, the successor pump station improvement program, and the State of Florida's Ocean Outfall Legislation.

Throughout 2024, the OIG continued its oversight presence at WASD. The OIG has one contract oversight specialist designated as its primary representative in matters relating to WASD's CIP, as well as other construction, goods, and services contracts. The OIG has also dedicated investigative resources for WASD issues as needed. OIG staff have participated in meetings with the WASD CIP leadership team, procurement staff, operations personnel, and external program managers to stay abreast of the multiple and shared goals of the different divisions of the department. The following summaries highlight some of our more notable oversight activities.

WASD's Multi-Year Capital Improvement Program (CIP)

Of the 81 capital projects identified in the $1.9 billion EPA/FDEP Consent Decree Program, one more project was completed during 2024 resulting in a total of 62 completed projects. The completed project will eventually be integrated and maintained within the WASD Asset Management System. The OIG's contract oversight specialist is continuing to track the progress of the remaining 19 Consent Decree projects.

Similarly, the OIG continues to oversee the $2.1 billion Ocean Outfall Legislation (OOL) Program with its 13 capital projects located at the North District and Central District wastewater treatment plants. The OOL Program now has 4 completed projects with 3 more under construction, and 6 in design/permitting. Almost half of the funding for the OOL Program is being provided by the federal government through low-interest loans.

WASD has prioritized expanding the capacity of the South District wastewater treatment plant to address the future projected needs of the community. As such, there are 8 critical infrastructure projects planned to increase the permitted capacity as well as the peak flow capacity of the plant. Currently, 2 of the 8 projects are completed and the remaining 6 projects are under construction.

Furthermore, in 2024, WASD continued to implement the septic to sewer conversion program. Two general obligation bond-funded projects were advertised for construction and the sanitary sewer system was expanded to allow approximately 400 properties to connect to the system.

In addition to the above capital programs, OIG contract oversight specialist monitored various procurements throughout the year, including multiple architectural/engineering professional service agreements for County-wide water and wastewater infrastructure upgrades.

To encourage competition and reduce costs for the County, WASD invited interested parties to its biannual industry forums, which provide information on upcoming design and construction projects that would soon be available for bid. The OIG maintained visibility during these forums to reinforce our monitoring and oversight of WASD operations.

Proposed New South Dade Maintenance Facility

In January 2022, WASD advised the OIG of its intention to restart a design project for a new South Dade Maintenance Facility on a county-owned site located at 190 block of SE 108 Avenue. OIG research determined that $1.6 million had already been expended on prior architectural consultant fees, but the resulting construction drawings did not meet code requirements and were never approved by County zoning or permitting authorities.

In July 2022, a new procurement for the project was issued seeking a qualified architectural/engineering (A/E) consultant for the facility project. As part of the OIG's oversight activities, contract oversight specialists monitored the evaluation and selection process, which included conducting research on the project, reviewing the design criteria and technical specifications, and attending the competitive selection committee meetings and resulting negotiations.

By the start of 2024, an award recommendation to the top-ranked proposer was on track for ratification by the BCC. However, due to new information regarding the disposition of the existing site for the project, WASD advised that the item was placed on hold. Almost a year earlier, SG Cutler Bay, LLC had expressed interest in purchasing the subject property to build a Costco Wholesale store, which would supply jobs to the area. By the spring of 2024, the offer from the developer had become more favorable and the Board of County Commissioners (BCC) directed the Administration to negotiate with the developer. It was agreed that the County-owned land would be conveyed to the developer for the development, construction and maintenance of a Costco Warehouse of no less than 151,000 square feet.

As a result, on May 7,2024, with an estimated value and purchase price of $7,177,225, the conveyance of the land to SG Cutler Bay LLC for a Costco facility was approved by the BCC via Resolution R-413-24.

WASD continues to evaluate alternative locations for a new maintenance facility.

Countywide Turnkey Advanced Metering Infrastructure Solution

In May 2023, the OIG began monitoring RFP EVN*0380 for the Turnkey Advanced Metering Infrastructure (AMI) Solution project. This procurement, which was advertised in the same month, sought a proposer to convert WASD's existing water meter reading process to a state-of-the-art solution that would leverage smart devices to improve the County's water operations. The AMI Solution would improve customer experience and efficiency, reduce recurring operating costs, and enhance revenue opportunities while hardening revenue security by transitioning to a monthly billing cycle. The procurement for the system is technically complex due to the geographic size of the County and number of customers in the service area. It is estimated to require replacement of 499,000 water meters at a cost of $250+ million over 6 years.

In September 2023, three proposals were received in response to the RFP, but ultimately, two of the proposals contained exceptions, which were determined non-responsive by the County Attorney's Office (CAO). The CAO also determined that the third proposal was non-compliant. Additionally, a fourth proposal was received after the County deadline and was not accepted.

To cure these exceptions and to allow broader participation and increased competition on this procurement, the County—through a Board-approved resolution—authorized the rejection of all proposals and allowed the procurement process to proceed with an extended evaluation of the four proposals originally received. The Competitive Selection Committee (CSC) evaluated the four proposals, in accordance with criteria published in the RFP, with any exceptions taken by the proposers weighed by the CSC members.

Currently this procurement continues in the negotiation phase with the highest-ranked proposer and remains under the Cone of Silence. The OIG will continue monitoring the procurement to ensure that the process is not only fair and transparent, but that the final award is in the best interest of WASD and the users of the system. The final negotiated agreement will be presented to the Board as a designated purchase (i.e., bid waiver) for final award.

3. Department of Transportation and Public Works (DTPW)

The OIG's MOU originated in January 2006 with the former Miami-Dade Transit Agency. Through its various iterations, the present amended MOU provides the OIG with reimbursement for audit and oversight activities related to work on the Transit Enterprise Fund—an enterprise fund of Miami-Dade County. For other OIG investigations, audits, and oversight activities involving contracts not funded in whole or in part through the Transit Enterprise Fund and which do not carry the quarter of one percent IG Contract Fee, the OIG and DTPW will confer to determine whether reimbursement is available through other sources of revenue.

Advanced Traffic Management System (ATMS)

The OIG has been providing oversight on the Advanced Traffic Management System (ATMS) project since its inception. The ATMS project involves upgrading traffic controllers and installing new video detection systems at the County's 2,900 intersections. Project implementation by the awarded contractor, Yunex Traffic (formerly Siemens Mobility, Inc), has been plagued with construction delays and integration issues.

On March 19, 2024, the BCC, via Resolution R-223-24, directed the administration to terminate the contract with Yunex and to negotiate a completion contract with Horsepower Electric, Inc. As a result of these decisions, the OIG continued to monitor the project but shifted its focus from project implementation to contract negotiations with Horsepower. OIG contract oversight specialists attended numerous in-person negotiation meetings, reviewed pricing proposals, and proposed contract language.

On October 16, 2024, the BCC adopted Resolution R-333-24 that awarded a $199,919,376.66 contract to Horsepower Electric, Inc. for a term of ten years to implement the ATMS.

Posted on September 8, 2026

South Dade Bus Rapid Transit Corridor



OIG contract oversight specialists continue to monitor the construction of the Bus Rapid Transit (BRT) stations strategically located along the 20-mile South-Dade TransitWay. Currently, 13 of 14 stations have been completed. Contract oversight monitoring includes attendance at monthly progress meeting and site visits along the TransitWay.

Due to delays in acquisition and installation of fare collection equipment at the new bus stations, the new service should be implemented later this year (mid-2025 projection).

Both the 60' battery electric buses and the station center platforms are designed for level boarding and the fares are to be collected as patrons enter the BRT stations. The OIG will continue monitoring this project through completion.

40' Battery-Electric Buses



Since issuing our first report on compressed natural gas (CNG) buses in 2019, the OIG has continued to monitor the diversification of the County's bus fleet, including its acquisition of battery-electric buses.

In 2019, the Board awarded Contract No. RFP-00546 for Battery-Electric Buses and Charging Systems to Proterra, Inc. (Proterra). The contract authorized the purchase of 33 battery-electric buses (with chargers and training) up to a maximum of 75 buses, charging systems, and spare parts in the amount of $72,176,322. The contract's capacity for an additional 42 buses would allow other transit agencies to "piggy-back" on the contract and/or enable DTPW to purchase additional buses. To accommodate this option, the contract allowed for inflationary price adjustments based on when the future orders were placed. DTPW elected to order all 75 buses/chargers, albeit, at different times. The OIG's review found that after expending the entire allocation, including a contract modification (increase) of $1.7 million, DTPW was only able to receive and pay for 69 buses, 75 chargers, and three charging systems. Over $900,000 allocated for spare parts were never ordered. There were six buses (valued at approximately $5.3 million) that were ordered but not accepted due to lack of funds available funds. Due to the potential for a change order to pay for the remaining six buses, the OIG determined that an in-depth review of the purchase history was warranted. Significantly, we determined that DTPW overpaid Producer Price Index (PPI) adjustments by $5.15 million using base and future dates not authorized by the contract's pricing terms.

We identified several issues contributing to the $5.15 million overpayment. First, a significant delay in the initial bus order was not properly documented, impacting the calculation of PPI adjustments. Second, DTPW sought and received a contract modification to cover cost shortfalls, but the actual payments to Proterra exceeded the approved amount. Third, DTPW finalized a purchase order revision shortly before Proterra's

earnings report, raising concerns about undue vendor influence on procurement decisions. At the conclusion of our review entitled "Contract No. RFP-00456 for Battery-Electric Buses and Charging Systems; Ref: IG23-0007-O", we issued three recommendations. The first was for the Administration to seek and obtain Board approval for a confirmation purchase for payments that exceeded the authorized amount and to secure a release of future claims. The second was to seek a waiver for the remaining six buses ordered but not accepted. Finally, the OIG recommended that SPD establish dedicated allowance accounts for inflationary adjustments.

Recommendations 1 and 2 were accepted as part of Board Resolution No. R-346-24, which ratified a one-time economic price adjustment of $5,150,046.66. As to the third recommendation, the Administration stated that it will collaborate with the County Attorney's Office and the OIG to develop and implement solutions for better contract management and financial oversight. The Strategic Procurement Department issued new guidelines and standardized contract language in future solicitations to address extraordinary or unforeseen inflationary increases.

60' Battery-Electric Buses

On January 7, 2023, the Board of County Commissioners (BCC) approved a negotiated agreement with New Flyer in the amount of $175,594,365 for the manufacturing and delivery of 100, heavy duty, 60-foot electric buses, 50-depot based chargers, and two on-route charging systems, as well as spare parts, training, and tools. These new buses are to be designed for level boarding at the elevated platforms along the South-Dade TransitWay. The agreement provided for the delivery of 2 buses per week between July of 2024 and July of 2025.

When RFP-01966 was issued, it did not include the mast-arm pantographs for overhead charging or other connectivity infrastructure to deliver power to the buses. The County planned to solicit for these elements in a later bid for the construction of the operations center. The County later determined that New Flyer could also be a source for this vital infrastructure and found operational efficiencies associated with expedited delivery and warranty administration.

Noting that this would be a significant change order to the contract, the OIG met with senior DTPW officials to confirm these conclusions prior to the submission of the item to the BCC for approval. To validate the market research and determine that New Flyer's proposed price was reasonable, the firms competing for the construction of the operations center were asked to submit prices for the equipment, allowing the County to confirm the pricing offered by New Flyer was indeed competitive. The OIG confirmed the prices submitted in the construction package for the South Dade Transit Operations Center exceeded the preliminary offer from New Flyer. A Supplemental Agreement for this equipment was negotiated and presented to the BCC. On December 12, 2023, a "Request of Additional Expenditure Authority" in the amount of $15,938,574 to acquire the equipment was approved.

The OIG has been advised that as of this writing, sixteen 60' electric buses have been delivered. Of these, twelve have been accepted.

4. Department of Solid Waste Management (DSWM)

The fiscal challenges confronting the Department of Solid Waste Management require constant vigilance. The OIG began the year by meeting with the Director and senior department staff regarding an unsolicited proposal to create a municipal transfer station and connected rail. The municipality was willing to lease land in exchange for reduced disposal fees, potentially weakening the fiscal strength of the department. The OIG registered its concerns about the potential fiscal impact to the department if it were to be approved. The request for the County to authorize the arrangement was never submitted to the BCC for consideration.

For the past two years, since the Superbowl Sunday fire that shut down operations at the Resource Recovery Facility (RRF) in Doral on February 12, 2023, the OIG has been monitoring the efforts to offset the loss of this critical waste disposal operation. Historically, the RRF processed approximately one million tons annually through the waste to energy (WTE) plant. Despite the loss of this significant disposal capacity, existing contractual agreements for landfill disposal were able to scale up and process the entire waste stream without any disruption in service. During the past year one of the disposal firms began transporting waste by rail to a major landfill in Okeechobee County. On September 4, 2024, the BCC approved a new agreement for waste disposal to ensure financial stability through the year 2055 (2035, plus two 10-year options-to-renew).

Changes in leadership at DSWM and political headwinds have stymied efforts to settle on a plan to rebuild the former RRF or build a new WTE plant on a different site. The bond engineering consultant and the consulting firm serving as the design criteria professional and owner's representative for a new WTE plant have generated various reports and recommendations, yet no decision has been made. While the waste collection fee was increased to $697 per household in the FY 24-25 budget, concerns are being raised that this increased fee may not be enough to cover operating costs. The OIG will continue to monitor this situation.



B. CRIMINAL JUSTICE & THE COURTS

The County's financial obligations and responsibilities for maintaining safety, security, and justice within our community extends beyond funding and operating the County Police Department, Fire Rescue, Code Enforcement, environmental and resilience efforts. Pursuant to the Constitution of the State of Florida, and as stated in Section 29.008, Florida Statutes, the County is also responsible for funding many of the services required to maintain our justice system.

MDCR Replacement Jail – Site 1 Training & Treatment Center

In 2021, the OIG began monitoring a new design-build project for the Miami-Dade Corrections and Rehabilitation Department (MDCR)—the procurement of Design-Build Services for the Master Plan Replacement Jail at the Turner Guilford Knight Correctional Center. The project includes demolition of the existing Training & Treatment Facility and the design/construction of a new Central Intake, Release, and Administration Building.

By the start of 2024, County negotiations were mostly completed with OHLA Building, Inc, the top-ranked proposer. However, since the construction industry had experienced significant supply chain-induced inflation to material and labor costs, it became necessary for the County to agree to a one-time economic adjustment increase to the construction bid price. This was based on the Producer Price Index (PPI). This price adjustment was not specified in the original solicitation and required a bid waiver to award the contract. During the same time, OIG expressed concerns to MDCR regarding the expanded use of the project's design criteria professional (DCP) on the Jail Site 1 project and a second jail site project. The OIG pointed out that the DCP's professional services agreement had effectively expired and an amendment to infuse millions of dollars and expand the work scope would not be compliant. Ultimately, the DCP's Jail Site 1 role was finalized in 2024 when MDCR agreed to have the DCP provide the project's design administration through a separate contract award and competitively advertise the remaining construction administration portion.

On June 18, 2024, the Board adopted Resolution R-540-24 rejecting all proposals received in response to the solicitation and awarded a contract to OHLA by means of a competitive bid waiver in an amount not to exceed $228,733,431.13. Subsequently, in December 2024 MDCR issued a Notice to Proceed to OHLA commencing on December 16, 2024.

The oversight of this complex procurement ensured that the selection and negotiation process was fair, open, and transparent, and that the final product remained in compliance with the project's Design Criteria Package as well as the Department of Justice's Consent Decree.

New Civil and Probate Courthouse

The OIG has been actively monitoring the new Civil and Probate Courthouse project in downtown Miami since its inception through procurement, design and construction. Contract oversight specialists have participated in numerous meetings with County project managers, designers, construction teams, attorneys, and agencies with jurisdiction over the project. The active engagement in this extensive process has allowed the OIG an opportunity to effectively provide suggestions and support to the County in this new endeavor, which is scheduled to be occupied in the coming year. Monitoring will continue through project completion.

Miami Center for Mental Health and Recovery

In 2021, the Administration requested the assistance of the Office of the Inspector General to review and monitor the progress of the mental health diversion facility located at 2200 NW 7th Avenue, Miami.

At inception, this project was undertaken by the County to *"free up jail space and provide an effective cost-efficient alternative facility to house the mentally ill as they await a trial date."* In 2017, during renovations, the County entered into a sub-lease agreement with South Florida Behavioral Health Network (SFBHN) to take over the project, complete renovations and operate the facility. The remaining unspent Building Better Communities General Obligation Bond (BBC-GOB) allocation of approximately $31.35 million, supplemented with an additional $8 million from the Public Health Trust was also transferred. In March 2021, SFBHN provided "Notice of Termination for Convenience." The County would now have to complete renovations and propose an alternative for its operations.

After reviewing and becoming familiar with all the factors affecting the successful implementation of this project, the OIG focused on the fiscal aspects of completing the renovations and more importantly, the future operations of this new facility and service since viable and sustainable sources of operational funds have not been identified. OIG's contract oversight specialist monitored and participated in many stakeholder meetings to discuss the various options and alternatives for sustainable long-term viability of the Miami Center for Mental Health and Recovery.



C. OVERSIGHT ACTIVITIES IN OTHER AREAS

The Seaport Department

New cruise terminals and renovations to existing buildings taking place at PortMiami were monitored by the OIG in 2024. Oversight activities include attending the various weekly progress meetings, internal County coordination meetings, and construction site visits. An established line of communication with the Seaport has permitted the OIG to have a positive presence in these projects and has continued to encourage the Seaport staff to request OIG involvement in future projects.

Realignment of North Bulkhead Berths 1-6

In 2022, the OIG began monitoring the procurement for a design-build-finance project to realign PortMiami's north bulkhead (Berths 1-6). This procurement has been marred by over two years of delay, and over 38 addenda have been issued. A major sticking point over this construction delivery method has been the financing aspect of this project. A sample contract was not presented until December 2023—two years after the procurement was advertised. This project contemplates the realignment of one berth per year during the off-peak cruise season. Construction timelines are critical to ensure minimal or no impact on cruise schedules. As specified in the procurement documents, the contractor would self-finance this multi-year project until completion.

OIG oversight activities include the attendance at individual negotiation meetings with proposers, internal discussions with staff regarding the preparation and development of proposal addenda and contract language. This procurement remains under the Cone of Silence.

MetroCenter Redevelopment

The OIG is monitoring a County-initiated, history-making project to transform the urban landscape of downtown Miami. The MetroCenter Redevelopment Project is an ambitious plan to transform the urban core of downtown Miami, the current home of the Stephen P. Clark Government Center and a host of County facilities. The project spans 17 acres of County-owned properties that fall under Chapter 33-11(c) of the County Code, referenced as the Government Center Rapid Transit Zone. The assembled parcels are subject to County regulations for zoning and permitting.

The MetroCenter currently has approximately 3.3 million square feet of County-owned improvements. As envisioned, the 11 primary sites are expected to be developed with 17-23 million square feet of improvements, including commercial spaces and affordable housing. On February 10, 2023, Phase I of the RFP was advertised, initiating the process to select a shortlist of firms to serve as Master Developer of this project. The chosen three firms will now compete in Phase 2 of the RFP.

Posted on September 8, 2026

The Master Developer will be responsible for all land development activities, including the permitting, financing, construction and delivery of all open spaces, utilities, infrastructure, drainage, roadway and right-of-way improvements required to make the Development Pads available for construction. The complexity of this project has required retention of outside counsel and consulting firms to assist staff to refine Phase 2 of the RFP. The competing firms have been encouraged to provide input during individual negotiation sessions. As of the close of 2024, eight addenda to the Phase 2 RFP have been issued. It is an ongoing priority for the OIG to monitor the competition among the firms, and the eventual award to the Master Developer.

Flagler Station Property

The OIG took notice of a property acquisition item published in advance of the December 12, 2023, BCC meeting. The item recommended the Board approve a negotiated $205 million purchase for an office complex property. The average appraised value was $110 million for the property. The OIG immediately requested a meeting with the ISD Director to review the matter.

On December 8, 2023, at 5:00 PM, the Inspector General, OIG General Counsel and a member of the Contract Oversight Unit met with the Director of the Internal Services Department (ISD) and am ISD commercial real estate professional to discuss the proposed purchases. The OIG was not satisfied with the explanation of the negotiated purchase price, even when factoring in savings from terminating leases, unique needs of the County departments, alternative sites and renovation costs. Before the scheduled BCC meeting, local journalists raised similar questions, and the item was deferred.

On June 4, 2024, when a revised item was presented to the Borad for approval, the sale price had been reduced by $23 million. As presented, the property is to provide space for multiple offices for various departments, including Regulation and Economic Resources, Office of the Property Appraiser, Clerk of the County Courts, Water and Sewer, and Solid Waste Management. There is also the potential of developing affordable housing on the site.

D. MEETINGS AT A GLANCE

During the past 12 months, OIG contract oversight specialists attended and monitored over 189 procurement-related meetings that included Competitive Selection Committee Evaluation meetings, internal strategy meetings, and negotiations meetings.

For major procurements and capital projects that the OIG monitored through procurement and award, contract oversight specialists continued monitoring through design and implementation/construction phases. In this latter group, we were able to increase our presence by monitoring over 75 construction progress meetings, ensuring that performance is consistent with the terms and conditions of the contracts.

The ability of the OIG to monitor 264 meetings during 2024 has been the direct result of the work transitions implemented since the COVID-19 pandemic. Although post-COVID sunshine meetings still require that they be held in-person, other strategy and negotiation meetings may be conducted virtually. This has provided greater bandwidth for the OIG's contract oversight specialists to attend more meetings by eliminating travel time.

E. EDUCATIONAL OUTREACH

The OIG continued its educational outreach through active involvement in the training for Competitive Selection Committee (CSC) pool members. This training is mandated by Implementing Order 3-34 (Formation and Performance of Competitive Selection Committees) as a pre-requisite for all pool members (employees and non-employees) prior to actual service on a selection committee. During this training, Contract Oversight specialists present the OIG's role, authority, and responsibilities consistent with Section 2-1076 of the County Code in ensuring that the procurement process will be open, fair, transparent, equitable and in compliance with all rules and regulations governing that process.

During the past year, the OIG participated in:

- 12 Competitive Selection Committee (CSC) virtual training sessions for 387 employees representing all departments.
- 1 OIG Orientation and Refresher virtual workshop for 46 Jackson Health System (JHS) employees.
- 2 Vendor Academy workshops for vendors interested in conducting business with the County.
- 1 Procurement Academy virtual workshop for 136 employees that are directly involved in the procurement process.

In addition, the OIG participated in the Annual Procurement Expo sponsored by SPD. This Expo was designed to showcase the different types of goods and services needed by various departments in the County and how local vendors might access these opportunities. The OIG's presence reinforced our objective for an equitable, fair, and transparent procurement process.

Posted on September 8, 2026

VIII. SAVINGS, FINANCIAL RECOVERIES, AND OTHER PERFORMANCE METRICS

Identified Financial Impacts

In Fiscal Year 2023-2024, OIG investigations, audits, inspections, and other reviews identified $1,473,803 in damages and losses due to theft, fraud, and abuse and $11,182,551 in questioned costs. As a result of these cases, and others that began in earlier years, OIG cases in Fiscal Year 2023-2024 have given rise to over $811,180 savings and funds put to better use, and have brought $1,477,713 in recoveries, repayments, and court-imposed restitution.



Questioned Costs
$11,182,551



Damages and Losses Due to Theft, Fraud, and Abuse
$1,471,803



Savings and Funds Put to Better Use
$811,180



Recoveries, Repayments, and Court-Imposed Restitution
$1,477,713

Criminal Charges Filed and Criminal Dispositions Reached

In Fiscal Year 2023-2024, OIG investigations resulting in criminal charges filed against six individuals. The cases were prosecuted in federal court and resulted in sentences ranging from seven years prison to probation.

Additionally, directly resulting from another OIG criminal investigation, a prosecution filed in state court in 2022 concluded with a jury verdict against the individual charged. Sentencing of that individual is still pending.

OIG Reports and Publications

The OIG issued 36 public reports and 10 advisory memoranda during Fiscal Year 2023-2024. The reports include audit reports, contract oversight reports, and reports of investigation. Advisory memoranda include notifications regarding the closure of OIG cases, including announcements of arrests and sentencings in criminal cases.

IX. APPENDIX: CODE OF MIAMI-DADE COUNTY Sec. 2-1076 OFFICE OF THE INSPECTOR GENERAL

(a) Created and established. There is hereby created and established the Office of Miami-Dade County Inspector General. The Inspector General shall head the Office. The organization and administration of the Office of the Inspector General shall be sufficiently independent to assure that no interference or influence external to the Office adversely affects the independence and objectivity of the Inspector General.

(b) Minimum Qualifications, Appointment and Term of Office.

(1) Minimum qualifications. The Inspector General shall be a person who:

(a) Has at least ten (10) years of experience in any one, or combination of, the following fields:

(i) as a Federal, State or local Law Enforcement Officer;
(ii) as a Federal or State court judge;
(iii) as a Federal, State or local government attorney;
(iv) progressive supervisory experience in an investigative public agency similar to an inspector general's office;

(b) Has managed and completed complex investigations involving allegations of fraud, theft, deception and conspiracy;
(c) Has demonstrated the ability to work with local, state and federal law enforcement agencies and the judiciary; and
(d) Has a four-year degree from an accredited institution of higher learning.

(2) Appointment. The Inspector General shall be appointed by the Ad Hoc Inspector General Selection Committee ("Selection Committee"), except that before any appointment shall become effective, the appointment must be approved by a majority of the whole number of members of the Board of County Commissioners at the next regularly scheduled County Commission meeting after the appointment. In the event that the appointment is disapproved by the County Commission, the appointment shall become null and void, and the Selection Committee shall make a new appointment, which shall likewise be submitted for approval by the County Commission.

The Selection Committee shall be composed of five members selected as follows:

(a) The State Attorney of the 11th Judicial Circuit for Miami-Dade County;

(b) The Public Defender of the 11th Judicial Circuit for Miami-Dade County;

(c) The Chairperson of the Miami-Dade Commission on Ethics and Public Trust;

(d) The President of the Miami-Dade Police Chief's Association; and

(e) The Special Agent In Charge of the Miami Field Office of the Florida Department of Law Enforcement.

The members of the Selection Committee shall elect a chairperson who shall serve as chairperson until the Inspector General is appointed. The Selection Committee shall select the Inspector General from a list of qualified candidates submitted by the Miami-Dade County Employee Relations Department.

(3) Term. The Inspector General shall be appointed for a term of four years. In case of a vacancy in the position of Inspector General, the Chairperson of the Board of County Commissioners may appoint the deputy inspector general, assistant inspector general, or other Inspector General's office management personnel as interim Inspector General until such time as a successor Inspector General is appointed in the same manner as described in subsection (b)(2) above. The Commission may by majority vote of members present disapprove of the interim appointment made by the Chairperson at the next regularly scheduled County Commission meeting after the appointment. In the event such appointment shall be disapproved by the County Commission, the appointment shall become null and void and, prior to the next regularly scheduled Commission meeting, the Chairperson shall make a new appointment which shall likewise be subject to disapproval as provided in this subsection (3). Any successor appointment made by the Selection Committee as provided in subsection (b)(2) shall be for the full four-year term.

Upon expiration of the term, the Board of County Commissioners may by majority vote of members present reappoint the Inspector General to another term. In lieu of reappointment, the Board of County Commissioners may reconvene the Selection Committee to appoint the new Inspector General in the same manner as described in subsection (b) (2). The incumbent Inspector General may submit his or her name as a candidate to be considered for selection and appointment.

(4) Staffing of Selection Committee. The Miami-Dade County Employee Relations Department shall provide staffing to the Selection Committee and as necessary will advertise the acceptance of resumes for the position of Inspector General and shall provide the Selection Committee with a list of qualified candidates. The County Employee Relations Department shall also be responsible for ensuring that background checks are conducted on the slate of candidates selected for interview by the Selection Committee. The County Employee Relations Department may refer the background checks to another agency or department.

The results of the background checks shall be provided to the Selection Committee prior to the interview of candidates.

(c) Contract. The Director of the Employee Relations Department shall, in consultation with the County Attorney, negotiate a contract of employment with the Inspector General, except that before any contract shall become effective, the contract must be approved by a majority of Commissioners present at a regularly scheduled Commission meeting.

(d) Functions, Authority and Powers.

(1) The Office shall have the authority to make investigations of County affairs and the power to review past, present and proposed County and Public Health Trust programs, accounts, records, contracts and transactions.

(2) The Office shall have the power to require reports from the Mayor, County Commissioners, Manager, County agencies and instrumentalities, County officers and employees and the Public Health Trust and its officers and employees regarding any matter within the jurisdiction of the Inspector General.

(3) The Office shall have the power to subpoena witnesses, administer oaths and require the production of records. In the case of a refusal to obey a subpoena issued to any person, the Inspector General may make application to any circuit court of this State which shall have jurisdiction to order the witness to appear before the Inspector General and to produce evidence if so ordered, or to give testimony touching on the matter in question. Prior to issuing a subpoena, the Inspector General shall notify the State Attorney and the U.S. Attorney for the Southern District of Florida. The Inspector General shall not interfere with any ongoing criminal investigation of the State Attorney or the U.S. Attorney for the Southern District of Florida where the State Attorney or the U.S. Attorney for the Southern District of Florida has explicitly notified the Inspector General in writing that the Inspector General's investigation is interfering with an ongoing criminal investigation.

(4) The Office shall have the power to report and/or recommend to the Board of County Commissioners whether a particular project, program, contract or transaction is or was necessary and, if deemed necessary, whether the method

used for implementing the project or program is or was efficient both financially and operationally. Any review of a proposed project or program shall be performed in such a manner as to assist the Board of County Commissioners in determining whether the project or program is the most feasible solution to a particular need or problem. Monitoring of an existing project or program may include reporting whether the project is on time, within budget and in conformity with plans, specifications, and applicable law.

(5) The Office shall have the power to analyze the need for, and the reasonableness of, proposed change orders. The Inspector General shall also be

authorized to conduct any reviews, audits, inspections, investigations or analyses relating to departments, offices, boards, activities, programs and agencies of the County and the Public Health Trust.

(6) The Inspector General may, on a random basis, perform audits, inspections and reviews of all County contracts. The cost of random audits, inspections and reviews shall, except as provided in (a)-(n) in this subsection (6), be incorporated into the contract price of all contracts and shall be one quarter (1/4) of one (1) percent of the contract price (hereinafter "IG contract fee").

The IG contract fee shall not apply to the following contracts:
(a) IPSIG contracts;
(b) Contracts for legal services;
(c) Contracts for financial advisory services;
(d) Auditing contracts;
(e) Facility rentals and lease agreements;
(f) Concessions and other rental agreements;
(g) Insurance contracts;
(h) Revenue-generating contracts;
(i) Contracts where an IPSIG is assigned at the time the contract is approved by the Commission;
(j) Professional service agreements under one thousand dollars;
(k) Management agreements;
(l) Small purchase orders as defined in Administrative Order 3-2;
(m) Federal, state and local government-funded grants; and
(n) Interlocal agreements;
(o) Grant Agreements granting not-for-profit organizations Building Better Communities General Obligation Bond Program funds.

Notwithstanding the foregoing, the Commission may by resolution specifically authorize the inclusion of the IG contract fee in any contract. Nothing contained in this subsection (c)(6) shall in any way limit the powers of the Inspector General provided for in this section to perform audits, inspections, reviews and investigations on all County contracts including, but not limited to, those contracts specifically exempted from the IG contract fee.

(7) Where the Inspector General detects corruption or fraud, he or she shall notify the appropriate law enforcement agencies. Subsequent to notifying the appropriate law enforcement agency, the Inspector General may assist the law enforcement agency in concluding the investigation. When the Inspector General detects a violation of one (1) of the ordinances within the jurisdiction of the Ethics Commission, he or she may file a complaint with the Ethics Commission or refer the matter to the Advocate.

(8) The Inspector General shall have the power to audit, investigate, monitor,

oversee, inspect and review the operations, activities and performance and procurement process including, but not limited to, project design, establishment of bid specifications, bid submittals, activities of the contractor, its officers, agents and employees, lobbyists, County staff and elected officials in order to ensure compliance with contract specifications and detect corruption and fraud.

(9) The Inspector General shall have the power to review and investigate any citizen's complaints regarding County or Public Health Trust projects, programs, contracts or transactions.

(10) The Inspector General may exercise any of the powers contained in Section 2-1076 upon his or her own initiative.

(11) The Inspector General shall be notified in writing prior to any meeting of a selection or negotiation committee where any matter relating to the procurement of goods or services by the County is to be discussed. The notice required by this subsection (11) shall be given to the Inspector General as soon as possible after a meeting has been scheduled, but in no event later than twenty-four (24) hours prior to the scheduled meeting. The Inspector General may, at his or her discretion, attend all duly noticed County meetings relating to the procurement of goods or services as provided herein, and, in addition to the exercise of all powers conferred by Section 2-1076, may pose questions and raise concerns consistent with the functions, authority and powers of the Inspector General. An audio tape recorder shall be utilized to record all selection and negotiation committee meetings.

(12) The Inspector General shall have the authority to retain and coordinate the services of Independent Private Sector Inspectors General (IPSIG) or other professional services, as required, when in the Inspector General's discretion he or she concludes that such services are needed to perform the duties and

functions enumerated in subsection (d) herein.

(e) Physical facilities and staff.

(1) The County shall provide the Office of the Inspector General with appropriately located office space and sufficient physical facilities together with necessary office supplies, equipment and furnishings to enable the Office to perform its functions.

(2) The Inspector General shall have, subject to budgetary allocation by the Board of County Commissioners, the power to appoint, employ, and remove such assistants, employees and personnel and establish personnel procedures as deemed necessary for the efficient and effective administration of the activities of the Office.

(f) Procedure for finalization of reports and recommendations which make findings as to the person or entity being reviewed or inspected. Notwithstanding any other provisions of this Code, whenever the Inspector General concludes a report or recommendation which contains findings as to the person or entity being reported on or who is the subject of the recommendation, the Inspector General shall provide the affected person or entity a copy of the report or recommendation and such person or entity shall have 10 working days to submit a written explanation or rebuttal of the findings before the report or recommendation is finalized, and such timely submitted written explanation or rebuttal shall be attached to the finalized report or recommendation. The requirements of this subsection (f) shall not apply when the Inspector General, in conjunction with the State Attorney, determines that supplying the affected person or entity with such report will jeopardize a pending criminal investigation.

(g) Reporting. The Inspector General shall annually prepare and submit to the Mayor and Board of County Commissioners a written report concerning the work and activities of the Office including, but not limited to, statistical information regarding the disposition of closed investigations, audits and other reviews.

(h) Removal. The Inspector General may be removed from Office upon the affirmative vote of two-thirds (2/3) of the whole number of members of the Board of County Commissioners.

(i) Abolition of the Office. The Office of the Inspector General shall only be abolished upon the affirmative vote of two-thirds (2/3) of the whole number of members of the Board of County Commissioners.

(j) Retention of the current Inspector General. Notwithstanding any provision to the contrary, the incumbent Inspector General, Christopher R. Mazzella [1], shall serve a four year term of office commencing on December 20, 2009, as provided in the Memorandum of Understanding approved by Resolution No. R-1394-05, and shall not be subject to the appointment process provided for in Section 2-1076(b)(2).

(Ord. No. 97-215, § 1, 12-16-97; Ord. No. 99-63, § 1, 6-8-99; Ord. No. 99-149, § 1, 10-19-99; Ord. No. 00-105, § 1, 7-25-00; Ord. No. 01-114, § 1, 7-10-01; Ord. No. 05-51, § 1, 3-1-05; Ord. No. 06-88, § 2, 6-6-06, Ord. No. 07-165; § 1, 11-6-07)

[1] Mr. Chris Mazzella, the County's first Inspector General and the incumbent when this subsection was enacted, retired in April 2013. In August of 2020, an Ad Hoc Selection Committee recommended Felix Jimenez to the Board of County Commissioners as the new Inspector General succeeding Inspector General Mary Cagle who served from February 2014 until her retirement in September 2020.

Miami-Dade County
Office of the Inspector General

Call Our Hotline to Report Fraud:
(305) 579-2593

or

Report Fraud Online at:
www.MiamiDadeIG.org

601 NW 1st Court
South Tower, 22nd Floor
Miami, Florida 33136

Phone: (305) 375-1946
Fax: (305) 579-2656

To obtain this information in accessible format,
please call 305-375-1946 or visit www.miamidade.gov/OIG-ADA-request

ARTICLE X. - BROWARD COUNTY OFFICE OF INSPECTOR GENERAL

Footnotes:

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***Editor's note—** The Election of November 8, 2018, repealed the former Art. X, § 10.01, and renumbered the former Art. XII, § 12.02 as Art. X, § 10.01 as set out herein. The former Art. X pertained to management and efficiency study committee.*

Sec. 10.01. - Broward County Office of Inspector General.

A. Created and Established.

(1) The Broward County Office of Inspector General (the "Office") is created to investigate misconduct and gross mismanagement.

(2) For purposes of this Charter provision, misconduct is defined as any violation of the state or federal constitution, any state or federal statute or code, any county or municipal ordinance or code; or conduct involving fraud, corruption, or abuse.

(3) For purposes of this Charter provision, gross mismanagement is defined as the material waste or significant mismanagement of public resources.

(4) The Office shall be headed by an Inspector General. The organization and administration of the Office shall be independent to assure that no interference or influence external to the Office affects the objectivity of the Office.

(5) Consistent with its approved budget, the Inspector General shall have the power to employ personnel as deemed necessary for the efficient and effective administration of the Office.

B. Functions, Authority, and Powers.

(1) The authority of the Inspector General shall extend only over the following:

(a) All elected and appointed officials ("Officials") and employees ("Employees") of the Charter Government of Broward County ("County") and of all municipalities, including any city, town, or village duly incorporated under the laws of the state within Broward County ("Municipalities");

(b) All Officials and Employees of The School Board of Broward County, Florida, and of any constitutional officer for Broward County as set forth under Article VIII, Section 1(d) of the Florida Constitution (each of the foregoing, a "Voluntary Entity"), provided the Voluntary Entity executes an interlocal agreement with the County and the Inspector General. The interlocal agreement must, in a form approved by the County and the Inspector General, set forth the parameters, budgetary considerations (including as required under Sections 10.01.G(4) and (7) below), and other matters regarding the exercise of the Inspector General's authority with respect to the Voluntary Entity; and

(c) All entities and persons (other than employees of the County, any Municipality, or any Voluntary Entity) that provide goods or services to the County, any Municipality, or any Voluntary Entity under contract for compensation ("Providers"), but solely with respect to the provision of such goods or services.

(2) The Inspector General may commence an investigation if good cause exists that any Official, Employee, or Provider has engaged in misconduct or gross mismanagement.

(3) The Inspector General may find good cause on his or her own initiative or based on a signed, verified complaint (as described below) stating allegations that, if true, would constitute misconduct or gross mismanagement.

(4) In addition to meeting the requirements of paragraph (3) above, a complaint may only serve as a basis for a good cause finding if it is signed by an identified person who verifies the contents of the complaint by including the following statement: "Under penalties of perjury, I declare that I have read the foregoing complaint and that based on my personal knowledge the facts stated in it are true." The Inspector General shall develop a complaint form consistent with the requirements of this paragraph.

(5) Any complaint received by the Office that is made against a candidate for elected office, and received within sixty (60) days of the date of the election, shall be held in abeyance until the election is determined, or, if the complaint is made within sixty (60) days of a primary election, until the general election is determined if the individual against whom the complaint was filed remains a candidate in the general election.

(6) In connection with an investigation, the Inspector General shall have the power to subpoena witnesses, administer oaths, and require (through subpoena or otherwise) the production of documents and records.

(7) As part of any investigation, the Inspector General may audit any program, contract, or the operations of any division, department, or office of the County, any Municipality, or any Voluntary Entity. The Inspector General may also audit the operations or performance of any Provider relating to the Provider's contract for compensation with the County, any Municipality, or any Voluntary Entity.

(8) The auditing referenced in paragraph (7) above shall be performed with the cooperation of the County Auditor. When conducting audits, the Inspector General shall have free and unrestricted access to Employees, Officials, records, and reports, and to the records and employees of Providers with respect to any Provider's contract for compensation with the County, any Municipality, or any Voluntary Entity. The Inspector General may require Officials, Employees, and Providers to provide oral and written reports and to produce documents, files, and other records.

(9) All Officials, Employees, and Providers shall fully cooperate with investigations conducted by the Inspector General.

(10) As part of an investigation, the Inspector General shall interview all persons implicated by a complaint, and all persons implicated during the Inspector General's investigation.

(11) As part of an investigation, the Inspector General (or his or her designee) may attend all duly-noticed local government meetings relating to the procurement of goods or services, and may pose questions and raise concerns consistent with the functions, authority, and powers of the Inspector General.

(12) To the full extent provided under applicable law, including under Section 112.3188(2), Florida Statutes, as amended, the Inspector General's records related to active investigations shall be confidential and exempt from disclosure.

(13) In any case in which the Inspector General determines that a person has filed a complaint with a malicious intent to injure an Official's, Employee's, or Provider's reputation with baseless, spurious, or false accusations, or with a reckless disregard for the truth of the allegations, the complainant shall be liable for all costs incurred by the Inspector General in the investigation of the complaint. Upon such a determination, the Inspector General shall issue a demand letter for reimbursement of such costs, which shall be sent to the complainant by certified mail and presumed received three (3) days after mailing. If the complainant objects in writing to the demand for reimbursement of costs within thirty (30) days of receipt of the demand, the matter shall be referred by the Inspector General to a Hearing Officer (as provided below) for adjudication, including a determination of whether the criteria for the imposition of such costs have been met. If there is no timely objection, the Inspector General's determination shall be deemed to be final, conclusive, and binding. Once final, the determination for reimbursement of costs may be enforced by the Inspector General by filing an appropriate action in a court of competent jurisdiction.

(14) An Official or Employee who prevails in full in any administrative hearing in connection with a complaint filed with the Office of Inspector General shall be entitled to reimbursement of all reasonable attorney's fees and costs incurred in the defense against such complaint to the full extent the Official or Employee would be entitled to reimbursement in connection with a complaint filed under the Florida Code of Ethics for Public Officers and Employees.

C. Referral and Prosecution of Misconduct.

(1) After completing his or her investigation and determining that there is probable cause to believe misconduct has occurred, the Inspector General shall notify the appropriate civil, criminal, or administrative agencies charged with enforcement related to the alleged misconduct. If no civil, criminal, or administrative agency has jurisdiction over the alleged misconduct, the matter shall be referred to a Hearing Officer (as provided below) for quasi-judicial enforcement proceedings.

(a) The Inspector General shall refer findings of alleged criminal offenses to the Office of the State Attorney and/or the Office of the United States Attorney.

(b) The Inspector General shall refer findings of alleged civil offenses involving a violation of Chapter 112, Part III, Florida Statutes, to the Florida Commission on Ethics.

(c) The Inspector General shall refer findings of alleged violations of the Florida Election Code, Chapters 97 through 106, Florida Statutes, to the Florida Elections Commission (except as to alleged violations that may be criminal in nature, which shall be referred to the Office of the State Attorney).

(d) The Inspector General shall refer other alleged offenses to the appropriate civil, criminal, or administrative agency that would have jurisdiction over the matter.

(2) Any civil infraction not covered by paragraphs (1)(a) through (d) above shall be stated in a complaint brought in the name of the Inspector General. The Inspector General may retain legal counsel not employed by the County to represent the Inspector General in prosecuting a complaint. The Inspector General shall serve the complaint on the Official, Employee, or Provider accused of misconduct in any manner deemed proper service under the Florida Rules of Civil Procedure. Concurrently with such service, the Inspector General shall refer the complaint to a Hearing Officer randomly chosen from the panel of Hearing Officers selected by the Selection-Oversight Committee (as described below). The accused person or entity shall file a response to the complaint within thirty (30) days after service.

(3) Except to any extent inconsistent with any provision of this section, the Florida Rules of Civil Procedure and Florida Evidence Code, as amended, shall apply to all matters referred to a Hearing Officer under paragraph (2) above.

(4) In addition to all other authority granted in this section, the Hearing Officer shall have the authority to:

(a) Issue scheduling orders, case-management orders, and briefing schedules;

(b) Issue notices of hearings;

(c) Hold hearings on any procedural or substantive matters related to the complaint;

(d) Administer oaths and affirmations;

(e) Issue subpoenas authorized by law, including those requiring the attendance of witnesses and the production of documents and other items which may be used as evidence;

(f) Rule upon motions presented and offers of proof and receive relevant evidence;

(g) Issue appropriate orders to effectuate discovery;

(h) Regulate the course of the hearing;

(i) Dispose of procedural requests or similar matters; and

(j) Enter any order, consistent with his or her authority, to carry out the purposes of this Charter provision.

(5) Within thirty (30) days after completion of the hearing process, the Hearing Officer shall issue a final order determining whether the Inspector General has proved the allegations of the complaint by a preponderance of the evidence. The final order shall contain detailed findings of fact and conclusions of law. If the Hearing Officer determines that misconduct has occurred, the final order shall specify the sanction(s) imposed, if any. The Hearing Officer may impose any of the following sanctions:

(a) Fines.

1. An Official, Employee, or Provider determined to have committed misconduct shall be assessed a monetary fine of between two hundred and fifty dollars ($250.00) and five thousand dollars ($5,000.00) per violation.

2. In determining the amount of the fine, the Hearing Officer shall consider:
   a) The gravity of the violation;
   b) Whether it was intentional; and
   c) Whether it is a repeat offense.

3. The Hearing Officer may determine that no fine shall be imposed upon making an affirmative, express finding that the violation was unintentional and de minimis.

4. In addition to a fine, the Hearing Officer may order the Official, Employee, or Provider to pay restitution or to disgorge any sums wrongfully received (directly or indirectly) by that person or entity (or any related person or entity).

(b) Public Reprimand/Censure. An Official or Employee who is found to have violated any provision of this Code may be subject to public reprimand or censure.

(6) All orders issued by the Hearing Officer, when final, are subject to judicial review as provided by applicable law.

D. Reports and Recommendations.

(1) The Inspector General shall issue reports, including recommendations, in the following circumstances:

(a) At the conclusion of an investigation involving allegations of gross mismanagement; and

(b) At the conclusion of an investigation involving allegations of misconduct, if the Inspector General determines that a report will assist the County, any Municipality, or any Voluntary Entity in preventing similar future misconduct. However, no report shall be issued if the Inspector General, in conjunction with the State Attorney or United States Attorney, determines that the issuance

issuance of such report may jeopardize a pending criminal investigation.

(2) The Inspector General shall issue all reports as follows:

(a) Upon conclusion of an investigation described in paragraph (1) above, the Inspector General shall issue a preliminary report containing findings and recommendations to the County, Municipality, or Voluntary Entity and to the Officials, Employees, or Providers implicated in the report. The recipients of the preliminary report shall have thirty (30) days to respond to the preliminary report's findings and recommendations. The time to respond to a preliminary report may be extended by the Inspector General.

(b) Within thirty (30) days after the response deadline, the Inspector General shall issue a final report containing findings and recommendations to the County, Municipality, or Voluntary Entity and to the Officials, Employees, and Providers implicated in the report. All responses to the Inspector General's preliminary report shall be considered in preparing the final report, and shall be appended to the final report.

(3) The Inspector General may follow up on any recommendations he or she makes to determine whether such recommendations have been implemented.

(4) The Inspector General shall establish policies and procedures to monitor the costs of investigations undertaken.

E. Minimum Qualifications, Selection, and Term of Office.

(1) Minimum qualifications. The Inspector General shall be a person who:

(a) Has at least ten (10) years of experience in any one or a combination of the following fields:

(i) As a federal, state, or local law enforcement officer or official;

(ii) As a federal or state court judge;

(iii) As a federal, state, or local government attorney with expertise in investigating fraud, mismanagement, and corruption;

(iv) As an inspector general, certified public accountant, or internal auditor;

(v) As a person with progressive supervisory experience in an investigative public agency similar to an inspector general's office;

(vi) As a person who has managed and completed complex investigations involving allegations of fraud, theft, deception, or conspiracy; or

(vii) As a person who has demonstrated an ability to work with local, state, and federal law enforcement agencies and the judiciary.

(b) Has, at a minimum, a four-year degree from an accredited institution of higher learning.

(c) Has experience in the management of a private or public entity.

(d) Has not been employed by the County, any Municipality, or any Voluntary Entity during the two (2) year period immediately prior to selection.

(e) Has not been found guilty of or entered a plea of nolo contendere to any felony, or any misdemeanor involving a breach of public trust.

(2) Selection.

(a) Responsibility for selecting the Inspector General shall be vested solely with the Inspector General Selection-Oversight Committee ("Selection-Oversight Committee").

(b) The Selection-Oversight Committee shall be comprised of the following five (5) individuals, none of whom shall be an elected official:

(i) One person appointed by the Broward League of Cities;

(ii) One person appointed by the State Attorney for the Seventeenth Judicial Circuit ex officio, or by his or her designee if the State Attorney is unable or unwilling to appoint;

(iii) One person appointed by the Public Defender for the Seventeenth Judicial Circuit ex officio, or by his or her designee if the Public Defender is unable or unwilling to appoint;

(iv) One person appointed by the Broward County Bar Association; and

(v) One person selected by affirmative vote of at least three (3) members of the Selection-Oversight Committee referenced above.

(c) The appointments to the Selection-Oversight Committee under (b)(i), (ii), and (iii) above, and the United States Attorney's agreement to serve or his or her designation under (b) (iv), shall be made within sixty (60) days of the effective date of this Charter provision.

(d) The selection under (b)(v) shall be made within fifteen (15) days thereafter.

(e) If, for any reason, a timely appointment, agreement to serve, or designation under (b)(i), (ii), (iii), or (iv) does not occur, the members of the Selection-Oversight Committee shall fill the vacant position by affirmative vote of at least three (3) members.

(f) Any appointee or designee may be removed and replaced at any time by the appointing or designating authority.

(g) Except as referenced in (e) above, any vacancy on the Selection-Oversight Committee shall be filled by the appointing or designating authority within thirty (30) days.

(h) The members of the Selection-Oversight Committee shall elect a chairperson who shall preside over the actions of the Committee. The Selection-Oversight Committee shall establish its own rules of procedure.

(i) The Human Resources Division of Broward County shall provide staffing to the Selection-Oversight Committee for the purpose of filling the position of Inspector General.

(j) Within thirty (30) days after the effective date of this Charter provision, the Human Resources Division of Broward County shall solicit qualified candidates for the position of Inspector General. Within one hundred and twenty (120) days after the effective date of this Charter provision, the Selection-Oversight Committee shall select an Inspector General.

(k) In addition to its other responsibilities, the Selection-Oversight Committee shall select qualified Hearing Officers to preside over hearings in connection with those matters referred to Hearing Officers as provided above.

(l) In selecting the Inspector General and qualified Hearing Officers, the Selection-Oversight Committee shall take into consideration the rich diversity of the County's residents.

(3) Term. The Inspector General shall be appointed for a term of four (4) years, commencing from the time the Inspector General and the County enter into a contract. The Selection-Oversight Committee shall convene at least six (6) months prior to the end of the four-year contract term to determine whether to renew the contract of the Inspector General or to solicit new candidates.

(4) Contract. Once the Selection-Oversight Committee selects an Inspector General, the Committee shall notify the Broward County Administrator and County Attorney. The Director of the Broward County Human Resources Division, with the assistance of the Office of the County Attorney, shall promptly negotiate a contract of employment with the Inspector General substantially consistent with the terms included in contracts of other contractual employees of Broward County.

(5) Removal. The Inspector General may be removed based on specified charges of the following: neglect of duty, abuse of power or authority, discrimination, or ethical misconduct. Removal shall be considered at a duly-noticed public hearing of the Selection-Oversight Committee. The Inspector General shall be provided sufficient advance notice of the reasons for the possible removal, and shall be given an opportunity to be heard on the charges.

(6) Vacancy. In the event of a vacancy in the position of Inspector General, the Chairperson of the Selection-Oversight Committee shall appoint an interim Inspector General until such time as a successor Inspector General is selected and assumes office. The Interim Inspector General shall meet all qualifications provided herein for the Inspector General.

F. Annual Report.

(1) The Inspector General shall annually publish a written report to the County, the Municipalities, and the Voluntary Entities detailing the activities of the Office of Inspector General. The annual report of the Inspector General shall, promptly after it is completed, be posted on a website established by the Inspector General and presented to the Selection-Oversight Committee.

(2) The Selection-Oversight Committee shall convene within sixty (60) days of its receipt of the annual report to consider the report and the performance of the Inspector General. Other meetings of the Committee may be set upon the request of any member of the Committee or at the request of the Inspector General.

G. Financial Support and Budgeting.

(1) The Inspector General's budget is subject to approval of the County Commission.

(2) Within sixty (60) days of selection, the Inspector General shall submit a proposed budget to the County Commission covering the remainder of the County's fiscal year in which the Inspector General is selected. In each subsequent County fiscal year, the Inspector General shall submit a proposed budget to the County Commission in accordance with the County's regular budget process.

(3) Each proposed budget shall include a reasonable estimate of operating and capital expenditures of the Office of Inspector General, funds to enable Hearing Officers to be retained, and funds to enable the Inspector General to retain outside counsel to represent the Inspector General in connection with complaints referred to a Hearing Officer. The proposed budget shall indicate, to the extent applicable, expenditures to be funded by each Voluntary Entity.

(4) The County shall provide sufficient funds for the Inspector General to carry out the Inspector General's duties in an efficient manner with respect to the County and Municipalities. Each Voluntary Entity shall provide sufficient funds to the County for the Inspector General to carry out the Inspector General's duties in an efficient manner with respect to that Voluntary Entity.

(5) In order to fund the Office of Inspector General, the County may impose a fee of one-quarter of one percent (0.25%) on the total value of each County contract entered into after the effective date of this Charter amendment.

(6) In the event funds raised from such contract fees in any County fiscal year are insufficient to fund the Office of Inspector General, the County may supplement such funding from the County's general revenue fund, except that the County shall have no obligation to supplement the Office's funding where the insufficiency of funds is related to the Office's duties regarding a Voluntary Entity.

(7) Each Voluntary Entity shall be responsible for funding all Office expenses attributable to duties relating to that Voluntary Entity, and the County shall not be responsible for funding any aspect of the Office's expenses attributable to duties relating to any Voluntary Entity.

H. Conflict. Any County or Municipal ordinance or resolution that creates or has created an Office of Inspector General, or an officer, employees, or agents that function substantially the same as the Office of Inspector General as provided herein, shall be deemed inconsistent with and preempted by this Charter provision.

(Election of 11-8-16; Election of 11-6-18; Election of 11-5-24)

ANNUAL REPORT 2023-2024



BROWARD OFFICE OF THE INSPECTOR GENERAL

Attachment #1
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A MESSAGE FROM THE INSPECTOR GENERAL



Carol J. Breece
Broward Inspector General

This reporting period, the fiscal year ending September 30, 2024, presents an opportunity to discuss the OIG's approach to the intake of complaints and tips.

I first want to recognize Robert Winfield, our Intake Manager who retired in September after serving in the federal government for 26 years and then the OIG for 13 years, the longest tenure of anyone in the agency's history. Bob exemplified what the public deserves in its government employees: a public servant who is thorough, value conscious, fair, dignified, thoughtful, and process oriented.

Bob helped develop and implement our intake system, which requires us to determine first whether the subject matter and individuals complained of are within our authority. If not, we take no action.

If so, we then consider whether the allegation(s), if true, would: (1) be something significant that residents and taxpayers ought to know about, (2) have broad application to our local governments, or (3) otherwise justify the use of our limited resources. In evaluating whether to proceed, we look at the information's reliability and whether there are circumstances that can corroborate the allegation(s).

This being an election year, we also considered whether the allegations were against a candidate in an upcoming election. Although an allegation might merit an investigation, the inferences drawn from knowing the OIG is investigating a candidate close to the election date is unfair to the candidate and to the OIG, whose reputation could be clouded by questions of political manipulation. As the Broward County Charter requires, if we receive an allegation against a candidate within 60 days of their election date, we hold all activity until after the election is decided. We also go further by taking no action in the public realm that would imply we are investigating any candidate within 60 days of his or her election, no matter whether or when the case was opened.

Our intake process is just one way the OIG upholds the value of process orientation and disregards anyone's desired outcome. Only through neutrality and the appearance of neutrality can the OIG maintain its reputation for finding and then fairly reporting the truth.

Sincerely,

Carol J. Breece

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BROWARD
OIG
INSPECTOR GENERAL
BROWARD OIG
MISSION STATEMENT
The mission of the Broward Office of the Inspector General (OIG) is to act as an independent watchdog for the residents of Broward County. We promote integrity and accountability by investigating allegations of misconduct including fraud, corruption, and abuse and gross mismanagement, by officials and employees of the charter government of Broward County, its thirty-one municipalities, and all entities and persons who provide goods and services to the County and the municipalities. The OIG publicly reports its findings to keep residents informed. Whenever appropriate, the OIG seeks criminal prosecution, civil recoveries, administrative and monetary sanctions, and ethics sanctions of those responsible for fraud, waste and abuse in government.

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AUTHORITY AND RESPONSIBILITIES

The OIG functions as an independent government watchdog on behalf of more than 1.94 million residents of Broward County. Its purpose, authority, and responsibilities are codified in Section 10.01 of the Broward County Charter.

The OIG's authority extends over:

- all elected and appointed officials and employees of the charter government of Broward County ("the County");
- all elected and appointed officials and employees of the 31 municipalities within the County ("the Municipalities"); and
- all entities and persons that provide goods and services to the County and the Municipalities.

This responsibility encompasses local government budgets totaling over $13 billion, more than 29,000 employees, and more than 450 separate divisions and departments. In addition, the OIG has oversight responsibility for more than 170 elected officials, including county commissioners, mayors, vice mayors, city commissioners, and town council members, as well as more than 20,000 registered vendors that provide goods or services to the County and Municipalities.

The Inspector General has the authority to investigate the material waste or significant mismanagement of public resources ("gross mismanagement") and violations of state and federal constitutions, statutes, and codes; county and municipal ordinances and codes; and conduct involving fraud, corruption, and abuse ("misconduct").

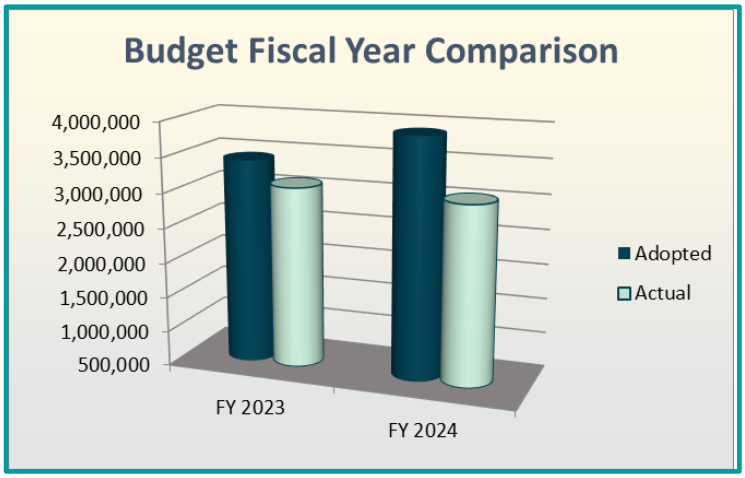
In connection with an investigation, the Inspector General has the power to subpoena witnesses, administer oaths, and require the production of documents and records. As part of an investigation, the Inspector General may audit any program, contract, or the operations of any division, department, or office of the County or any Municipality. The Inspector General may also audit the operations or performance of any provider as it relates to its contract with the County or any Municipality.

The Inspector General is also charged with the responsibility to enforce the Broward Code of Ethics for Elected Officials at Section 1-19 of the Broward County Code of Ordinances ("Broward Ethics Code"), which applies to the mayors and members of the governing bodies of the County and municipalities.

BUDGET

Although the OIG's budget is funded through the County general fund, the Charter requires that the OIG remain an independent organization to assure that no interference or external influence affects the objectivity of the office. The Charter further requires that the Inspector General submit a proposed budget which "shall include a reasonable estimate of operating and capital expenditures of the Office of Inspector General, funds to enable Hearing Officers to be retained,

and funds to enable the Inspector General to retain outside counsel to represent the Inspector General in connection with complaints referred to a Hearing Officer." Section 10.01 G.(3). The funds must be approved by the County Commission.



In addition, the County Administrator and the County's Office of Management and Budget provide resources and support throughout the budget process.

The OIG remains committed to operating in a fiscally responsible manner. Its approved budget for fiscal year ("FY") 2023 was $3,429,740, with actual expenditures of approximately $3,093,540. The approved budget for FY 2024 was $3,912,018 with an estimated actual expenditure of approximately $3,050,042.

The OIG's FY 2024 budget represented approximately 0.045 percent of the County's total budget. The adopted budget for FY 2025, which commenced on October 1, 2024, is $3,605,030.

Budgeted positions for the OIG have remained at 20 since FY 2016.

THE OIG TEAM



Broward Inspector General Carol J. Breece heads the OIG. Her four-year term began on May 2, 2023. A member of the Broward OIG team since 2012, her over 30-year public service career includes serving as Broward OIG General Counsel, Florida Chief Assistant Statewide Prosecutor, and Assistant State Attorney for Miami-Dade County. In addition, she ran her own law practice specializing in civil and criminal white collar defense and taught graduate-level public service ethics and professionalism for Florida International University. She currently serves on and is active with the national Board of Directors of the Association of Inspectors General ("AIG"). Her law degree is from The Catholic University of America in Washington, D.C., and her B.A. in Criminal Justice is from the University of Maryland at College Park. She is a Certified Inspector General, a Certified Fraud Examiner, Board Certified in Criminal Trial Law by The Florida Bar (1999-2024), and AV Preeminent Rated by Martindale-Hubbell.

The Inspector General is aided by highly experienced, skilled, and credentialed managers who work together to accomplish the OIG's work.

They are

Deputy Inspector General Amy M. Schmidt,
General Counsel Katherine Y. McIntire,
Investigations Manager Hisae A. Tanaka,
Audit and Contract/Procurement Oversight Manager Mark R. Magli, and
Operations Manager Monica Vidal.

The OIG team also includes an Intake Coordinator, Investigative Support Specialist, Special Agents, Senior Auditors, a Deputy General Counsel, and an Assistant Legal Counsel, who together support the intake, audit, contract and procurement oversight, investigative, and legal functions of the office.

The OIG has successfully built this diverse team of highly qualified individuals who use their various specialties and skill sets to accomplish the office's mission. These professionals include accountants, former prosecutors, former law enforcement officers, former state regulatory investigators, procurement specialists, and administrative specialists. They hold respected certifications including as fraud examiner, inspector general investigator, inspector general auditor, public accountant, and criminal justice information system operator.

PROFESSIONAL DEVELOPMENT

We continue to maintain the highest level of professionalism by investing in our most valuable asset — our staff. In order for us to maintain our skills, our credentials, and our agency's accreditation status, we must continue our professional education.

To date, OIG staff members have received over 5,945 hours of continuing professional education credit, 749 hours of which they obtained during fiscal year 2024.

The OIG provides in-house training to all new staff members on topics including the mission, function, and authority of the OIG; the Charter, the Broward County Code of Ordinances, and municipal codes; county and municipal government organization and function; ethics codes, public

records, and the Sunshine laws; the accreditation process; the OIG Manual of Directives; proper investigative techniques and protocols; and our investigative management system software.

Throughout the year, staff members participated in training provided by the County, including in Microsoft Office 365 products; cybersecurity awareness; employment issues; the Family Medical Leave Act; and electronic processes including procurement, payroll, and human resources.

In addition, staff members participated in training classes and conferences provided by various government entities and associations on various legal, investigative, and auditing topics, including:

- AIG Florida Chapter - Training I & II
- AIG Institute - Certified Inspector General Investigator Certification
- American Institute of Certified Public Accountants - Town Hall
- CJIS - eAgent Training
- CJIS - Annual Security and Privacy
- CJIS - Service Area
- FCIC-NCIC - Limited Access Certification
- FDLE - Criminal Justice Officer - Ethics
- Florida Bar - Advanced Federal Practice 2023
- Florida Bar - Criminal Law Update
- Florida Bar - Inside the Florida Legislature
- Florida Bar - Practicing with Professionalism
- OCIG Cyber Pathways Training - Cybersecurity Fundamentals
- South Florida IG Council - Financial Fraud Conference
- Achieving more through Team Work
- Attorney's Guide to Microsoft Word
- Coaching Essentials
- Detecting and Investigating Procurement Fraud
- Fighting Financial Crime in the Generative AI Age
- Foundational Writing Skills for Audit and Investigative Reporting
- Grant Guidance
- Interviewing Witnesses and Suspects
- Malware Incident Response and Investigation
- Professionalism Expectations
- Public Finance in Florida
- Public Sector Procurement
- Purchasing 101
- Report Writing
- Situational Leadership II

OIG staff members are affiliated with the AIG. In addition to providing professional education on topics of interest to inspectors general and their staffs, the AIG awards certification status to individuals who meet the eligibility requirements regarding education and experience and successfully complete their respective certification programs.

After undergoing screening, training, and testing by the AIG, the Inspector General has been awarded the designation of Certified Inspector General; the OIG General Counsel, OIG Deputy General Counsel, OIG Investigations Manager, and five OIG Special Agents (including one this

reporting period) have received the designation of Certified Inspector General Investigator; and the ACPO Manager and one Senior Auditor have received the designation of Certified Inspector General Auditor.

TEAM NEWS

The OIG underwent several personnel changes during the reporting period, to include the promotion from within of our Deputy Inspector General, Audit and Contract/Procurement Oversight Manager, and Investigations Manager. We also hired a Senior Auditor, two Special Agents, and an Investigative Support Specialist this year.

At the conclusion of FY 2024, the OIG was continuing the recruitment of two additional auditors or investigators.

With the anticipated passage of the voter referendum to allow the OIG to provide inspector general services to the School Board of Broward County as described in further detail below, we are planning to hire up to another six team members by the end of FY 2025, depending on the quantity and nature of information we receive regarding alleged misconduct and gross mismanagement by officials, employees, and providers of the school system.

In the prior reporting period, as the effects of the COVID-19 disease became less severe, we designed a schedule to provide team members with the advantages of in-office availability while also acknowledging the benefits of a remote work option to individual staff members and the organization as a whole. Thus, during FY 2023, OIG staff began working remotely on Mondays and from the office Tuesdays through Thursdays. Staff who work five days per week have the option to work remotely or from the office on Friday. In this way, we are open for business from at least 8:30 a.m. to 4:30 p.m. every work day and available for walk-ins from the public on Tuesdays through Thursdays. Appointments can be made anytime during the work week. Our walk-in hours and appointment availability is noticed to the public at our website at BrowardIG.org and posted at the entrance to our offices.

We continued this schedule throughout the reporting period, as it has optimized public access, job performance and satisfaction, and the recruitment of highly qualified oversight professionals and support staff.

COMPLAINTS, TIPS, AND INFORMATION

Upon receiving a credible complaint, tip, or other information, the OIG conducts a thorough evaluation for legal authority and value to the public. As the Charter provides, the Inspector General has the authority to commence an investigation based on the existence of good cause to believe that any official, employee, or provider of Broward County or one of the municipalities within the county has engaged in misconduct or gross mismanagement. The Inspector General may find good cause based upon her own initiative or on a signed, sworn complaint.

TIPS AND INFORMATION

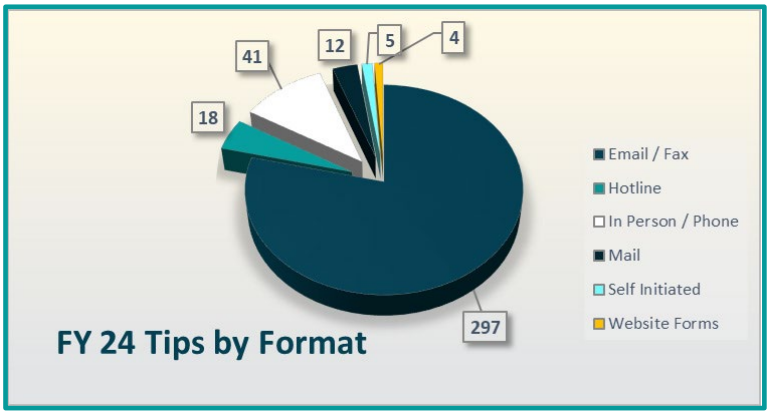
All county and municipal employees and residents are encouraged to assist the OIG in combating misconduct and gross mismanagement by providing tips and information. There are several ways to provide information to the OIG. We now accept tips and information through:

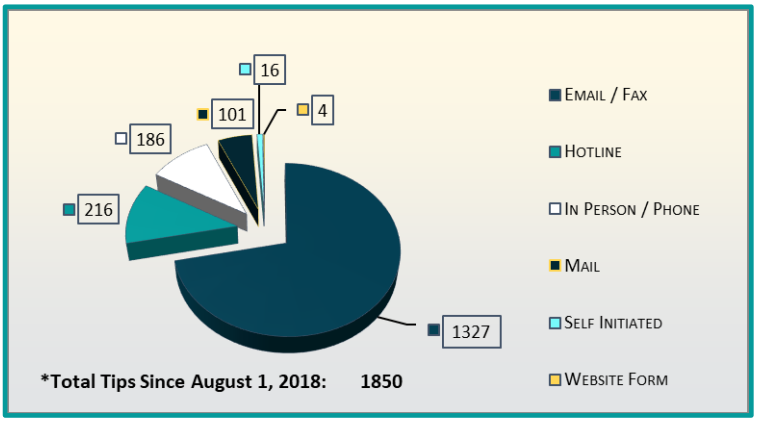
- our Hotline at (954) 357-TIPS (8477),
- by email at InspectorGeneral@broward.org,
- through an online form at our website BrowardIG.org,
- by fax at (954) 357-7857,
- by mail, and
- in person.

Persons may provide information without disclosing their names or contact information, although the OIG encourages people to identify themselves should additional information be needed during the investigative process. In any event, the OIG maintains the confidentiality of the identity of all complainants and tipsters in accordance with State law and the Charter.

To date, the OIG has received 3,172 tips, 377 of which we received during this reporting period. Here are the methods by which we received tips in Fiscal Year 2024.

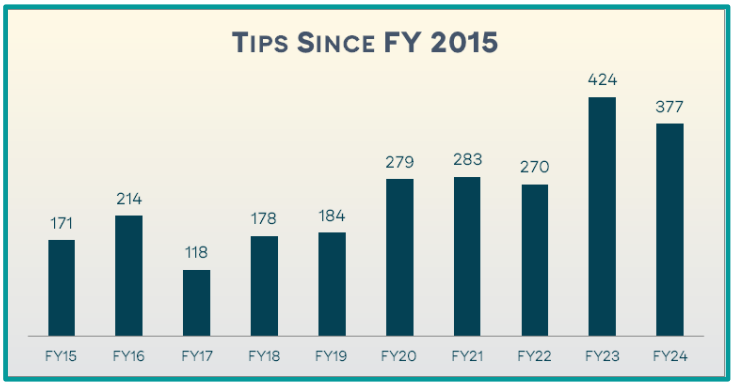
We note that approximately 2% of our tips were received by a new method we instituted in February 2024 - Website Forms.

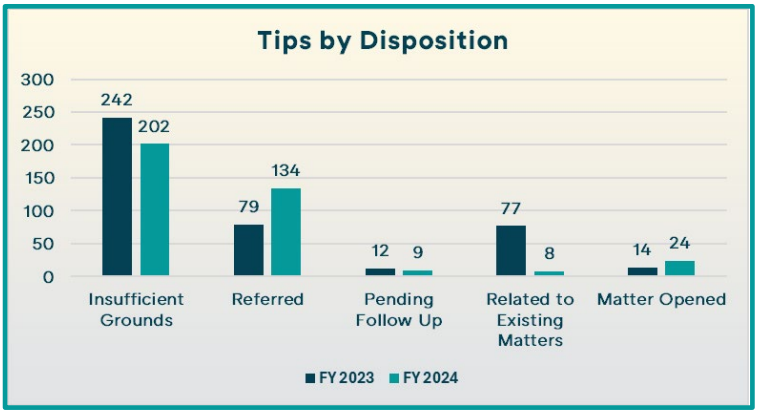




This is a breakdown of the methods by which we received all tips since we first collected data via our Investigative Management System (IMS).

The number of tips the OIG receives each fiscal year has been increasing overall. Over the past 10 years, the OIG has seen an increase of approximately 120% in the number of tips we receive each fiscal year, as shown here :





Once a tip is received, it is reviewed to determine the appropriate action and assignment. Of all tips received in the reporting period, 24 resulted in investigative matters, and 9 are currently pending a determination by the OIG. This is the action we took on tips this fiscal year compared to last fiscal year.

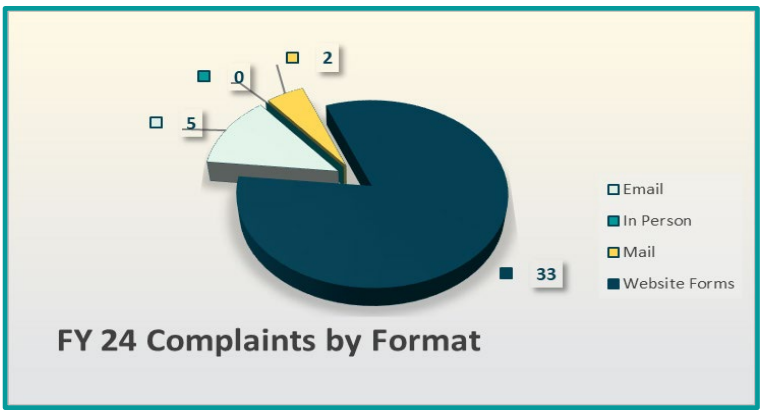
Since our inception, 395 tips have resulted in the initiation of investigative matters, and we have referred 731 tips to other governmental agencies.

COMPLAINTS

The Inspector General may find good cause based on a signed, verified complaint. The Charter requires a complaint to be signed, under a penalty of perjury, with a statement that the complainant has personal knowledge of the facts. Persons who wish to file a complaint with the OIG may obtain a complaint form from the OIG website BrowardIG.org or by contacting the OIG at (954) 357-7873.

The complaint must be completed, signed, and filed online through the web portal or delivered to the Broward Office of the Inspector General, One North University Drive, Suite 111, Plantation, Florida, 33324.

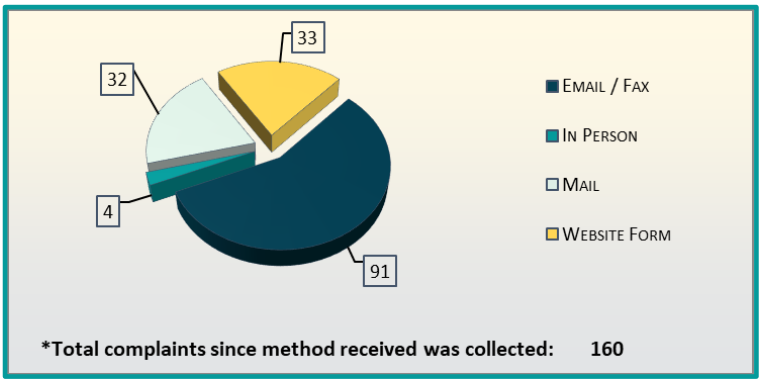
The following charts show the methods by which we received complaints this fiscal year and since we implemented the IMS.

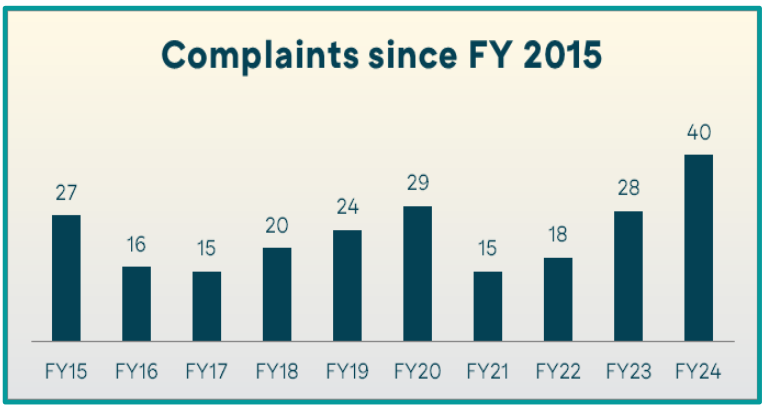


To date, the OIG has received 308 signed complaints, including 40 during this reporting period.

We note that approximately 83% of our complaints this reporting period were received by our new website form method.

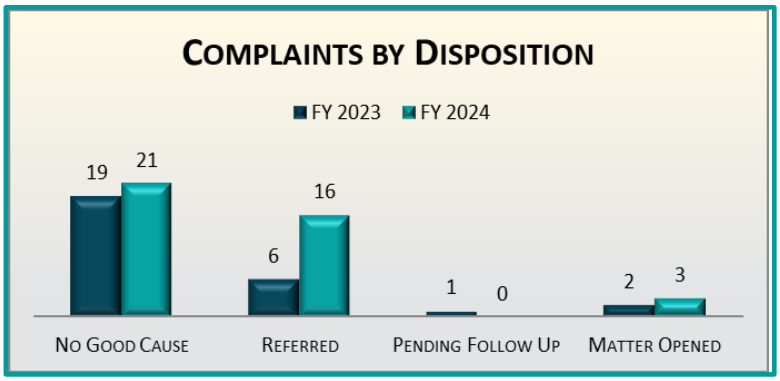
This is a breakdown of the methods by which we received all complaints since we first collected "method received" data via IMS.





Like with tips, the number of complaints the OIG receives each fiscal year has been increasing. Over the past 10 years, the OIG has seen an increase of approximately 48%, as shown here.

Of the 40 complaints filed with the OIG this reporting period, three resulted in the initiation of investigative matters or are currently pending a determination, 16 were referred to other government agencies for their appropriate action, and good cause was not established in 21 of them.



Since our inception, 44 complaints have resulted in the initiation of investigative matters, and we have referred 83 complaints to other governmental agencies.

PROGRAMS

The OIG is structured to support its primary mission of investigating gross mismanagement and misconduct. Deputy Inspector General Schmidt directs the work of these programs, which our Audit and Contract/ Procurement Oversight and Investigations units carry out. These units work together to perform investigations and oversight of contract management, procurement, and ethics.

As the result of OIG efforts, we have identified approximately $46.7 million in questionable expenditures to date, including approximately $2.9 million this fiscal year. This averages approximately $3.6 million per year over the OIG's 13 fiscal years of operation. Moreover, our efforts have led to the detection of over $7.3 million in recoverable funds, projected cost savings, and assessed penalties. To date, as a result of our investigations, the OIG has helped local governments recover approximately $925,000 in misspent taxpayer funds, including over $130,000 this fiscal year.

It is impossible to calculate our greatest impact – the millions we save residents and taxpayers through our programs' recommendations and the unseen correction of waste, fraud, and abuse through deterrence.

Each of the programs are discussed in more detail below.

AUDIT AND CONTRACT/ PROCUREMENT OVERSIGHT

The Audit and Contract/Procurement Oversight unit ("ACPO") is under the supervision of ACPO Manager Magli. ACPO focuses on reviewing government expenditures and associated processes, with an emphasis on public procurement and contract execution, administration, and oversight. This unit consists of Special Agents and Senior Auditors. It conducts reviews, audits, and investigations within its area of responsibility.

The OIG designed ACPO around the principles of detection and prevention. Since its inception, the unit has conducted an ongoing effort to help local governments identify and recover misspent taxpayer funds. To date, our efforts have led to the identification of recoverable funds and estimated cost savings totaling approximately $7.3 million.

To accomplish the program's objectives, OIG staff analyzes payments expended by Broward's local governments and detects instances of fraud, contract violations, overbilling, and underpayments. In addition to detecting misspent taxpayer dollars, we also evaluate internal controls; vendor solicitation, negotiation, and selection; purchase order execution; contract management; and other government processes that make local governments susceptible to the waste of public resources. We then recommend controls and other systematic best practice measures, such as staff training, to prevent those vulnerabilities from being exploited. We have found that Broward's county and municipal governments usually embrace such OIG recommendations.

This type of oversight and agency collaboration is crucial to promoting transparency and fairness in public procurement and maintaining fiscal integrity in local government. It not only helps mitigate potential corruption but also ensures that limited government resources are allocated more wisely and efficiently through fair and equitable competition, resulting in more prudent spending and an increase in public confidence.

Occasionally, our reviews identify potential gross mismanagement or misconduct. In those instances, the OIG proceeds with a full investigation and utilizes the expertise of investigative and legal staff, as necessary.

The following are summaries of ACPO's activities that were finalized with reports or memoranda to the affected entities during this reporting period.

Gross Mismanagement Within the City of North Lauderdale Allowed Solid Waste Vendor to Overbill Over $2.58 Million, Ref. OIG 21-008-M

The OIG issued a final report concluding that a former finance director of the City of North Lauderdale engaged in gross mismanagement for his failure to properly manage the financial aspect of a city contract for solid waste services when the service provider, Waste Pro, overbilled the City's residents (through the City) and commercial customers and did not pay all the franchise fees it owed to the City.

In total, from January 2012 through September 2021, Waste Pro's overbillings amounted to approximately $2,589,753.48.

The OIG also determined that no one staff member in the City was responsible for managing the Waste Pro contract overall. Had the former finance director ensured that Waste Pro's rates were correct and in accordance with the contract and had there been proper management of the contract overall, City staff would have or should have realized that the service provider:

- did not lower rates in October 2012 in conformance with the contract's requirement to adjust for reduced tipping fees;
- lowered the residential rate in July 2013 for less than the contract required and did not lower commercial rates according to the contract's Second Amendment;

- when the City Commission agreed to increase rates in January 2016, January 2017, and October 2018, applied a higher rate than agreed for commercial customers;
- when the City Commission agreed to a higher rate on a single component of the overall rate in January 2016 and October 2018, increased the rate on all components for commercial customers; and
- throughout the contract, collected but did not report and remit all franchise fees that were due to the City.

The first two oversights listed above left incorrect rates in place throughout the term of contract, exponentially increasing the overbilling over time. Specifically, the OIG estimated that Waste Pro overbilled the City $599,707.68 for residential solid waste services and that it overbilled commercial customers a total of $1,990,045.80 for container and compactor services. For commercial services, this equated to an overbilling of approximately $1,611,392.17 plus an overbilling of franchise fees of approximately $378,653.63.
Additionally, the OIG found that Waste Pro billed for certain services to commercial customers but did not list them on its monthly franchise fee report to the City. This resulted in Waste Pro underpaying franchise fees to the City in the amount of $42,580.58 for certain service codes related to compactors and $36,207.73 for a frontload overload can fee code, for a total of $78,788.31.

Waste Pro provided the City with a check in the amount of $92,000.00 to remedy the franchise fee payment issue, but, otherwise, the parties have not resolved the overbilling and underpayment described in the OIG's report.

City of Wilton Manors Employees' Gross Mismanagement of a Parking Management Services Contract, Ref. OIG 20-002-M

The OIG issued a final report concluding that two former City of Wilton Manors ("City") finance directors engaged in gross mismanagement in their handling of the City's parking management services contract with Lanier Parking Meter Services, LLC ("Lanier").

The OIG's investigation determined that the former employees failed to sufficiently scrutinize Lanier's invoices from April 1, 2019, through June 30, 2022, the period it reviewed. Their deficiencies included failing to ensure that the revenue Lanier reported as having collected on behalf of the City, which totaled $2,942,099.83, was accurate compared to Lanier's deposits into the City's parking bank account, which totaled $3,056,220.00.

The failure to properly manage the Lanier contract also resulted in questionable expenditures totaling at least $108,093.11, as the employees improperly approved $77,589.36 of reimbursements to Lanier for inadequately documented employee wages and another $30,503.75 for expenses the contract did not authorize.

The OIG identified two other issues of concern that the City and Lanier resolved while the OIG's investigation was ongoing. First, the OIG identified that Lanier remained in possession of a $31,174.27 operating advance that was due back to the City. On March 25, 2024, Lanier sent the City a credit memo reflecting that Lanier applied a $31,174.27 credit to the City's outstanding October 2023 invoice. Furthermore, on March 4, 2024, Lanier transferred to the City a vehicle that it was supposed to have given the City in April 2022, according to the Contract.

In its response to the preliminary version of the OIG's report, the City reported that it had plans to add a Senior Accountant to the Finance Department staff with the necessary expertise and training to complete appropriate reconciliations. The OIG final report" concluded with several recommendations to the City to address the findings of the OIG's investigation.

Pembroke Park Follows OIG's Recommendations to Implement Controls Over Town Purchasing Card or Credit Card Spending, Ref. OIG 23-030-M

In September 2023, the Broward Office of the Inspector General ("OIG") issued numerous recommendations to the Town of Pembroke Park to curb spending on town credit cards, also known as purchasing cards or p-cards. In May 2024, we issued a follow-up memorandum that concluded the Town had followed virtually all the OIG's prior recommendations on the subject. We determined that the Town Commission met two weeks after the OIG issued its September closing memorandum and discussed its observations. Its members then directed staff to update the Town's purchasing manual and any other policies needed to comply with the OIG's recommendations.
Over the ensuing weeks, the commission approved a resolution that authorized the implementation of a purchasing manual that now contains a section on p-card use that answered many of the OIG's concerns. The commission also passed an ordinance that established travel policies and rates that enabled the town to conform with Florida law. The town provided officials and employees with training on the new p-card and travel policies and procedures.

The town also produced several newly executed p-card user agreements by which authorized officials and employees agreed to follow the new policies and procedures. We also received a list of p-card holders and their designated spending limits.
After signing a p-card user agreement and undergoing the required training, the elected official whose town p-card spending was the focus of our initial inquiry, surrendered his p-card in late December 2023.

At the conclusion of the OIG's follow-up, the town had yet to determine how to implement advance approval for p-card purchases and travel; whether purchases from 2019 to the present were made for a primary public purpose; and what disciplinary measures, if any, the town will implement for violations of the policies and procedures.

Deficiencies Identified in North Lauderdale's Procurement Process for Small Purchases, Ref. 22-005-M

The OIG concluded a review of the City of North Lauderdale's disbursement records and transactions of several smaller-scale City purchases from October 1, 2016, through June 29, 2020. The OIG identified several instances where the City did not ensure that it disseminated solicitation specifications equitably and effectively, did not obtain the minimum three quotes for the solicitation of the goods and services sought, or both. The OIG identified that these purchases resulted in questionable expenditures totaling at least $73,800.00.

City purchases of less than $25,000.00 still required employees to exercise due diligence in maintaining a competitive marketplace by, at a minimum, obtaining the required number of quotes as prescribed by code. In public procurement, it is essential that City staff provide all proposers with the same specifications and that they clearly instruct potential vendors on the procurement

process, so that the City equitably affords all potential vendors the same opportunity to compete and win a potential award. Additionally, following procurement best practices, staff must analyze proposals under the same "apples to apples" comparison to ensure fairness and sufficient competition.

As a result of the OIG's review, the City took several measures to provide for better oversight of its procurement process, to add additional high-level support, and to better train staff on policies and procedures related to public procurement.

On June 26, 2024, the City's Finance Director confirmed the City's actions to address inconsistencies in the City's procurement process. The OIG recognizes the significant steps the City has taken toward creating a more controlled, efficient, and fair procurement process for small purchases and appreciates its cooperation during this review.

INVESTIGATIONS

Under the supervision of Investigations Manager Tanaka, Special Agents within the Investigations unit are tasked with investigating credible allegations of misconduct and gross mismanagement by County and Municipal elected officials, employees, and providers.

We also investigate alleged violations of the Broward Ethics Code, the Florida Code of Ethics for Public Officials and Employees ("State Ethics Code"), and municipal ethics codes. Special Agents also assist on procurement oversight and audit-related matters.

OIG staff are responsible for reviewing and corroborating information from hundreds of tips and complaints. They must also:

- conduct thorough, well-documented investigations;
- perform extensive background checks; and
- carry out detailed ethics and other regulatory compliance reviews.

Although OIG investigations vary in size and complexity, most require interviews of witnesses and implicated parties, the review of numerous documents, the analysis of financial records, and the preparation of detailed reports that summarize investigative findings.

The OIG issues final reports at the conclusion of investigations of alleged gross mismanagement. We also issue final reports involving alleged misconduct when we determine that such a report will assist the County or any Municipality in preventing similar misconduct in the future. When a final report is not warranted, the OIG may issue and/or publish a closing memorandum notifying officials of the closure of the investigation and detailing what we found.

In addition to one matter reported below in the Ethics Program discussion, the following are summaries of significant investigative findings the OIG made during this reporting period.

Fort Lauderdale City Manager Committed Misconduct by Not Residing in the City and Making a False Statement That He Did Reside in the City, Ref. OIG 23-031-M

The OIG issued a final report concluding that the City of Fort Lauderdale's former City Manager Gregorio "Greg" Chavarria engaged in misconduct by failing to reside in the City during his term as city manager, which ran from July 23, 2022, to June 1, 2024. The OIG also concluded that Mr. Chavarria engaged in criminal misconduct by falsely swearing to the Florida Department of Highway Safety and Motor Vehicles ("DHSMV") to a particular Fort Lauderdale address as his legal residence.

The OIG's investigation determined that, although the City's charter required the city manager to reside within the City during his or her term of office, there were no objective facts that reasonably suggested that Mr. Chavarria did so until at least mid-September 2023. Although Mr. Chavarria and his wife purchased a condominium unit located in Fort Lauderdale on October 31, 2022, the OIG observed factors that showed that he did not appear to reside there, including that he did not change his address with the City or with the DHSMV. Furthermore, he did not request the City to reimburse him for any moving expenses for a move into the City, an allowance to which he was contractually entitled.
The OIG's investigation also determined that Mr. Chavarria falsely swore to the DHSMV to another Fort Lauderdale address as being his legal residence when he changed his address on his driver license on February 25, 2023. As the objective facts, including Mr. Chavarria's travel pattern on work days, showed that he did not reside at that address, his false declaration constituted two types of misdemeanor perjury, perjury not in an official proceeding and making a false official statement.

Mr. Chavarria, through his attorney, and Mayor Dean Trantalis, individually, disputed the OIG's determinations by suggesting that Mr. Chavarria lived at the Fort Lauderdale condominium he owned with his wife. Mayor Trantalis offered that Mr. Chavarria showed a good faith effort to comply with the city charter's mandate by buying the condominium. But, as Mr. Chavarria's ownership of the condominium accounted for less than four months of his 22-month term of office and the city charter did not provide a good faith exemption, the claimed residence at the condominium he purchased in the City did not affect our misconduct findings, which included false statement and perjury findings.

In accordance with our charter mandate, we referred the matter to the Broward State Attorney's Office for whatever action that agency deems appropriate.

Pembroke Park Officials Unlawfully Spent $10,575 of Taxpayer Funds to Charter a Yacht for the Town's 2022 Holiday Party, Ref. OIG 23-018-M

The OIG issued a final report concluding that Town of Pembroke Park Commissioner Geoffrey Jacobs, when he was the Town's mayor, engaged in misconduct by improperly procuring a $10,575.00 yacht charter for the Town's 2022 annual holiday party for its officials, staff, and guests.

The OIG investigation determined that then-Mayor Jacobs selected the vendor by making a non-refundable $3,950.00 deposit with his Town credit card and executing a contract for the Town to charter the Sun Dream yacht for a three-hour cruise for 40 guests from 5:00 p.m. to 8:00 p.m. on

December 21, 2022, for $10,575.00. The Town's Procurement Code required that, for purchases exceeding $10,000.00, a proper procurement entailed the Town Commission's review of written proposals from at least three different vendors and approval of the most responsible and responsive proposal at a regular or special meeting. The Code also instructed that only the Chief Procurement Officer, that is, the Town Manager or his designee, was authorized to contract on behalf of the Town.

Because only 24 guests reportedly attended the event, the approximate charter cost for each person who cruised was $440.63.

The investigation also determined that the Town's former Finance and Budget Director Roy Brown played a role in the improper procurement when he authorized a $6,625.00 wire transfer to pay the balance due for the holiday party without determining whether the purchase complied with the Town's laws regarding procurement. He did not review the invoice for the yacht charter, endeavor to learn the amount of the deposit, or otherwise determine the total cost of the yacht charter, which would have alerted him about the purchase's procurement deficiencies.

OIG Completes First Compliance Review of County and Municipal Governments' Adherence to State's New Cybersecurity Law, Ref. 24-012-M

The OIG concluded a review into whether the largest 23 local governments within the county had complied with the state statutory requirement to adopt certain cybersecurity standards by January 1, 2024. By the end of the OIG's involvement, all local government entities under review had either certified to the state that they had adopted cybersecurity standards or provided the OIG records reflecting their adoption of cybersecurity standards.

The Local Government Cybersecurity Act requires local governments to adopt standards that safeguard their data, information technology, and information technology resources to ensure availability, confidentiality, and integrity. According to the Act, such standards must be consistent with generally accepted best practices for cybersecurity.

This was the OIG's first review for compliance with the Act's requirements. During the next fiscal year, the OIG intends to conduct a similar review of the county's nine remaining municipalities – those with populations of less than 25,000, as state law requires those municipalities to adopt cybersecurity standards by January 1, 2025.

ETHICS

Consistent with its Charter mandate, the OIG investigates, reports on, and refers state and local ethics code violations that apply to Broward's officials and employees and enforces the Broward Ethics Code.

Ethics Enforcement

The OIG reviewed the tips and complaints it received during the reporting period and determined that we received 18 ethics-related tips within our jurisdiction. Of those 18 total tips, we closed 5 and opened 12. Three (3) tips were related to existing matters, and 9 were opened as new matters

involving potential misconduct as defined by state and local ethics laws. One (1) tip was pending further review.

OIG ethics enforcement activity during the reporting year included the following:

Tamarac's Federal Lobbyist Paid for City Officials' Dinner, Ref. OIG 23-029-M

The OIG issued a closing memorandum after the Investigations Unit concluded an investigation into whether certain elected officials from the City of Tamarac accepted a gift prohibited by the Broward Ethics Code when the City's Federal Lobbyist paid for one of their dinners during a City delegation trip to Washington, D.C., in March 2023.

We determined that the City's Federal Lobbyist personally paid $594.46 for beverages and food for three elected officials, among others, who sat at her table at the Clyde's of Gallery Place restaurant on March 29, 2023. Until after the OIG's investigation became known to the City, no one had reimbursed either the lobbyist or her firm for any portion of the total she paid for the meal. Under the Broward Ethics Code, the alcoholic beverages and food constituted gifts from a City vendor or contractor valued at over $5.00. But because the OIG was not able to conclusively determine that any of the elected officials who attended the dinner knew – at the time – that the City's Federal Lobbyist paid for the dinner, it did not find misconduct.

The lobbying firm invoiced the City for the dinner on February 23, 2024, and the City paid $594.46 to the firm on April 26, 2024, more than one year after the meal.

The OIG reminded all of Broward's elected officials that the Broward Ethics Code states it is their responsibility to avoid even the appearance of impropriety, that there are gift prohibitions within the Broward Ethics Code, and that elected officials should be vigilant in holding themselves to the highest ethical standards.

OIG Helps Broward's Elected Officials Make Their 2022 Financial Disclosures Available for Public Inspection, Ref. 24-008-M

Due to the OIG's efforts, all current Broward elected officials have complied with the requirement that they post copies of their 2022 Form 1 and Form 6 disclosures ("financial disclosures") on their governmental entities' websites.

The Broward Ethics Code requires the mayors and members of the governing bodies of the county's local governments ("elected officials") to post copies of their financial disclosures online at the same time they file their original forms with the appropriate government office per state law. The State Ethics Code made all 2022 financial disclosures due by July 1, 2023.

In its initial review that began in February 2024, the OIG determined that 36 of the forms that were due to be online on or by July 1, 2023, were missing. This comprised approximately 21 percent of the forms for the 170 officials in office at the end of 2022. We then communicated and worked with the clerks of the 11 municipalities with missing forms.

By the end of the OIG's involvement, 100 percent of the elected officials who were required to file a 2022 financial disclosure were in compliance with the Broward Ethics Code's requirement to make them available for public inspection.

Former County Convention and Visitors Bureau V.P. of Convention Sales Admits to State Ethics Violation, Ref. OIG 16-019-M

In a matter that the OIG referred to the Florida Commission on Ethics ("CE"), the former Vice President of Convention Sales for the Greater Fort Lauderdale Convention and Visitors Bureau ("CVB") agreed with the CE that she violated the State Ethics Code.

Christine Roberts admitted that she had a conflicting contractual relationship that would create a continuing or frequently recurring conflict between her private interests and the performance of her public duties in violation of section 112.313(7)(a), Florida Statutes. On December 1, 2023, the CE entered a final order adopting the agreement to a public censure, reprimand, and $1,500 civil penalty.

The OIG passed on its findings to the CE after its investigation revealed probable cause to believe that Ms. Roberts corruptly misused her position within the CVB to orchestrate the selection of her boyfriend's event production company for CVB events between 2012, the year she and her boyfriend started dating, and 2015, the year he stopped working with the CVB. The investigation further found probable cause that Ms. Roberts had a conflicting contractual relationship with her boyfriend, as the two entered into a loan agreement at the same time as the CVB was doing business with him. The CE had also found probable cause to believe that Ms. Roberts used or disclosed information not available to the public for her boyfriend's benefit.

Although Ms. Roberts ultimately admitted to the conflicting contractual relationship, she denied the allegations that she misused her position and disclosed information not available to the public, and, as part of the stipulation, the CE dismissed the denied allegations.

CFA ACCREDITATION

In October 2023, the Commission for Florida Law Enforcement Accreditation ("CFA"), the accrediting authority for law enforcement agencies and offices of inspectors general in Florida's state and local governments, voted to award the OIG its third reaccreditation.



During the prior reporting period, a team of CFA assessors had conducted its review and recommended reaccreditation, finding the OIG to be in compliance with 43 applicable standards. The CFA's assessment report found that the OIG is committed to maintaining the highest level of professionalism and accountability and that it upholds the CFA standards as part of its daily operations. In the report's conclusion, it lauded the OIG for a "flawless onsite assessment."

The CFA has continually accredited the OIG since 2014. The new reaccreditation is valid until October 2026.

We at the OIG occasionally hear the question, "Who watches the watchdog?" In the case of the OIG, not only do the members of the Inspector General Selection-Oversight Committee – over which the OIG has no jurisdiction or authority – have the responsibility to oversee and annually review the Inspector General, the OIG also voluntarily submits to the CFA's review process so that the public is assured that another third-party organization neutrally assesses whether the OIG has adopted standards to ensure it operates accountably, transparently, and in the public interest. The OIG appreciates the vital contributions of Deputy Inspector General and Accreditation Manager Amy Schmidt and Operations Manager and Assistant Accreditation Manager Monica Vidal to ensure that all OIG staff understand and follow the CFA standards at all times and are well prepared for the assessment process.

BROWARD COUNTY PUBLIC SCHOOLS

In 2022 the School Board of Broward County ("SBBC") submitted a letter to the Broward County Board of County Commissioners ("BCC") requesting the County allow it to receive inspector general services from the OIG. After the Inspector General agreed in principle to providing such services, in October 2023, the BCC gave direction to the County Attorney's Office to begin working with the SBBC and the OIG to draft the necessary legal documents to enable the SBBC or a constitutional officer to receive inspector general services from the OIG if pursuant to an interlocal agreement ("ILA"), in exchange for the payment of costs.

Over the next eight months, the Inspector General, with the substantial assistance of OIG General Counsel McIntire and outside counsel retained for the purpose, met individually and together with counsel for the County and the SBBC to draft a Charter amendment, a tri-party ILA, a ballot question, and a BCC resolution placing the question on the November 2024 general election ballot. Efforts to craft the amendment and the ILA in particular required the OIG to engage in many hours of internal discussion as well as extensive face-to-face and videoconference briefing, discussion, drafting, and negotiation with representatives of the County and the SBBC.

The Inspector General, Deputy Inspector General, ACPO Manager, and General Counsel briefed SBBC officials in detail about how the OIG currently provides inspector general services and how it expected to do so for the SBBC if voters were to approve the ballot question. The Inspector General, Deputy Inspector General, and ACPO Manager met with SBBC officials and staff including the Auditor, Chief Safety and Security Officer, Chief of Police, and General Counsel to gain an understanding of the SBBC's investigative processes.

The Inspector General and Deputy Inspector General also personally met with Miami-Dade OIG's Assistant Inspector General for Investigations Hector Ortiz and Supervisory Special Agent Jose Gonzalez, Palm Beach Schools Inspector General Teresa Michael, Florida Department of Education Inspector General Mike Blackburn, and Florida Chief Inspector General Melinda Miguel and several of their staff members to better understand how local and state inspector general services are provided to Florida's school districts. The Inspector General is grateful for these individuals' insight and generosity of time.

Chief issues to which the parties to the ILA ultimately agreed were:

- ensuring the OIG's independence and discretion to initiate and direct investigations,
- ensuring the SBBC will pay – in advance where possible – for all anticipated incremental costs to the County,
- rule and regulation violations subject to investigation,
- inclusions and exclusions of individuals and entities subject to investigation,
- termination by any party with 30 days' notice and a wind-down period to complete pending matters, and
- SBBC's indemnification of the County and the OIG.

By June 4, 2024, when the BCC passed the resolution to place the referendum on the ballot in the general election, the three parties had agreed to a draft ILA, with only the initial fee to be determined.
The following was approved to appear on the Broward County ballot in the general election of November 5, 2024:

> **Expansion of the Broward County Inspector General's Authority**
>
> Amends the Broward County Charter to allow the Broward County Inspector General to provide inspector general services to The School Board of Broward County and the constitutional officers of Broward County if the applicable entity (The School Board or the constitutional officer) contracts with the Broward County Office of Inspector General and with Broward County regarding such inspector general services.
>
> ☐ YES
> ☐ NO

INTERGOVERNMENTAL COOPERATION AND COMMUNITY OUTREACH

The OIG continues to maintain relationships and work with federal, state, and local law enforcement, regulatory, and governmental agencies throughout the county and state.

We refer completed OIG investigations to the appropriate prosecutive or regulatory agency, such as the Broward State Attorney's Office ("SAO"), the CE, and the Florida Election Commission, for their action as they deem suitable. We provide continuing cooperation with those agencies as their investigations, prosecutions, and administrative actions progress. In March 2024 we met with the new Assistant State Attorney in Charge of the SAO's Public Corruption Unit regarding matters of mutual interest to our respective agencies.

We remain members of the Broward County Public Corruption Task Force, which also includes the Federal Bureau of Investigation, Broward Sheriff's Office, City of Fort Lauderdale Police Department, and United States Attorney's Office for the Southern District of Florida.

We participate in report sharing with the Council of the Inspectors General on Integrity and Efficiency ("CIGIE"), the organization of federal inspectors general that operates and maintains the public database of inspector general reports, Oversight.gov. The OIG is also an active member of the South Florida I.G. Council, from which we received an award this reporting period, as reported below.

We participate as members of the national and Florida Chapter of the AIG and the Council on Government Ethics Laws. The Inspector General is active on the Board of Directors of the national AIG and cooperates with other inspectors general and their key personnel on issues of mutual interest.

The OIG participated in intergovernmental and community outreach during the reporting period as follows:

- In December 2023, General Counsel McIntire and Deputy General Counsel Jenna Gargano presented the OIG's 50th ethics training for Broward's elected officials. This live, in-person training was titled, "Ethics and Open Government Laws for Elected Officials" and designed to assist Broward's elected officials in satisfying their state and county ethics training requirements. Ms. Gargano presented an overview of state and county ethics laws, and Ms. McIntire presented on open meetings and public records laws. The course provided an understanding of these laws by teaching the sources of the law, the standards of conduct expected, and the legal effect of violations.

  Sixteen representatives of municipalities throughout Broward attended the presentation, after which several attendees expressed their gratitude for the OIG's presentations and engaging discussions about the material.

- In February 2024, the South Florida I.G. Council recognized four OIG staff members for their work in investigating and reporting on a matter concerning Plantation's former mayor at its Special Achievement Awards Ceremony held at the United States Attorney's Office in Miami, Florida.

  OIG Special Agent William Cates, Senior Special Agent Hisae Tanaka, General Counsel McIntire, and Deputy Inspector General Schmidt accepted the 2023 Public Corruption Investigation Award. The Council gave the award for this category for results distinguishable from other public corruption matters by factors such as level of complexity, systemic corruption, level of subject(s), and the impact the investigation had on government operation or the public's faith in government.



For the case that resulted in the award, the OIG team reviewed a substantial number of city records from various departments, construction loan records, title insurance services records, campaign finance reports, and city council meeting records and videos and conducted 44 interviews of current and former employees and officials of the city and private companies. The event was attended by approximately 200 guests. Among the attendees were Broward State Attorney Harold Pryor and Chief Assistant State Attorney Regina Faulk, whom the Council invited to recognize for their office's support of the work of inspectors general. The Council, of which the OIG is a member, is comprised of federal, state, and local OIGs with a presence in South Florida. Council members routinely meet to discuss trends, share information with member agencies, host training opportunities, and coordinate the awards program.

- In February 2024, Inspector General Breece participated in the American Society for Public Administration, South Florida Chapter's annual "Best Practices" conference.

  The OIG's participation was on a panel titled "Navigating Between Right and Wrong: Contemporary Ethical Challenges," moderated by Miami-Dade Commission on Ethics and Public Trust ("Miami-Dade Ethics Commission") former Executive Director Jose Arrojo. Former Miami- Dade Ethics Commission Executive Directors Robert A. Meyers, now a city attorney and partner with the law firm Weiss Serota Helfman Cole + Bierman, and Joseph M. Centorino, now the Inspector General for the City of Miami Beach, joined the panel in addressing how to recognize and handle ethical dilemmas in the public workplace. Ms. Breece spoke on the function of inspectors general, the Broward OIG's scope and function, and examples of closed investigations where public employees reported suspected ethical misconduct, specifically in public procurements.

  The South Florida chapter of ASPA is comprised of 1,000 public administration practitioners, academics, and students, established to professionalize the public service, and it provides its members with education, research, technical assistance, and networking opportunities.

- In March 2024, OIG Deputy General Counsel Jenna Gargano spoke on behalf of the agency at a program sponsored by the Broward County Bar Association's government section, titled, "Ethics Lawyering for Local Governments."

  During the program, which was held in Fort Lauderdale, Ms. Gargano, Assistant County Attorney Kristin Carter, and Bradley H. Weissman of Nabors, Giblin & Nickerson, each spoke on the role they served for their own agency or firm in handling public ethics law-related issues. Ms. Gargano presented on the OIG's scope, function, and investigations, focusing on ethics cases. The program was well received by the approximately 21 participants who attended, many of whom were attorneys serving one or more local governments in Broward County.

- In April 2024, the Inspector General participated in a presentation coordinated by the Broward County Attorney's Office for 11 public corruption investigators, prosecutors, and reporters from Eastern Europe visiting the United States.

  The presentation, titled "Combatting Public Corruption," also included Assistant County Attorneys Scott Andron and Kristin Carter and Broward County District 7 Director of Policy and Public Affairs Eugen Bold, who spoke on local government in Florida, the state's open meetings and public records laws, and building public trust and confidence, respectively. Inspector General Breece spoke on inspectors general as a specialized tool to combat public corruption,

the authority and function of the Broward OIG, legal mechanisms that enhance interagency information sharing and cooperation, and the role of media and civil society in the OIG's investigating and reporting.

The guests, who included a prosecutor from the European Public Prosecutor's Office and an elected member of the National Assembly of the Republic of Slovenia, competed within their countries for the opportunity to participate in this cohort of the U.S. Department of State International Visitor Leadership Program facilitated by Global Ties Miami and Meridian International Center.

- In August 2024, the OIG's legal staff conducted another live, in-person ethics training titled, "Ethics and Open Government Laws for Broward's Elected Officials." The four-hour course was designed to assist Broward's elected officials in satisfying their state and county ethics training requirements. Ms. Gargano presented an overview of state and county ethics laws, Ms. McIntire presented on open meeting laws, and Assistant Legal Counsel Amy Drever presented on public records laws. Twenty elected officials from municipalities and the county attended the presentation. Following the presentation, many of the attendees expressed appreciation for the OIG's presentation and engagement of the legal staff.

In an effort to better communicate with the public, during FY 2024, the OIG sought and received the substantial, professional assistance of the County's Office of Public Communications ("OPC") in restyling the OIG's logo and website. As the OIG is organized to be independent of the local governments over which it has authority, it was our goal to bring visual distinction between the OIG and the County, whose logos and websites shared the same colors and included overlap in design. Part of an element of the OIG's legacy logo, white stars, appears in the new logo as a nod to the office's history.

OPC designed the OIG's new website, www.browardIG.org, from the ground up for the public to readily view and navigate the site with mobile devices, now the source of most website traffic. The website carries through the color scheme, design, and tone of the restyled logo and was organized to quickly provide relevant information on the following web pages:

- Home
- About Us
- Investigations
- Audit & Contracts
- Ethics
- FAQs
- Careers
- Public Records
- Publications & Press
- Contact Us
- Report Misconduct

It features new content and the technological advance of online forms for tips and complaints. These online forms are embedded within the site and have provided a convenient way for those with information about misconduct and gross mismanagement to report their information immediately and confidentially to the OIG. Following the OIG's implementation of these forms in

April 2024, we saw a significant increase in the number of filed complaints, as reported above under “Complaints, Tips, and Information.”

The OIG also brought the new look to other agency products during the fiscal year, such as stationery, forms, internal directives, business cards, and this annual report. In the redesign of our business cards, we included a staff innovation on the reverse of every staff member’s card, two helpful Quick Response (“QR”) codes. The first QR code, labeled “How to Report,” goes directly to the OIG’s “Report Misconduct” web page. The second QR code, labeled, “Witness FAQs,” goes directly to our Frequently Asked Questions or “FAQs” page, and answers questions witnesses would likely have when first encountering the OIG.

The OIG’s restyled website, still at www.browardIG.org, remains an essential resource for providing and receiving information and for staying connected with those whom we serve.

The public and press can stay up to date about our recent activity and access our searchable “Publications & Press” page for final reports, closing memoranda, status reports, press releases, annual reports, and other publications. Site visitors may also find out how to contact us and “Report Misconduct” with conveniently located buttons on every page of the site.

“Report Misconduct” encourages website visitors to assist the OIG in combating misconduct and gross mismanagement by providing information in several ways. At the “Ethics” section’s “Disclosure Sites” page, the OIG’s website also provides a convenient portal for the public to gain access to the County and Municipalities’ ethics disclosure web pages, and it provides open access to ethics training opportunities, OIG ethics training materials, applicable ethics laws, and helpful OIG publications on state and county ethics provisions.

Dockets for open Charter Section 10 Enforcement Hearings Forum cases are also available online. These dockets give the public open access to the text of all documents filed with the OIG Agency Clerk and provide for public notice of upcoming hearings. When such a case is open, you can find its docket under the “Public Records” tab at our website.

The OIG also uses social media messaging to inform the public and press of newly published reports and notices of other important activities. To stay connected to the OIG, follow @BrowardIG on X.



Inspector General Carol J. Breece

BROWARD OFFICE
OF THE
INSPECTOR GENERAL

1 N. University Drive, Suite 111 • Plantation, FL 33324
(954) 357-7873 • InspectorGeneral@broward.org
www.BrowardIG.org
Follow us on X @BrowardIG

ARTICLE 1. - GOVERNMENT AND ETHICS

Footnotes:

*--- (**1**) ---*

***Editor's note—** Ord. 2010-616-E, § 1, amended the Charter by retitling Art. 1.*

CHAPTER 1. - CONSOLIDATED GOVERNMENT

Footnotes:

*--- (**2**) ---*

***Editor's note—** Ord. 2010-616-E, § 1, amended the Charter by adding a new subtitle to Art. 1, and renumbering former §§*

1.01 and 1.02 as §§ 1.101 and 1.102.

Section 1.101. - Consolidated government.

(a) The county government of Duval County, the municipal government of the City of Jacksonville, the Duval County Air Improvement Authority, the east Duval County Mosquito Control District, the northeast Duval County Mosquito Control District, and all boards, bodies, and officers thereof were and are consolidated into a single body politic and corporate pursuant to the power granted by former s. 9 of Article VIII of the Constitution of 1885, as amended, of the State of Florida, which section was continued by and remains in full force and effect under s. of Article VIII of the Constitution of the State of Florida. The name of the consolidated government is City of Jacksonville (herein called "city" or "consolidated government"). The consolidated government succeeds to and possesses all the properties (of whatever nature), rights, capacities, privileges, powers, franchises, immunities, liabilities, obligations, and duties of the former governments and former special districts named in the first sentence of this subsection, without including or affecting the existence, properties, rights, capacities, privileges, powers, franchises, immunities, liabilities, obligations, and duties of the Cities of Jacksonville Beach, Atlantic Beach, and Neptune Beach and the Town of Baldwin. The consolidated government shall have perpetual existence and shall have only such officers, departments, and other agencies as are provided in this charter or as may be established by the council.

(b) The consolidated government has and shall have jurisdiction as a chartered county government and extend territorially throughout Duval County, and has and shall have jurisdiction as a municipality throughout Duval County except in the Cities of Jacksonville Beach, Atlantic Beach, and Neptune Beach and the Town of Baldwin.

(Laws of Fla., Ch. 78-536, § 1; Laws of Fla., Ch. 92-341, § 1; Ord. 2010-616-E, § 1)

Section 1.102. - Cities of Jacksonville Beach, Atlantic Beach, and Neptune Beach and Town of Baldwin.

(a) The territories of the Cities of Jacksonville Beach, Atlantic Beach, and Neptune Beach and the Town of Baldwin were and are also consolidated into the territory of the consolidated government. The Cities of Jacksonville Beach, Atlantic Beach, and Neptune Beach and the Town of Baldwin shall each continue to exist and have and retain the same local governmental structure, boards, bodies, officers, laws, municipal charters, and special acts which existed in those areas on September 30, 1968, unless changed in accordance with law. The persons who were officers and members of boards and bodies of the Cities of Jacksonville Beach, Atlantic Beach, and Neptune Beach and the Town of Baldwin on September 30, 1968, continued after that date to occupy the same position and were entitled to the same compensation therefor, unless changed in accordance with law. All such boards, bodies, and officers continue since October 1, 1968, to be elected at the times, in the manner, and for the terms which were provided under their respective municipal charters and continue to have the same powers and duties which they had under those charters, unless changed in accordance with law. All municipal charters and special and general laws which applied to the Cities of Jacksonville Beach, Atlantic Beach, and Neptune Beach and the Town of Baldwin on September 30, 1968, continue to apply to the respective governments, boards, bodies, and officers unless changed in accordance with law. These Cities of Jacksonville Beach, Atlantic Beach, and Neptune Beach and the Town of Baldwin each continue to be entitled to own, acquire, encumber, and transfer property in its own name, by the duly authorized action of its boards, bodies, and officers. The Cities of Jacksonville Beach, Atlantic Beach, and Neptune Beach and the Town of Baldwin are continued as municipalities having all governmental, corporate, and proprietary powers to enable them to conduct municipal government, perform municipal functions, and render municipal services, and shall be treated, considered, and dealt with as municipalities under the Constitution and laws of the State of Florida and shall be entitled to exercise the same functions, powers, and duties granted to municipalities under the general laws and Constitution of the State of Florida.

(b) The Cities of Jacksonville Beach, Atlantic Beach, and Neptune Beach and the Town of Baldwin shall not be subject to the provisions of section 5.11, article 14, article 16, article 17, or article 19. The council may provide for management or fiscal audits by the council auditor of the second, third, fourth, and fifth urban services districts or their boards, bodies, or officers.

(Laws of Fla., Ch. 78-536, § 1; Laws of Fla., Ch. 92-341, § 1; Ord. 2010-616-E, § 1) **Cross reference—** Duval County boundaries, Part B, Art. 1.

CHAPTER 2. - ETHICS

Section 1.201. - Declaration of Ethics Policy.

The proper operation of responsible government requires that public officials and employees be independent, impartial, and responsible to the people; that government decisions and policy be made in the best interests of the people, the community and the government; that public office not be used for personal gain, and that the public have confidence in the integrity of its government.

(Ord. 2010-616-E, § 1)

Section 1.202. - Ethics code, ethics commission, inspector general.

The City of Jacksonville, acting in its capacity as a county, shall enact an ethics code with jurisdiction over the officers and employees of the consolidated government of the City of Jacksonville, its constitutional officers, and independent agencies and districts, whether elected or appointed, paid or unpaid, and to the officers and employees of the school district. Jurisdiction shall include, but not be limited to the following: The Mayor, the Sheriff, the Supervisor of Elections, the Property Appraiser, the Clerk of the Courts, the Tax Collector, City Council, JEA, the Police and Fire Pension Fund, Jacksonville Aviation Authority, Jacksonville Port Authority, Jacksonville Housing Authority, Jacksonville Housing Finance Authority, Jacksonville Transportation Authority, and the Jacksonville Health Facilities Authority. The ethics code may, as allowed by law, supplement state ethics laws. The ethics code shall provide for an independent ethics commission, whose membership shall have appropriate subject matter expertise, and which shall:

(a) manage a citywide ethics hotline for intakes of allegations of violations of the ethics code;

(b) manage and coordinate the training and education of local officers and employees in state and local ethics;

(c) have the authority to refer ethics matters to appropriate enforcement agencies;

(d) recommend changes in legislation to City Council in the areas of ethics laws and administration, conflicts of interests, hotline policies, ethics education, ethics in procurement, campaign ethics, and lobbying;

(e) have jurisdiction to levy those civil fines or penalties authorized by the City Council for violations of the City's ethics code;

(f) act as the hiring committee for the administrative staff of the ethics oversight and compliance office;

and whose enforcement power is limited to the ethics code authorized by this section and enacted by city council. A structure shall be established for the ethics commission that ensures independence and impartiality

(Ord. 2010-616-E, § 1; Ord. 2014-747-E, § 1)

Section 1.203 - Ethics Oversight and Compliance office and Office of Inspector General.

(a) The ethics code provided for in section 1.202 of the Charter shall include the establishment of an independent citywide Ethics Oversight and Compliance office and an independent Office of Inspector General, each with jurisdiction over the City of Jacksonville, its constitutional officers, and its independent agencies.

(b) The Ethics Office shall coordinate ethics training, ethics compliance, and ethics oversight issues and to staff the ethics commission.

(c) The Office of Inspector General shall provide independent oversight of publicly funded activities and transactions and other local government operations. The office shall have jurisdiction to investigate, audit, and provide contract oversight, and to promote economies and efficiencies, improve agency operations, and prevent and deter waste, fraud and abuse.

(d) The Ethics Oversight and Compliance Office and the Office of Inspector General shall, to the extent practicable and advisable, share resources, promote efficiencies and avoid duplications.

(Ord. 2010-616-E, § 1; Ord. 2014-519-E, § 4; Ord. 2014-747-E, § 1)

Section 1.204 - Administrative Support.

(a) Appropriate support, as determined by City Council, shall be provided to the ethics commission and to the citywide Ethics Oversight and Compliance office and to the Inspector General to carry out each of their duties and responsibilities.

(b) Subsection (a) support shall include a mechanism to obtain documents and testimony in connection with violations of the City's ethics code.

(c) The City and the independent agencies may enter into agreements for purposes of providing funding and administrative support for ethics and inspector general activities.

(d) Subject to available funding, the Inspector General may, appoint, employ or retain independent legal counsel to assist with the functions of the office.

(Ord. 2010-616-E, § 1; Ord. 2014-747-E, § 1)

Section 1.205. - Ethics Education and Application of Ethics Laws.

Every elected official within the consolidated government shall complete such ethics training as may be required by the ethics code. This requirement shall apply to all elected officials within the consolidated government, including, without limitation, the Mayor, all City Council Members, all Duval County School Board Members, the Sheriff, the Supervisor of Elections, the Property Appraiser, the Tax Collector, and the Clerk of the Circuit and County Court. Additionally, all such elected officials shall be included in the definition of the term "officer" regarding any ethics code definition referring to officers as any person elected to any City office and all such elected officials shall comply with all laws applicable to officers in the City's ethics code.

(Ord. 2010-616-E, § 1; Ord. 2017-347-E, § 1)

Section 1.206. - Professional Standards.

Subject to practicality and available funding, the Office of Inspector General should apply for and pursue professional accreditations for the investigative functions of the office offered by the Florida Commission for Law Enforcement Accreditation.

(Ord. 2014-747-E, § 1)

Section 1.207. - Inspector General Independent Selection.

The City Council shall amend, enact, reenact, or recodify appropriate legislation to ensure that the hiring and removal of the inspector general shall be vested with an independent inspector general selection committee.

(Ord. 2014-747-E, § 1)

PART 3. - INSPECTOR GENERAL

Sec. 602.301. - Establishment; Office of Inspector General.

There is created an Independent Office of Inspector General. The organization and administration of the Office shall be independent to assure that no interference or influence external to the Office adversely affects the independence and objectivity of the Inspector General.

(Ord. 2014-519-E, § 5)

Sec. 602.302. - Purpose.

The purpose of this Part is to establish a full-time Office of Inspector General in order to provide increased accountability, integrity, and oversight of the entire Consolidated Government, to assist in promoting economy and efficiency, improving agency operations, and deterring and identifying waste, fraud and abuse. This Part shall not apply to the Office of the State Attorney, and the Office of the Public Defender.

(Ord. 2014-519-E, § 5; Ord. 2016-332-E, § 3)

Sec. 602.303. - Duties and Functions.

The duties and functions of the Office of Inspector General shall include the authority, power and responsibility to:

(a) Review and evaluate internal controls to protect the resources of the entire Consolidated Government against waste, fraud, inefficiency, mismanagement, misconduct, and other abuses;

(b) Audit, evaluate, investigate and review past and present the activities, accounts, records, contracts, procurements, change orders, grants, agreements, and other programmatic and financial arrangements undertaken by any office, agency, department, or part of the entire Consolidated Government, and any other function, activity, process or operation conducted by any office, agency, department, or part of the entire Consolidated Government; its officials and employees, contractors, their subcontractors and lower tier subcontractors, and other parties doing business with any office, agency, department, or part of the entire Consolidated Government, or receiving funds from any office, agency, department, or part of the entire Consolidated Government;

(c) Conduct investigations, audits, contract oversight and reviews, issue reports, and make recommendations in accordance with applicable laws, rules, regulations, policies and past practices. Audits, investigations, inspections and reviews conducted by the Office of Inspector General will conform to professional standards for Offices of Inspector General such as those promulgated by the Association of Inspectors General; in accordance with current International Standards for the Professional Practice of Internal Auding as published by the Institute of Internal Auditors, Inc., or where appropriate, in accordance with generally accepted governmental auditing standards. The Office of Inspector General shall develop and adhere to written policies in accordance with Florida accreditation standards for Inspector Generals;

(d) Receive full and unrestricted access to the records of any and all officials and employees, contractors, including their subcontractors and lower tier subcontractors, of any office, agency, department, or part of the entire Consolidated Government and other parties doing business with any office, agency, department, or part of the entire Consolidated Government or receiving funds from any office, agency, department, or part of the entire Consolidated Government;

(e) Receive, review, and investigate any complaints regarding projects, programs, contracts or transactions of any office, agency, department, or part of the entire Consolidated Government;

(f) Establish a "hotline" to receive complaints, from either anonymous or identified persons;

(g) Review referrals from the Director of the Office of Ethics Compliance and Oversight;

(h) Require all officials, employees, and contractors, their subcontractors and lower tier subcontractors, and other parties doing business with any office, agency, department, or part of the entire Consolidated Government or receiving funds from any office, agency, department, or part of the entire Consolidated Government to provide statements; administer oaths; and, require the production of documents, records and other information. In the case of refusal by an official, employee or other person to obey a request by the Office for documents or for an interview, the Inspector General shall have the power to subpoena witnesses, administer oaths, and require the production of documents;

(i) In the case of refusal to obey a subpoena served to any person, the Inspector General may make application to any court of competent jurisdiction to order the witness to appear before the Inspector General and to produce evidence, or to give testimony relevant to the matter in question;

(j) Whereas the Inspector General suspects a possible violation of any State, federal or local law, he or she shall notify the appropriate law enforcement agencies;

(k) The Mayor and any and all Officials and employees of any office, agency, department, or part of the entire Consolidated Government, except for employees of the Jacksonville Sheriff's Office, shall promptly notify the Inspector General of possible mismanagement of a contract (misuse or loss exceeding $5,000 in public funds), fraud, theft, bribery, or other violation of law which appears to fall within the jurisdiction of the Inspector General, and may notify the Inspector General of any other conduct which may fall within the jurisdiction of the Inspector General. Employees of the Council Auditor's Office are exempt from disclosing any information obtained during an audit until the audit is complete and the audit report has been issued to the City Council;

(l) Engage in prevention and outreach activities, including but not limited to: develop public awareness to inform government officials and employees, as well as the general public, of the authority and responsibility of the Office;

(m) Recommend remedial actions to be taken by any office, agency, department, or part of the entire Consolidated Government to overcome or correct operating or maintenance deficiencies and inefficiencies that were identified by the Office;

(n) Issue an annual report to the Ethics Commission, the Inspector General Selection and Retention Committee, Mayor, the Council and deliver to the full City Council and the Inspector General Selection and Retention Committee a verbal briefing on activities of the Office every six months;

(o) Monitor implementation of the recommendations made by the Office;

(p) Monitor, inspect and review, without limitation, the operations, activities, performance, and procurement processes including, but not limited to, bid specifications, bid submittals, activities of the contractor, their subcontractors and lower tier contractors, its officers, agents and employees, lobbyists, officials and staff of any office, agency, department, or part of the entire Consolidated Government, in order to ensure compliance with contract specifications and detect waste, fraud and abuse;

(q) Be notified in writing prior to any duly noticed public meeting of a procurement selection committee where any matter relating to the procurement of goods or services by any office, agency, department, or part of the entire Consolidated Government is to be discussed;

(r) Establish policies and procedures to guide functions and processes conducted by the Office;

(s) Reserved;

(t) Exercise any of the powers contained in this Chapter upon his or her own initiative;

(u) The Office records related to active audits, investigations and reviews shall be confidential and exempt from disclosure, as provided by F.S. § 112.3188(2) and Ch. 119;

(v) The Inspector General is considered the "appropriate local official" of the City for purposes of whistleblower protection provided by Section 112.3188(1), Florida Statutes;

(w) The Inspector General has the power to appoint, employ, and remove such other personnel as is deemed necessary for the efficient and effective administration of the activities of the office. All such appointees shall serve at the pleasure of the Inspector General and shall be exempt from civil service; and

(x) To enforce this Chapter by all means provided by law, including seeking injunctive relief in the Fourth Judicial Circuit Court in and for Duval County.

(Ord. 2014-519-E, § 5; Ord. 2016-332-E, § 4; Ord. 2016-360-E, § 1; Ord. 2018-262-E, § 1; Ord. 2025-257-E, § 1)

Sec. 602.304. - Inspector General Established; Qualifications.

The Inspector General shall head the Office of Inspector General and shall have a bachelor's degree or higher from an accredited college or university, and at least ten years of experience in government auditing, investigation, or prosecutorial or criminal justice administration, public administration or business administration. A master's degree or higher is preferred. Professional certifications such as certified inspector general, certified inspector general auditor or investigator, certified public accountant, certified internal auditor, or certified fraud examiner are recommended. The Inspector General shall not have been found guilty of or entered a plea of nolo contendere to any felony, or any misdemeanor involving the breach of public trust. If not already certified as an inspector general, the Inspector General shall be required to obtain certification within 24 months of becoming the Inspector General.

(Ord. 2014-519-E, § 5; Ord. 2018-262-E, § 1)

Sec. 602.305. - Selection, Term, Contract, Removal and Vacancy.

(a) *Selection*. The responsibility for selecting the Inspector General shall be vested with the Inspector General Selection and Retention Committee, hereinafter, the "Committee." The Committee shall be composed of seven members selected as follows:

(1) The President of the Jacksonville City Council or his or her designee;

(2) The State Attorney of the Fourth Judicial Circuit or his or her designee;

(3) The Chair of the Jacksonville Ethics Commission or his or her designee;

(4) The Chair of the Jacksonville TRUE Commission or his or her designee;

(5) The Public Defender of the Fourth Judicial Circuit or his or her designee;

(6) The Chief Judge of the Fourth Judicial Circuit or his or her designee; and

(7) The Mayor of the City of Jacksonville or his or her designee.

The chairperson of the Committee will rotate among the members of the Committee starting with the President of the Jacksonville City Council or his or her designee. The chairperson will serve for a term of two years and will be followed in numerical order as outlined above. The position of chairperson is connected with the position and not the individual. The term of the chairperson will commence on July 1. If a member does not wish to serve as chairperson the position will rotate to the next member in numerical order. The Committee shall select the Inspector General with no less than four members approving the appointment from a list of qualified candidates submitted by the City of Jacksonville Employee Services Department. The Committee's selection is subject to confirmation by the City Council.

(b) *Term.* The Inspector General shall be appointed for a term of four years. The Committee shall convene at least six months prior to the end of the four-year contract term to determine whether to renew the contract of the Inspector General or to solicit new candidates.

(c) *Contract.* The Chair of the Committee, in coordination with the Office of General Counsel, shall negotiate a contract of employment with the Inspector General. The Inspector General shall be an appointed employee exempt from civil service and shall be entitled to all rights and benefits normally accorded to appointed employees.

(d) *Removal.* The Inspector General may be removed based on specified charges initiated by the Committee for the following: neglect of duty, abuse of power or authority, discrimination, or ethical misconduct. The Inspector General shall be provided sufficient advance notice of the reasons for the possible removal, and shall be given an opportunity to be heard on the charges. A decision of the Committee to remove the Inspector General must be approved by a minimum of four members of the Committee and be confirmed by the City Council.

(e) *Vacancy.* In the event of a vacancy in the position of Inspector General, the Committee shall appoint an interim Inspector General until such time as a successor Inspector General is selected and assumes office. The Interim Inspector General shall meet all qualifications provided herein for the Inspector General.

(f) In addition to the responsibility for the selection and retention of the Inspector General, the Committee will meet no less than once every six months to receive an update on the Office of Inspector General's activities and to provide support and assistance to the Inspector General. Additionally, the Committee will review the proposed annual budget for the Office of Inspector General every spring and provide any feedback or comments prior to the Inspector General presenting the proposed budget to the Mayor's Office. The Committee shall on a yearly basis evaluate the performance of the Inspector General based on criteria established by the Committee.

(Ord. 2014-519-E, § 5; Ord. 2018-262-E, § 1)

Sec. 602.306. - Records Disclosure.

The Inspector General's final reports shall be public records to the extent that they do not include information that has been made confidential and exempt from release to the public by Florida or federal law.

(Ord. 2014-519-E, § 5)

Sec. 602.307. - Annual Budget.

The Mayor shall establish in the annual budget a separate activity for the Office of Inspector General similar to the budget presentation of a department of the City of Jacksonville. A minimum funding base is hereby established at $400,000 annually.

(Ord. 2014-519-E, § 5; Ord. 2018-262-E, § 1)

Sec. 602.308. - Coordination with City Council Auditor's Office.

The Inspector General and the City Council Auditor shall mutually cooperate, subject to their respective standards on confidentiality, and where practicable, to avoid duplication of efforts in audit functions. The Inspector General and the Council Auditor shall obtain respective approval prior to an offer of employment to their respective employees.

(Ord. 2014-519-E, § 5; Ord. 2018-262-E, § 1)

Sec. 602.309. - Penalty Provisions.

It shall be unlawful and a Class D offense for:

(1) Any person to retaliate, punish, threaten, harass, or penalize any person for assisting, communicating or cooperating with the Office of Inspector General; or

(2) Any person to:

(a) Knowingly interfere, obstruct, or impede any investigation conducted by the Office of Inspector General; or

(b) Knowingly attempt to interfere, obstruct, or impede any investigation conducted by the Office of Inspector General; or

(c) Knowingly, falsify facts in any oral or written statement made as part of any investigation conducted by the Office of Inspector General.

(Ord. 2014-519-E, § 5; Ord. 2018-262-E, § 1)

OFFICE OF INSPECTOR GENERAL

CITY OF JACKSONVILLE

"Enhancing Public Trust in Government Through Independent and Responsible Oversight"

ANNUAL REPORT

October 1, 2023 through December 31, 2024

Presented to the Citizens of Jacksonville
January 14, 2025

Posted on September 8, 2026

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OFFICE OF INSPECTOR GENERAL
CITY OF JACKSONVILLE

January 14, 2025

Citizens of Jacksonville,

As another calendar year ends, I would like to present the 2024 Annual Report for the Jacksonville Office of Inspector General (OIG).

I am very proud of our office's work this year and feel our efforts demonstrated a fully staffed and functioning OIG. When I was appointed to this position three years ago, I promised the community that this office would foster an environment of effective and efficient government through oversight and process improvement.

During the year we received 96 complaints that were opened for review and closed with dispositions, we received 145 additional emails and web submissions that were referred to MyJax and 701 emails that were reviewed, assessed, and filed for intelligence. Our investigative activity identified close to 7 million dollars in unnecessary costs.

Our outreach program has significantly strengthened our partnership with the Mayor and the City Council. Both have shown consistent openness to our efforts to advance transparency and efficiency, recognizing the value of our independent oversight. Our recommendations for change and process improvement were predominantly accepted and implemented.

As the city expands, the demand for accountability will rise, and our office remains dedicated to ensuring that the citizens of this great city can trust their tax dollars are being spent appropriately.

Building public trust in government is a challenge our office faces daily with commitment and determination. Our mission is carried out by a dedicated team of professionals who embody our core values: integrity, accountability, objectivity, respect, and professionalism.

The OIG understands our mission is accomplished through collaboration and partnership with Jacksonville's consolidated government and its citizens. We are committed to strengthening these relationships while actively seeking opportunities to detect and prevent fraud, waste, and abuse.

Thank you for your continued support and we look forward to a productive and efficient new year.

Regards,

Matthew J. Lascell
Inspector General
Office of Inspector General

231 E Forsyth Street, Suite 470, Jacksonville, FL 32202
Email: InspectorGeneral@coj.net Website: www.jacksonville.gov/oig
Office: (904) 255-5800 Fax: (904) 255-5813

Posted on September 8, 2026

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MISSION STATEMENT

"ENHANCING PUBLIC TRUST IN GOVERNMENT THROUGH INDEPENDENT AND RESPONSIBLE OVERSIGHT."

Offices of Inspector General are entrusted with fostering and promoting accountability and integrity within government. The **Office of Inspector General (OIG) for the City of Jacksonville (COJ)** was created to provide independent oversight of publicly funded activities. Responsibilities include reviewing and evaluating internal controls to protect the resources of the entire Consolidated Government against waste, fraud, inefficiency, mismanagement, misconduct, and other abuses.

VISION STATEMENT

To be the trusted oversight organization within Duval County, serving all citizens by promoting positive change and increased efficiency throughout the Consolidated Government.

CORE VALUES

Integrity: Our actions shall conform to high standards of ethical conduct and remain free from any financial, social, or other obligation that might influence the performance of our duties.

Respect: We are committed to treating all individuals with dignity and courtesy.

Accountability: Our commitment is to provide value-added service and accept full responsibility for our actions.

Objectivity: We are committed to remaining neutral and unbiased, relying on facts in the performance of our duties.

Professionalism: We are committed to our mission, demand excellence from ourselves, and comply with professional standards.

STRATEGIC GOALS

(Goals for Fiscal Years 2018-2025)

Goal 1: Focus on increasing the efficiency and effectiveness of government to ensure the Consolidated Government serves as a good steward of the funds provided by the citizens of Jacksonville.

Goal 2: Ensure effective and appropriate oversight of the procurement process throughout the Consolidated Government, from bid development through contract execution.

Goal 3: Conduct outreach to the Consolidated Government and the citizens of Jacksonville to solicit input on ways to increase the efficiency and effectiveness of the Consolidated Government while educating all stakeholders on our office.

Goal 4: Maintain a team of high performing experts in investigations, audits, and contract oversight through continuing education and professional certifications.

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OIG HISTORY

The Office of Inspector General began operations in October 2014 to provide independent oversight of publicly funded activities. Initially, oversight jurisdiction was limited to the City of Jacksonville (COJ) government and did not include the constitutional officers or independent agencies that also comprise the consolidated government.

Voters passed a Charter Referendum in March of 2015 to expand the OIG's jurisdiction from the core City of Jacksonville departments, officials, and employees to include all the Consolidated Government, effective January 1, 2016.

OVERSIGHT

City Government:

- Office of the Mayor
- City Council
- All City Departments and Offices

Constitutional Officers:

- Property Appraiser
- Supervisor of Elections
- Tax Collector
- JSO (Non-Sworn)
- Clerk of the Courts

Independent Agencies and Authorities:

- JEA
- Jacksonville Transportation Authority
- Jacksonville Aviation Authority
- Jacksonville Port Authority
- Jacksonville Housing Authority
- Jacksonville Housing Finance Authority
- Jacksonville Health Facilities Authority
- Downtown Investment Authority
- Duval County School Board
- Kids Hope Alliance

FISCAL YEAR FUNDING

The Fiscal Year 2024 total approved budget was $1,541,177: 90% for hiring, operating expenses, which includes training and supplies.

The approved budget for Fiscal Year 2025 ($1,612,739) increased by $71,562 due to an increase of additional funds for filling the Investigative Support Analyst position, and a de minimis increase in discretionary operating expenses.

The Office of Inspector General has oversight of $7.9 billion* and oversight of Consolidated Government employees, which includes employees of City Government, Constitutional Officers, and Independent Agencies.

*Budget Information from the COJ Council Auditor's Office Report #878, issued January 22, 2024. Employees of Duval County Schools were not included.

OIG STAFF EXPERIENCE

To ensure success in accomplishing the mission of *"Enhancing Public Trust in Government Through Independent and Responsible Oversight,"* the OIG hires qualified individuals who not only reflect the diversity of the community but also have the appropriate level of skills, abilities, and experience necessary for their position on the OIG team. Staff members have backgrounds and academic degrees in investigations, law enforcement, auditing, public administration, and financial analysis. In addition, the OIG staff hold the following certifications and professional memberships:

Certifications:

- Certified Inspector General
- Certified Inspector General Investigator
- Certified Inspector General Auditor
- Certified Government Auditing Professional
- Notary Public

Professional Memberships

- Association of Inspector General (National Chapter)
- Association of Inspector General (Florida Chapter)
- Fraud Prevention Association
- National Institute of Government Procurement
- Institute of Internal Auditors
- Association of Certified Fraud Examiners

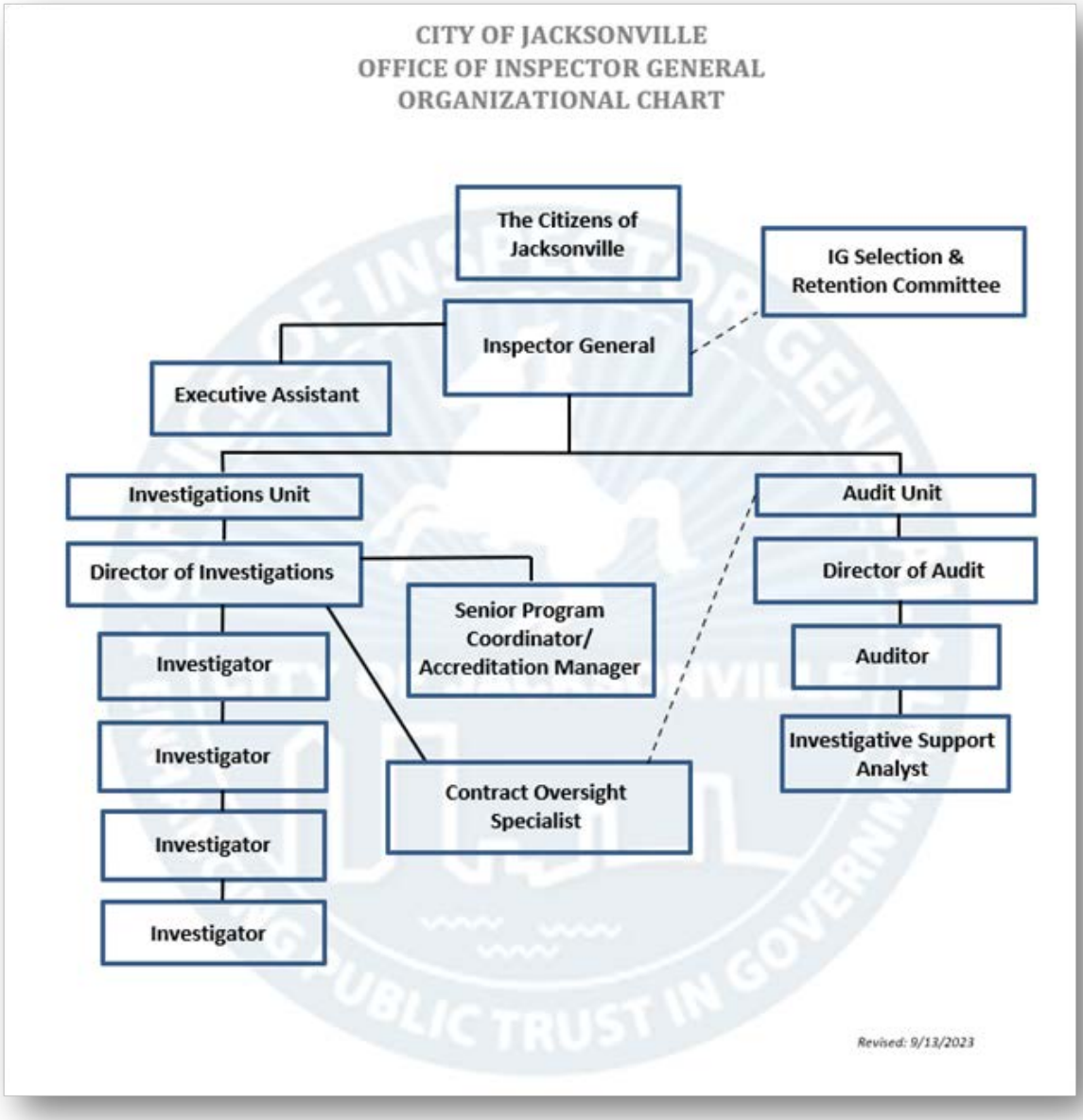
INSPECTOR GENERAL SELECTION AND RETENTION COMMITTEE

Sec. 602.305, *Ordinance Code,* provides for the Inspector General (IG) selection by the Inspector General Selection and Retention Committee (Committee). This seven-member group is responsible for making decisions regarding the IG's retention and removal, providing guidance, direction, and support to the OIG. The Committee's IG selection is subject to confirmation by the City Council. The role of the Committee is set out in Sec. 602.305, *Ordinance Code*. The Committee's members are set forth as follows:

COMMITTEE MEMBERS	NAME	DESIGNEE
President of the Jacksonville City Council	Randy White *Ronald Salem (former)*	N/A
State Attorney of the Fourth Judicial Court	Honorable Melissa Nelson	Steven Siegel *L.E. Hutton, Chief Assistant State Attorney (former)*
Chair of the Jacksonville Ethics Commission	J.J. Dixon (CHAIR) *Ellen Schmitt (former)*	N/A
Chair of the Jacksonville TRUE Commission	Lieutenant Colonel Keshan Chambliss	N/A
Public Defender of the Fourth Judicial Court	Honorable Charlie Cofer	Owen Schmidt, Director of Circuit Court
Chief Judge of the Fourth Judicial Circuit	Honorable Chief Judge Day	Cecilia Birk, Court Counsel
Mayor of the City of Jacksonville	Honorable Donna Deegan	Karen Bowling, Chief Administrative Officer

ORGANIZATIONAL CHART

The OIG is currently comprised of the Investigations Unit and Audit Unit. The office is currently budgeted for 12 full-time positions. As of October 2, 2023, all 12 positions were filled.



REPORTING POLICY

The OIG accepts complaints of potential fraud, waste, abuse, and mismanagement relating to the City of Jacksonville, its Constitutional Officers, its Independent Agencies and Authorities, and contractors/vendors doing business with the Consolidated Government. The information is reviewed and assessed for potential violation(s) of governing laws, rules, policies, and procedures to determine appropriate handling.

Methods of reporting to the OIG are as follows:

Hotline: (904) 255-5800
Email: InspectorGeneral@coj.net
Web: www.jacksonville.gov/oig
Mail: Office of Inspector General
City of Jacksonville
231 E. Forsyth Street, Suite 470
Jacksonville, FL 32202

WHISTLE-BLOWER PROTECTION

The State of Florida's Whistle-blower's Act, Sections 112.3187 – 112.31895, *Florida Statutes*, protects current or former employees, applicants for employment, and independent contractor employees from retaliatory acts associated with the disclosure of:

1) any violation or suspected violation of any federal, state, or local law, rule, or regulation committed by an employee or agent of an agency or independent contractor that creates and presents a substantial and specific danger to the public's health, safety, or welfare; or

2) any act or suspected act of gross mismanagement, malfeasance, misfeasance, gross waste of public funds, suspected or actual Medicaid fraud or abuse, or gross neglect of duty committed by an employee or agent of an agency or independent contractor.

The City of Jacksonville also provides for whistle-blower protection in Part 5, Chapter 602, *Ordinance Code*. In addition to investigating whistle-blower allegations of fraud, waste, and abuse, the OIG is designated as an appropriate local official responsible for reviewing the allegations of persons seeking whistle-blower protection and granting or denying whistle-blower status.

OUTREACH AND PREVENTION

The Office of Inspector General has energized the Outreach Program to increase awareness of its mission and promote honesty, accountability, and efficiency throughout the City of Jacksonville. Since Inspector General Lascell's appointment in March 2022, the OIG has put a strong emphasis on outreach presentations and ensures attendees are aware of their role in deterring, detecting, and disclosing wrongdoing and mismanagement whether they are an employee, former employee, vendor/contractor, or member of the public.

The OIG has presented to:

- City of Jacksonville (COJ) Departments and Offices
- COJ New Employee Orientation (continuous)
- Independent Agencies and Authorities
- Florida State Agencies and Departments
- Jacksonville Sheriff's Office, Sheriff's Watch
- Local colleges
- DCPS School Board Working Group
- Fraud Prevention Association
- Boards and Commissions CPAC - Greater Arlington Beaches
- North Florida Consumer Council
- US Attorney, Middle District of FL
- Palm Beach County OIG
- Miami-Dade County OIG
- 4th Judicial District State Attorney
- Boards and Commissions Citizens Planning Advisory Committee
    - Southeast District
    - Southwest District
    - Northwest District
    - North District
    - Urban Core



In 2024, the OIG conducted outreach with:

- TRUE Commission
- Chamber of Commerce
- Risk Management Division
- Office of the Ombudsman
- Chief of Procurement
- Florida Department of Education
- U.S. Department of Agriculture, Office of Inspector General
- Human Rights Commission
- Office of Consumer Affairs

The OIG will continue to focus on outreach to ensure all City of Jacksonville employees, Independent Agencies and Authorities, and the citizens of Jacksonville are familiar with our policies and programs.

INVESTIGATIONS UNIT

The Investigations Unit conducts and coordinates investigations to detect, deter, prevent, and eliminate fraud, waste, and abuse within the Consolidated Government. OIG investigations are undertaken to resolve allegations of violations of Florida Statutes, the Ordinance Code, and Consolidated Government policies, rules, and directives.

The Investigations Unit conducts investigations involving Consolidated Government officials, employees (excluding sworn personnel), vendors, contractors, or consultants doing business with the Consolidated Government.

Investigations may be initiated because of information received from employees of the Consolidated Government, private citizens, local, state, or federal agencies, or through the OIGs' or other agencies' hotlines.

The Investigations Unit refers all potential criminal violations to the appropriate local, state, and federal authorities. It works closely with the Office of the State Attorney for the Fourth Judicial Circuit and the United States Attorney's Office for the Middle District of Florida.

Investigations are conducted in accordance with the *Principles and Standards for Offices of Inspector General* (Green Book) as developed and approved by the Association of Inspectors General. These principles are essential, as they guide the quality of investigations.

The Investigations Unit issued eight investigative reports during Fiscal Year 2024 and referred 10 cases to law enforcement. Please see the highlighted summaries below.

Utility Assistance Program

In an effort to detect and deter wasteful expenditure of government funds, the OIG initiated a review of the Jacksonville Housing (JH) Utility Assistance program. Per the United States Department of Housing and Urban Development (HUD), the program is also known as Utility Reimbursement Payments (URP). Funding for the program comes from the United States Department of Housing and Urban Development (HUD).

The OIG obtained account data for the URP from JH and then contacted the card service provider, ONBE. ONBE is a program manager who issues payments and manages payment programs for corporate clients and government entities. ONBE issues payments through affiliated banks to facilitate a wide variety of payment programs. A representative supplied the total amount allocated for the URP and the percentage of those dollars spent by JH tenants on utilities between October 31, 2022, and October 31, 2023.

During that period, $1,990,166.21 was loaded onto 1,634 JH tenant URP cards which can be used as ATM cards. ONBE data revealed that only 13.49% ($268,473.42) of the funds were spent on

utilities. $1,721,692.79 of those expenditures were unrelated to utilities. ONBE explained that the cards could be programmed exclusively for utilities. Additionally, the funds could be paid directly to JEA.

Allegations of Overtime Fraud

The OIG initiated an investigation regarding the alleged falsification of overtime hours by City of Jacksonville Solid Waste employees. According to allegations, several Solid Waste employees had falsely claimed more overtime hours than they worked.

Investigation revealed that multiple Solid Waste employees received over $50,000 in overtime pay between October 1, 2022, and October 31, 2023. While the OIG did not find sufficient evidence to substantiate allegations of fraud, it also could not validate the overtime hours due to the lack of required documentation.

Failure to Conduct Background Checks

The OIG investigated alleged improprieties by Families of Slain Children Incorporated (FOSCI), a non-profit organization contracted through Kids Hope Alliance. During the investigation, the OIG learned several FOSCI employees were deemed Not Eligible for DCF Child Care based on their background checks. As a result, they should have been disqualified from employment for childcare per the DCF Child Care Licensing Program.

The OIG discovered two FOSCI employees under the College and Career Development Program were deemed Not Eligible, and one FOSCI employee was deemed N/A for DCF Child Care. It was also discovered three FOSCI employees under the Family Stability Program were deemed Not Eligible for DCF Child Care.

Internal Control Oversight

The OIG initiated an investigation regarding City of Jacksonville purchasing card (also referred to as P-Card) transactions for the Supervisor of the Elections (SOE) in accordance with §602.303, City of Jacksonville (COJ) Ordinance Code.

The investigation revealed that an SOE employee with an issued P-card amassed over $138,000 in questionable transactions with no corresponding receipts over the last several years. According to SOE officials, the former SOE should have approved these transactions with receipts and then have them approved by the COJ Finance and Administration Department.

Discovered Costs

The total costs that the OIG Investigations Unit discovered during FY24 are as follows:

- Identified Costs: **$2,264,490.15**
- Questionable Costs: **$2,689,062.09**
- Recovered Costs: **$38,332.00**
- Avoidable Costs: **$1,721,692.79**
- **Total: $6,713,577.03**

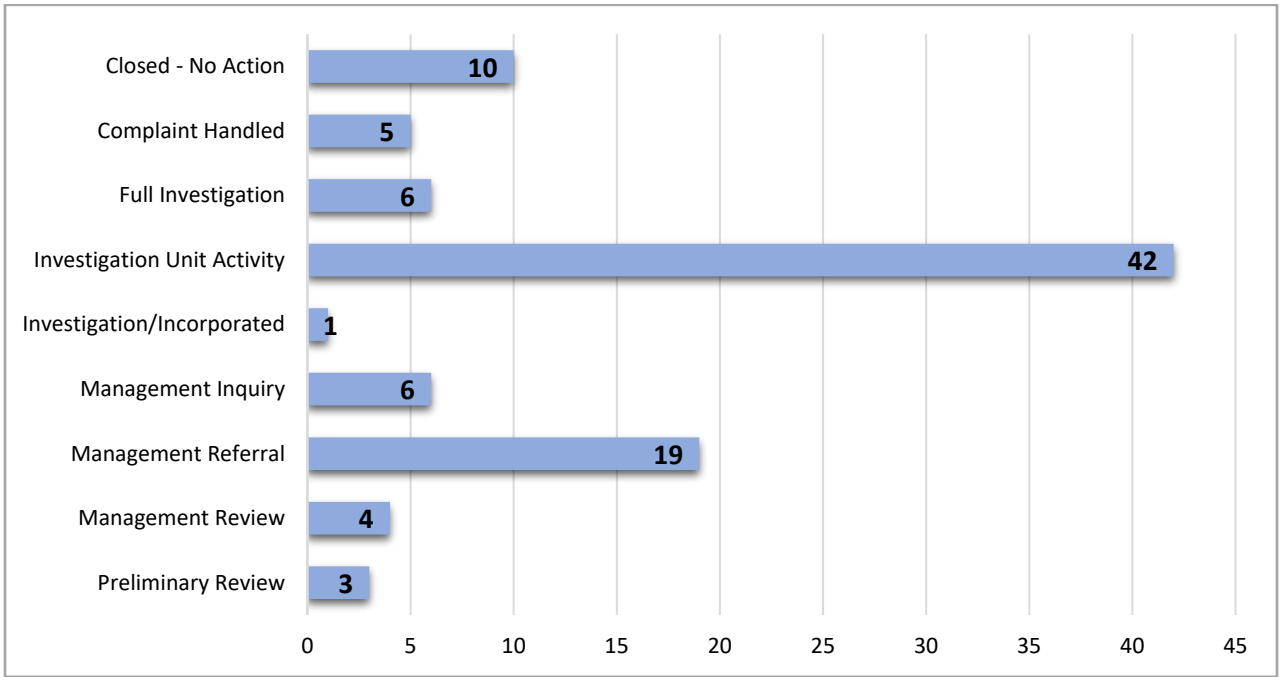
Complaints

The term **complaint** refers to any accusation of a specific violation of any law, rule, policy, or procedure against any Consolidated Government or Independent Agency and Authority employee or a contractor/sub-contractor employee, made either verbally or in writing, by a citizen, employee, or anonymous source.

During Fiscal Year 2024, the Office of Inspector General:

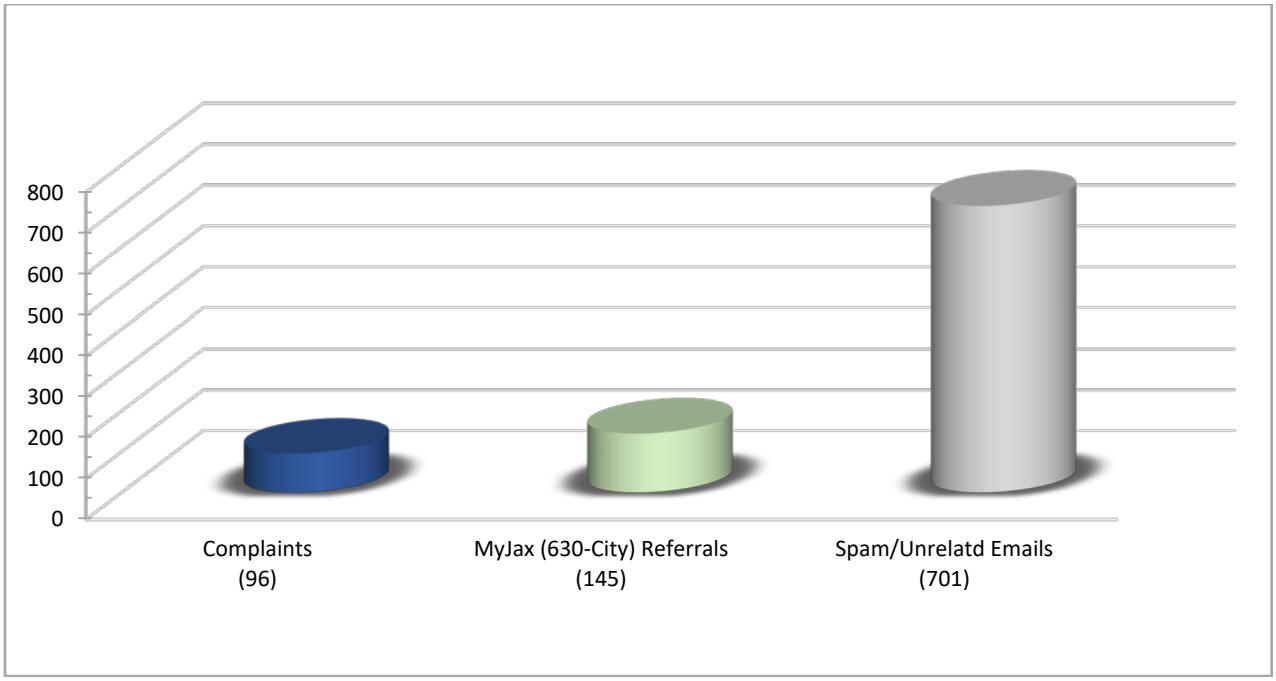
- received a total of 96 complaints that were open for review and closed with dispositions;
- received 145 additional emails and web submissions that were referred to MyJax; and
- received 701 emails that were reviewed, assessed, and filed for intelligence.

Dispositions:



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Intake Overview:



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AUDIT UNIT

What the Office of Inspector General's Audit Unit Does

The Audit Unit plays a vital role in supporting this OIG's mission. The Audit Unit accomplishes this by delivering independent and objective assurance and consulting services that enhance the operations of the City. The Audit Unit focuses on strengthening risk management, control, and governance processes through a systematic and disciplined approach. Every aspect of its work is carried out with integrity, objectivity, confidentiality, and professionalism.

Last Year's Accomplishments

The Audit Unit had an exceptionally productive year. Highlights included the Deputy Inspector General for Audit earning the Certified Fraud Examiner accreditation and the Investigative Support Specialist achieving the Certified Inspector General Auditor certification. Beyond the Unit's critical roles in providing investigative support and data analysis, the team also published the following six comprehensive reports:

Career Development Program Audit

Purpose: The Audit Unit audited the City's Career Development Program (CDP), which reimburses tuition for eligible employees. The review focused on compliance with the program's policies and the City's Ordinance Code for reimbursements from Fall 2020 to Fall 2023. It also assessed documentation, payment accuracy and timeliness, and employee repayment for early departures.

Findings: Tuition reimbursements were generally timely and accurate, but issues with CDP's record-keeping raised concerns about potential improper payments and missed repayments. Key findings include:

- 10.5% of reimbursements lacked required documentation.
- 26.9% of reimbursements were not properly recorded in CDP's system.
- Of the five employees who left City employment, repayment status was unclear for three due to insufficient records.

Keeping Families Together Public Service Grant Funding Audit

Purpose: The Audit Unit audited Family Support Services of North Florida's (FSSNF) Keeping Families Together program to evaluate compliance with the City contract terms, municipal ordinances, and delivery of proposed outcomes. This aligned with the OIG's focus on the use of Public Service Grant funds.

Findings: FSSNF complied with COJ contract terms and delivered promised services. While reimbursement submissions were delayed, this did not lead to improper payments or negatively impact the City. However, such delays could have affected FSSNF's program operations.

Oceanfront Parks' Admission Cash Handling Audit

Purpose: The Audit Unit reviewed operations at Kathryn Abbey Hanna Park and Huguenot Memorial Park for compliance with their cash handling policies. The audit analyzed cash reports, credit reports, count sheets, and verification memos for 58 days in Fiscal Year 2022-2023.

Findings: Hanna and Huguenot Parks demonstrated strong internal controls over admission fee handling. Of 58 days of verification memos at each park, only one was missing at Hanna, and one at Huguenot, the latter was irretrievably damaged by hurricane flooding.

Sunshine Law Compliance Review

Purpose: The City's ordinance code requires the OIG to conduct a biannual review to ensure City Council public meetings comply with state and local "Government in the Sunshine" laws. It also mandates that City Council members and their Executive Assistants (ECA) complete an annual ethics training.

Findings: The Audit Unit found that the City Council complied with state and local Sunshine laws. All 243 sampled meetings had proper notices, were held in appropriate locations, and included required meeting minutes. However, the Audit Unit could not verify if one ECA completed the required ethics training, as there was no record of completion was available.

Office of Public Parking DAVID Compliance and Control Measures Attestation

Purpose: The City's Office of Public Parking requested the OIG review its use of the Florida Department of Highway Safety and Motor Vehicles' (FLHSMV) DAVID system, as required by their MOU. The review assessed whether Public Parking had sufficient internal controls to protect DAVID's personal identification data from unauthorized access or misuse.

Findings: The Audit found that Public Parking had effective security measures to protect FLHSMV data. However, it identified areas for improvement in adhering to MOU requirements, specifically regarding the prompt removal of employee access upon termination or transfer, as well as the timely submission of quarterly reports and annual certifications.

Property Appraiser's Office DAVID Compliance and Control Measures Attestation

Purpose: The Duval County Property Appraiser's Office requested the OIG review its use of the FLHSMV's DAVID system, as required by their MOU. The review aimed to assess whether the Property Appraiser has sufficient internal controls to protect personal identity data in DAVID from unauthorized access or misuse.

Findings: The Audit found that the Property Appraiser had effective security measures to protect FLHSMV data. However, it was noted that the Property Appraiser did not audit enough users in 2022 and part of 2023. This issue had already been addressed by the time of the engagement.

This Year's Priorities

The Audit Unit has published its Fiscal Year 2025 Annual Audit Plan, as required by the *International Professional Practices Framework*. The plan identifies key projects based on a risk assessment of potential impacts on the City's objectives; however, it may be adjusted due to unforeseen circumstances. This year's plan includes the following engagements:

Project	Summary
Opioid and Substance Use Disorder Grants Committee's Opioid Settlement Proceeds Grants Program	The Opioid Settlement Proceeds Grants Program (OSPG) manages funds the City received from lawsuits against opioid manufacturers and distributors. Its goal is to allocate resources to local organizations focused on prevention, treatment, and recovery for those impacted by opioid abuse. This year, OSPG plans to distribute nearly $5 million in grants, with a volunteer committee overseeing the selection process. The Audit Unit prioritized this area due to the significant funds and the sensitive nature of substance abuse and healthcare.
Jacksonville Main Library's Rental Fees and Procedures	The downtown public library is a 300,000-square-foot facility offering traditional services and hosting after-hours events that generate revenue and attract hundreds of attendees and multiple vendors annually. Despite the scale, the rental program is managed by only a few employees who oversee the rental income and library assets. The Audit Unit selected this program for review due to its size, limited staffing, and revenue generated.
Animal Care and Protective Servies's Animal Ordinance Enforcement	The Animal Care and Protective Services Division (ACPS) of the Neighborhoods Department enforces state and local animal laws by investigating complaints, issuing citations, and impounding animals when necessary. Impounded animals may be reunited with owners, adopted, sterilized, or euthanized. Given the importance of these services to public welfare and vulnerable animals, the Audit Unit chose to review how the enforcement process was functioning.
Parks Department's Youth Camp Program Fees and Procedures	The Park's Department manages youth programs, including summer camps and after-school activities, generating nearly half a million dollars annually. Some families can attend for free through financial vouchers distributed via a lottery system. The Audit Unit will review these programs due to the significant revenue and the vulnerability of the children involved.
Audit Policy and Procedures Manual	The OIG has implemented a new case management system, Kaseware, to create, track, and store audit records. Consequently, the Audit Unit's Procedure manual will need to be updated.

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OFFICE OF INSPECTOR GENERAL

City of Jacksonville

231 East Forsyth Street, Suite 470

Jacksonville, FL 32202

Report Fraud, Waste, and Abuse

(904) 255-5800

InspectorGeneral@coj.net

www.coj.net/OIG

Sec. 8.3. - Inspector general.

The County shall, by ordinance, establish an Office of Inspector General to provide independent oversight of publicly funded transactions, projects, and other local government operations. The ordinance shall be prepared, adopted, and amended pursuant to the procedures in Section 8.4 below (hereinafter "Implementing Ordinance"). The Implementing Ordinance shall provide that the Inspector General shall be selected by a Selection Committee, comprised of the Commission on Ethics, the State Attorney or designee, and the Public Defender or designee. The Implementing Ordinance shall further provide that the Inspector General shall serve a fixed term, and prior to completion of that term, may be removed only for cause and pursuant to a procedure requiring, at a minimum, supermajority votes at duly noticed public hearings of the Board of County Commissioners and the Selection Committee. The Office of Inspector General shall be funded at minimum in an amount equal to one quarter of one percent of contracts of the County and all other governmental entities subject to the authority of the Inspector General (the "Funding Base") as determined by the Implementing Ordinance. The Board of County Commissioners may increase or decrease the Funding Base upon a showing of need for such adjustment based upon criteria contained in the Implementing Ordinance but in no event shall be Funding Base be reduced below one quarter of one percent unless the request for such reduction is made by the Inspector General. The demonstration of need shall be subject to review and recommendation by the Review Committee, which recommendation shall only be overruled by a supermajority vote of the Board of County Commissioners. No adjustment shall occur if such adjustment results in the Office of the Inspector General not being adequately funded.

(Ord. No. 2010-019, pt. 1, 7-20-10)

ARTICLE XII. - INSPECTOR GENERAL

Footnotes:

*--- (**26**) ---*

***Editor's note—** Ord. No. 2011-009, § 1(Exh. 1), adopted May 17, 2011, repealed art. XII and enacted a new article as set out herein. The former art. XII, §§ 2-421—2-432, pertained to similar subject matter and derived from Ord. No. 2009-049, §§ 1, 2(A)—(I), 6 and 7, adopted Dec. 15, 2009; and Ord. No. 2010-041, pts. 1—3, adopted Sept. 28, 2010.*

Sec. 2-421. - Title and applicability.

(1) This article shall be titled the "Office of Inspector General, Palm Beach County, Florida Ordinance."

(2) The Office of Inspector General, Palm Beach County, Florida Ordinance shall apply to the following:

(a) The board of county commissioners (hereinafter "the board") and all county departments;

(b) The thirty-eight (38) municipalities that approved the charter amendment in the countywide referendum held November 2, 2010;

(c) Any other public entity that elects to be bound by this article by entering into a memorandum of understanding or other agreement in accordance with section 2-423(9); and

(d) Any municipality formed after January 1, 2011, except to the extent that an ordinance adopted by that municipality at any time conflicts with this article.

(Ord. No. 2011-009, § 1(Exh. 1), 5-17-11)

Sec. 2-422. - Office created and established.

There is hereby established the office of inspector general which is created in order to promote economy, efficiency, and effectiveness in the administration of and, as its priority, to prevent and detect fraud and abuse in programs and operations administered or financed by the county or municipal agencies. The inspector general shall initiate, conduct, supervise and coordinate investigations designed to detect, deter, prevent and eradicate fraud, waste, mismanagement, misconduct, and other abuses by elected and appointed county and municipal officials and employees, county and municipal agencies and instrumentalities, contractors, their subcontractors and lower tier subcontractors, and other parties doing business with the county or a municipality and/or receiving county or municipal funds. The inspector general shall head the office of inspector general. The organization and administration of the office of inspector general shall be independent to assure that no interference or influence external to the office of inspector general adversely affects the independence and objectivity of the inspector general.

(Ord. No. 2011-009, § 1(Exh. 1), 5-17-11)

Sec. 2-423. - Functions, authority and powers.

(1) The inspector general shall have the authority to: (a) make investigations of county or municipal matters and publish the results of such investigations; (b) review and audit past, present and proposed county or municipal programs, accounts, records, contracts, change orders and transactions; and (c) prepare reports and recommendations to the board, or the subject municipality, or participating entities subject to section 2-421(2) based on such audits or investigations. All elected and appointed county and municipal officials and employees, county and municipal agencies and instrumentalities, contractors, their subcontractors and lower tier subcontractors, and other parties doing business with the county or a municipality and/or receiving county or municipal funds shall fully cooperate with the inspector general in the exercise of the inspector general's functions, authority and powers. Such cooperation shall include, but not be limited to providing statements, documents, records and other information, during the course of an investigation, audit or review. The inspector general may obtain sworn statements, in accordance with Florida Statutes, of all persons identified in this subsection as well as other witnesses relevant to an investigation, audit or review. Such audits shall be conducted in accordance with the current International Standards for the Professional Practice of Internal Auditing as published by the Institute of Internal Auditors, Inc., or where appropriate, in accordance with generally accepted governmental auditing standards. Such investigations will comply with the General Principles and Standards for Offices of Inspector General as published and revised by the Association of Inspectors General. The office of inspector general shall develop and adhere to written policies in accordance with the accreditation standards set forth by the Commission on Florida Law Enforcement Accreditation, Inc.

(2) The inspector general shall have the power to conduct audits of, require production of documents from, and receive full and unrestricted access to the records of the board, each municipality, county administrator, city administrator, city manager or other municipal executive, all elected and appointed county and municipal officials and employees, county and municipal departments, divisions, agencies and instrumentalities, contractors, their subcontractors and lower tier subcontractors, and other persons and entities doing business with the county or a municipality and/or receiving county or municipal funds regarding any such contracts or transactions with the county or a municipality. Except as otherwise limited in this subsection (2), the inspector general's jurisdiction includes but shall not be limited to all projects, programs, contracts or transactions that are funded in whole or in part by the county or any municipality. The inspector general may contract with outside entities deemed necessary to perform the functions of that office. Any such contract is subject to final approval by the board, but such approval shall not be unreasonably withheld. The inspector general may conduct investigations and audits, issue reports, and make recommendations regarding collective bargaining agreements. The inspector general shall conduct investigations and audits in accordance with applicable laws, rules, regulations, policies and past practices. The inspector general shall not interfere with collective bargaining negotiations.

(3) As provided in subsection (1), the inspector general can: require all county and municipal officials and employees, contractors, their subcontractors and lower tier subcontractors, and other persons and entities doing business with the county or a municipality and/or receiving county or municipal funds to provide statements; administer oaths; and, require the production of documents, records and other information. In the case of a refusal by an official, employee or other person to obey a request by the inspector general for documents or for an interview, the inspector general shall have the power to subpoena witnesses, administer oaths, and require the production of documents. Seventy-two (72) hours prior to serving a subpoena, the inspector general shall provide written notice to the state attorney and the U.S. Attorney for the Southern District of Florida. The inspector general shall not interfere with any ongoing criminal investigation or prosecution of the state attorney or the U.S. Attorney for the Southern District of Florida. When the state attorney or the U.S. Attorney for the Southern District of Florida has explicitly notified the inspector general in writing that the inspector general's investigation is interfering with an ongoing criminal investigation or prosecution, the inspector general shall suspend service of subpoena, examination of witnesses, or other investigative activities as set forth in the notice. In the case of a refusal to obey a subpoena served to any person, the inspector general may make application to any circuit court of this state which shall have jurisdiction to order the witness to appear before the inspector general and to produce evidence if so ordered, or to give testimony relevant to the matter in question.

(4) Where the inspector general suspects a possible violation of any state, federal, or local law, he or she shall notify the appropriate law enforcement agencies. The county administrator and each municipal manager, or administrator, or mayor where the mayor serves as chief executive officer, shall promptly notify the inspector general of possible mismanagement of a contract (misuse or loss exceeding five thousand dollars ($5,000.00) in public funds), fraud, theft, bribery, or other violation of law which appears to fall within the jurisdiction of the inspector general, and may notify the inspector general of any other conduct which may fall within the inspector general's jurisdiction. The county administrator and each municipal manager, or administrator, or mayor where the mayor serves as chief executive officer, shall coordinate with the inspector general to develop reporting procedures for notification to the inspector general.

(5) The inspector general shall have the power without limitation to audit, investigate, monitor, inspect and review the operations, activities, performance, and procurement processes including, but not limited to, bid specifications, bid submittals, activities of the contractor, their subcontractors and lower tier subcontractors, its officers, agents and employees, lobbyists, county and municipal staff and officials, in order to ensure compliance with contract specifications and detect corruption and fraud.

(6) The inspector general shall have the power to receive, review and investigate any complaints regarding any municipal or county-funded projects, programs, contracts or transactions. The inspector general shall establish a "hotline" to receive complaints, from either anonymous or identified persons.

(7) The inspector general may exercise any of the powers contained in this article upon his or her own initiative.

(8) The inspector general shall be notified in writing prior to any duly noticed public meeting of a procurement selection committee where any matter relating to the procurement of goods or services by the county or any municipality is to be discussed. The notice required by this subsection shall be given to the inspector general as soon as possible after a meeting has been scheduled. The inspector general may, at his or her discretion, attend all duly noticed county or municipal meetings relating to the procurement of goods or services as provided herein, and may pose questions and raise concerns consistent with the functions, authority and powers of the inspector general. The failure by the county or municipality to give written notice required by this section does not constitute grounds for a protest regarding such procurement and shall not be the cause for the stay of any procurement, and shall not be the basis to overturn the award of a contract.

(9) It is anticipated that special districts and other public officials and entities will recognize and desire to benefit from the services of the county office of inspector general. The inspector general may negotiate agreements or memoranda of understanding with other public entities which would authorize the inspector general to provide independent oversight of any or all of the public entity's transactions, projects and operations, and to exercise any and all authority, functions and powers set forth in this article for the benefit of such public entity. The memorandum of understanding or agreement shall include a provision for fees to be paid to the inspector general from the public entity in exchange for such benefits. Such fees shall be based on a rate established by the inspector general to cover the cost of such benefits and shall include, but not be limited to, one quarter of one percent of the contracts as described in section 2-429(2) (hereafter the "funding base") subject to inspector general review under the agreement. The funding base shall be subject to adjustment as set forth in section 2-429.1. Any such agreement or memorandum of understanding is subject to final approval of the board, but such approval shall not be unreasonably withheld. For the purposes of the removal procedure set forth in section 2-430, a "funding entity" shall mean a public entity that has entered into an agreement or memorandum of understanding to receive services of the inspector general, and has provided funding in exchange for such services equal to at least twenty-five (25) percent of the total annual budget of the inspector general for the county's fiscal year immediately preceding the fiscal year in which the removal procedure takes place.

(10) The inspector general's records related to active audits, investigations and reviews are confidential and exempt from disclosure, as provided by Florida Statutes, § 112.3188(2) and ch. 119.

(11) The inspector general is considered "an appropriate local official" of the county and of any municipality for purposes of whistleblower protection provided by Florida Statutes, § 112.3188(1).

(12) The inspector general may recommend remedial actions and may provide prevention and training services to county and municipal officials, employees, and any other persons covered by this article. The inspector general may follow up to determine whether recommended remedial actions have been taken.

(13) The inspector general shall establish policies and procedures and monitor the costs of investigations undertaken. The inspector general shall cooperate with other governmental agencies to recover such costs from other entities involved in willful misconduct in regard to county or municipal funds.

(14) Nothing herein shall abridge employees' constitutional right to collective bargaining.

(Ord. No. 2011-009, § 1(Exh. 1), 5-17-11)

Sec. 2-423.1. - Outreach.

The inspector general will coordinate with the county administrator and municipal manager or administrator to develop public awareness strategies to inform government officials and employees, as well as the general public, of the authority and responsibilities of the office of the inspector general. Such strategies shall include but not be limited to inclusion in the government's web page with a link to the office of inspector general website, publication of notices in the government's newsletters, and posting information about the office of inspector general in government employee break rooms and other common meeting areas. The inspector general shall provide on its website examples that illustrate fraud, waste, mismanagement, misconduct and abuse.

(Ord. No. 2011-009, § 1(Exh. 1), 5-17-11)

Sec. 2-424. - Minimum qualifications, selection and term of office.

(1) *Minimum qualifications.* The inspector general shall be a person who:

(a) Has at least ten (10) years of experience in any one (1) or a combination of the following fields:

1. As a federal, state or local law enforcement officer/official;
2. As a federal or state court judge;
3. As a federal, state or local government attorney with expertise in investigating fraud, mismanagement and corruption;
4. As an inspector general, certified public accountant, or internal auditor;
5. As a person with progressive supervisory and managerial experience in an investigative public agency similar to an inspector general's office;

(b) Has managed and completed complex investigations involving allegations of fraud, theft, deception or conspiracy;

(c) Has demonstrated the ability to work with local, state and federal law enforcement agencies and the judiciary;

(d) Has a four-year degree from an accredited institution of higher learning;

(e) Has not been employed by the county, any municipality or any other governmental entity subject to the authority of the inspector general office during the two-year period immediately prior to selection, unless such employment has been with the Office of Inspector General, Palm Beach County, Florida.

(f) Highly qualified candidates will also have audit-related skills and/or hold one (1) or more of the following professional certifications at the time of selection: certified inspector general (CIG), certified inspector general investigator (CIGI), certified inspector general auditor (CIGA), certified public accountant (CPA), certified internal auditor (CIA), or certified fraud examiner (CFE).

(2) *Selection.* No official or employee of any governmental entity subject to the authority of the office of inspector general shall participate on the inspector general committee. Responsibility for selecting the inspector general shall be vested solely with the inspector general committee. The inspector general committee shall be comprised of the commission on ethics as established in section 2-254 et seq. of this Code, the state attorney for the Fifteenth Judicial Circuit or his or her designee, and the public defender for the Fifteenth Judicial Circuit or his or her designee. The chairperson of the inspector general committee shall be chairperson of the commission on ethics. After thoroughly reviewing qualifications, background information, and personal and professional referrals, the inspector general committee shall notify the county attorney of its selection. The county attorney shall promptly notify the board that a selection has been made.

(3) *Staffing of inspector general committee.* The county human resources department shall provide staff to the inspector general committee and as necessary will advertise the acceptance of resumes for the position of inspector general. All resumes received by the human resources department will be forwarded to the inspector general committee for consideration. The human resources department shall contract with an appropriate entity to ensure that background checks are conducted on the candidates selected for interview by the inspector general committee. The results of the background checks shall be provided to the inspector general committee prior to the interview of candidates. Following the initial selection of the inspector general, the inspector general committee, for future selection processes as described in subsection (2) above, may continue to employ the services of the human resources department or may utilize its own staff to solicit candidates for inspector general. All advertisements for the acceptance of resumes for inspector general shall include a salary range commensurate with public officials of like experience and expertise.

(4) *Term.* The inspector general shall serve for a term of four (4) years. At least six (6) months prior to the end of each contract term, the inspector general committee will determine whether or not to renew the contract for an additional term of four (4) years, and shall promptly notify the inspector general of its decision. In the event the inspector general committee elects not to renew the contract, the inspector general committee shall promptly convene as necessary to solicit candidates for and to select a new inspector general in the same manner as described in subsection (2) above. The incumbent inspector general may submit his or her name as a candidate to be considered for selection. The incumbent inspector general shall serve until a successor is selected and assumes office.

(5) *Vacancy.* In case of a vacancy in the position of inspector general, the inspector general committee may appoint a member of the inspector general's office as interim inspector general within ten (10) days of the vacancy occurring, until such time as a successor inspector general is selected and assumes office. A successor inspector general shall be selected in the same manner as described in subsection (2) above, except for the following specific time constraints: (a) solicitation for qualified candidates for selection should be published within twenty (20) days, but no later than forty (40) days of the date the vacancy occurs; and (b) the inspector general committee must in good faith endeavor to convene and select an inspector general within ninety (90) days of the date the vacancy occurs.

(Ord. No. 2011-009, § 1(Exh. 1), 5-17-11)

Sec. 2-425. - Contract.

A designee from the commission on ethics, with the assistance of the county's human resources department and the county attorney's office, shall negotiate a contract of employment with the inspector general substantially consistent with the terms included in contracts of other contractual employees of the county. For the purposes of contract negotiations, such designation by the commission on ethics shall not be deemed a delegation of the commission on ethics' decision making authority. The inspector general shall be paid at a rate commensurate with public officials of like experience and expertise. Before any contract shall become effective, the contract must be approved by a majority of the board present at a regularly scheduled board meeting. The contract will cover the entire four-year term subject to the removal provisions in section 2-430. The contract will include a provision requiring the inspector general committee to provide notice of its decision to renew or not to renew the contract at least six (6) months prior to the termination of the contract. The contract shall provide that the inspector general may not represent a political party or be on any executive committee thereof, or seek public office during his or her term of service, and shall not seek public office or employment with any public entity subject to the jurisdiction of the inspector general for four (4) years thereafter. That limitation does not include seeking selection as inspector general for a subsequent term. The contract shall further provide that the inspector general may not be a lobbyist, as defined in section 2-352 of this Code, for two (2) years after term of service.

(Ord. No. 2011-009, § 1(Exh. 1), 5-17-11)

Sec. 2-426. - Physical facilities and staff.

(1) The county shall provide the office of inspector general with appropriately located office space and sufficient physical facilities together with necessary office equipment and furnishings to enable the inspector general to perform his or her functions.

(2) The inspector general shall have the power to appoint, employ, and remove such assistants, employees and personnel, and establish personnel procedures as deemed necessary for the efficient and effective administration of the activities of the office of inspector general.

(Ord. No. 2011-009, § 1(Exh. 1), 5-17-11)

Sec. 2-427. - Procedure for finalization of reports and recommendations which make findings as to the person or entity being reviewed or inspected.

The inspector general shall publish and deliver finalized reports and recommendations to the board or the appropriate municipality, and to the county commission on ethics. Notwithstanding any other provision of this article, whenever the inspector general determines that it is appropriate to publish and deliver a report or recommendation which contains findings as to the person or entity being reported on or who is the subject of the recommendation, the inspector general shall provide the affected person or entity a copy of the findings. Such person or entity, who is the subject of a finding or recommendation resulting from an investigation or review, shall have ten (10) calendar days to submit a written explanation or rebuttal of the findings before the report or recommendation is finalized. In the case of an audit, such person or entity shall have twenty (20) calendar days to submit a written explanation or rebuttal of the audit findings or before the report or recommendation is finalized. The inspector general shall grant reasonable extensions of time for providing a written explanation or rebuttal upon written request. Such timely submitted written explanation or rebuttal shall be attached to the finalized report or recommendation. The requirements of this subsection shall not apply in matters subject to the State of Florida Whistle-blower's Act, or when the inspector general, in conjunction with the state attorney or U.S. Attorney, determines that supplying the affected person or entity with such report will jeopardize a pending criminal investigation.

(Ord. No. 2011-009, § 1(Exh. 1), 5-17-11)

Sec. 2-428. - Reporting.

(1) Not later than December 31 of each year, the inspector general shall prepare and publish a written annual report summarizing the activities of the office during the immediately preceding fiscal year ended September 30. The report shall be furnished to the inspector general committee, the county administrator and the Palm Beach County League of Cities, Inc., and posted on the inspector general's website. The report shall include, but need not be limited to: a description of significant abuses and deficiencies relating to the administration of programs and operations disclosed by investigations, audits, reviews, or other activities during the reporting period; a description of the recommendations for corrective action made by the inspector general during the reporting period with respect to significant problems, abuses, or deficiencies identified; identification of each significant recommendation described in previous annual reports on which corrective action has not been completed; and a summary of each audit and investigation completed during the reporting period.

(2) The inspector general committee will meet with the inspector general every six (6) months to review the previous six (6) months' activities and the inspector general's plans and objectives for the upcoming six (6) months.

(Ord. No. 2011-009, § 1(Exh. 1), 5-17-11)

Sec. 2-429. - Financial support and budgeting.

(1) Pursuant to their annual budgeting processes, the county and each municipality shall provide sufficient financial support for the inspector general's office to fulfill its duties as set forth in this article. The county and municipalities shall fund the inspector general's office proportionately, based on the actual expenses of each governmental entity as recorded in the most recent audited year and reported in the Florida Department of Financial Services Local Government Electronic Reporting system (LOGER), pursuant to Florida Statutes, § 218.32, as may be amended.

(2) The county and each municipality's proportionate share shall be based on each entity's actual expenses as defined in the then current Uniform Accounting System Manual, published by the State of Florida, Department of Financial Services, Bureau of Local Government, and shall include the following Object Categories: 30 - Operating Expenditures/Expenses; 60 - Capital Outlay; and 80 - Grants and Aids. Notwithstanding the above, however, law enforcement, pension funds, electric utility services, fire control, and intergovernmental transfer costs shall not be included in the proportionate share calculation. Nothing contained herein shall in any way limit the powers of the inspector general provided for in this article to perform audits, inspections, reviews and investigations on all county and municipal contracts.

(3) The inspector general shall establish and maintain a fiscal year which coincides with that of the county. Beginning May 1, 2011, and every May 1 thereafter, the inspector general shall deliver to the board a budget request including a reasonable estimate of operating and capital expenditures and shall also include, but not be limited to, anticipated revenues from sources other than the county and municipalities, and funds estimated to be received but not expended in the current fiscal year. No later than April 1 of every year, the inspector general shall deliver a preliminary budget request to the Palm Beach County League of Cities, Inc., and be available to discuss the budget request with the League of Cities membership prior to May 1 of every year.

The board shall meet with a delegation selected by the Palm Beach County League of Cities, Inc., to discuss the budget request for each fiscal year. The county shall endeavor to place the matter on a board agenda prior to June 15 of each year, but in no event later than June 30. The parties attending this meeting shall acknowledge the provisions of section 2-429.1(1).

(4) No later than the fifth business day in July of each year, the office of the clerk and comptroller shall prepare an allocation schedule based on the most current LOGER system data. The proportionate share to be paid by the county and each municipality shall be reduced proportionately by the anticipated revenues from sources other than the county and municipalities and the amount of funds estimated to be received but not expended by the inspector general in the current fiscal year.

(5) In the event the county or a municipality does not submit the most recent fiscal year data in the LOGER system, the proportionate share for that municipality shall be based upon its last LOGER system submittal, subject to an escalator for each year the submittal was not made. The escalator shall be based on the Consumer Price Index for All Urban Consumers, U.S. City Average, as set forth in Florida Statutes, § 193.155, as may be amended.

(6) The budget of the inspector general shall be subject to final approval of the board. No later than September 30 of each year, the board shall set the inspector general budget for the coming fiscal year and adjust the proportionate share of the county and each municipality accordingly as described in this section.

(7) The office of the clerk and comptroller shall invoice the county and each municipality one-fourth of the proportionate share as adjusted on October 10, January 10, April 10 and July 10 of each year. Payment shall be submitted to the board and due no later than thirty (30) days from the date of the invoice. Upon receipt, all funds shall be placed in the Office of Inspector General, Palm Beach County, Florida Special Revenue Fund. In the event payment is not timely received, the county or any municipality in compliance with this section may pursue any available legal remedy.

(8) The county and each municipality's proportionate share for the period of June 1, 2011 through September 30, 2011 shall be as set forth in Exhibit A which is attached to Ordinance 2011-009 and incorporated herein by reference.* The office of the clerk and comptroller shall invoice the county, upon adoption of this article, nine hundred forty-six thousand seven hundred sixty-four dollars ($946,764.00).

This amount is based on the estimated expenses through June 1, 2011 of four hundred eighty-three thousand three hundred thirty-three dollars ($483,333.00), plus the county's proportionate share as reflected on Exhibit A. The office of the clerk and comptroller shall invoice each municipality for their proportionate share as set forth in subsection (7) beginning with the first invoice on October 10, 2011.

(Ord. No. 2011-009, § 1(Exh. 1), 5-17-11)

Editor's note— Section 3 of Ord. No. 2011-009 specifies that section 2-429(3) is expressly declared retroactive to April 1, 2011.

* Exhibit A to Ordinance 2011-009 is on file in the office of the city clerk.

Sec. 2-429.1. - Funding base.

(1) The funding base is a minimum level of funding, determined as a percentage of contract activity of the governmental entities subject to the authority of the inspector general. The purpose of establishing the funding base is to ensure the office is adequately funded. The funding base is currently set at an amount equal to one quarter of one (0.25) percent of the contracts as described in section 2-429(2). Within ten (10) days following establishment of the allocation schedule as described in section 2-429(4), the county will determine whether the calculated funding requirement meets the one quarter of one (0.25) percent funding base. In the event the calculated funding requirement is less than one quarter of one (0.25) percent, but the inspector general's proposed budget is fully funded by the allocation schedule and revenues from sources other than the county and municipalities, the inspector general shall request a reduction of the funding base accordingly for that budget year. Nothing herein shall be construed to:

(a) Limit the calculated funding base to one quarter of one (0.25) percent, as may be required to adequately fund the office of the inspector general;

(b) Limit the inspector general's authority to request a budget that results in a calculated funding base that is less than one quarter of one (0.25) percent at any time; or

(c) Prohibit the inspector general from transmitting to the county supplemental budget requests.

No adjustment to the calculated funding base shall occur if such adjustment results in the office of the inspector general not being adequately funded.

(2) On an annual basis the board of county commissioners may adjust the funding base percentage upon a showing of need which shall be based upon, but need not be limited to, the following criteria:

(a) Additional expenses in a particular year necessitated by an extraordinarily large investigation or audit;

(b) The amount of increases or decreases in budget requests by the inspector general in prior years;

(c) the amount and frequency of surpluses and/or shortfalls in the inspector general's budget in prior years;

(d) The ability of the county and each municipality to bear an increase of the funding base percentage in a particular year.

The demonstration of need shall be subject to review and recommendation by the review committee as established in the Charter of Palm Beach County, section 8.3. The review committee's recommendation shall only be overruled by a supermajority vote of the board of county commissioners. In no event shall the funding base be reduced below one quarter of one (0.25) percent unless such reduction is made by the inspector general.

(Ord. No. 2011-009, § 1(Exh. 1), 5-17-11)

Sec. 2-430. - Removal.

The inspector general may be removed only for cause based upon specified charges of the following: neglect of duty, abuse of power or authority, discrimination, or ethical misconduct. The removal process shall be initiated at a duly noticed public hearing of either the board, the inspector general committee, or a funding entity as described in section 2-423(9). An affirmative vote of five (5) members of the board, an affirmative vote of five (5) members of the inspector general committee, or an affirmative supermajority vote of a funding entity shall be required to present the inspector general with the charges and to proceed to final public hearings. The board, inspector general committee, or the initiating funding entity, as appropriate, shall transmit a copy of the charges to the inspector general at least sixty (60) days prior to all final public hearings which shall be convened by the board, all funding entities, and the inspector general committee. The inspector general shall have an opportunity to be heard in person and by counsel at the final public hearings prior to the votes being taken on his or her removal. The inspector general may only be removed upon the affirmative vote of five (5) members of the board, five (5) members of the inspector general committee, and a supermajority of all funding entities. A record of the proceedings, together with the charges and findings thereon, shall be filed with the clerk to the board. The inspector general shall be removed without a public hearing in the event the inspector general is convicted of or enters a guilty plea or *nolo contendere* plea to a state or federal felony. Based upon specified charges of neglect of duty, abuse of power or authority, discrimination, or ethical misconduct, one (1) or more municipalities may file a petition for removal with the general counsel for the office of inspector general. A petition for removal must be duly authorized as a resolution outlining the specific charges and passed by a majority plus one (1) of the governing body. The petition for removal shall be transmitted to the inspector general committee with a copy to the general counsel of the inspector general. The inspector general committee shall decide whether to initiate the removal process or dismiss based on the petition. The inspector general committee may investigate the allegations contained in the petition before deciding whether to initiate the removal process. If the inspector general committee initiates the removal process, the municipality or municipalities making the petition for removal shall have the opportunity to be heard at the final public hearings prior to the votes being taken.

(Ord. No. 2011-009, § 1(Exh. 1), 5-17-11)

Sec. 2-431. - Enforcement.

This article is enforceable by all means provided by law, including seeking injunctive relief in the Fifteenth Judicial Circuit Court in and for Palm Beach County.

(Ord. No. 2011-009, § 1(Exh. 1), 5-17-11)

Sec. 2-432. - Penalty.

Any person who:

(1) Retaliates against, punishes, threatens, harasses, or penalizes, or attempts to retaliate against, punish, threaten, harass, or penalize any person for assisting, communicating or cooperating with the inspector general; or

(2) Who knowingly interferes, obstructs, impedes or attempts to interfere, obstruct or impede in any investigation conducted by the inspector general shall be guilty of a violation of this article and punished, pursuant to Florida Statutes, § 125.69, in the same manner as a second degree misdemeanor. Any potential violation of this section shall be referred to the state attorney for possible investigation and prosecution.

(Ord. No. 2011-009, § 1(Exh. 1), 5-17-11)

Secs. 2-433—2-440. - Reserved.

Attachment #1
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Office of Inspector General

Palm Beach County



2024 ANNUAL REPORT

October 1, 2023 to September 30, 2024

Insight
Promoting efficiency and effectiveness

Oversight
Holding government accountable

Foresight
Preventing fraud, waste, and abuse

"Enhancing Public Trust in Government"

Printed on September 8, 2026

Attachment #1
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Message from the Inspector General

Citizens of Palm Beach County:



I am proud to present our Office of Inspector General (OIG) Fiscal Year 2024 (FY2024) Annual Report, covering the activities of the OIG for the period of October 1, 2023 through September 30, 2024. This report summarizes our major efforts to promote integrity, efficiency, and effectiveness in government over the past year.

Some of our most significant accomplishments in our independent oversight of the County government, the 39 municipalities within Palm Beach County, the Solid Waste Authority, and the Children's Services Council include:

- **Guarding taxpayers' dollars:** We discovered **$1,932,603** in questioned costs and **over $86,670** in potential cost savings to taxpayers or in future avoidable costs.
- **Promoting integrity in government:** We referred **41 matters** to law enforcement, or to the State or County Commissions on Ethics.
- **Preventing fraud, waste, and abuse/Providing oversight:** We monitored contract activities involving **millions of taxpayers' dollars**.
- **Making government better:** We made **48 recommendations** to government management to facilitate compliance with regulations, or to be more efficient or effective.

I want to thank the OIG staff for their commitment and professionalism in serving the citizens of Palm Beach County. This report reflects their great work. Additionally, I want to thank the Inspector General Committee for its continued encouragement and insights. Another factor in our success has been the support from leaders in the County and municipal governments, the Solid Waste Authority, and the Children's Services Council.

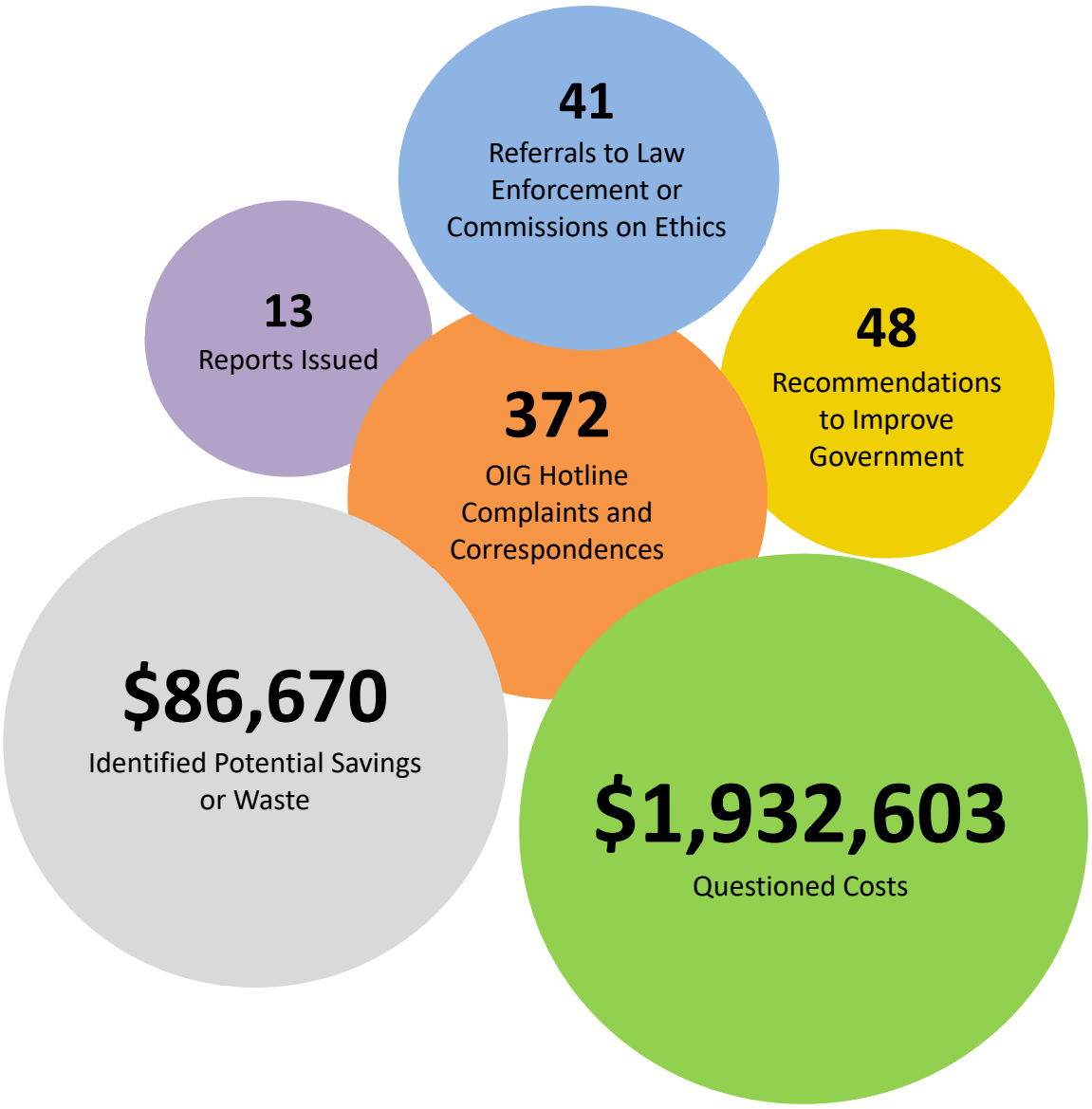
Finally, you, the citizens of Palm Beach County, continue to be the bedrock supporters of our office and mission. Public support and input is critical to our mission success. Please feel free to contact us any time. The OIG is here to serve as your independent watchdog to promote the good government that you deserve.

Sincerely,

John A. Carey
Inspector General

Posted on September 8, 2026

FY2024 ACCOMPLISHMENTS BY THE NUMBERS

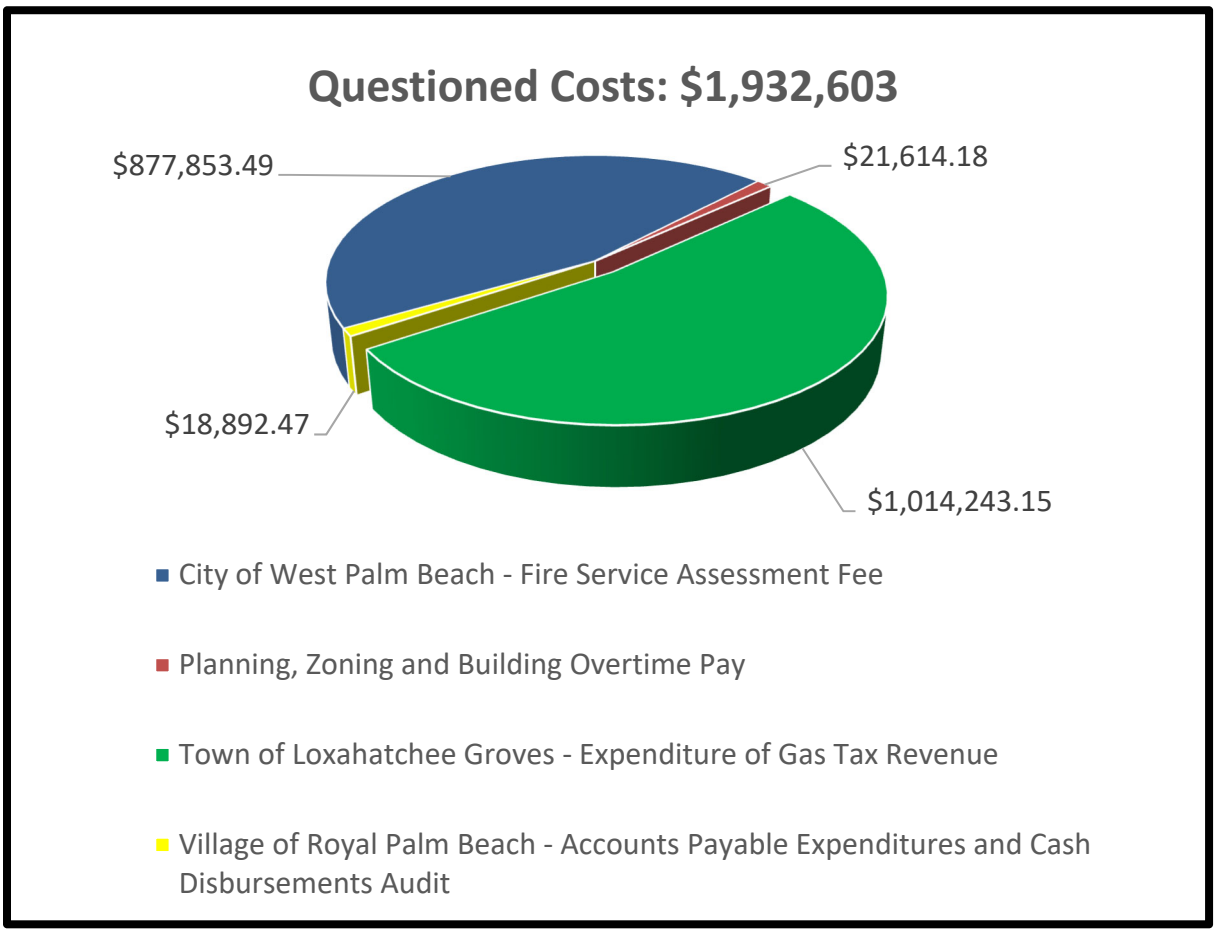


At the end of the day, the OIG provides
"Enhanced Trust in Government."

FY2024 FINANCIAL DISCOVERY BREAKDOWN

Guarding Taxpayers' Dollars

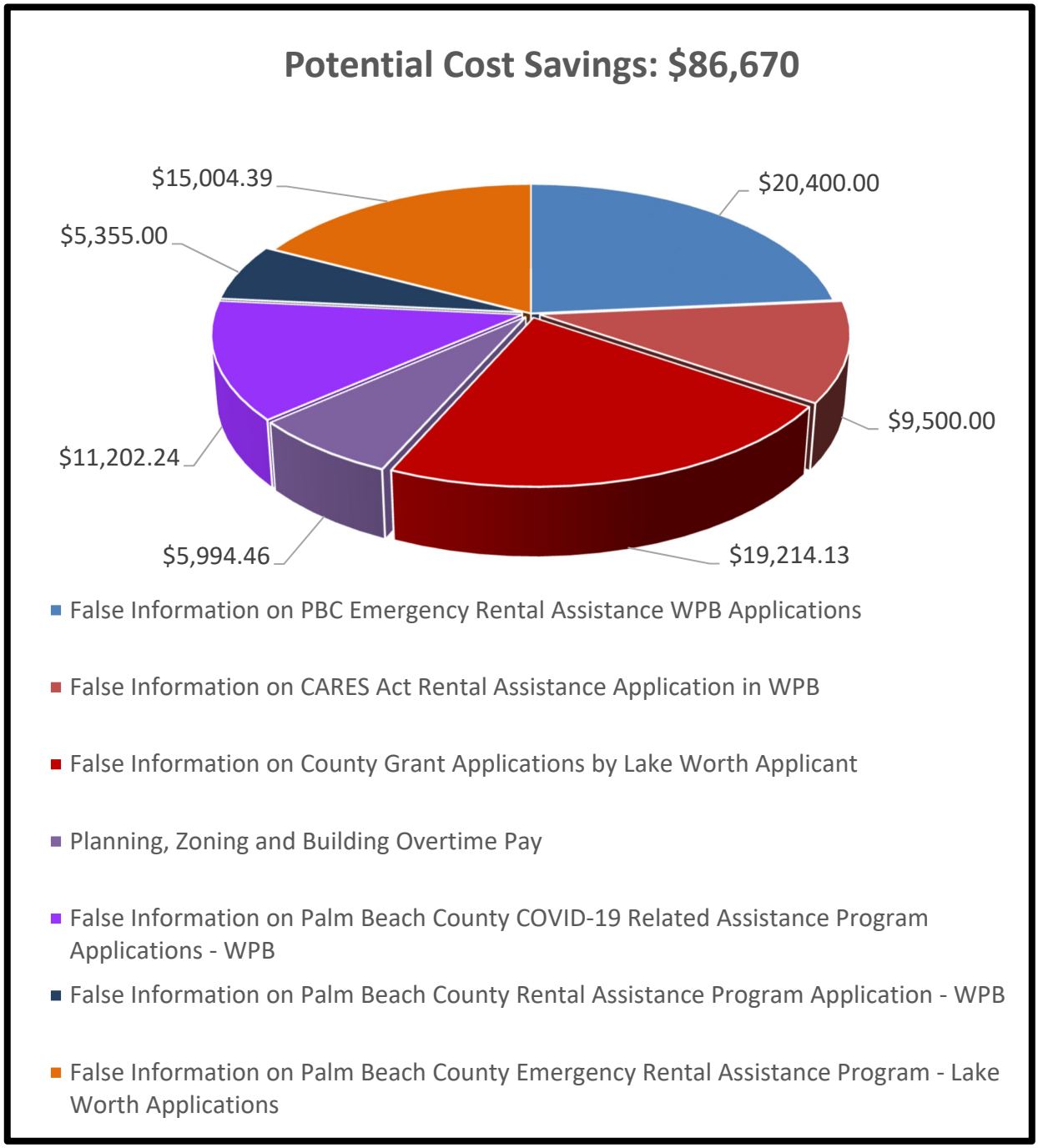
Questioned Costs are costs or financial obligations pursuant to an alleged violation of law, regulation, contract, grant, cooperative agreement, other agreement, policy and procedures, or documents governing the expenditure of funds; costs or financial obligations not supported by adequate documentation; and/or the expenditure of funds where the intended purpose is unnecessary or unreasonable. As such, not all questioned costs are indicative of fraud or waste.



Potential Cost Savings Include:

- **Identified Costs**: Costs that have the potential of being returned to offset the taxpayers' burden.

- **Avoidable Costs**: The dollar value for costs that will not have to be incurred, lost funds, and/or an anticipated increase in revenue over three years or the contract period (dollars saved) if the OIG's recommendations are implemented.



HISTORY



Between 2006 and 2009, a series of federal public corruption prosecutions of elected officials from the Palm Beach County Board of County Commissioners and the West Palm Beach City Commission led the State Attorney to convene a state grand jury. In early 2009, the grand jury issued its report, which included recommendations to create a County Code of Ethics, Commission on Ethics, and OIG. In response to that report, the County began a comprehensive effort to develop an ethics initiative aimed at promoting public trust in government and establishing a more transparent operating model for its citizens. In December 2009, the County Commissioners adopted an ordinance that established the OIG to oversee County government. In November 2010, 72% of the voters approved a countywide referendum to amend the County Charter and permanently establish the OIG. A majority of voters in each of the 38 municipalities that existed at the time within the County approved an expansion of OIG jurisdiction to cover all municipalities within the county.

The IG Committee selected Sheryl G. Steckler as the County's first IG in June 2010. The OIG enabling legislation, known as the IG Ordinance, was drafted in 2011 by the IG Drafting Committee, which was comprised of representatives from the municipalities, County, PBC League of Cities, citizens appointed by the County, and the Inspector General. Once completed, the IG Ordinance was unanimously approved by the County Commissioners, effective June 1, 2011. John A. Carey became the County's second IG in June 2014.



MISSION, VISION, AND VALUES

Mission Statement

To promote integrity, efficiency, and effectiveness in government in order to enhance public trust in government.

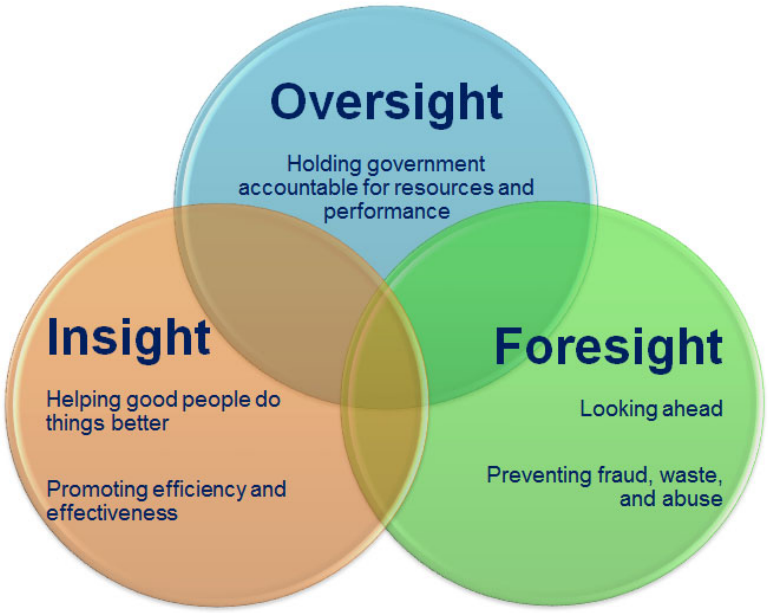
To provide independent and objective insight, oversight, and foresight through audits, investigations, contract oversight, reviews, and outreach activities.

Vision Statement

A high-performance team partnering with informed stakeholders making positive impact in government and increasing public trust.

Values (What we believe and How we behave)

Professionalism – We take pride in our purpose, profession, products, results, and conduct.
Respect – We are respectful of others and recognize their value.
Integrity – We do the right thing, the right way, for the right reason.
Dedication – We are dedicated to our purpose, our work, and the people we serve.
Excellence – We strive for excellence in everything we do.



Our Motto

"Enhancing Public Trust in Government"

AUTHORITIES AND RESPONSIBILITIES

The purpose, duties, and responsibilities of the OIG are specified in the IG Ordinance (Article XII, Section 2-422 and 2-423, Palm Beach County Code). The IG Ordinance is available on our website at: http://www.pbcgov.com/OIG/docs/ordinances/4_C_ORD_2011-009_0517.pdf. Some of the functions, authority, powers, and mandated requirements include:

The Office of Inspector General Jurisdiction

The OIG jurisdiction covers the County government,[1] the 39 municipalities of Palm Beach County, and other entities that contract with the OIG (currently the Solid Waste Authority [SWA] and the Children's Services Council [CSC]). All elected and appointed officials and employees, instrumentalities, contractors, their subcontractors and lower tier subcontractors, and other parties doing business or receiving funds of covered entities are subject to the authority of the OIG.



The Office of Inspector General Authority

The Office of Inspector General has the authority to receive, review, and investigate complaints regarding any municipal or County funded programs, contracts, or transactions.

We can review and audit past, present, and proposed municipal or County funded projects, programs, contracts, or transactions.

The OIG can require the production of documents and receive full and unrestricted access to records. The OIG has the power to subpoena witnesses and administer oaths. Additionally, the OIG is "an appropriate local official" for whistleblower reporting and protection. People may also submit anonymous complaints to the OIG.

[1] The OIG does not have jurisdiction over County Constitutional Officers, Judiciary, and Independent Special Districts; however, the OIG may review contracts between these entities and entities within the OIG's jurisdiction. Additionally, the OIG may enter into interlocal agreements with other public entities for services from the OIG.

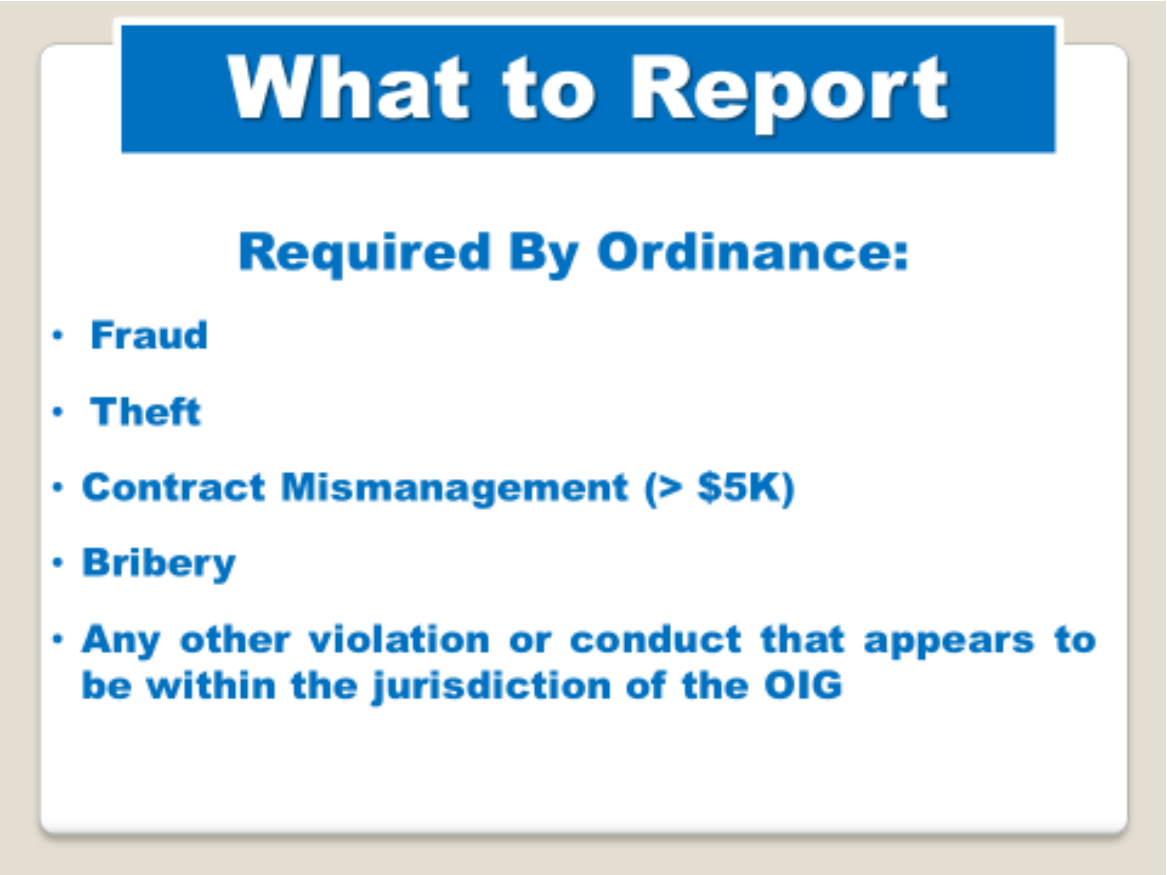
County and Municipal Officials and Employees, Contractors, and Others
Required Reporting to the OIG

All elected and appointed officials and employees, County and municipal agencies, contractors, their subcontractors and lower tier contractors, and other parties doing business with the County or municipalities and/or receiving County or municipal funds shall fully cooperate with the OIG in the exercise of the OIG's functions, authority, and powers.

The County administrator and each municipal manager, administrator, or mayor, where the mayor serves as chief executive officer, shall:

1) **Promptly notify the OIG of:**
   a. **possible mismanagement of a contract,**
   b. **fraud,**
   c. **theft,**
   d. **bribery, or**
   e. **other violation of law which appears to fall within the jurisdiction of the OIG; and,**

2) **Coordinate with the OIG to develop reporting procedures for notification to the OIG.**



STANDARDS, ACCREDITATION, AND STAFF QUALIFICATIONS

Peer Reviews by the Association of Inspectors General

The Association of Inspectors General (AIG) is a national professional organization comprised of IGs from federal, state, and local government. The AIG *Principles and Standards for Offices of Inspector General* is one of the main standards we use. It provides guidelines for the overall operations of OIGs, as well as, specific standards for investigations, audits, and other IG related activities. OIG audits are performed in accordance with *Generally Accepted Government Auditing Standards* (Yellow Book). In 2015, 2018, 2021, and most recently March 2024, the AIG peer-reviewed the OIG. **The AIG found our office met all current and relevant standards.**

Commission for Florida Law Enforcement Accreditation

The Commission for Florida Law Enforcement Accreditation (CFA) is the designated accrediting body for law enforcement and OIGs within the State of Florida. Not every state law enforcement agency or OIG obtains or maintains this high standard of accreditation. The OIG received its initial accreditation from the CFA in 2012, and was re-accredited in 2015, 2018, 2021, and most recently in February 2024. **CFA Assessors noted the OIG was 100% in compliance with standards set by CFA.**

Inspector General Staff Qualifications

To ensure success in accomplishing our mission, the OIG hires highly qualified individuals who not only reflect the diversity of the community, but also have the necessary level of skills, abilities, and experience for their respective positions on the OIG team. Staff members bring an array of experiences from the Federal and State IG Communities; the Federal Bureau of Investigation; not-for-profit community-based organizations; federal, state, and local government; and the construction industry.

Staff members have backgrounds in and/or academic degrees or certifications in:

- Accounting
- Auditing
- Forensic Accounting
- Public Administration
- Business Administration
- Financial Analysis
- Grant Administration
- Investigations
- Law
- Law Enforcement
- Inspections
- Information Technology

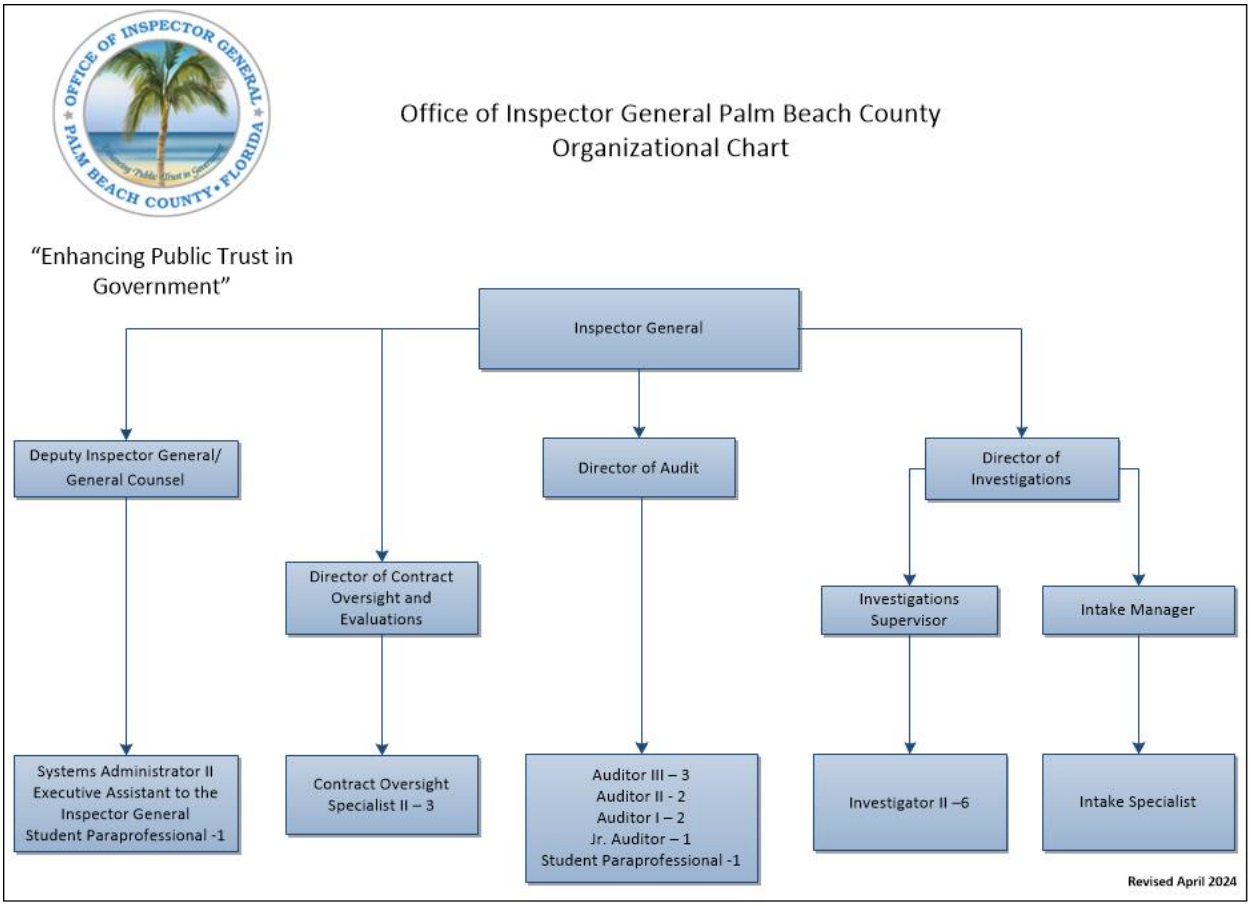
"People are not your most important asset. The right people are."
Jim Collins

STRUCTURE AND STAFFING OF THE OFFICE OF INSPECTOR GENERAL

The Inspector General Structure

In 2010, The Board of County Comissioners approved 40 positions for the OIG. Due to a lawsuit initiated by some of the municipalities within Palm Beach County regarding OIG funding and subsequent County Commission decisions, the OIG has never been fully funded. During FY2024, the OIG was funded at 27 (67.5%) of the originally 40 approved positions. The County Commission approved funding for three additional positions that will bring the OIG staffing up to 30 (75%).

"The sheer size of the operations that your office oversees, your office's jurisdiction and responsibility…is unparalleled by any other local government Inspector General office." 2024 AIG Peer Review Report



The OIG is comprised of a Mission Support Section and three operating divisions: Investigations, Audits, and Contract Oversight and Evaluations.

YOUR INSPECTOR GENERAL



John Carey became Inspector General on June 23, 2014. He has more than 48 years of government service in the areas of intelligence, operations, law enforcement, and Inspector General oversight. He is a retired Marine colonel. Mr. Carey served as the Director of Intelligence for a Joint Task Force in Operation ENDURING FREEDOM/IRAQI FREEDOM.

For the last 24 years, Mr. Carey has served in the Inspector General field. He was the Deputy IG of the Marine Corps; the Deputy IG for Director of National Intelligence; and finally, the Inspector General for the Defense Intelligence Agency before coming to Palm Beach County. Mr. Carey is on the national Executive Board of the Association of Inspectors General and the Chair of its Professional Certification Board. He is a Certified Inspector General, Certified Inspector General Auditor, and Certified Inspector General Inspector/Evaluator.

Mr. Carey holds a Bachelors of Arts degree (cum laude) from the Grace College, a Masters of Strategic Studies from the U.S. Army War College, and a Masters of Arts in Christian Studies from Palm Beach Atlantic University. He also attended the Federal Bureau of Investigation National Academy, the Federal Executive Institute, and the Kellogg School of Management.

OUR GENERAL COUNSEL AND DEPUTY INSPECTOR GENERAL



Kalinthia Dillard became our General Counsel in June 2015 and General Counsel/Deputy IG in July 2017. After graduating from Clemson University (magna cum laude) and the Florida State University College of Law (cum laude), she moved to PBC to clerk at the 4th District Court of Appeal. Thereafter, she practiced civil litigation at law firms and worked at the School District of PBC. She is a Certified Inspector General, Certified Inspector General Auditor, and Certified Inspector General Investigator.

Ms. Dillard currently serves as President of the Forum Club of the Palm Beaches and Vice Chair of The Florida Bar's Constitutional Judiciary Committee. Additionally, she serves on The Florida Bar's Grievance Committee - 15D and the PBC Bar Association's Judicial Campaign Practices Commission. Ms. Dillard is an alumnus of Leadership PBC and Leadership Florida Cornerstone- Class 39.

Ms. Dillard is a past president of the F. Malcolm Cunningham, Sr. Bar Association; WPB-FL Chapter of The Links, Incorporated; YWCA of PBC; and Virgil Hawkins - FL Chapter National Bar Association. She is a past Chair of The Florida Bar's Law Related Education, Education Law, Professional Ethics, and Grievance - 15A Committees. She was recognized by Florida Trend Magazine as a Legal Elite and received the PBC Chamber Athena Award, the PBC Women' Chamber Giraffe Award, and the Girl Scouts of Southeast Florida Emerald Award.

$ OFFICE OF INSPECTOR GENERAL FY2024 BUDGET $

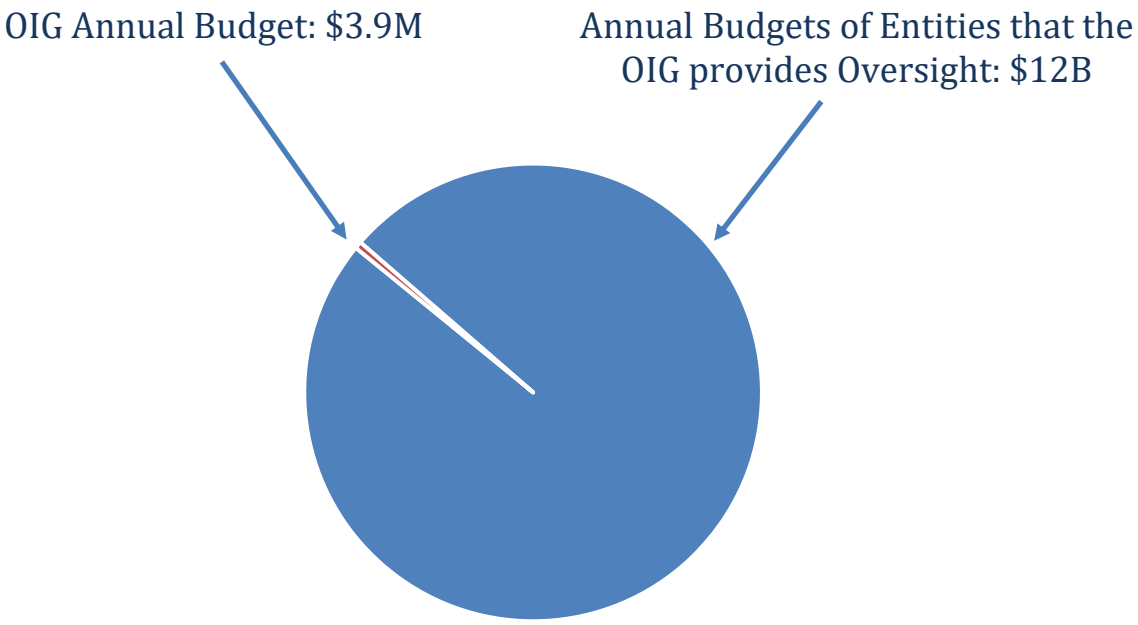
The OIG strives to use taxpayer dollars frugally. In FY2024, the OIG expended $3.82 million (98%) of its approved $3.9 million budget.

At a cost of **$3.82 million** with **27** funded positions, OIG oversight responsibilities include:

- The County, municipalities, SWA, and CSC with total annual budgets of approximately **$12B**
- The County, municipalities, SWA, and CSC employees numbering approximately **22,000** people (excluding part-time, seasonal, and contract employees)
- The County, municipalities, SWA, and CSC auditable units identified: **1,062**
- Oversight of **billions of dollars** of contracting activities

"The sheer size of government operations that your office oversees and your office's jurisdiction and responsibility are unparalleled by any other local government inspectors general office."

2024 Association of Inspectors General Peer Review Report on the PBC OIG

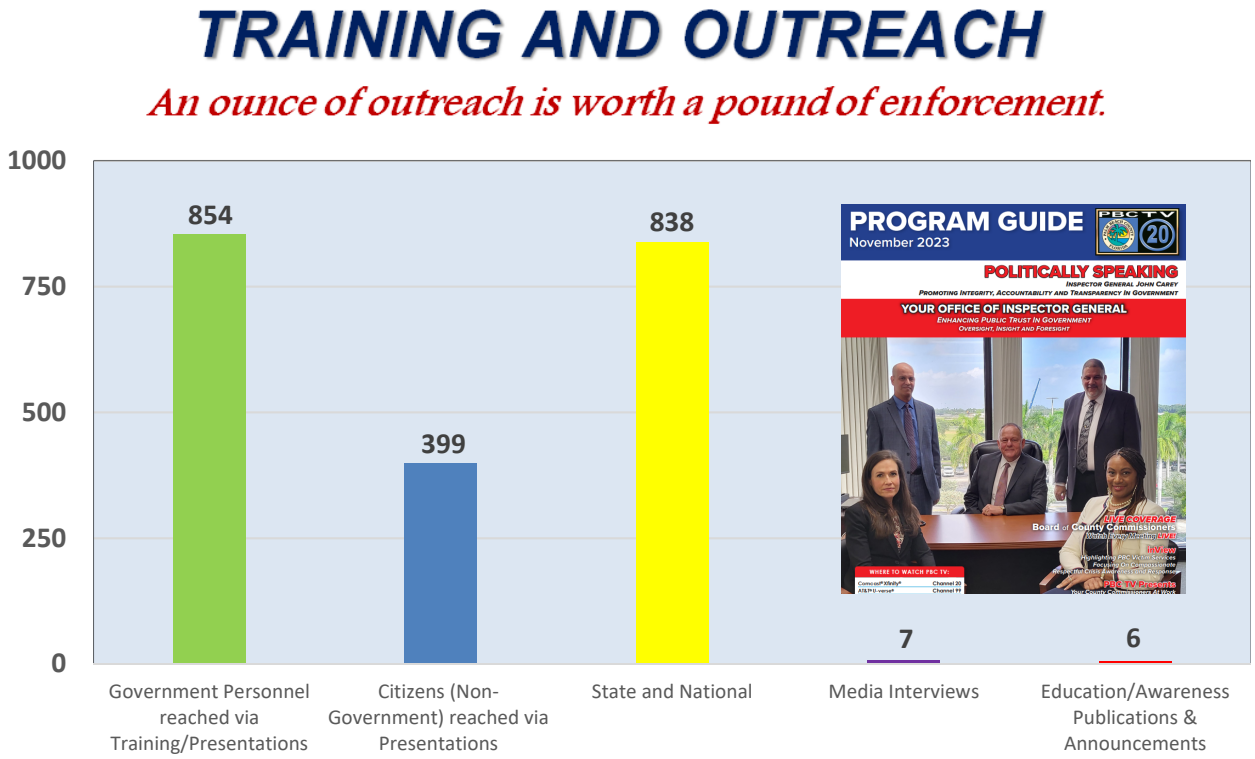


$3.9M = Approx. $2.50 per Citizen or



OUTREACH, EDUCATION, AND PREVENTION

Outreach is an important component of OIG operations, and takes place both inside and outside of government. OIG outreach includes education on common trends and best practices; red flags to assist in spotting fraud, waste, and abuse; and ways to contact our office. Our success depends on listening as much as speaking.



Outreach/Coordination in Palm Beach County



Promoting integrity, accountability, and transparency in government is a "team sport" that goes beyond the bounds of the OIG. Accordingly, the IG attends and participates in several local forums, including the County Internal Auditor/Inspector General Forum and the South Florida Inspectors General Council. Our Director of Audit serves on the Board of Directors as a Vice Treasurer for the County Chapter of the Institute of Internal Auditors and our Investigations Supervisor is the Vice President for the County Chapter of the Association of Certified Fraud Examiners.

During the year, the IG and senior leaders have provided presentations to community businesses and service organizations, and in academic classes and forums on such topics as ethics in government and the role of inspectors general.

Social Media

Citizens can follow us on Facebook, X (formerly known as Twitter), Instagram, YouTube, or through our website, and can subscribe to receive emailed notices of OIG reports and other items of interest.



The OIG posts on Facebook and X on a regular basis to provide regular, up to date OIG Reports, *Tips and Trends*, contact information, County Government and OIG news. We are dedicated to maximizing our ability to reach the public with valuable information. Our website is also continuously updated to reflect all recent OIG activity. An important section on the website is labeled "Tips, Trends, and Training." Here, we post briefings and information updates throughout the year along with other helpful information for the public and government employees.

Click links and check us out!

Follow us on X at: https://twitter.com/OIGPBC
Follow us on Facebook at: https://www.facebook.com/Office-of-Inspector-General-Palm-Beach-County-760833077333644
Visit our website at: http://www.pbc.gov/OIG/

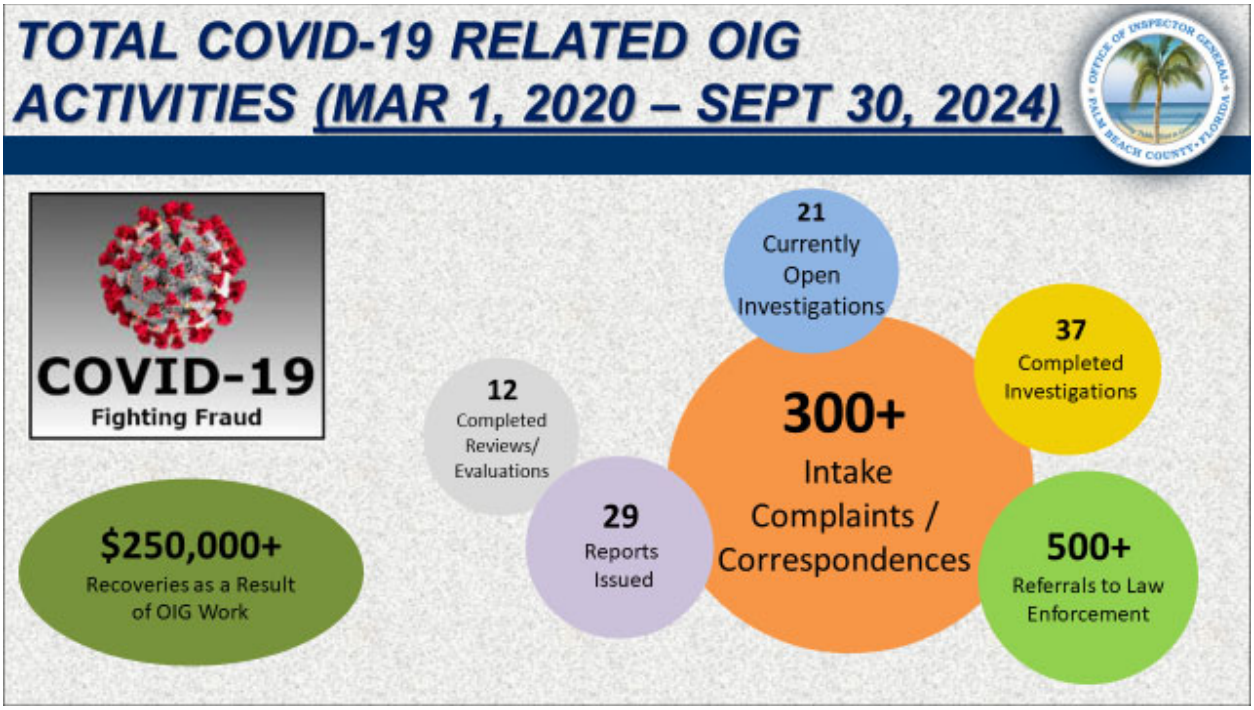
Outreach/Impact Beyond Palm Beach County

The OIG does not stop at the borders of Palm Beach County in promoting integrity, effectiveness, and efficiency in government. Of particular note, the IG is on the executive board of the national Association of Inspectors General. The Association is a non-profit organization that promotes excellence in the inspector general community by establishing and encouraging adherence to quality standards, sponsoring professional development, and certifying individuals in IG-specific disciplines.

The IG is the Chair of the Association's Professional Development Board and is responsible for leading four professional certification courses at the Association's Inspector General Institute. The IG, the Deputy IG/General Counsel, the Director of Investigations, and the Director of Contract Oversight and Evaluations instruct at the Institute. Additionally, the IG is on the Association's Training Committee and Annual Training Conference Committee. The Deputy IG/General Counsel serves on the Association's Mentoring Subcommittee. Finally, the IG serves on the board of the Florida Chapter of the Association of Inspectors General.

OIG ADDRESSING THE CORONAVIRUS PANDEMIC

Significant efforts continued to be devoted to reviews of County programs that dispersed federal Coronavirus (COVID-19) pandemic aid funding and investigating pandemic-related complaints. The County received $750 million in federal and state Coronavirus aid and relief funding. We have continued to work with the County in providing independent oversight and accountability associated with the disbursment of those funds.



INVESTIGATIONS DIVISION

The Investigations Division investigates allegations of fraud, waste, abuse, mismanagement, and misconduct. It includes the OIG intake section and social media outreach.

The investigative activity conducted by the Division strictly adheres to the *Principles and Standards for Offices of Inspectors General* (Green Book) as developed by the Association of Inspectors General and the Inspector General Accreditation Standards issued by the Commission for Florida Law Enforcement Accreditation, Inc. These important principles ensure the quality of our investigations.

While OIG investigations are administrative in nature, criminal violations are sometimes discovered during the investigative process. When a determination has been made that the subject of an investigation has potentially committed a criminal violation, those findings are referred to local, state, or federal law enforcement agencies, with notifications to the State Attorney's Office or the U.S. Attorney's Office.

LEADERSHIP TEAM



Stuart Robinson is the Director of Investigations. He oversees the OIG's Intake and Investigation programs, and is dedicated to producing valuable, accurate, insightful investigative conclusions based on credible allegations. Prior to joining the OIG in October of 2017, Mr. Robinson spent 26 years with the Federal Bureau of Investigation as a Special Agent and Supervisory Special Agent, specializing in public corruption, financial crimes, and civil rights matters, and then was the Supervisor of Investigations for the Broward County Office of the Inspector General. Mr. Robinson has a Bachelor of Science and Juris Doctorate degree from Indiana University and is a Certified Inspector General and Certified Inspector General Investigator.



Evangeline Rentz is the Investigation Division's Intake Manager. All Hotline calls, complaints, and correspondences that come into the OIG are reviewed by Ms. Rentz. Her section processes, analyzes, and conducts preliminary inquiries to determine the initial course of OIG action. Ms. Rentz joined the OIG in October 2010 shortly after its establishment and is the longest serving leader in the OIG. Ms. Rentz has over 30 years of public service experience in state and county government. Prior to working at the OIG, she served as the Operations and Management Consultant Manager for the Florida Department of Children and Families OIG. Ms. Rentz earned her Bachelor of Science degree from Florida State University and is a Certified Inspector General Investigator.



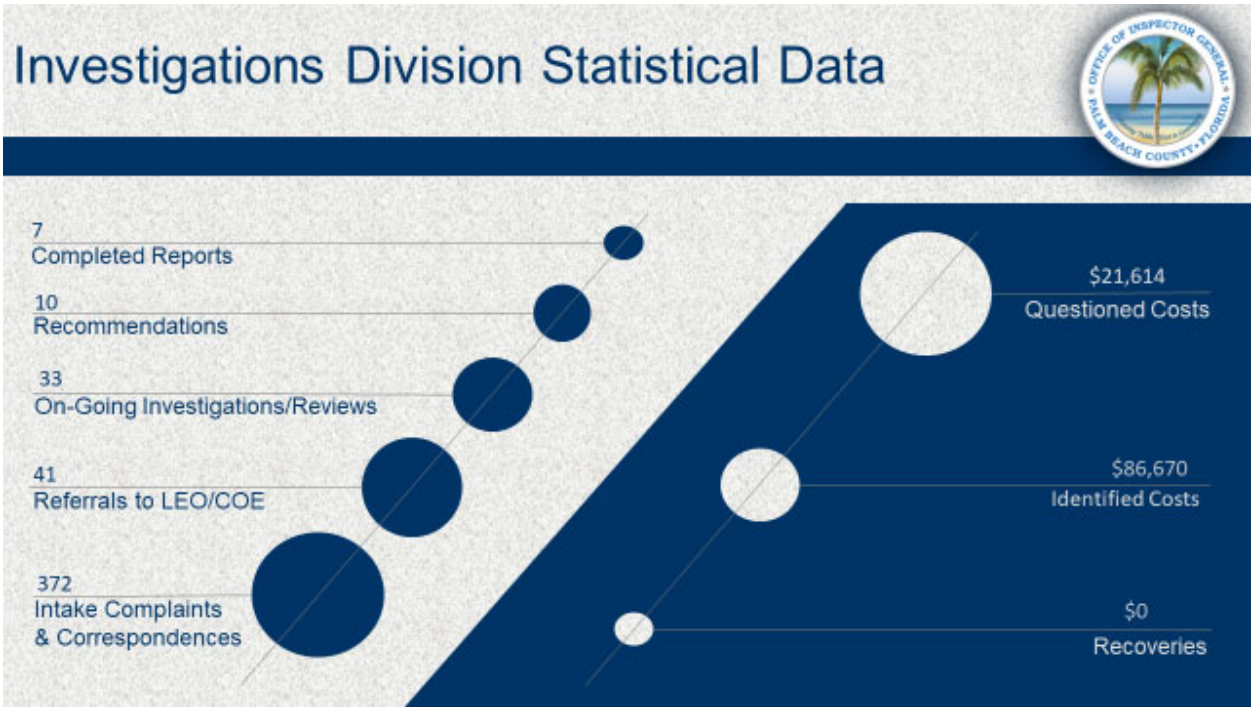
Christopher Dyckman is the Investigations Supervisor. He is responsible for supervising OIG Investigators; managing investigations; and ensuring the OIG adheres to established CFA standards. Mr. Dyckman joined the OIG in April 2016, and has over 30 years of experience conducting inspections and investigations for federal, state, and local government agencies. Prior to joining the OIG, he spent seven years as a Financial Investigator for the North Carolina Secretary of State, and previously served as a Special Agent with both the U.S. Department of Justice and the U.S. Department of Homeland Security.

Mr. Dyckman holds a Bachelor's degree in Criminal Justice from the University of Scranton. He is a Certified Fraud Examiner and a Certified Inspector General Investigator. Mr. Dyckman is also a founding member and the current Membership Director of the Palm Beach County Chapter of the Association of Certified Fraud Examiners.



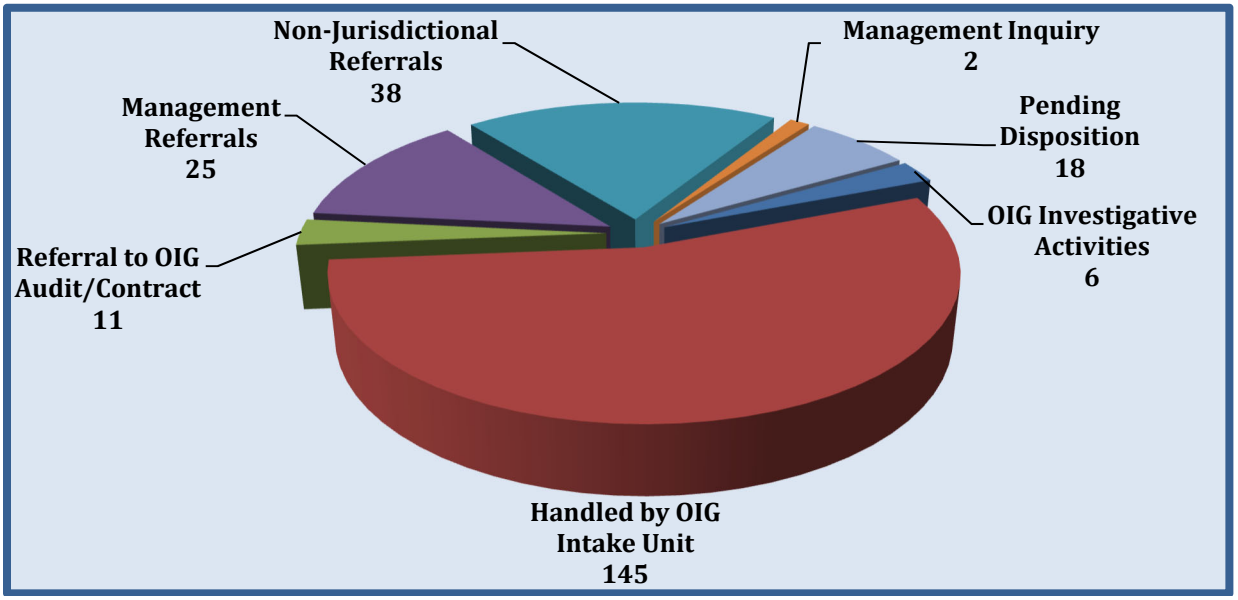
INVESTIGATIONS HIGHLIGHTS

During FY2024, the Investigations Division issued **seven** reports. Where allegations were substantiated, we referred administrative or disciplinary actions to county, municipal, and/or contracted entities. Additionally, we referred **41** investigative matters to the Federal Bureau of Investigation, the State Attorney's Office, the Palm Beach County Sheriff's Office, the Internal Revenue Service Criminal Investigations, and the County and State Commissions on Ethics. These reports and management responses can be found at http://www.pbc.gov/oig/archreports.htm. A brief summary of the recommendations is also contained in Section D Appendix 2 of this report.



INTAKE ACTIVITIES

The OIG received **245** "Intake Activities" during FY2024. Intake Activities include letters, emails, phone calls, and/or walk-ins, and include comments, suggestions, questions, and complaints. These actions are depicted below:

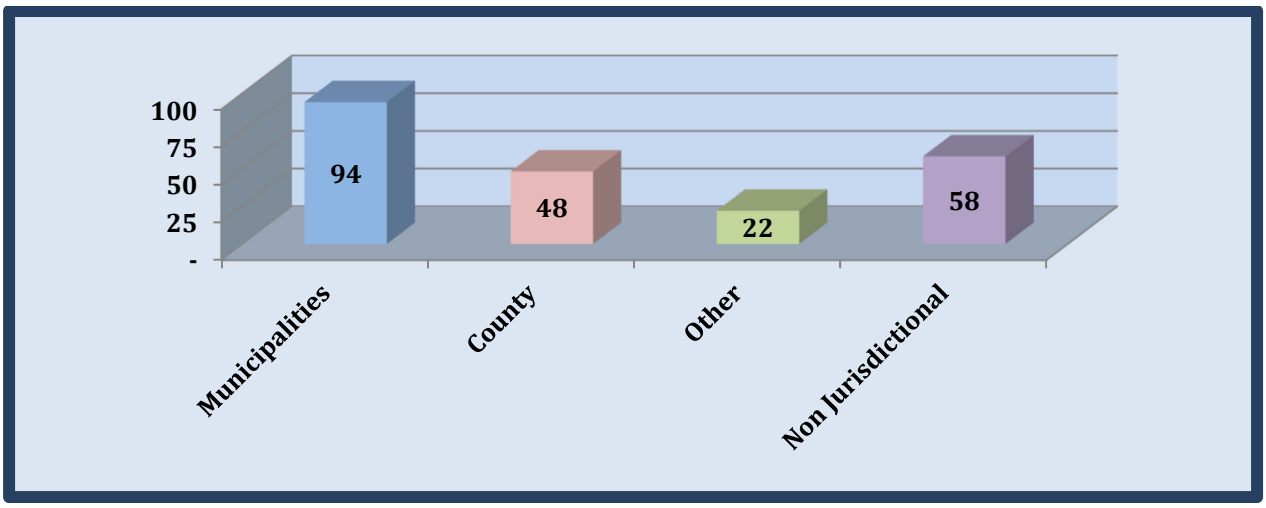


- **Handled (Addressed) by OIG Intake Division (145 or 59%):** Correspondences that are handled by the OIG, Information Only, and/or Closed with No Action.
- **Management Referrals (25 or 10%):** Correspondences forwarded to respective management for handling. No response to the OIG is required.
- **Non-Jurisdictional Referrals (38 or 16%):** Correspondences that do not fall within the jurisdiction of the OIG.[2]
- **OIG Investigative Activities (6 or 2%):** Correspondences that are assigned to the Investigations Division.
- **Referral to OIG Audit or Contract Oversight (11 or 5%):** Correspondences forwarded to OIG Audit and/or Contract Oversight Divisions for further review.
- **Management Inquiries (2 or 1%):** Correspondences forwarded to respective management for handling. A response to the OIG is required.
- **Pending Disposition (18 or 7%):** Correspondences that have not yet received a disposition.

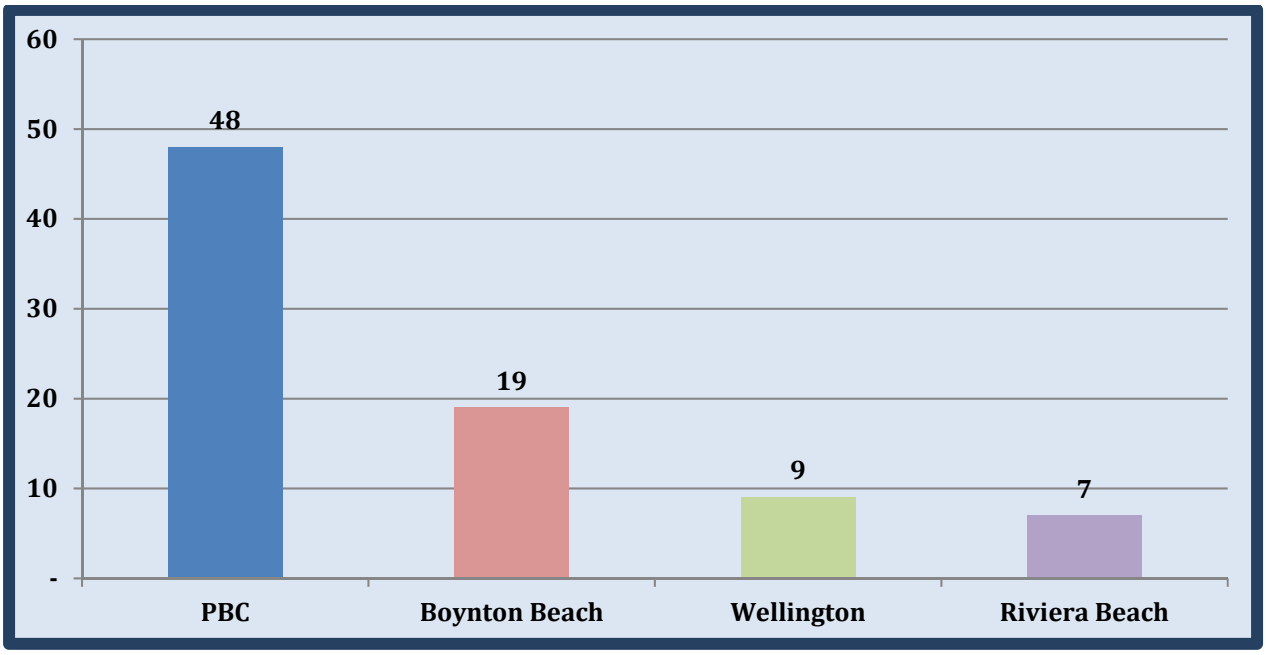
[2] During FY2024, the OIG received a total of 60 Correspondences related to entities not within the jurisdiction of the OIG. These correspondences were forwarded to entities with jurisdiction for addressing those issues.

ALLEGATIONS BY ENTITY

Of the **245** "Intake Activities," a total of **222** allegations of potential wrongdoing were made. These allegations were related to the following entities:[3]



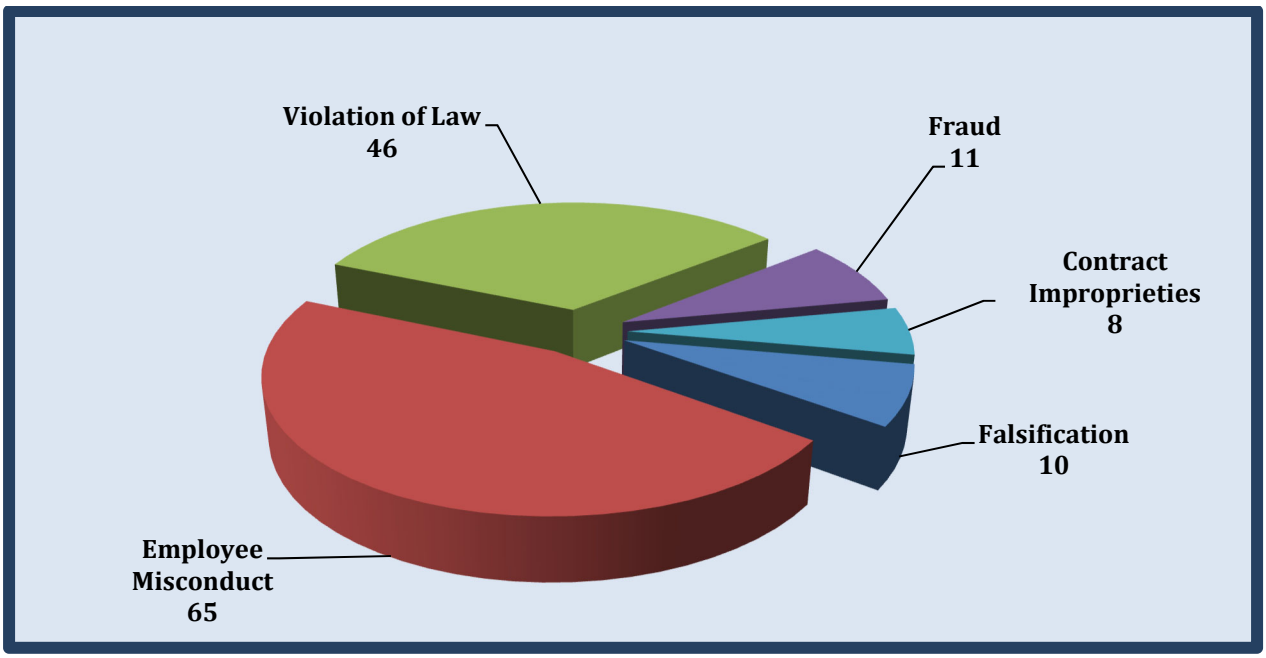
The following is a breakdown of the top four organizations with the most complaints lodged against them or against individuals within those organizations



[3] "Non-Jurisdictional" refers to correspondences concerning government entities not under the jurisdiction of the OIG. "Other" includes correspondences related to other entities such as private organizations, homeowner's associations, etc.

ALLEGATION TYPES

Of the **222** allegations of potential wrongdoing, **140** were identified as part of the following top five categories:



INVESTIGATIVE ACTIVITIES

The following are highlights from reports issued in FY2024:

<u>False Information on County Grant Applications – Lake Worth</u>



From November of 2020 through November of 2021, a Lake Worth, Florida, woman submitted four applications with falsified employment separation letters that resulted in the County making payments totaling $19,214.13 from the County Coronavirus Aid, Relief and Economic Security Act Emergency Rental and Utilities Assistance Program. On each occasion, the applicant supported her claim of loss of employment due to Covid-19 with falsified letters written without her employer's knowledge and signed in the name of individuals who did not work for her employer. When the employer was notified about these falsified letters, the applicant was terminated from employment.

False Information on County Rental Assistance Applications – West Palm Beach



From August of 2020 through November of 2021, Orlando, Florida, resident Antonio Silva successfully defrauded the County of $5,355 and attempted to obtain $29,300 in additional funds by posing as the landlord for a property for which he had no connection. He submitted multiple applications with falsified employment separation letters, landlord statements, and leases that resulted in the County issuing payments from the County Coronavirus Aid, Relief and Economic Security Act Emergency Rental and Utilities Assistance Program.

Antonio Silva also received governmental funding in multiple additional areas of the country and has since been arrested in Orlando, Florida for financial crimes of over $1 million. The State Attorney's Office in Orlando received information from the OIG Investigation for consideration of additional charges.

False Information on County Rental Assistance Applications – West Palm Beach



From October of 2020 through September of 2021, a West Palm Beach, Florida applicant submitted multiple applications with falsified employment separation letters and altered paystubs that resulted in the County issuing payments totaling $11,202.34 from the County Coronavirus Aid, Relief and Economic Security Act Emergency Rental and Utilities Assistance Program. On each occasion, the applicant supported her claim loss of employment due to Covid-19 with letters that were written without her employer's knowledge and signed in the name of individuals who did not work for her employer. The applicant also submitted paystubs which falsely showed loss of income.

Planning, Zoning, and Building – Overtime Pay



We received a complaint from the Palm Beach County Department of Planning, Zoning and Building (PZB) concerning potential overtime pay and compensatory time abuse by the PZB Deputy Building Official and a PZB Manager. We found that both falsified their employee time records by claiming they worked extra hours and/or violation of County policies regarding overtime and comp time, which resulted in the improper accrual of compensatory time and/or payments for overtime.

We found that the Deputy Building Official approved his own employee time records on multiple occasions and without obtaining authority in writing from his department head. We estimated that 84% of the entirety of his overtime hours were not in compliance with policy

or adequately supported, amounting to $18,053.35. Additionally, he was inappropriately paid $5,994.46 for overtime claimed during his lunch period.

We found that the PZB Manager inappropriately requested compensatory time from the County by falsely reporting on numerous occasions that he arrived for work at 6:00 a.m. The County paid him a total of $3,560.83 for corrsponding compensatory time payments.

False Information on County Rental Assistance Applications – Lake Worth



From December of 2020 through September of 2022, a Lake Worth resident received rental and food assistance and engaged in a deliberate scheme to defraud Palm Beach County. She was assisted by a West Palm Beach resident, who knowingly helped the applicant create fraudulent loss of employment documents for four separate applications. Those documents were submitted by the applicant as the basis for the claim for $15,004.39 in assistance.

False Information on County Rental Assistance Applications – West Palm Beach


NEWS

Inspector general: Daughter used dead mother's name to get COVID money for apartment

COVID fraud in Palm Beach County reaches new level with an applicant filing an application for her mother who was already deceased

In November of 2020, a West Palm Beach, Florida resident submitted an application with misrepresentations that caused the County to issue payments totaling $8,600.00 from the County Coronavirus Aid, Relief and Economic Security Act Emergency Rental and Utilities Assistance Program. The individual listed as the applicant passed away six months prior to the application being submitted to the County in her name. The recipient of the funds was not the true landlord, and is the deceased applicant's daughter.

In addition, the County mailed a food card with $900 in food assistance to the deceased applicant's rental property address, which the deceased applicant's daughter assumed the right to occupy after the applicant's death. The food card was used for unallowable expenses.

The deceased applicant's daughter later provided false information to the County in support of one of her own applications wherein she sought $7,100 in rental assistance. The County, however, paid no monies for this application.

False Information on County Rental Assistance Applications – West Palm Beach



From October of 2020 through December of 2021, three West Palm Beach, Florida residents submitted applications with misrepresentations that caused payments totaling $20,400.00 from the County Coronavirus Aid, Relief and Economic Security Act Emergency Rental and Utilities Assistance Program and Emergency Rental Assistance Program.

These applicants submitted falsified documentation about their employer status and the identity of their true landlord, and falsified payroll documents in support of their assistance applications.

Arrest and Conviction as a Result of OIG Investigation



A Palm Beach County Rental Assistance applicant received over $20,000 from the County Emergency Rental Assistance Program using fictitious loss of employment letters.

After extensive investigative work by the OIG, a referral was made to the Palm Beach County Sheriff's Office. The applicant was arrested by PBSO in March, 2024 on charges of Fraud - Swindle to Obtain Property $20,000 – $50,000. On April 9, 2024, he pled to the charge and was sentenced to 34 days incarceration, 5 years probation, and ordered to pay $21,553 in restitution.

AUDIT DIVISION

The Audit Division conducts audits intended to add value by helping management strengthen internal controls; prevent fraud, waste, and abuse; and identify opportunities to operate more efficiently and effectively.

All audits are performed in accordance with *Government Auditing Standards (*Yellow Book*)*.

LEADERSHIP

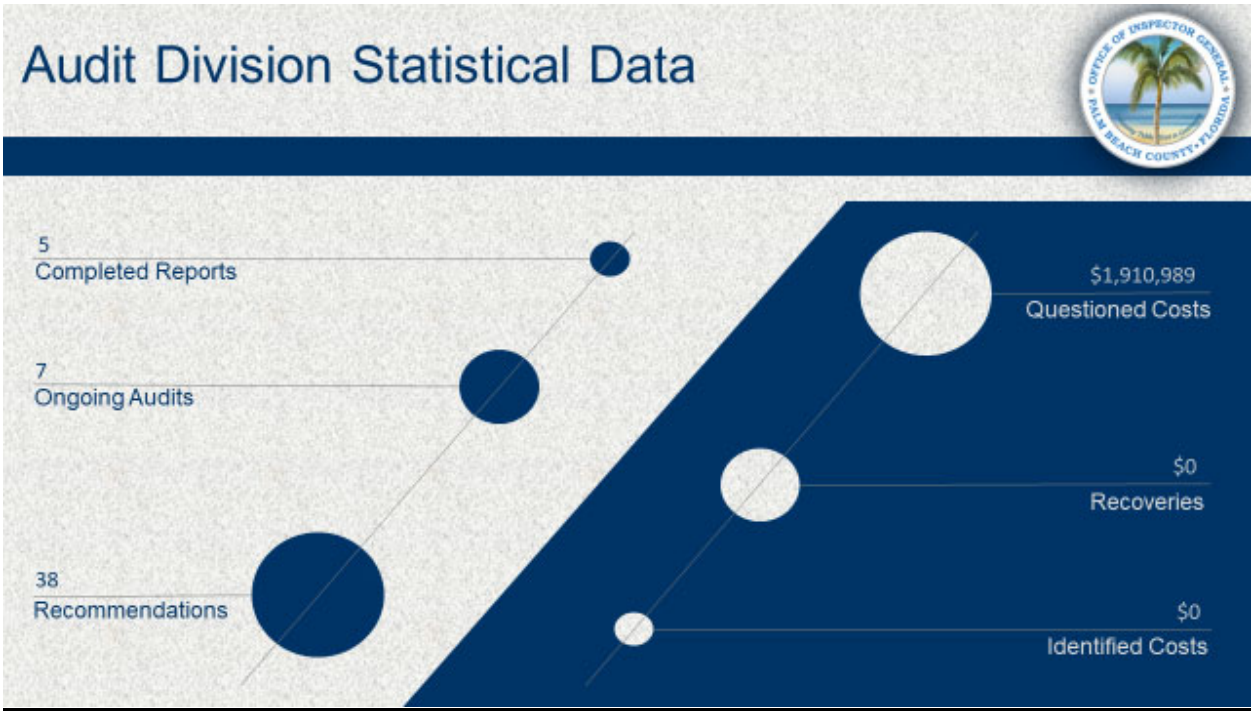


Hillary Bojan joined the OIG in September 2017 as an Auditor III. In June 2019, she became our Acting Audit Manager and in 2020 was promoted to Director of Audit. She has more than 17 years of local government service in accounting and auditing. Before coming to the OIG, Ms. Bojan served as the Senior Internal Auditor for the Health Care District of Palm Beach County.

Ms. Bojan holds a Bachelor of Science in Accounting (summa cum laude) and a Master of Science in Accounting from the University of Central Florida. Ms. Bojan has obtained the following professional designations: Certified Public Accountant, Certified Information Systems Auditor, Certified Internal Auditor, Certified Fraud Examiner, and Certified Inspector General Auditor. Ms. Bojan serves on the Board of Directors as the Vice Treasurer for the Palm Beach County Chapter of the Institute of Internal Auditors.

AUDIT HIGHLIGHTS

During FY2024, we issued **five** reports with total Questioned Costs of **$1,910,989.11**. Collectively, these five reports contain **38** recommendations to strengthen internal controls and improve the efficiency and effectiveness of operations. Management has implemented or is in the process of implementing the majority of our recommendations. The reports and management responses can be found at http://www.pbc.gov/oig/archreports.htm. A brief summary of the recommendations is also contained in Section D Appendix 2 of this report.



Audit of City of West Palm Beach – Fire Service Assessment Fee

At the request of the City of West Palm Beach (City), we conducted an audit of the expenditure of Fire Service Assessment Fee.

We found that the City had generally adequate controls over the receipt and disbursement of Fire Service Assessment Fee funds. However, we found weaknesses with respect to the interdepartmental transfer of Fire Service Assessment Fee monies which lacked sufficient supporting documentation.

As a result of our audit, we identified $877,853.49 in questioned costs for expenditures that lacked sufficient supporting documentation.

Our report contained recommendations to assist the City in strengthening internal controls and help ensure compliance with the Fire Service Special Assessment requirements. The City accepted our recommendations.

Review of the Town of Manalapan – IT Network Security

We conducted an Information Technology (IT) Network Security review of the Town of Manalapan. Our review focused on IT network security records and activities related to network components, such as devices, systems and data, in place during FY 2023.

We found that the Town had processes in place designed to prevent network security intrusions; monitor and detect network security threats, breaches, and intrusions; and, respond to network security threats, breaches, and intrusions.

However, the Town lacked sufficient written guidance for:

- Access control management;
- Data and asset/component sanitization and disposal; and,
- Organizational cybersecurity processes.

Our report contained recommendations to assist the Town of Manalapan in strengthening internal controls over IT Network Security. Management concurred and accepted our recommendations.

Audit of Village of Wellington – IT Application Security

We conducted an audit of the Village of Wellington's Information Technology (IT) Application Security. Overall, we found that user access and administrative privileges for applications were managed effectively and based on job duties and roles, and that application accounts were in compliance with applicable licensing agreements. However, we found that the Village did not always disable separated users' access in a timely manner. The Village's IT policies and procedures did not establish a time period in which departments must notify the IT department of employee separations or for disabling inactive application user accounts.

Our report contained recommendations to assist the Village in strengthening internal controls over IT application security. The City concurred and accepted our recommendations.

Audit of the Town of Loxahatchee Groves Expenditure of Gas Tax Revenue

We conducted an audit of the Town of Loxahatchee Groves' expenditure of gas tax revenue. This audit was initiated because the Town did not respond to an OIG request for information regarding a complaint.

While the audit was in process, a separate, related complaint was received.

Overall, we found the Town had generally adequate controls over the disbursement of gas tax revenue funds. Additionally, we found that:

- The allegation that the Town misused the 5-cent local option fuel tax funds was not supported.
- The allegation that the Town purchased rocks that were distributed on E Road and side roads prior to Council approval in violation of the Town's procurement code was supported.
- The Town's check signing process outlined in Resolution 2018-09 did not align with its Ordinance governing the payment of money.
- The Town did not always comply with its Purchasing Policy & Procedures Manual.
- The Town did not sufficiently provide for separate accountability of gas tax revenues by source.
- The Town lacked sufficient controls over the vendor master file.
- The Town did not sufficiently restrict user access and lacked written policies and procedures for information technology processes.

The total amount of funds expended that was not in compliance with the Town's procurement code, ordinance, or policies was $1,014,243.15 (questioned costs). These questioned costs were not indicative of potential fraud or waste.

Our report contained recommendations to assist the Town in strengthening internal controls and help ensure compliance with Town and statutory requirements. The Town accepted our recommendations.

Audit of the Village of Royal Palm Beach Accounts Payable Expenditures and Cash Disbursements

We conducted an audit of the Village of Royal Palm Beach's accounts payable expenditures and cash disbursements.

We found the Village had generally adequate controls over the accounts payable expenditures and cash disbursements processes. However, we found the Village:

- Did not always comply with its Purchasing Guidelines when employees artificially split purchases to circumvent dollar thresholds for approving purchases, and
- Had weaknesses with respect to distributing and safeguarding gift cards, business meeting reimbursements, and managing the vendor master file.

As a result of our audit, we identified $18,892.47 in questioned costs that did not comply with the Village's Purchasing Guidelines for splitting purchases to avoid approval dollar thresholds, or for insufficient processes and documentation relating to gift cards and meeting reimbursements.

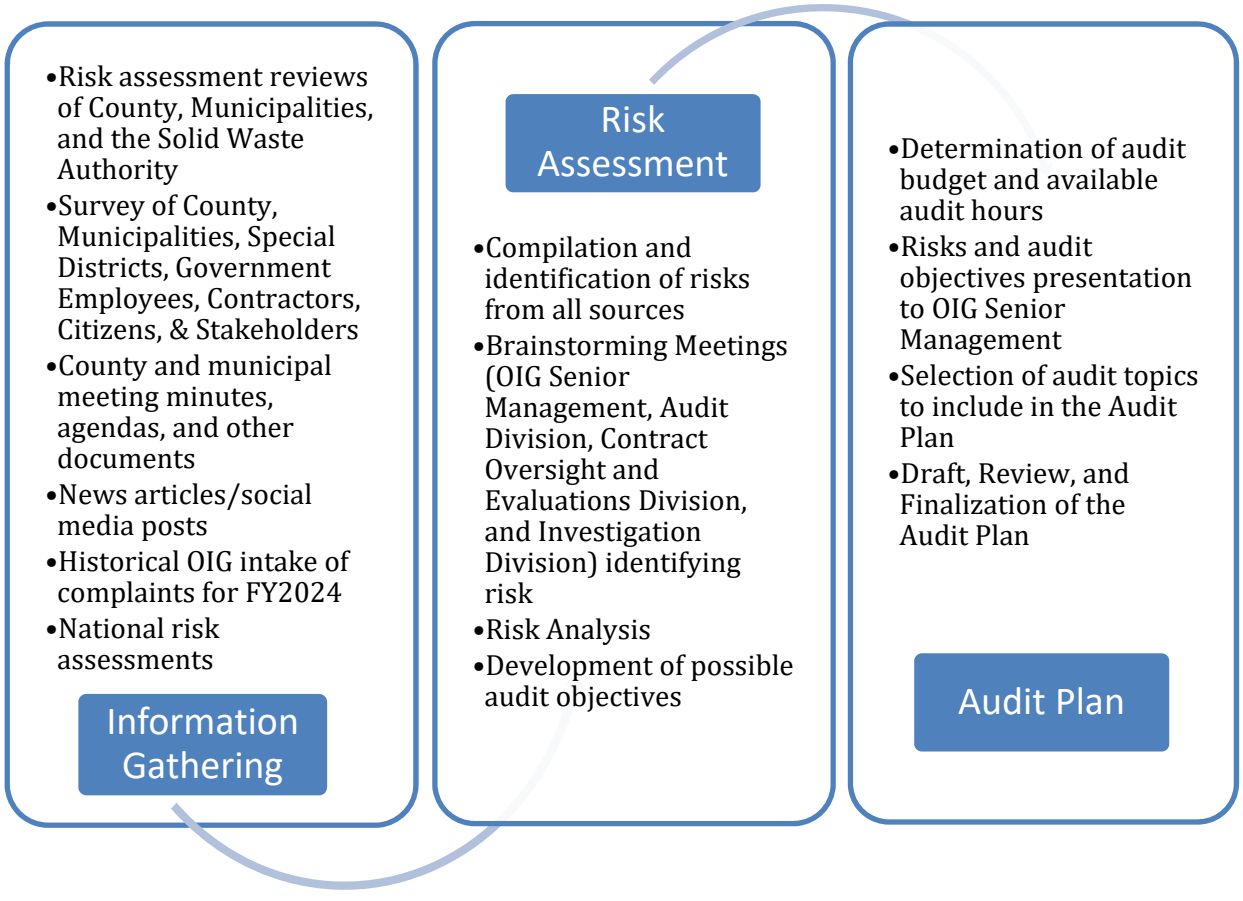
Our report contained recommendations to assist the Village in strengthening internal controls and enhancing compliance with the Village's Purchasing Guideline requirements. The Village of Royal Palm Beach concurred and accepted our recommendations.

AUDIT FOLLOW-UP

During the year, we continued to perform semi-annual follow-up on the status of pending audit recommendations. Our follow-up process has helped ensure timely corrective action on our recommendations. Since the inception of the OIG, of the 964 audit recommendations made, 901 (93%) have been implemented or are pending implementation.

AUDIT RISK ASSESSMENT AND ANNUAL AUDIT PLAN

Our "audit universe" is comprised of the County, 39 municipalities, and contracted special districts. Our goal is to make the most effective use of our resources focusing on areas of high risk for fraud, waste, and abuse, as well as, areas where costs can be reduced or revenue increased. To this end, we conducted a comprehensive risk assessment.



The risk assessment process was conducted using a combination of several methods of research and information gathering in order to create an overview of the risks for entities within the OIG's jurisdiction. Additional risks were included drawing upon the professional expertise and experience of the OIG staff. Risks were assessed based on their global area of significance and impact. Our FY2025 Annual Audit Plan (Section D of Appendix 4) was created using this risk assessment methodology.

CONTRACT OVERSIGHT AND EVALUATIONS DIVISION

The Contract Oversight and Evaluations Division reviews procurement and contracting activities and conducts evaluations, inspections, and reviews of operations to promote competition, transparency, accountability, integrity, and efficiency.

The Contract Oversight and Evaluations Division (COED) reviews procurements completed by municipalities, the County, and special districts. This includes, on a selected basis, following a solicitation from when it is issued until it is awarded; reviewing the implementation of a contract before services are completed; and completing a contract administration review after the close out of a contract.

Additionally, the COED can complete evaluations, reviews, or inspections on a wide variety of operational issues and processes.

All work is completed in accordance with the *Principles and Standards for Offices of Inspectors General* (Green Book), as developed by the Association of Inspectors General (AIG).

LEADERSHIP



Tony Montero became the Director of Contract Oversight and Evaluations in February 2021. He started his career with the OIG in February 2017 as a Contract Oversight Specialist. Mr. Montero has 36 years of public service experience in federal and state governments, higher education, and private business. He served in the US Air Force as a contracting officer for Tactical Air Command, and was deployed to Saudi Arabia during the Gulf War.

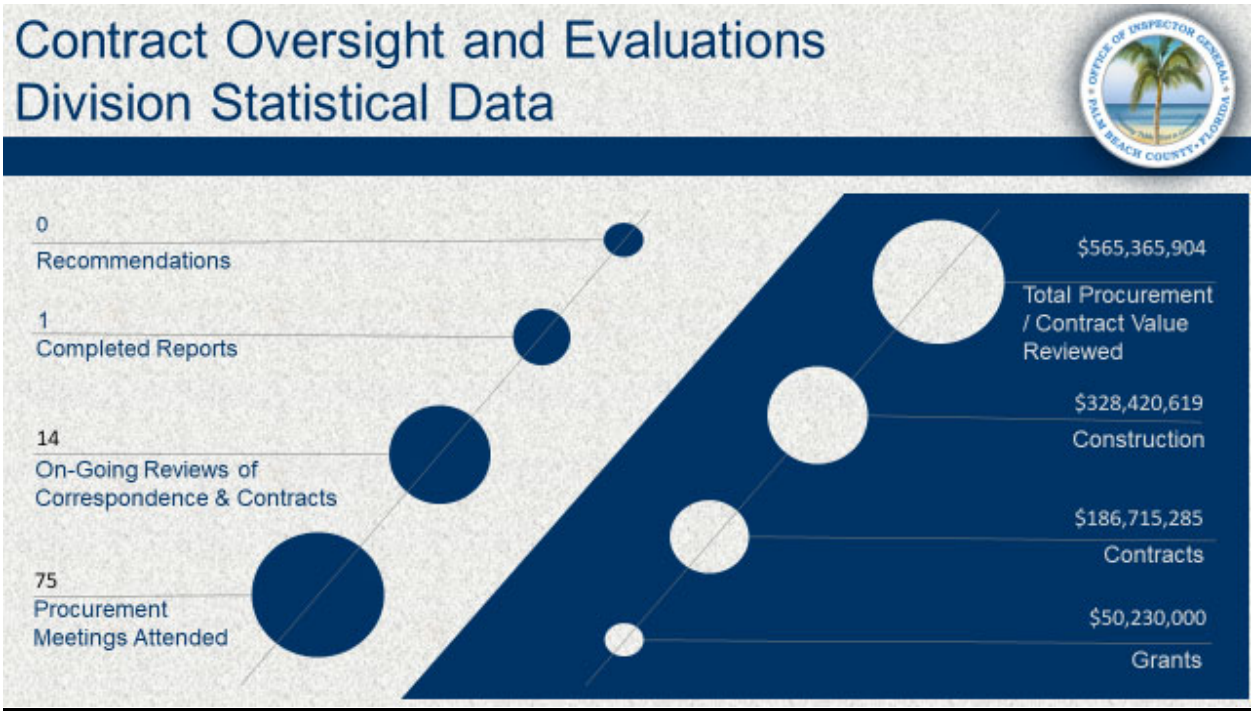
Upon his return, Mr. Montero transferred to the Defense Logistics Agency administering aerospace contracts at a Defense Plant Representative Office. After his military service, he was an independent consultant to Navy and Army contractors before accepting a purchasing position with Florida Atlantic University. Mr. Montero was soon

promoted to the Assistant Director of Purchasing, overseeing $100 million in contracts and purchases annually.

Mr. Montero has extensive training and experience in procurement, contract management, and leadership. He has several awards in contracting dating back to his military career as a U.S. Air Force officer. Mr. Montero is a US Air Force Academy graduate, a decorated Gulf War veteran, has a Masters of Engineering Administration from George Washington University, is an AIG Certified IG Inspector/Evaluator, and is an AIG Certified IG Investigator.

CONTRACT OVERSIGHT AND EVALUATIONS HIGHLIGHTS

During FY 2024, the COED issued **one** formal report, answered 13 complaints, and issued five *Tips and Trends*. The formal report can be found at http://www.pbc.gov/oig/archreports.htm. Additionally, the COED completed one inspection of a park marina, one road construction jobsite inspection, and 12 onsite reviews for the OIG's compliance assessment report.



County-wide Review of Compliance with the IG Ordinance and Risk Assessment

COED conducted a review of the County and municipal governments and Solid Waste Authority's (SWA) (collectively, "the Entities") compliance with the requirements of the IG Ordinance (Article XII, Palm Beach County Code), and conducted a risk assessment of the Entities in accordance with the OIG's 2023-2028 Strategic Plan.



We found that the Entities were largely in compliance with the IG Ordinance, and the risk concerns expressed by the Entities were similar in scope and nature.

As a result of our review, we conducted outreach with all 39 county municipalities, SWA, and 11 County Departments. In addition to collecting fraud risk information from all Entities for COED's assessment, the data was also utilized by the OIG Audit Division for the 2025 Annual Risk Assessment and Audit Plan report.

The onsite reviews provided all 51 Entities with an OIG media kit containing new and updated informational brochures, cards, and posters for public posting.

OTHER CONTRACT OVERSIGHT and EVALUATIONS ACTIVITIES & OUTREACH

Procurement personnel working for entities within OIG jurisdiction have articulated that OIG presence helps to ensure the integrity of selection processes and assists them in facilitating more efficient and equitable selections. During FY2024, we proactively observed 75 procurement/contracting related activities. These activities included selection committee meetings, contract review committee meetings, pre-construction meetings, construction site visits, inspections, reviews, and meetings with municipal officials.

The specific type and number of meetings attended is as follows:

• County Selection Committees	11
• County Contract Review Committees	12
• County Meetings	29
• Municipal Selection Committees	12
• Municipal Meetings	9
• Other Covered Entities – Selection Committees	0
• Other Covered Entities – Meetings	2
TOTAL	**75**

The COED staff's ourteach to the number of people in attendance at those meetings is as follows:

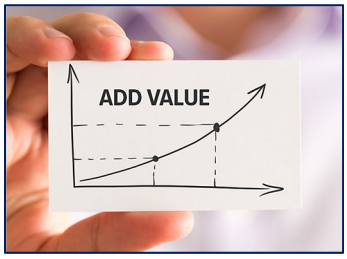
• County Selection Committees	213
• County Contract Review Committees	135
• County Meetings	165
• Municipal Selection Committees	132
• Municipal Meetings	99
• Other Covered Entities – Selection Committees	12
• Other Covered Entities – Meetings	0
TOTAL	**756**

In the course of these meetings, COED staff is routinely asked to provide guidance to County and municipal staff in an effort to enhance efficiencies. This guidance has resulted in policy and procedure changes by the County and municipalities on how to score and rate proposals, the refinement of determinations of responsiveness reviews, and the development evaluation criteria.

Occasionally, COED staff identifies issues with either a solicitation document or selection process, and advises County or municipal staff of that error so corrections can be made in the solicitation process. Some examples of corrections include; identifying errors or omissions in solicitation documents before the solicitation ends so that an entity can issue an amendment with corrections prior to the solicitation closing date; a scoring sheet not being signed by the selection committee member; miscalculation of selection committee scores; or engaging in activities that do not comply with statutory requirements.

The COED serves as a resource for sharing information and providing references to resource materials by organizations such as the National Institute of Governmental Purchasing.

ADDITIONAL AREAS WHERE CONTRACT OVERSIGHT AND EVALUATIONS ACTIVITIES ADD VALUE



The COED engages in an array of oversight activities that promote an open and competitive business environment, and enhance public confidence that contracts are being awarded equitably and economically. The following highlights the division's positive impact and other proactive/preventative guidance to the County and the municipalities in the following areas:

Audit Services – During FY 2024, after reviewing a solicitation for Audit Services, the OIG noted that the statuory requirements were not met. We provided the entity with a copy of *Tips and Trends* 2019-0007, External Auditor Selection Procedures. The entity was able to take corrective actions before the RFP closed and proposals were received.

Art in State Buildings – We provided an entity with reference materials by the State of Florida for guidance on best practices for procuring artistic services during construction. We also provided the entity with contact information for another county entity that just completed a similar project, and a State contact with information about local public art experts.

CCNA – A municipality contacted the OIG about the distinction between regular contract services like building inspection officials, and professional architect and engineering services in accordance with the Consultants Competitive Negotiations Act (CCNA, s. 287.055 F.S.). We discussed whether the services were directly related to a fixed capital outlay, study, or public works project for the public entity.

Federal Grants – An entity contacted the OIG, stating that new employees in their finance department were being tasked with administering federal grants and were looking for resources and guidance. The OIG sent them a copy of *Tips and Trends* 2018-0003 on Uniform Procurement, and a training presentation on the new Uniform Guidance, Code of Federal Regulations, 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.

Negotiations – An entity contacted the OIG regarding negotiations for an already awarded public works project. An oversight committee questioned the final price of the project and wanted to negotiate cost reductions directly with a Construction Manager's subcontractors. The negotiations sought by the committee could have been considered an attempt at auctioning or bid shopping. We discussed any privity of contract relationship between the entity and the subcontractors, the importance of maintaining the integrity of the competitive bid process, and the three discouraged public procurement practices of technical leveling, technical transfusion, and auctioning when negotiating.

Assistance to State OIG – Another Florida IG office that is starting up an Inspections and Evaluations Unit contacted the OIG regarding recent training we conducted at the Association of Inspectors General (AIG) Institute and at an online Florida AIG Chapter training. We sent them copies of our manuals, Inspection and Activity planning templates, and resources toward effectively establishing COED operations.

Piggyback Contracting – Both an entity in Palm Beach County and a public entity from another county in Florida contacted the OIG for legal decisions regarding piggyback contracting, particularly involving a county in Florida. We sent them an article from the Institute of Public Procurement that discussed several prominent cases in this area. We also told them about an upcoming relevant Tips & Trends.

Purchasing Policies – The Legal Counsel and staff of an entity tasked with reviewing and rewriting purchasing policies and procedures held a conference call with the OIG regarding the applicability of Chapter 287, F.S., to non-state agency purchasing policies. We discussed some of the public entity requirements of Ch. 287 such as: CCNA, Public Entity Crime, the prohibition on the use of certain evaluation factors, foreign-owned businesses, and state

preferences. We recommended the OIG's *Tips and Trends* website for procurement information related to statutory requirements and best practices such as, outside audits, piggybacking, and prompt payment.

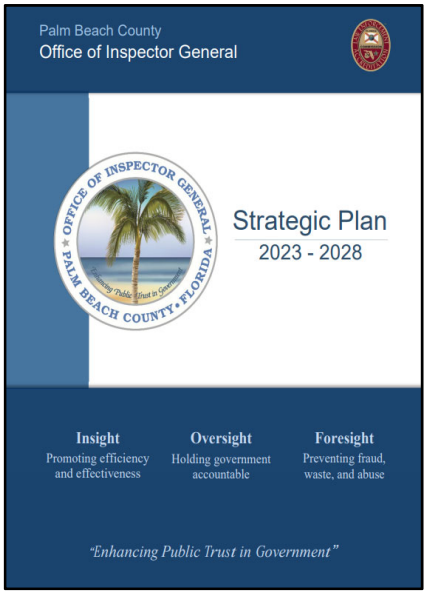
Selection Committees – An entity contacted the OIG regarding RFP selection committees. The entity conducts general training with the committees prior to the release of proposals for evaluation. This committee would be reviewing two different bids at the same time and wanted to know if it was okay. We suggested that they review their bid evaluation procedures, and to maintain transparency on public meetings that their training meeting be advertised and posted for both solicitations. Also, we advised that committee members should refrain from discussing the solicitation except during the evaluation meetings for that particular bid.

Single Quote – An entity contacted the OIG about situations when they received only one bid or quote. We explained that generally, single bid situations are not described in the Florida Statutes, or County and Municipal Codes. The local purchasing rules and procedures would probably be the guiding authority, unless the funding is federal in which case the Uniform Code conditions would apply. Absent any local guidance, we recommended some best practices to show that their decision on the course of action taken is well documented, legally sufficient, and approved by higher authority. We also discussed avoiding splitting requisitions to reduce the project to the single quote threshold, and alternative price analysis methods.

Vendor Invoices – An entity contacted the OIG regarding a vendor's continued invoicing for a closed equipment rental account. We recommended best practices to avert escalation. We also reminded the entity that it is necessary to promptly reject all improper invoices, and to document all communication attempts in order to preserve legal rights and comply with the prompt payment statutes.

OUTLOOK AND THE WAY AHEAD

Our OIG Strategic Plan sets out the following goals:



- Deliver results that promote integrity, excellence, and accountability in government.
- Strengthen relationships and build trust with external stakeholders.
- Maximize organizational effectiveness.

In FY2025 we will:

- Continue to center audit and contract oversight and evaluations activities on risk/opportunity assessment models to ensure we are focusing on major risks.
- Continue partnering with Florida's Chief Inspector General in a state-wide campaign to enhance government cybersecurity through information technology audits and reviews.
- Prioritize the investigations that maximize our resources and our ability to expose waste, fraud, and mismanagement.
- Increase our outreach and training programs on proactively sharing lessons learned, best practices, activities to avoid, and red flags that may indicate fraud, waste, or mismanagement.
- Continue to focus efforts on providing independent oversight of the County One-Penny Sales Surtax expenditures and use of pandemic-related funds.

Appendix 1 – FY2024 Tips and Trends

As part of our prevention and education focus, the OIG periodically issues *Tips and Trends*. These brief reports provide lessons learned from OIG projects, research, or new regulatory guidance designed to assist entities in operating in a more compliant, efficient, or effective manner.

OIG *Tips and Trends* # 2024-0001 – Prohibition against Considering Social, Politicial, or Ideological Interests in Government Contracting – October 26, 2023

Effective July 1, 2023, Chapter 2023-28, Laws of Florida, created section 287.05701, Florida Statutes. This law prohibits consideration of social, political, or ideological interests in state and local government contracting.

Section 287.05701, F.S.:

- Defines "awarding body" to include local government contracts from the governing body of a county, municipality, special district, or any other political subdivision of the state;
- Prohibits an awarding body from requesting documentation of or considering a vendor's social, political, or ideological interests when determining if the vendor is a responsible vendor;
- Prohibits an awarding body from giving preference to vendors based upon their social, political, or ideological interests; and
- Requires that all solicitations for commodities or contractual services include a provision notifying vendors of these requirements.

We recommended that government entities consult with Legal Counsel about the new law, and review policies and procedures to ensure compliance with Section 287.05701.

OIG *Tips and Trends* # 2024-0002 – Prompt Payment for Public Construction Contracts – January 31, 2024

Effective July 1, 2023, Chapter 2023-134, Laws of Florida, amended the Local Government Prompt Payment Act, section 218.735, F.S..

The amendment:

- Requires developing a punch list and the cost for completion of construction services;
- Requires payment of of contract balance and retainage within 20 days of the punch list; and
- Reduces the invoice payment time from 45 days to 30 days, and the invoice dispute resolution process from 60 days to 45.

The law also amended section 255.0992, Florida Statutes, to change the definition of a "public works project" to include any activity paid for with any state-appropriated funds. The previous definition only included activities exceeding $1 million paid for with any state-appropriated funds.

We recommended that local government entities consult with Legal Counsel regarding policy revisions to comply with the law. Additionally, we recommended training personal on the requirements of the Local Government Prompt Payment act and the expanded definition of public works projects.

OIG *Tips and Trends* #2024-0003 (supersedes 2019-0001) – Invest Surplus Funds to Increase Revenue

This *Tips and Trends* offers guidance and suggestions to local governments when considering investment options for surplus funds and notifies governments of recent changes to the law. We suggested that local governments invest surplus funds in the investment options permitted by Florida law in order to increase revenue, adopt an investment policy to increase options available for investing surplus funds, and ensure investment decisions are based solely on pecuniary factors that appropriately reflect a prudent assessment of each factor's impact on risk or returns.

OIG *Tips and Trends* # 2024-0004 – Foreign Countries of Concern & Scrutinized Companies – June 2024

Effective July 1, 2025, Chapter 2023-33, Laws of Florida, created section 287.138 which prohibits a governmental entity from extending or renewing any contract with an entity owned, or controlled by a foreign country of concern, or whose principal place of business is located in a foreign country of concern. The law also states that, beginning January 1, 2024, the governmental entity may not accept a bid, proposal, or enter into a contract that would grant a business entity access to an individual's personal identifying information unless a signed affidavit from an officer of the company is received attesting that the entity is not owned, or controlled by a foreign country of concern, or whose principal place of business is located in a foreign country of concern.

We recommended that local governments review their policies and procedures, and make any necessary revisions to ensure they receive the required affidavits, attestations, or certifications requirecy by Chapter 287 and Chapter 288, F.S.

OIG *Tips and Trends* # 2024-0005 –Tangible Personal Property Owned by Local Governments – June 2024

On May 25, 2023, Chapter 2023-144, Laws of Florida was enacted and included a change to section 274.01 (1), F.S.. The definition of "Governmental Unit" was changed to include county agencies, municipalities, and special districts.

Chapter 274, F.S. provides that a governmental unit is primarily responsible for the supervision and control of its property; may acquire property by purchase or exchange; may classify as surplus its property that is obsolete, uneconomical, or serves no useful purpose, and may dispose of surplus property. Florida's Chief Financial Officer is responsible for

establishing the requirements for the recording, the periodic review for inventory purposed, and the disposition of property.

We recommended that local governments compare the requirements of Chapter 274, F.S., with their charter provisions, ordinances, polices and procedures pertaining to tangible personal property. We als recommened seeking advice from Legal Counsel, and training staff on the requirements of the statute, especially if they are difference from current property policies and procedures.

OIG *Tips and Trends* # 2024-0007 –Exempt Purchases that deviate from the Competitive Solicitation Process – July 2024



This *Tips and Trends* focused on three common exemptions from competitive procurement: emergency purchases, piggybacking, and sole source purchases. The governing directives authorizing governmental entities to use non-competitive methods to acquire goods and services often define the terms "emergency purchase", "piggyback," or "sole source" purchase and set forth the specific circumstances justifying their use. The governmental entity should review its governing directives when evaluating whether a competitive solicitation is appropriate or whether the purchase qualifies for one of the exempt, non-competitive methods. We recommended that entities train staff on the requirements for competitive and non-competitive procurements, and that the records be maintained include supporting rationale and intent of exempt procurement decisions.

The value of our Tips and Trends -



"An ounce of prevention is worth a pound of cure."
Benjamin Franklin

Appendix 2 – FY2024 Recommendations

INVESTIGATIVE REPORTS COMPLETED
(October 1, 2023 – September 30, 2024)

Date
12/27/2023 **False Information Palm Beach County Emergency Rental Assistance West Palm Beach Applications - 2022-0008**

Report Number
2022-0008 **Recommendation:**

1. The County seek reimbursement of $20,000.00 in funds issued inappropriately.

Implemented

Date
3/9/2024 **False information on CARES Act Rental Assistance Applications - West Palm Beach - 2022-0001**

Report Number
2022-0001 **Recommendation:**

1. The County seek reimbursement of $9,500.00 in funds issued inappropriately.

Implemented

Date
4/29/2024 **False Information on County Grant Applications by Lake Worth Applicant - 2022-0020**

Report Number
2022-0020 **Recommendation:**

1. The County seek reimbursement of $19,214.13 in funds issued inappropriately.

Implemented

Date
5/30/2024 **PBC - Planning Zoning and Building Overtime Pay - 2023-0009**
Report Number
2023-0009 Recommendations:

1. PZB institute appropriate internal controls to ensure that supervisors and timekeepers sufficiently monitor employee time records so as to minimize the risk of employees improperly reporting leave, overtime, or compensatory time.
2. PZB train employees regularly on the rules and guidelines regarding working, earning, and reporting overtime and compensatory time.
3. Reconfigure HRIS to ensure that employees cannot approve their own employee time records or to require the employee to attach a supervisor's written approval.
4. The County seek reimbursement from Mr. Blake of $5,994.46 in Identified Costs.

Outstanding

Date
6/18/2024 **False Information on County Grant Applications by Lake Worth Applicant - 2022-0022**
Report Number
2022-0022 Recommendation:

1. The County seek reimbursement of $11,202.24 in funds issued inappropriately.

Implemented

Date
7/17/2024 **False Information on PBC Rental Assistance Program Applications - West Palm Beach - 2022-0014**
Report Number
2022-0014 Recommendation:

2. The County seek reimbursement of $5,355.00 in funds issued inappropriately.

Implemented

Date
9/23/2024 **False Information on Palm Beach County Emergency Rental Assistance Program - Lake Worth Applications - 2023-0002**
Report Number
2023-0002 Recommendation:

3. The County seek reimbursement of $15,004.39 in funds issued inappropriately.

Implemented

AUDIT REPORTS COMPLETED
(October 1, 2023 – September 30, 2024)

Date
11/1/2023 **City of West Palm Beach – Fire Service Assessment Fee Audit**
Report Number
2024-A-0001 Recommendations:

1. The City should establish and maintain a written review and oversight process for reviewing, recording, and reconciling Fire Assessment Fee Fund internal service fund transfers to ensure they are in compliance with the established fund purpose and applicable requirements.

   Implemented

2. The City should establish and maintain a cost allocation plan policy and procedure that identifies:
   a. The items of expense included in the cost of each service;
   b. The method used to distribute the cost of the services (i.e. decides the basis of allocation); and,
   c. A summary schedule showing the allocation of each service to the specific benefitted departments/divisions.

   Implemented

3. The City should maintain documentation of the application of the established cost allocation strategy that supports the IT General Services, GIS, expenditure allocated to the Fire Assessment Fee Fund.

   Implemented

4. The City should establish and maintain a written review and oversight process for reviewing, recording, and reconciling Fire Assessment Fee

Fund monies transferred to the Debt Service Fund for capital lease charges to ensure they are in compliance with the established fund purpose and applicable requirements.

Implemented

5. The City should reconcile monies transferred from Fire Assessment Fee Fund to the Debt Service Fund for payment of capital lease costs to ensure they are accounted for in compliance with the Fire Assessment Fee Fund purpose and applicable requirements.

   Implemented

6. The City should establish and maintain a written review and oversight process for reviewing, recording, and reconciling Fire Assessment Fee Fund funds transferred to the Capital Acquisition Fund for capital expenditures to ensure they are in compliance with the established fund purpose and applicable requirements.

   Implemented

7. The City should reconcile funds transferred from Fire Assessment Fee Fund to the Capital Acquisition Fund for payment of capital expenditures to ensure the funds were accounted for in compliance with the established fund purpose and applicable requirements.

   Implemented

8. The City should maintain documentation of the application of the established cost allocation strategy that supports the Administration/Management Fees charged to the Fire Assessment Fee Fund.

   Implemented

Date	
3/18/2024	**Town of Manalapan – IT Network Security Review**
Report Number	
2024-A-0002	**Recommendations:**

1. The Town develop and implement a written Access Control Management policy and procedure that provides guidance including:
   a. Establishing an account management process for assigning and managing user account authorizations;

b. Establishing an access granting process upon new hire, rights grant or a role change;
c. Establishing an access revoking process through disabling accounts immediately upon termination, rights revocation, or role change;
d. Identifying and dividing business and support functions between different individuals or roles to reduce risk associated with authorized privileges abuse;
e. Employing the principal of least privilege, allowing only authorized access for users that are necessary to accomplish assigned organizational tasks; and,
f. Establishing unique identification and authentication requirements (usernames, passwords, biometrics, etc.) for user accounts accessing the network.

Implemented

2. The Town ensure staff are aware of their roles and responsibilities related to access control management.

Pending Implementation

3. The Town develop and implement a written Data Sanitization and Asset/Inventory Disposal policies and procedures that provide guidance regarding:
    a. Establishing and maintaining a data management process that addresses data retention limits and disposal requirements and ensures the disposal process and method are commensurate with the data sensitivity;
    b. Reviewing and approving assets to be sanitized to ensure compliance with record retention requirements;
    c. Tracking and documenting actions including listing personnel who reviewed and approved sanitization and disposal actions, types of assets sanitized, files stored on the asset, sanitization methods used, date and time of the sanitization actions, personnel who performed the sanitation, verification actions taken and personnel who performed the verification, and the disposal actions taken;
    d. Disposing of data, documentation, tools, or system components as outlined in the data management process;
    e. Verifying that the sanitization of the asset was effective prior to disposal; and,
    f. Testing of sanitation equipment and procedures.

Implemented

4. The Town ensure staff are aware of their roles and responsibilities related to data and asset/component sanitization and disposal.

   Pending Implementation

5. The Town implement an IT policy that ensures cybersecurity roles and responsibilities are coordinated and aligned with internal roles and external partners, and include governance and risk management processes addressing cybersecurity risks.

   Implemented

6. The Town develop and implement written Incident Response Plan policies and procedures to ensure continuity of operations that provide guidance, at a minimum, including:
   a. Designating one key person, and at least one backup, who will manage the incident handling process;
   b. Establishing and maintaining contact information for parties that need to be informed of security incidents;
   c. Establishing and maintaining a process for staff to report security incidents;
   d. Testing to determine the effectiveness of the plan to identify weaknesses or deficiencies; and,
   e. Tracking and documenting security incidents.

   Implemented

7. The Town develop and implement written Contingency/Recovery Plan policies and procedures to ensure continuance of mission and business functions that provide guidance, at a minimum, including:
   a. Identifying essential mission and business functions and associated contingency requirements;
   b. Identifying recovery objectives and restoration priorities;
   c. Addressing contingency roles, responsibilities, and assigned individuals with contact information;
   d. Addressing maintaining essential mission and business functions despite a system disruption, comprise, or failure;
   e. Addressing eventual, full system restoration without deterioration of the controls originally planned;
   f. Testing to determine the effectiveness, and readiness, of the plan to identify potential weaknesses; and,
   g. Safeguarding and testing of backup information to ensure it can be reliably retrieved and restored for essential mission and business functions.

Implemented

8. The Town ensure staff are aware of their roles and responsibilities in responding to and recovering from a network security incident, including maintaining business functions during a system disruption or failure.

   Pending Implementation

Date
3/27/2024 **Village of Wellington – IT Application Security Audit**
Report Number
2024-A-0003 **Recommendations:**

1. The Village update its policies and procedures to include a defined time frame to notify IT of employee separations and for disabling inactive application user accounts.

   Implemented

2. The Village ensure staff are aware of their roles and responsibilities related to notifying IT of employee separations and for disabling inactive application user accounts.

   Implemented

Date
7/1/2024 **Town of Loxahatchee Groves – Expenditure of Gas Tax Revenue Audit**
Report Number
2024-A-0004 **Recommendations:**

1. The Town review and update the District's Procurement and Contracting Policy to ensure that it aligns with the Town's Ordinance governing the approval of purchases.

   Pending Implementation

2. The Town implement a review and oversight process to ensure that purchases of $25,000 or more have sufficient documentation to show that they are approved by the council and purchases of $10,000 or more utilize a written agreement in compliance with the Town's Procurement Code and Administrative Purchasing Policy & Procedures Manual.

Pending Implementation

3. The Town review its current resolution updating the payment of money authority and signature authority, and if in conflict with its Ordinance governing the payment of money, update the resolution or the Ordinance to resolve the conflict.

   Pending Implementation

4. The Town issue purchase orders for purchases, as required by its Purchasing Policy & Procedures Manual.

   Pending Implementation

5. The Town implement a review and oversight process to help ensure that expenditures are supported by a purchase order, where applicable, and that purchase order documentation is appropriately retained.

   Pending Implementation

6. The Town implement a process that provides for sufficient, separate accountability for the use of gas tax revenues by source (6-cent or 5-cent).

   Pending Implementation

7. The Town establish and maintain a written review and oversight process for reviewing, recording, and reconciling gas tax revenues transferred and expended to ensure they are in compliance with Section 336.025, F.S.

   Pending Implementation

8. The Town separate the accounts payable and vendor master file duties of the Public Works Coordinator or implement alternative control activities to prevent and detect erroneous or unauthorized modifications to the vendor master file.

   Pending Implementation

9. The Town restrict access to the vendor master file to only personnel who need access to perform their duties.

   Pending Implementation

10. The Town restrict access to the vendor master file to only personnel who need access to perform their duties.

    Pending Implementation

11. The Town develop and implement written guidance for management and oversight of the vendor master file.

    Pending Implementation

12. The Town develop and implement written IT policies and procedures that provide guidance, at a minimum, for how to:
    a. Perform IT processes in place,
    b. Assign and remove user rights and a reasonable time for completion,
    c. Authorize user access,
    d. Limit system access requiring unique user IDs and passwords, and
    e. Provide for user change management (new and terminated employees).

    Implemented

13. The Town provide staff training for the IT policies and procedures, as needed.

    Pending Implementation

14. The Town create individual user accounts for each employee that requires access to the Blackbaud system.

    Implemented

Date	
9/20/2024	**Village of Royal Palm Beach – Accounts Payable Expenditures and Cash Disbursements Audit**
Report Number	
2024-A-0005	**Recommendations:**

1. The Village enhance the purchasing review and oversight process to identify purchases of the same kind and from the same vendor and ensure they are processed and approved in compliance with its Purchasing Guidelines requirement for purchasing authorization and processing.

Pending Implementation

2. The Village ensure departments and purchase approvers are advised that splitting purchases is a violation of the Purchasing Guidelines, and that the Purchasing Guidelines require that the purchase of goods and services with a total cost of $2,000.00 more be entered into the purchasing system using a requisition/purchase order.

   Pending Implementation

3. The Village maintain sufficient documentation, including but not limited to gift card logs documenting the gift card numbers and values, recipients, reasons for distribution for all gift cards purchased, and independent review or reconciliation of the documentation and any remaining gift cards; and itemized receipts, attendees, and documented public purpose for all business meeting reimbursements.

   Pending Implementation

4. The Village implement written guidance for the custody and distribution of gift cards provided to employees, volunteers, or others that ensures sufficient accountability for and safeguarding of gift cards, including but not limited to maintaining a gift card log that documents the gift card number and value, recipient, reason for distribution for all gift cards purchased, and independent review or reconciliation of the documentation and any remaining gift cards.

   Pending Implementation

5. The Village deactivate the vendors records it confirmed were duplicates, inactive, or had no expected future payment activity and update the vendor records it confirmed should have a Tax ID number.

   Pending Implementation

6. The Village implement a process to help ensure newly created vendor records are reviewed for relevance, accuracy, and completeness by the Finance Technician's supervisor or an individual with no responsibilities in the accounts payable process; and that there is an established routine review and purging of the vendor master file to identify and resolve inactive, incomplete, and unauthorized or erroneous vendor records.

   Pending Implementation

Appendix 3 – Prior Years' Significant Open Recommendations

The OIG has issued hundreds of recommendations since its creation in 2010, with 91% of these accepted, or pending implementation by management. This high acceptance/implementation rate reflects that OIG staff works with management to develop realistic and achievable recommendations that make good business sense for the improvement of government operations. The IG Ordinance requires the IG to report on *significant* recommendations described in previous annual reports for which corrective action has not been completed. We will continue to work with management in monitoring these recommendations.

The following lists these significant recommendations pending implementation:

Date
9/13/2021 **City of Lake Worth Beach – Travel Audit**
Report Number
2021-A-0007 **Recommendations:**

1. The City comply with the City's Travel Resolution, Travel Policy, Travel Procedures, and Purchasing Card Procedures.

   Pending Implementation

Date
11/21/2022 **Town of Highland Beach – IT Network Security Review**
Report Number
2023-A-0001 **Recommendations:**

2. The Town provide ongoing training to ensure staff are aware of their roles and responsibilities related to data and asset/component sanitization and disposal.

   Pending Implementation

6. The Town provide ongoing training to ensure staff are aware of their roles and responsibilities in responding to and recovering from a network security incident, including maintaining business functions during a system disruption or failure.

   Pending Implementation

8. The Town provide ongoing training to ensure staff are aware of their roles and responsibilities related to access control management.

   Pending Implementation

Date
3/23/2023 **City of Atlantis – IT Network Security Review**
Report Number
2023-A-0004 **Recommendations:**

1. The City update its enterprise asset inventory list to ensure it includes all network components or devices and provides, at a minimum, the:
    a. Machine name;
    b. Static network address;
    c. Hardware address;
    d. Enterprise asset owner; and,
    e. Department.

    Pending Implementation

2. The City update its inventory list when components are installed or removed.

    Pending Implementation

3. The City routinely compare its enterprise asset inventory list to the network components and devices and address unauthorized assets.

    Pending Implementation

4. The City should establish and maintain an Information Protection/Security Awareness and Skills Training program that provides guidance, at a minimum, including:
    a. Recognizing social engineering attacks;
    b. Authentication best practices;
    c. Data handling best practices;
    d. Causes of unintentional data exposure;
    e. Recognizing and reporting security incidents;
    f. Identifying and reporting if enterprise assets are missing security updates; and
    g. Dangers of connecting to and transmitting enterprise data over insecure networks.

    Pending Implementation

5. Provide staff with ongoing Information Protection/Security Awareness and Skills Training.

    Pending Implementation

7. The City provide ongoing training to ensure staff are aware of their roles and responsibilities related to access control management.

   Pending Implementation

8. The City develop and implement a written Data Sanitization and Asset/Inventory Disposal policy and procedure that provides guidance regarding:
   a. Establishing and maintaining a data management process that addresses data retention limits and disposal requirements and ensures the disposal process and method are commensurate with the data sensitivity;
   b. Reviewing and approving assets to be sanitized to ensure compliance with record retention requirements;
   c. Tracking and documenting actions including listing personnel who reviewed and approved sanitization and disposal actions, types of assets sanitized, files stored on the asset, sanitization methods used, date and time of the sanitization actions, personnel who performed the sanitation, verification actions taken and personnel who performed the verification, and the disposal actions taken;
   d. Disposing of data, documentation, tools, or system components as outlined in the data management process;
   e. Remote purging or wiping of data on lost or stolen organizational assets;
   f. Verifying that the sanitization of the asset was effective prior to disposal; and,
   g. Testing of sanitation equipment and procedures.

   Pending Implementation

9. The City ensure staff are aware of their roles and responsibilities related to data and asset/component sanitization and disposal.

   Pending Implementation

10. The City implement an IT policy that ensures cybersecurity roles and responsibilities are coordinated and aligned with internal roles and external partners, and include governance and risk management processes addressing cybersecurity risks.

    Pending Implementation

11. The City develop and implement written Incident Response Plan policies and procedures to ensure continuity of operations that provide guidance, at a minimum, including:
    a. Designating one key person, and at least one backup, who will manage the incident handling process;
    b. Establishing and maintaining contact information for parties that need to be informed of security incidents, including where appropriate, law enforcement, government administrative agencies, and individuals whose information may have been compromised;
    c. Establishing and maintaining a process for staff to report security incidents;
    d. Testing to determine the effectiveness of the plan to identify weaknesses or deficiencies; and,
    e. Tracking and documenting security incidents.

    Pending Implementation

12. The City develop and implement written Contingency/Recovery Plan policies and procedures to ensure continuance of mission and business functions that provide guidance, at a minimum, including:
    a. Identifying essential mission and business functions and associated contingency requirements;
    b. Identifying recovery objectives and restoration priorities;
    c. Addressing contingency roles, responsibilities, and assigned individuals with contact information;
    d. Addressing maintaining essential mission and business functions despite a system disruption, comprimise, or failure;
    e. Addressing eventual, full system restoration without deterioration of the controls originally planned;
    f. Testing to determine the effectiveness, and readiness, of the plan to identify potential weaknesses; and
    g. Safeguarding and testing of backup information to ensure it can be reliably retrieved and restored for essential mission and business functions.

    Pending Implementation

13. The City provide ongoing training to ensure staff are aware of their roles and responsibilities in responding to and recovering from a network security incident, including maintaining business functions during a system disruption or failure.

    Pending Implementation

Appendix 4 – FY2025 Audit Plan at a Glance

Audit	Objectives
	Carryover Audits
Management Request – City of Pahokee Accounts Payable Expenditures/Cash Disbursements[4]	• Are controls adequate for accounts payable expenditures and cash disbursements? • Are control procedures adequate to ensure that expenditures/cash disbursements are in compliance with requirements, allocated to appropriate activities, and properly reviewed and approved prior to payment? • Are purchases and invoices properly documented and approved to avoid possible fraud, waste, and abuse?
Management Request – Palm Beach County Workforce Housing Program – Wellington Club Apartments	• Were Program requirements met and agreed upon deliverables received? • Are controls adequate related to administration of the Program?
Contract/Agreement – Contract between the Town of Palm Beach and John C. Cassidy Air Conditioning, Inc. for Bid No. 2018-54 HVAC and Refrigeration Maintenance and Replacement[5]	• Are controls adequate to effectively manage the contract and related activities? • Are invoices properly documented and approved to avoid possible fraud, waste, and abuse? • Are payments for services received and in compliance with the contract?
Construction Contract – Contract between Palm Beach County and Kast Construction Company, LLC for Construction Manager at Risk Services for PBSO Headquarters Renovations Project No. 11206	• Are controls adequate to effectively manage the construction contract? • Are payment applications and change orders properly documented and approved to avoid possible fraud, waste, and abuse?
Revenue/Cash Intake – Solid Waste Authority Tipping Fee Revenue	• Are tipping fee revenues recorded accurately and appropriately in compliance with financial requirements? • Are cash receipts for tipping fees recorded accurately with timely deposits? • Are there adequate controls for the receipt of tipping fee revenue and related cash intake activities?
Intake Referral – City of Riviera Beach Purchasing Cards and Council Member's Out-of-State Travel Follow-up	• Are the corrective actions implemented following our Audit Report 2019-A-0003, City of Riviera Beach Purchasing Card and Council Members' Out-of-State Travel, effective in ensuring compliance with purchasing card policies and procedures and strengthening internal controls over purchasing card activities? • Are council members' out-of-state travel expenditures in compliance with policies and procedures?

[4] This audit is substantially completed and pending issuance of a draft report.

[5] This audit is completed and pending issuance of a final report.

Audit	Objectives
Carryover Audits (continued)	
Contracts/Agreements – Agreement between the Town of Palm Beach Shores and Waste Management Inc. of Florida for Solid Waste and Recycling Collection and Disposal Services	• Are franchise fees received by the Town accurate and remitted in compliance with the Agreement? • Are collection fees paid by the Town accurate and billed in compliance with the Agreement?



Audit	Possible Objectives
Planned Audits	
Multiple Entities – Contracts/Agreements	• Are controls adequate to effectively manage contracts and related activities? • Are control procedures adequate to ensure that contracts are competitively procured, when required, and for appropriate activities? • Are invoices properly reviewed and approved prior to payment? • Are purchases and/or invoices properly documented and approved to avoid possible fraud, waste, and abuse? • Are contracts effectively managed? • Were agreed upon deliverables received?
Multiple Entities – Water and Sewer Utility Billing and Cash Receipts	• Are controls in place and adequate to ensure that water and sewer billings and cash receipts are accurate and complete? • Are water and sewer billings accurate and complete and related cash receipts properly recorded and deposited? • Are water and sewer billings in compliance with relevant regulatory requirements, policies, and procedures?
Multiple Entities – Permitting	• Are controls adequate to ensure permits and related fees are processed timely and in compliance with relevant regulatory requirements, policies, and procedures? • Are permit fees assessed and collected in compliance with relevant regulatory requirements, policies, and procedures? • Are permit fees accurate and related cash receipts properly recorded and deposited? • Are permits processed in a timely manner and sufficiently documented?
Multiple Entities – Purchasing Cards	• Are internal controls in place and adequate to appropriately govern purchasing card use, including controls to prevent and detect fraud, waste, and misuse? • Are purchasing card expenditures sufficiently documented, in compliance with relevant guidance, and serve a valid public purpose?
Multiple Entities – Law Enforcement Overtime	• Are controls in place and adequate to ensure that overtime is properly recorded and approved, including controls to prevent and detect fraudulent, improper, or excessive overtime claims? • Is overtime accurately recorded and properly approved? • Is overtime in compliance with relevant regulatory requirements, policies, and procedures? • Is overtime properly budgeted, paid, and reimbursed according to applicable agreements?

**IG/Management Request audits are not included. These audits will be added to the audit plan.*

Audit	Possible Objectives
Planned Audits (continued)	
Multiple Entities – Grants	• Are controls in place and adequate to ensure that grant funds are used in compliance with grant terms and conditions, including controls to prevent and detect fraud, waste, and misuse? • Are grant expenditures in compliance with grant terms and conditions? • Are reporting requirements and deliverables completed in compliance with grant terms and conditions?
Multiple Entities – Construction Contracts	• Are controls adequate to effectively manage construction contracts? • Are control procedures adequate to ensure that construction contracts are competitively procured and managed effectively in accordance with construction contract terms and conditions? • Are payment applications and change orders properly documented and approved to avoid possible fraud, waste, and abuse? • Were agreed upon deliverables received?
Multiple Entities – IT Network Security	• Are processes in place designed to prevent network security intrusions? • Are processes in place designed to monitor and detect network security threats, breaches, and intrusions? • Are processes in place designed to respond to and eliminate network security threats, breaches, and intrusions?





Palm Beach County
Office of Inspector General

100 Australian Avenue
West Palm Beach, FL 33406
TEL: (561) 233-2350
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A copy of this report has been made available for public inspection at the Office of the Inspector General, at County and municipal libraries, and is posted on the Office of Inspector General, Palm Beach County website.

Posted on September 8, 2026

Proposal for a Leon County Charter Amendment regarding the establishment of an Office of Inspector General

This proposal will reinforce transparency and accountability in the oversight of all aspects of county government in the areas of ethics, fraud, waste, abuse, mismanagement, misconduct and service deficiencies. It would also be the designated statutory agent to process whistleblower complaints, which otherwise is the County Administrator, according to F.S. 112.3187. Some guidelines for defining and establishing this office can be adapted from both the City of Tallahassee Office of Inspector General (OIG) and the Tallahassee Independent Ethics Board (IEB), but this proposal will improve on both of these models by addressing some deficiencies in the structure of each office to bring the OIG in more total compliance with the published national guidelines of the Association of Inspectors General.

Establishing the independence of this office, as stressed by the Association of Inspectors General, is of primary concern. To this end, I propose independent oversight of the OIG in the form of a Board of voluntary citizens who are electors of Leon County, but outside the command structure of County Government (that is, non-County employees, officers, or elected officials). This Board would be responsible for hiring a qualified and certified Inspector General for a designated term of office, supervising and annually evaluating performance to ensure compliance with established legal and policy guidelines, and termination for cause, if necessary, without interfering with the day-to-day operations of the office.

Similar to the structure of the Tallahassee Independent Ethics Board, each of the members of the OIG Board would be appointed by various local community leaders who are outside the command structure of Leon County government. As an example, at the city level, the Tallahassee City Charter designates these appointing parties to be: the FSU President, the FAMU President, the State Attorney, the Public Defender, the City Commission, with the final two members of the seven-member board to be appointed by the rest of the board. This process has been successful in maintaining the independence of the IEB over its ten-year life. In practice, though, there have been problems with filling vacant positions on the Board, possibly because the external appointing bodies don't have a strong natural incentive to take such a substantial role in city government. This has resulted in unfilled vacancies of up to two years or more over the span of the ten years that the IEB has been in existence.

To resolve this, it is proposed that the Leon County OIG Board be made up of an appointment by each of the Leon County constitutional officers: the Sheriff, the School Superintendent, the Supervisor of Elections, the Clerk of Courts, the Tax Collector, and the Property Appraiser. The seventh member (to avoid potential tie votes) would be appointed by the Board of County Commissioners. Although most of these offices are funded through County Government, they are operationally independent, since they are headed by independently

elected officials. The exception here would be the School Superintendent, who is funded by the School Board, a separate taxing authority. A possible alternative appointing body to the Superintendent might be the Tallahassee City Commission, who of course is also not funded through County Government, but maintains a symbiotic relationship through various interlocal agreements.

Another deficiency with the Tallahassee Independent Ethics Office is that its scope is restricted by the very limited scope of the Tallahassee Ethics Code, which is entirely under the control of the Tallahassee City Commission. The scope of the proposed Leon County OIG would be much broader, as laid out in great detail by the ***Principles and Standards for Offices of Inspectors General***, as published and revised regularly by the Association of Inspectors General: https://inspectorsgeneral.org/wp-content/uploads/2025/10/Principles-and-Standards-for-OIGs-Eff-July-1-2024_Download.pdf).

At the city level, the OIG and the Ethics Office remain two separate offices. This a somewhat arbitrary arrangement that came about primarily because the Independent Ethics Board was established prior to the creation of the Office of Inspector General. Since its creation the Inspector General has agreed to turn over all issues related to the Ethics Code to the IEB. This has resulted in some confusion with the public regarding the respective jurisdictions of each office, with each maintaining a separate hot line and web site for the receipt of complaints.

The mission of the proposed Leon County Office of Inspector General, like most such offices nation-wide, should encompass prevention and detection of fraud, waste, and abuse; promotion of efficient and effective use of public resources; and promotion of public integrity. This would include ensuring compliance with the Leon County Ethics Code, taking that role out from under the County Administrator.

At the city level, the IEB is a quasi-judicial body when it sits in judgement of alleged infractions of the Ethics Code, which is defined by the City Commission, as are the penalties. They are also in practice entirely reactive, in that they act only in response to sworn complaints. Since the scope of the OIG would be much broader, and the OIG Board would be comprised of volunteer citizens in order to maintain independence, it is recommended that, like the Tallahassee OIG, the Leon County OIG have no assigned enforcement powers. Its role would be entirely investigative, acting in response to sworn complaints, as well as conducting its own schedule of audits. Their work product would be in the form of reports to County management and, separately, to the public, as well as referral of all discovered criminal infractions to the appropriate law enforcement agencies.

Although the City of Tallahassee OIG has a broader range of oversight than the IEB, it lacks the necessary independence that is a critical component of an Office of Inspector General. A City Charter Amendment that was passed in 2024 improved its relative independence by making it more difficult to terminate the IG for political reasons, but it left the IG as an appointee of the City Commission and under its supervision. The proposed structure of the Leon County OIG Board would not have this problem.

One final provision for this proposed Office of Inspector General would be to include legal counsel independent of both the County Administrator and the County Attorney, which would also help to bring it in total compliance with the national standards of the Association of Inspectors General. This would be especially important in the event of the IG pursuing a whistleblower case against the city, in order to prevent conflicts of interest.

It is also recommended that the jurisdiction of the OIG be at least potentially extended to those members of the Blueprint Intergovernmental Agency Board and staff who are listed on the Leon County payroll. This last point may be the most logistically difficult to implement, since it may require an amendment to the interlocal agreement with the City of Tallahassee, but the Charter Amendment could be written as to be contingent on such an agreement.

Submitted by: Ernie Paine, member of Citizens for Ethics Reform

Former member of the Tallahassee Independent Ethics Board and the 2024 Tallahassee Charter Review Committee

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM #2

Citizen Charter Review Committee

Agenda Item #2

February 5, 2026

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator
Chasity H. O'Steen, County Attorney

Title: Consideration of a Draft Policy Recommendation on Unified Street Renaming

Review and Approval:	Vincent S. Long, County Administrator Chasity H. O'Steen, County Attorney
Department / Division Review:	Ken Morris, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Cameron Williams, Management Analyst

Summary:

At the direction of the Citizen Charter Review Committee, this item presents a draft policy recommendation to the Leon County Board of County Commissioners encouraging Leon County to work with the City of Tallahassee to align street renaming policies and procedures to prevent public safety and emergency services-related issues due to lack of uniformity among street names.

Staff Recommendation:

Option #3: Committee direction.

Report and Discussion

Background:

At the direction of the Citizen Charter Review Committee (Committee), this item presents a draft policy. This item considers a policy recommendation to the Leon County Board of County Commissioners encouraging Leon County to work with the City of Tallahassee to align street renaming policies and procedures to prevent public safety and emergency services-related issues due to lack of uniformity among street names.

At its November 6, 2025 meeting, the Committee received analysis for consideration in evaluating whether a charter amendment should be placed on the ballot providing county ordinances to supersede municipal ordinances in the event of a conflict (Attachment #1). The November 6th analysis presented detailed Leon County's authority as a charter county as derived from Article VIII, Section 1(g) of the Florida Constitution (Constitution). This section of the Constitution requires county charters to specify whether county or municipal ordinances prevail in the event of a conflict. Currently, Section 1.6 of Leon County's Charter, "Relation to Municipal Ordinances", provides that municipal ordinances prevail over county ordinances in the event of any conflict within municipal boundaries, with the exception for countywide minimum environmental regulations as set forth under Section 1.6.(2) of the Charter.

At that time, the Committee requested additional information and analysis including examples of existing or potential regulatory conflicts from differing county and city ordinances which were presented at the Committee's November 20, 2025 meeting. Among the examples provided in the November 20th analysis was the differing standards for street renaming as set forth by the County and City's respective street renaming ordinances. As previously reported to the Committee, regulatory uniformity of street renaming supports consistent naming across segments of roadways and chronological numbering of addresses countywide which is critical to ensuring accurate GPS routing, timely emergency response, and the protection of life and property countywide. With these considerations in mind, this issue was presented as one example of countywide regulatory uniformity that the Committee may wish to consider when determining whether county ordinances should prevail when a conflict exists.

Following discussion, the Committee requested additional information on options to unify the street renaming process outside of a charter amendment. As reported in the item presented at the December 4, 2025 meeting, the City of Tallahassee made a deliberate policy decision to adopt its own street renaming ordinance so the County cannot compel a unified street renaming procedure without an amendment to the County Charter. At that time, the Committee requested that staff provide a draft policy recommendation encouraging the BOCC to work with the City of Tallahassee to encourage alignment of street renaming policies to prevent public safety and emergency services-related issues due to lack of uniformity among street names.

Analysis:

Per the Committee's request, staff has prepared the following draft policy recommendation encouraging the County to work with the City of Tallahassee toward aligning the street renaming policies and procedures to prevent public safety and emergency services-related issues due to lack of uniformity among street names:

> *The Leon County Citizen Charter Review Committee encourages Leon County to work with the City of Tallahassee to align street renaming policies and procedures to prevent public safety and emergency services-related issues due to lack of uniformity among street names.*

Upon approval by a simple majority vote of the Committee, the proposed policy recommendation will be included in the status report on the Committee's actions to be presented to the BOCC in March 2026 as well as the Committee's Final Report to be presented in August 2026.

Options:

1. Approve the draft policy recommendation encouraging unified street renaming policies and procedures.
2. Do not approve the draft policy recommendation encouraging unified street renaming policies and procedures.
3. Committee direction.

Recommendation:

Option #3: Committee direction

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM #3

Citizen Charter Review Committee

Agenda Item #3

February 5, 2026

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator
Chasity H. O'Steen, County Attorney

Title: Consideration of Revision to the Preamble in the Leon County Charter

Review and Approval:	Vincent S. Long, County Administrator Chasity H. O'Steen, County Attorney
Department / Division Review:	Ken Morris, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Mathieu Cavell, Director, Community Relations and Resilience Cameron Williams, Management Analyst

Summary:

As requested by the Citizen Charter Review Committee (Committee), this item provides proposed charter amendment language revising the Preamble of the Leon County Charter to reflect the esteemed humanity among residents of Leon County.

Staff Recommendation:

Option #3: Committee direction.

Report and Discussion

Background:

As requested by the Citizen Charter Review Committee (Committee), this item provides proposed charter amendment language revising the Preamble of the Charter to reflect the esteemed humanity among residents of Leon County.

At its December 4, 2025 meeting, the Committee requested information on county charters that include a bill of rights. The topic was proposed alongside a distribution of a proposed "Leon County Bill of Rights" for consideration by the Committee. On January 22, 2026, the requested item was presented to the Committee. Following discussion on concerns related to enforceability, sovereign immunity, and potential conflicts with state and federal law, the Committee provided direction to express shared community values and suggested revising the Preamble to reflect "the esteemed humanity among residents of Leon County."

This item provides proposed charter amendment language revising the Preamble of the Charter to reflect the esteemed humanity among residents of Leon County.

Analysis:

Per the Committee's request, proposed charter amendment language revising the Preamble of the Charter to reflect the esteemed humanity among residents of Leon County is provided below.

Recognizing that the Preamble serves as an introduction and broadly reflects what the Charter seeks to achieve, it does not delineate specific structures, authorities, policies, or provision of services for the county government. With this in mind, the following proposed language incorporates affirmation of esteemed humanity of all residents as a guiding aspiration of the document:

> We, the citizens of Leon County, Florida, united in the belief that governmental decisions affecting local interests should be made locally, rather than by the State, and that County government should be reflective of the people of the County and should serve them in achieving a more responsive and efficient form of government, hereby affirm the esteemed humanity of all residents of Leon County. We recognize in every person a shared dignity, not granted by government, but inherent and deserving of consideration in our public affairs. ~~and~~ In order to empower the people of this County to make changes in their own government, we do ordain and establish this Home Rule Charter for Leon County, Florida.

In addition, potential ballot language has been prepared for both versions of the proposed charter amendment as reflected in Table #1 below. The proposed ballot titles and ballot language reflected in Table #1 would meet the statutorily required word count limit. The ballot title is limited to 15 words, and the ballot language is limited to 75 words.

Table #1. Proposed Ballot Title and Ballot Language: Affirmation of Human Dignity

Proposed Ballot Title
Affirmation Of Human Dignity as Proposed by the Citizen Charter Review Committee
Proposed Ballot Language
Shall the Preamble of the Leon County Home Rule Charter be amended to reflect the esteemed humanity of all residents by affirming shared dignity that is inherent and deserving of consideration in public affairs, while preserving the Charter's existing framework for local self-governance and citizen empowerment?

A simple majority is needed to recommend a Charter Amendment to the Board of County Commissioners. A status report on the Committee's recommendation(s) will be provided to the Board at its regularly scheduled meeting on March 10, 2026. Upon approval by a simple majority vote of the Board, public hearings will be scheduled in June and July 2026, for the Committee to take public input and formally consider the proposed Charter amendments. The outcome of public hearings will be reflected in the Committee's final report to the Board in August 2026.

Options:

1. Approve the proposed charter amendment for recommendation to the Board of County Commissioners, revising the Preamble to reflect the esteemed humanity among residents of Leon County.
2. Do not proceed with a charter amendment.
3. Committee direction.

Recommendation:

Option #3: Committee direction

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM #4

Citizen Charter Review Committee

Agenda Item #4

February 5, 2026

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator

Title: Proposed Charter Amendment on Affordable Housing

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Abigail Thomas, Director, Human Services & Community Partnerships Jelani Marks, Housing Services Manager

Statement of Issue:

As requested by the Citizen Charter Review Committee, this item provides a proposed amendment to the Leon County Charter with ballot language to establish an affordable housing trust fund in the Charter.

Staff Recommendation:

Option #1: Approve a policy recommendation encouraging the Board to continue the County's long-standing commitment to increasing and preserving the stock of affordable housing in the community.

Report and Discussion

Background:

As requested by the Citizen Charter Review Committee (Committee), this item provides a proposed amendment to the Leon County Charter with ballot language to establish an affordable housing trust fund in the Charter (Attachment #1).

On January 8, 2025, the Committee received an analysis of all available funding sources being utilized by Leon County to invest in affordable housing (general revenue, infrastructure surtax, grants, and bond financing). Specifically, the analysis detailed how these revenues are being strategically invested to increase and preserve the stock of affordable housing in the community including the County's existing affordable housing trust fund, programs, and services (Attachment #2). Most importantly, the item explained that the County Commission has the policy and budgetary authority to address affordable housing without the need for a charter change. During the meeting, Mr. Max Herrle distributed a handout outlining a potential charter amendment and ballot language on affordable housing (Attachment #3). At that time, the Committee requested staff to review the handout distributed by Mr. Herrle and to prepare proposed charter amendment and ballot language and other related recommendations to support affordable housing.

The following analysis presents a proposed charter amendment for consideration that is similar to language adopted in other charter counties. This similar proposed charter amendment would generally memorialize the broad discretion that the County Commission already has to establish and implement a trust fund dedicated to affordable housing. Subsequently, an analysis of the proposed charter amendment presented by Mr. Herrle is provided. Mr. Herrle's proposed amendment includes the requirement that a portion of future (no sooner than 2040) County infrastructure surtax funding be obligated to fund affordable housing. For many years, the County has utilized its share of the infrastructure sales tax funds to support transportation improvements and roadway resurfacing projects. The County Commission recently rejected a similar proposal to redirect a portion of its share of the infrastructure surtax for affordable housing and instead increased its general revenue support and partnered with the City to utilize the economic development portion of the surtax for affordable housing needs in the community.

As previously stated, the County Commission currently has the authority and actively addresses affordable housing needs through its policy, programming, and budgetary decisions without the need for a charter change. The County Charter provides for the structure, organization, and authority of County government and, notably, does not express specific policy priorities which are instead achieved through the Board's strategic planning process, budgetary priorities, or policy and ordinance adoption. Therefore, rather than a proposed charter amendment, an alternative option available to the Committee is to adopt a policy recommendation encouraging the Board to continue the County's long-standing commitment to increasing and preserving the stock of affordable housing in the community. Upon approval by the Committee, this policy recommendation would be included as part of the Committee's report to the Board.

Analysis:

Leon County is dedicated to increasing and preserving the stock of affordable housing. To address the highest affordable housing need of rental units in the community, over just the past five years

the County has invested $5.8 million in direct funding and authorized $195 million in bond financing that has or will construct 1,200 new affordable units within the next 12-18 months (Attachment #4).

Most county charters do not include language regarding affordable housing. County charters, generally, set forth the governing authority, structure, and power of a county government. Accordingly, Leon County's Charter does not express specific policy priorities which are otherwise achieved through the Board's strategic planning process, budgetary priorities, or policy and ordinance adoption. Only four of the 20 charter counties include affordable housing provisions which generally memorialize the existing broad discretion of the county commissions to establish and implement a trust fund dedicated to affordable housing. Leon County already has an existing affordable housing trust fund in place in Chapter 8, Article V of the Code of Laws of Leon County (Code), Florida; therefore, a charter amendment would only highlight the Board's existing authority.

Proposed Charter Amendment

As requested by the Committee, a proposed charter amendment and ballot language (provided in Attachment #1) were developed which would establish the affordable housing trust fund in the County Charter. Similar to language adopted in the other four county charters, the proposed charter amendment does not require an annual minimal financial commitment or prioritize a type of affordable housing program (e.g., home ownership, rental, rehabilitation) due to continuously evolving housing needs and trends specific to Leon County. In addition, the charter amendment maintains the County Commission's explicit authority to determine the appropriate revenue source(s) for an affordable housing trust fund (i.e., general revenue, grants, sales tax, etc.) as part of the annual budget process.

The proposed ballot title and ballot language reflected in Table #1 would meet the statutorily required word count limit. The ballot title is limited to 15 words, and the ballot language is limited to 75 words.

Table #1. Proposed Ballot Title and Ballot Language

Proposed Ballot Title
Leon County Charter Amendment Establishing An Affordable Housing Trust Fund
Proposed Ballot Language
Shall the Leon County Charter be amended to establish an Affordable Housing Trust Fund to preserve and increase the stock of affordable housing in the community which may be funded by revenue sources as directed by the County Commission?

Should the Committee wish to move forward with a charter amendment, the proposed language in Table #1 is consistent with the four county charters that include affordable housing provisions and would provide the County Commission the continued authority that already exists to address and invest in the changing affordable housing needs in the community.

Mr. Herrle's Proposed Charter Amendment

As mentioned earlier, Mr. Herrle distributed a handout outlining potential charter amendment language on affordable housing. The proposal includes the following:

- Creation of a Very Low-Income Affordable Housing Trust Fund to be used exclusively to support rental or homeownership programs for households at or below 50% of the area median income (AMI).
- Creation of an Executive Director position for the Very Low-Income Affordable Housing Trust Fund.
- Obligate a minimum of five percent (5%) of sales tax revenues dedicated to the County from a future infrastructure sales surtax to be allocated to the Very Low-Income Affordable Housing Trust Fund. The current infrastructure surtax expires on December 31, 2039 so the earliest that funding would be available, subject to voter approval to extend the tax, is 2040.
- Transfer of all state and federal housing grants awarded to the County into the Very Low-Income Affordable Housing Trust Fund.
- Transfer of net proceeds from the sale, lease, conveyance, or transfer of County-owned real property into the fund.
- Creation of a "Board of Trustees" to provide public oversight and recommendations regarding the administration, management, and budget of the proposed affordable housing trust fund and to conduct and publish an annual audit of the fund.

Creation of a Very Low-Income Affordable Housing Trust Fund & Executive Director Position

The primary component of Mr. Herrle's proposed charter amendment is to create a Very Low-Income Affordable Housing Trust Fund to support rental or homeownership programs exclusively for households at or below 50% of AMI. All proceeds related to affordable housing funds would be directed to this Very Low-Income Affordable Housing Trust Fund. As explained in the following sections, these proceeds include state and federal grants, a portion of future sales tax funds, and proceeds from the sale, lease, conveyance or transfer of County-owned real property. Additionally, as presented in the January 8th item to the Committee, the County already utilizes all available funding sources to invest in affordable housing including state funding dedicated to affordable housing; federal grants; general revenue (property taxes); bond financing; and the economic development portion of the one-cent infrastructure surtax.

Mr. Herrle's proposal would also create an Executive Director position for the Very Low-Income Affordable Housing Trust Fund. The County Commission would be required to establish a hiring and termination process for the Executive Director by ordinance. However, the proposed charter amendment does not provide any additional information on the purpose, function, or responsibilities of the position.
Most importantly, the County has an existing Housing Services Manager who leads the County's Housing Services Division and is responsible for:

- Administering and overseeing all County Housing Programs including Down Payment Assistance, Emergency Home Repair, Home Rehabilitation, Home Replacement, Homeownership Development, and Rental Development.

- Overseeing the County's existing Affordable Housing Trust Fund which is the primary revenue source of the County's Housing Programs.
- Staffing the Affordable Housing Advisory Committee, which is the statutorily established citizen committee responsible for making recommendations to the County Commission on affordable housing policies and programs.
- Staffing the Housing Finance Authority of Leon County, which is the statutorily established citizen committee responsible for alleviating the shortage of affordable housing primarily through capital investment and bond financing.
- Serving as the State Housing Initiative Partnership (SHIP) Administrator for the County which requires developing, managing, implementing, and reporting on programs invested with the County's SHIP funding (the primary revenue source for County programs).
- Submitting annual reports to the State on the County's investment in SHIP funding in programs and services that are providing housing to low-income households.
- Meeting regularly with community stakeholders including the City of Tallahassee, Tallahassee Housing Authority, Tallahassee Lenders Consortium, and Habitat for Humanity to collaborate, coordinate, and maximize affordable housing resources.
- Applying for additional grant funding opportunities to preserve and increase the stock of affordable housing in the community.

The Division is part of the County's Office of Human Services and Community Partnership (HSCP) which also includes human services, healthcare services, and Veteran services. This current organizational structure creates a synergy with the County programs and services dedicated to reducing poverty and improving the quality of life of the most vulnerable populations in the community.

Obligation of Future Infrastructure Sales Tax Revenues

The proposed charter amendment would require a minimum of five percent (5%) of sales tax revenues dedicated to the County from a future infrastructure sales surtax to be allocated to the Very Low-Income Affordable Housing Trust Fund. The current infrastructure surtax expires on December 31, 2039, so the earliest that funding would be available, subject to voter approval to extend the tax, is 2040. As further detailed in this section, the Board recently rejected a similar proposal to divert a portion of the County's current infrastructure tax from critical transportation needs for affordable housing. Instead, the Board more than doubled its investment in affordable housing with general revenue and in partnership with the City to utilize the economic development portion of the surtax for affordable housing needs in the community.

Pursuant to an interlocal agreement with the City of Tallahassee which established the Blueprint Intergovernmental Agency (Blueprint), the majority of the infrastructure surtax is allocated for Blueprint and economic development/Office of Economic Vitality (OEV) projects. Additionally, the County and City are each allocated small portions of the surtax for infrastructure improvements. According to Section 212.055(2)(d), Florida Statutes, the primary purpose of the infrastructure surtax is to finance, plan, and construct infrastructure. Florida Statutes explicitly allows the infrastructure portion of the surtax to be expended for affordable housing but only for land acquisition (See section 212.055(2)(d)1.e., Florida Statutes). As a result, infrastructure

funding is prohibited from supporting the construction of affordable housing or assisting with gaps in financing which are the greatest financial needs according to affordable housing developers.

Additionally, up to 15% of the surtax proceeds can be utilized for the purpose of funding economic development projects having a general public purpose of improving local economies. See section 212.055(2)(d)3, Florida Statutes. Florida Statutes does not restrict the economic development portion of the surtax to land acquisition for affordable housing and, therefore, provides greater local autonomy to invest in such projects. The County does not receive a portion of the economic development funds which provide greater flexibility to support affordable housing needs. As a result, Mr. Herrle's charter amendment, which is specific to future infrastructure funding dedicated to the County, would limit the use of funds to the purchase of land for affordable housing and would not address the greatest financial needs (i.e., construction funding and financing gaps). Further, the availability of future sales tax funds would be subject to voter approval to extend the tax beyond December 31, 2039.

By interlocal agreement, the County is currently allocated a fixed annual amount of infrastructure surtax funds for water quality projects (septic to sewer), 2% for rural infrastructure (street lights, stormwater improvements, etc.) and 10% for intersection improvements and the County's roadway resurfacing program. The resurfacing program ensures that approximately 600 miles of core County roadway infrastructure is safe for motorists. In January 2025, in response to a request by Capital Area Justice Ministry to redirect a portion of the County's 10% allocation for transportation and resurfacing to support affordable housing, the Board voted not to reallocate the infrastructure surtax funds. Instead, in May 2025, the Blueprint Board, which is comprised of the County and City Commissions, established and funded an affordable housing gap financing program in the amount of $250,000 annually through the OEV portion of the one-cent surtax.

As previously described, the economic development portion of the surtax provides greater flexibility to invest in affordable housing and is utilized in other local communities in Florida. The program was established with annual OEV funding to provide gap financing to affordable rental development that dedicate units to very low (50% or below AMI) and extremely low-income households (30% or below AMI). Therefore, the proposed charter amendment would be inconsistent with the recent actions taken by the Board to fund affordable housing needs.

Transfer of all state and federal housing grants into the Trust Fund

The primary funding source of the County's housing program is the State Housing Initiative Partnership (SHIP). SHIP is state funding dedicated to affordable housing and allocated to local governments. Florida Statutes requires that local governments establish a trust fund exclusively for SHIP funding. The commingle of other revenue sources is prohibited and could lead to the suspension of SHIP funding. Additionally, the County regularly applies for federal funding for affordable housing. Federal rules and regulations also require federal funding to be deposited in separate and exclusive trust funds. Therefore, the transfer of state and federal housing grants into the Very Low-Income Affordable Housing Trust Fund would violate Florida Statutes as well as federal rules and regulations.

Transfer net proceeds into the Trust Fund

Mr. Herrle's proposed charter amendment would also require the transfer of the net proceeds from the sale, lease, conveyance, or transfer of County-owned real property into the Very Low-Income Affordable Housing Trust Fund. This would be inconsistent with the County's current policy and the interlocal agreement between the County and the Housing Finance Authority of Leon County (HFA).

A common and best practice adopted by local governments, including the County, is to dedicate the proceeds from the sale of properties to affordable housing programs and services. Pursuant to the County's Real Estate Policy and interlocal agreement with the HFA, when the County sells property deemed suitable for affordable housing, the proceeds from the sale are provided to the HFA to invest in affordable housing programs and services. As detailed in the next section, the HFA is a special dependent district of the County, established by the Board to alleviate the shortage of affordable housing primarily through capital investment and bond financing.

The proceeds provided to the HFA are a major source of funding of the County's Emergency Home Repair Program which offers aid to low-income homeowners in need of immediate and dire repairs to their homes. This program is a critical part of the County's Housing services and recognizes that the best way to create affordable housing and prevent homelessness is to ensure that people are able to stay in their homes. Over the past five years, the proceeds from the sale of County properties have generated $672,000 to the HFA for the Emergency Home Repair Program, which has assisted 63 homeowners. These funds have also supported events such as the County's Annual Home Expo and provided match funding for bond financing of affordable rental development projects.

Creation of a Board of Trustees for the Trust Fund and Independent Annual Audit

The proposed charter amendment presented by Mr. Herrle would create an Affordable Housing Citizen Advisory Committee known as a Board of Trustees to provide public oversight and recommendations regarding the administration, management and budget of the Very Low-Income Affordable Housing Trust Fund. The Board of Trustees would be comprised of seven (7) members appointed by the County Commission. The proposed Board of Trustees is very similar to existing citizen committees already established by the Board for affordable housing.

The County currently has two citizen committees that provide oversight and recommendations regarding the County's programs and investments for affordable housing: the Affordable Housing Advisory Committee (AHAC) and the HFA. As previously mentioned, SHIP is the primary source of funding for Leon County's housing programs. Florida Statutes requires each jurisdiction that receives SHIP funding to create an AHAC that submits an annual report of recommendations. As established in Florida Statutes, the AHAC is comprised of at least eight but no more than 11 Leon County citizens appointed by the Board that represent various organizations and industries.

The AHAC's main responsibility is to review the County's established policies and procedures, ordinances, land development regulations, and the comprehensive plan to recommend specific actions or initiatives which encourage or facilitate development of affordable housing while protecting the ability of property to appreciate in value.

The HFA was established by Board pursuant to Florida Statutes and Code to alleviate the shortage of affordable housing primarily through capital investment and bond financing. The HFA is comprised of seven Board-appointed members with expertise in finance, law, and housing development. As mentioned earlier, in addition to capital investment and bond financing, the HFA partners with the County on providing emergency housing repair for low-income households and the sale or lease of County-owned parcels deemed suitable for affordable housing with net proceeds provided to the HFA for affordable housing activities.

Mr. Herrle's proposal would create a third citizen committee focused on affordable housing in addition to the statutorily established AHAC and HFA. Furthermore, the Board of Trustees would be narrowly focused on oversight and recommendations regarding the Very Low-Income Affordable Housing Trust Fund.

Mr. Herrle's proposed charter amendment also requires the County to publish annual reports on the Very Low-Income Affordable Housing Trust Fund and provide an annual independent audit. As mentioned earlier, pursuant to Florida Statutes, the AHAC submits an annual report to the Board with recommendations on enhancing the County's efforts to increase and preserve the stock of affordable housing. Additionally, Florida Statues requires the County to submit annual reports on SHIP. The report includes all SHIP revenues and expenditures as well as the demographic data on the clients served. The formulation and administration of the County's affordable housing programs and investments also include measures for financial accountability. Consistent with Florida Statutes, the County's existing affordable housing trust fund undergoes annual audits, coordinated by the Clerk of Court, to ensure that all the County's purpose-driven funds are evaluated for financial transparency and legal compliance in accordance with Generally Accepted Government Auditing Standards.

In summary, Mr. Herrle's proposed charter amendment is not recommended for the following reasons:

- The County Commission recently rejected a similar proposal to divert a portion of the County's current infrastructure surtax from critical transportation needs to affordable housing and instead increased its general revenue support and partnered with the City to utilize the OEV portion of the infrastructure surtax for affordable housing.
- Pursuant to Florida Statutes, allocating a portion of the County's infrastructure surtax would be restricted to land purchases for affordable housing and therefore would not address the greatest financial need (i.e., financing construction) for development.
- The current infrastructure surtax expires on December 31, 2039, so the earliest the sales funds would be available, subject to voter approval to extend the tax, is 2040. An extensive community-driven process, including the appointment of a citizen committee, will be utilized to examine and prioritize project needs at that time to make recommendations to the County and City Commission before placing the sales tax extension referendum on the ballot for voter approval.
- Creates a new Executive Director position for the Very Low-Income Affordable Housing Trust Fund. However, the County has an existing Housing Services Manager that administers and oversees the County's Housing Program including the existing Affordable Housing Trust Fund.

- The transfer of state and federal housing grants into the Very Low-Income Affordable Housing Trust Fund would violate Florida Statutes as well as federal rules and regulations.
- The transfer of the net proceeds from the sale, lease, conveyance, or transfer of County-owned real property into the Very Low-Income Affordable Housing Trust Fund is inconsistent with the County's policy and interlocal agreement with the HFA.
- The County has two statutorily established citizen committees that are addressing affordable housing and the proposal would create a third citizen committee.
- In accordance with Florida Statutes, the County already develops and submits annual reports on affordable housing expenditures to the State and undergoes annual independent audits by the Clerk of Courts.

Conclusion

The County Commission currently has the authority and actively addresses affordable housing needs through its policy, programming, and budgetary decisions without the need for a charter change. As a result, to address the highest affordable housing need in the community, just over the past five years, the County has invested $5.8 million in direct funding and authorized $195 million in bond financing that has or will construct 1,200 new affordable units within the next 12-18 months. In addition, recently the Board more than doubled the County's investment in affordable housing gap financing which will lead to the development of more affordable housing dedicated to low-income individuals and families in the community.

Most county charters do not include language regarding affordable housing since charters generally address large organizational issues focused on the authority, structure, and power of county government. However, as requested by the Committee, a proposed charter amendment is provided for the Committee's consideration which would establish the affordable housing trust fund in the County Charter. Similar to the four county charters that include affordable housing provisions, the proposed charter amendment generally memorializes the broad discretion that the County Commission already has to establish and implement a trust fund dedicated to affordable housing.

As mentioned earlier, the County already has and is implementing an affordable housing trust fund. Should the Committee wish to move forward, the proposed amendment would provide the County Commission with the continued authority that already exists to address and invest in the changing affordable housing needs in the community.
A simple majority is needed to recommend a charter amendment to the Board of County Commissioners. A status report on the Committee's recommendation(s) will be provided to the Board at its regularly scheduled meeting on March 10, 2026. Upon approval by a simple majority of the Board, public hearings will be scheduled in June and July 2026, for the Committee to take public input and formally consider the proposed Charter amendments. The outcome of public hearings will be reflected in the Committee's final report to the Board in August 2026.

As requested by the Committee, this item also provides an analysis of the proposed charter amendment presented by Mr. Herrle at the January 8, 2026, meeting. As detailed, the proposed charter amendment to establish a Very Low-Income Affordable Housing Trust Fund is inconsistent with recent actions taken by the Board as well as current County policies, interlocal agreement

with the HFA, Florida Statutes, and federal rules and regulations. Therefore, the proposed charter amendment proposed by Mr. Herrle is not recommended.

Alternatively, the Committee could provide a policy recommendation rather than a charter amendment. The County Charter provides for the structure, organization, and authority of County government. The County Charter does not express specific policy priorities which are achieved through the Board's strategic planning process, budgetary priorities, or policy and ordinance adoption.

Given the Board's commitment to affordable housing reflected in the County's adopted policies, established programs, standing committees, dedicated staffing, committed funding, long-term agreements, and significant community partnerships, the Committee may determine that a policy recommendation is more appropriate. The policy recommendation would encourage the Board to continue the County's long-standing commitment to increasing and preserving the stock of affordable housing in the community through its existing authority. The policy recommendation would be included as part of the Committee's final report.

Options:

1. Approve a policy recommendation encouraging the Board to continue the County's long-standing commitment to increasing and preserving the stock of affordable housing in the community.
2. Approve the proposed charter amendment for recommendation to the Board of County Commissioners to establish an Affordable Housing Trust Fund in the Leon County Charter (Attachment #1).
3. Approve the proposed charter amendment for recommendation to the Board of County Commissioners to establish a Very Low-Income Affordable Housing Trust Fund, obligate 2040 infrastructure sales tax funds, and create a Board of Trustees and Executive Director position as proposed by Mr. Herrle (Attachment #2).
4. Committee direction.

Recommendation:

Option #1

Attachments:

1. Proposed Charter Amendment on the Establishment of an Affordable Housing Trust Fund
2. January 8, 2025 Citizen Charter Review Committee Agenda Item on Affordable Housing
3. Mr. Max Herrle's Proposed Charter Amendment
4. Affordable Housing Projects Funded by Leon County

Proposed Charter Amendment

Sec. 1.10. - Leon County Affordable Housing Trust Fund.

(1) *Leon County Affordable Housing Trust Fund established.* The Leon County Affordable Housing Trust Fund ("Trust Fund") is hereby established.

(2) *Purposes of Trust Fund.* The purpose of the Trust Fund is to provide a continuing, non-lapsing fund for the Leon County Commission to use to address the need for affordable housing within Leon County. The Trust Fund will be used to create and sustain affordable housing throughout Leon County for renters and homeowners and increase housing opportunities for very low and extremely low-income households.

(3) *Revenue sources.* The Trust Fund established under this section shall be funded as directed by the County Commission, and may be comprised of the following sources:

A. Leon County General Revenue appropriated to the Trust Fund by the County Commission as part of the annual budget;

B. Funds voluntarily contributed by municipalities that may elect to participate in the Trust Fund and programs funded by the Trust Fund;

C. Grants or donations of money, property, or any other thing of value made to the Trust Fund;

D. Mandatory or voluntary payments, including but not limited to fees from new commercial and residential development, made pursuant to the development policies established by ordinance; and

E. Other sources as established by ordinance.

(4) *Continuing Nature of Trust Fund.* Unless otherwise provided by ordinance or required by applicable law, unspent portions of the Trust Fund established under this section, repayments of principal and interest on loans provided from the Trust Fund, and interest earned from the deposit or investment of monies from the Trust Fund:

A. Shall remain in the Trust Fund to be used exclusively for the purposes of the Trust Fund;

B. Do not revert to the general revenues of the County; and

C. Any appropriations do not lapse.

(5) *Administration and Oversight of Trust Fund.* The Trust Fund shall be administered, appropriated, and expended by the County Commission in a manner consistent with the purposes of the Trust Fund as set forth in this section. The Trust Fund shall be administered in a manner that allows the Trust Fund to leverage other sources of public funds and private investment. The Trust Fund shall be included in the annual audit.

(6) *Implementation by Ordinance.* No later than March 31, 2027, the County Commission shall adopt one or more ordinances implementing the provisions of this section, which ordinances may be amended from time to time by the County Commission consistent with the provisions of this section.

Proposed Ballot Title

Leon County Charter Amendment Establishing An Affordable Housing Trust Fund

Proposed Ballot Language

Shall the Leon County Charter be amended to establish an Affordable Housing Trust Fund to preserve and increase the stock of affordable housing in the community which may be funded by revenue sources as directed by the County Commission?

Citizen Charter Review Committee

Agenda Item

December 18, 2025

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator

Title: Funding Mechanisms for Affordable Housing

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Abigail Thomas, Director, Human Services & Community Partnerships Jelani Marks, Housing Services Manager

Statement of Issue:

As requested by the Committee at its December 4, 2025 meeting, this item provides information on funding available to the County to support affordable housing needs and highlights the County's commitment and continued strategic investment to increase and preserve the stock of affordable housing in the community. As presented in the item, the County utilizes all available funding sources to invest in affordable housing including general revenue (property taxes), infrastructure surtax (sales tax), grants, and bond financing.

Staff Recommendation:

Option #1: Accept the report and take no further action.

Report and Discussion

Background:

As requested by the Committee, this item provides information on funding available to the County for affordable housing and highlights the County's commitment and continued strategic investment to increase and preserve the stock of affordable housing in the community. During its December 4, 2025 meeting, the Committee requested further information on funding mechanisms available to the County to support affordable housing to determine whether to consider a proposed charter amendment.

Leon County is dedicated to increasing and preserving the stock of affordable housing. To address the highest affordable housing need of rental units in the community, over just the past five years the County has invested $5.8 million in direct funding and authorized $195 million in bond financing that has or will construct 1,200 new affordable units within the next 12-18 months. As presented in the item, the County utilizes all available funding sources to invest in affordable housing including state funding dedicated to affordable housing; federal grants; general revenue (property taxes); infrastructure surtax (sales tax); and bond financing. These revenues support a variety of affordable housing programs and services such as down payment assistance, emergency home repair, home rehabilitation, homeownership development, and rental development that are increasing and preserving the stock affordable housing. The Analysis section details the County's long history of commitment to increasing and preserving the stock of affordable housing in the community through County-led policies, programs, partnerships, and investments.

As subsequently presented, most county charters do not include language regarding affordable housing. County charters generally address large organizational issues focused on the authority, structure, and power of county government. Only four of the 20 charter counties include affordable housing provisions that generally memorialize the broad discretion and authority already available to county commissions. As demonstrated in the Analysis, the Leon County Board of County Commissioners (Board) currently has the authority and actively addresses affordable housing needs through its policy, programming and budgetary decisions without the need for a charter change. Alternatively, the Committee may wish to make a recommendation encouraging the Board to continue the County's long-standing commitment to increasing and preserving the stock of affordable housing in the community as described in the item. The recommendation would be included as part of the Committee's report for consideration by the Board.

Analysis:

The state and federal governments define affordable housing as housing that costs no more than 30% of the household's total income. Households that must spend more than 30% of their total income for housing expenses are considered "cost burdened". According to the Shimberg Center for Housing Studies at the University of Florida (Shimberg Center), approximately 59% of low-income households (earning 80% or less of area median income; $74,000 or less for a family of four) in Leon County are considered cost burdened. In response, the County has prioritized increasing and preserving the stock of affordable housing through policies, partnerships, and investments for low-income households. The following sections provide an overview of County-led programs, policies, partnerships, and investment of various funding sources to address affordable housing needs in the community.

Leon County Housing Programs

Leon County's Housing Services Division administers a wide variety of programs designed to create and maintain affordable homeownership and rental opportunities for low-income individuals and families. The County's programs include the following:

- *Down Payment Assistance*: The County's First-Time Homebuyer Assistance program which provides low- to moderate-income first-time homebuyers with financial assistance for down payment and closing costs associated with the purchase of a home in unincorporated Leon County.
- *Emergency Home Repair:* The County's Emergency Home Repair Program aids low-income homeowners in need of immediate and dire repairs to their homes such as roof leaks and septic tank pump outs in unincorporated Leon County.
- *Home Rehabilitation:* The County's Rehabilitation/Replacement program funds major repairs including full home replacements to preserve affordable homeownership for existing low-income households.
- *Homeownership Development:* The County's Homeownership Development Program provides funding to developers to pay down the development costs associated with the construction of new homes to reduce the purchase cost for low-income first-time homebuyers in unincorporated Leon County and within the City of Tallahassee (City) limits. This program includes partnership with the City to build new homes in neighborhoods that have historically experienced poverty and inequities (Bond, Frenchtown, Griffin Heights, Providence, and South City).
- *Rental Development*: The County's Rental Development Program provides funding to rental developers primarily in the form of gap financing for projects that construct or rehabilitate units dedicated to low-income housing households in unincorporated Leon County and within the City limits. This program includes partnership with the City to construct and rehabilitate rental projects countywide.
- *Clear Title Services*: In partnership with Legal Services of North Florida, the County provides title clearing services to low-income County residents experiencing issues with heirs' property. Heirs' property refers to property inherited without clear legal ownership.

Leon County's State and Federal Funding Partnerships

The primary and dedicated funding source of the County's housing program is the State Housing Initiative Partnership (SHIP) which is allocated by the State of Florida annually. SHIP funds are generated from the Documentary Stamp Tax (Doc Stamp Tax), appropriated by the Florida Legislature, and administered and distributed by the Florida Housing Finance Corporation (FHFC) to local governments (counties and cities) based on population size. The City is also allocated annual SHIP funds. As a result, the County programs are generally dedicated to affordable housing projects outside the City limits except for the Homeownership and Rental Development programs as previously described. Over the past five years, the County has received an average of $840,000 annually in SHIP funds; the City has received an average of $1.7 million during the same period.

Posted on September 8, 2026

In addition to SHIP, the County regularly seeks other funding opportunities to expand and maintain access to affordable housing for the residents of Leon County. In January 2025, the County applied for and was awarded $750,000 in federal Community Development Block Grant (CDBG) from the State to enhance the County's home rehabilitation program. This will allow the County to perform major repairs to the homes of an additional 13 low-income households over the next three years. It is important to note that due to its population size, the City is designated as an "entitlement community", and as a result receives annual federal CDBG funding in the amount of $1.9 million for housing directly from the U.S. Department of Housing and Urban Development. The great majority of local governments in Florida exclusively utilize SHIP and CDBG to fund affordable housing programs.

Other Funding Sources Leveraged for the County's Investment in Affordable Housing

Recognizing the significant need in the community and limited funding provided at the federal and state levels, the County continuously identifies opportunities and resources to enhance its investment and commitment to preserve and increase the stock of affordable housing for low-income residents. As summarized below, these include proceeds from the sales of County owned properties, bond financing through the Housing Finance Authority of Leon County, and local revenue sources (i.e., general revenue and infrastructure surtax).

- *Sales of County-Owned Properties:* A common and best practice adopted by local governments, including the County, is to dedicate the proceeds from the sale of properties to affordable housing programs and services. Florida Statutes require that at least every three years each county prepare an inventory of county-owned property deemed suitable for affordable housing by the Board. Pursuant to the County's Real Estate Policy, when the County sells a property deemed suitable for affordable housing, the proceeds from the sale are provided to the Housing Finance Authority of Leon County (HFA) to invest in affordable housing programs and services. As detailed in the next section, the HFA is a special dependent district of the County, established by the Board to alleviate the shortage of affordable housing (primarily rental) through capital investment and bond financing.

  The proceeds provided to the HFA are a major source of funding of the County's Emergency Home Repair Program which as described earlier offers aid to low-income homeowners in need of immediate and dire repairs to their homes. Over the past five years, the proceeds from the sale of County properties have generated $672,000 to the HFA for the Emergency Home Repair Program which has assisted 63 homeowners.

- *Bond Financing:* According to the Shimberg Center, the highest affordable housing need in Leon County is affordable rental units for very low-income households earning 50% or less of the Area Median Income (AMI) ($46,000 for a household of four). As mentioned earlier, the Board established the HFA specifically to address the need for affordable rental developments. Pursuant to state law, counties are authorized to establish housing finance authorities which can issue bonds upon approval of the Board. Bonds are a significant component (50% - 60%) of funding for the construction of affordable housing rental projects that also typically include federal tax credits and private loans.

  As a result, the County actively partners with the HFA to secure and issue tax-exempt, multifamily housing revenue bonds made available through the State to finance projects that construct affordable rental developments for low-income households. Over the past

five years, in addition to $5.8 million in direct funding, the County has authorized the HFA to issue approximately $195 million in bond financing that has or will develop more than 1,200 affordable rental units over the next 12-18 months. Additionally, within the past several months the Board has authorized the HFA to secure a total of $100 million in additional bond allocation from the State. The bonds will be utilized to fund additional affordable rental projects in Leon County that dedicate units for very low-income households over the next two years (2026 and 2027).

- *Local Revenues for Affordable Rental Housing Gap Financing:* Building on its effort and commitment to addressing the highest affordable housing need in the community, the County very recently enhanced its investment in gap financing for rental development projects with the utilization of existing local revenue (general revenue and infrastructure surtax). As mentioned earlier, the County's Rental Development program provides gap financing for projects that construct or rehabilitate units dedicated to low-income housing households in unincorporated Leon County and within the City limits. A gap in financing occurs when construction costs exceed the traditional revenue (bonds, tax credits, private loans) of rental development projects. In recent years, local governments have provided gap financing to ensure the successful completion of such projects.

  Over the past several years, the County in partnership with the City has utilized one-time COVID-19 related federal funding to provide gap financing for affordable rental projects that have since been exhausted. As mentioned earlier, the County provided $5.8 million in direct funding which was primarily one-time federal dollars. SHIP funds have also been utilized for rental development; however, Florida Statutes limits the amount of annual SHIP funds that can be invested into rental projects (no more than 25%).

  In order to address the exhaustion of federal funds, limitation of the SHIP program, and the need for more rental development in the community, the County recently increased its annual investment in rental development projects. In June 2025, the Board approved $250,000 in general revenue annually for gap financing of affordable housing projects for very low- and extremely low-income households. This additional investment in general revenue to support affordable housing is recurring, subject to Board approval during the annual budget process.

  Additionally, the Blueprint Intergovernmental Agency (IA) Board, which is comprised of the County and City Commissions, established and funded an affordable housing gap financing program in the amount of $250,000 annually through the Office of Economic Vitality (OEV) portion of the one-cent infrastructure surtax (sales tax). As approved by the voters of Leon County, the surtax is utilized to invest in countywide infrastructure projects and economic development activities. The utilization of the one-cent infrastructure tax for affordable housing is consistent with several other local governments in Florida including the counties of Alachua, Collier, Palm Beach, Pinellas, and Sarasota. As a result of the recent actions taken by the Board, the County's annual investment in rental development projects for gap financing increased to $500,000 with the combination of SHIP, general revenue, and the County's share of OEV funds.

- *Property Tax Exemption for Affordable Housing Projects*: In addition to the various funding sources the County utilizes to invest in affordable housing, in early 2026 the Board

is scheduled to consider establishing a property tax exemption for affordable housing projects that could result in additional rental units in the community. Pursuant to Florida Statutes, local governments (counties and cities) are authorized to create a property tax exemption for rental developments with at least 50 units that set aside apartments for low-income households and meet other statutory criteria. Staff will bring an agenda item to the Board in January to consider a draft ordinance establishing the property tax exemption for affordable housing projects.

Review of Affordable Housing Provisions in County Charters

Statewide, most county charters do not include language regarding affordable housing. Only four of the 20 charter counties provide for the establishment of an affordable housing trust fund for funding homeownership and/or rental housing programs: Alachua, Brevard, Broward, and Orange Counties (Attachment #1). The provisions within these county charters are very similar to each other and generally memorialize the broad discretion that county commissions already have to establish and implement a trust fund dedicated to affordable housing. The charters do not require an annual minimal financial commitment or prioritize a type of affordable housing program (home ownership, rental, rehabilitation) due to continuously evolving housing needs and trends specific to each community. Only the Broward County Charter establishes an income eligibility ceiling for funds to serve households below 140% of the median annual income.

The four charters include the explicit authority for county commissions to determine the appropriate revenue source(s) for an affordable housing trust fund (i.e., general revenue, sales tax, etc.) as part of the annual budget process and provide conditions for maintaining unexpended revenue within the trust fund or reallocating funds for other governmental purposes. However, Florida Statutes already provides counties (including the Board) with these authorities which the Board has exercised through adopted ordinances, policies, strategic initiatives, enhanced partnerships, and increased investments in affordable housing. In fact, the affordable housing trust fund ordinance adopted by Leon County is consistent with the trust funds established in the four county charters.

Chapter 8, Article V of the Leon County Code of Laws (Code of Laws) adopted by the Board established the local housing assistance trust fund as authorized in Florida Statutes (Attachment #2). The revenue source for the County's trust fund is SHIP funding. As mentioned earlier, SHIP funding is the primary and dedicated revenue source for affordable housing for the County and many local governments. In addition to the housing trust fund, the County ordinance also establishes the local housing assistance plan (LHAP), which serves as the governing document of the County's housing programs (down payment assistance, emergency home repair, etc.), and creates the Affordable Housing Advisory Committee (AHAC). The AHAC is comprised of County residents appointed by the Board that represents various organizations and industries (private developers, residents, not-for-profit organizations, etc.). The AHAC provides recommendations to the Board on affordable housing policies, LHAP, programs, and services. The AHAC recommendations are brought to the Board annually for consideration.

With the comprehensive affordable housing ordinance established in the County's Code of Laws, amending the County's structural governing document is unnecessary to effectuate strategic programmatic and budgetary support for affordable housing (or most program areas).

Additionally, placing funding and programmatic requirements in the Charter would not be consistent with the County's approach to addressing and investing in the most pressing issues in the community. In order to respond to the ever-changing human service needs in the community, the County regularly conducts data-driven analysis, collaborates with local stakeholders, and engages impacted residents. This approach has successfully led to improved policies, enhanced partnerships, and increased investments in affordable housing.

As mentioned earlier, county charters generally address large organizational issues focused on the authority, structure, and power of county government rather than specific policy issues. Alternatively, the Committee may wish to make a recommendation encouraging the Board to continue the County's long-standing commitment to increasing and preserving the stock of affordable housing in the community as described in the item. The recommendation would be included as part of the Committee's report for consideration by the Board.

Conclusion

Leon County is dedicated to increasing and preserving the stock of affordable housing through policies, partnerships, and investments. To address the highest affordable housing need of rental units in the community, over just the past five years the County has invested $5.8 million in direct funding and authorized $195 million in bond financing that has or will construct 1,200 new affordable units within the next 12-18 months. The County utilizes all available funding sources to invest in affordable housing including state funding dedicated to affordable housing; federal grants; general revenue (property taxes); infrastructure surtax (sales tax); and bond financing.

Adopting a charter amendment would only serve to highlight the Board existing authority. If this were to occur with every high priority issue, then the County Charter would ultimately include volumes of initiatives, polices, programs, and services that are being addressed by the County. Affordable housing was adopted in the charters of other communities that had not placed a high priority on the issue. However, as presented through its policies, programs, partnerships, and investments that include an established trust fund, Leon County is committed to addressing affordable housing.

County charters generally address large organizational issues focused on the authority, structure, and power of county government rather than specific policy issues. Alternatively, the Committee may wish to make a recommendation encouraging the Board to continue the County's long-standing commitment to increasing and preserving the stock of affordable housing in the community as described in the item. The recommendation would be included as part of the Committee's report for consideration by the Board.

Options:

1. Accept the report and take no further action.
2. Direct staff to include a recommendation encouraging Leon County to continue its long-standing commitment to increasing and preserving the stock of affordable housing in the community as part of the Citizen Charter Review Committee report.
3. Direct staff to draft a proposed charter amendment on affordable housing as determined by the Citizen Charter Review Committee.
4. Committee direction.

Recommendation:

Option #1

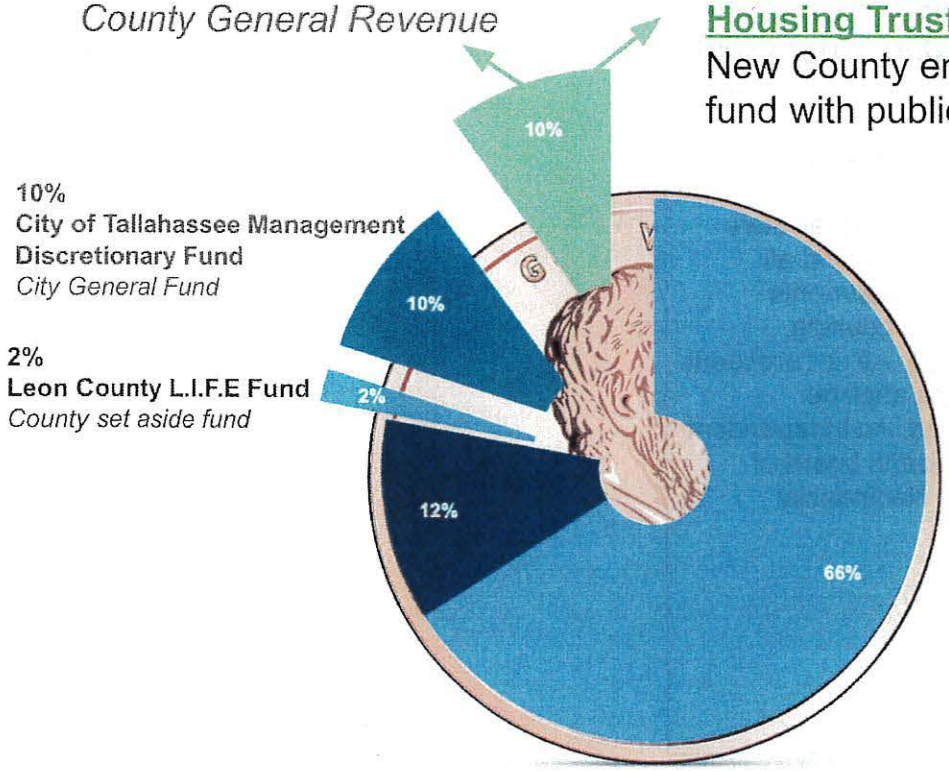
Attachments:

1. County Charters with Affordable Housing Provisions
2. Chapter 8, Article V of the Leon County Code of Laws – Affordable Housing Assistance

Future Leon County Infrastructure Surtax Changes ~~Strike~~/Add

~~10%~~ 5%
Leon County Administration Discretionary Fund
County General Revenue

5%
Leon County Very Low Income Affordable Housing Trust Fund
New County enterprise fund with public oversight.



10%
City of Tallahassee Management Discretionary Fund
City General Fund

2%
Leon County L.I.F.E Fund
County set aside fund

The Blueprint Intergovernmental Agency ("BPIA") Remains Intact and Completely Unchanged

78%

12%	66%
Office of Economic Vitality ("OEV")	**Blueprint Infrastructure ("Blueprint")**

Housing Ballot Language:

Question 1: Creation of the Leon County Very Low-Income Affordable Housing Trust Fund
Shall Leon County establish an Affordable Housing Trust Fund, dedicating at least 5% of future infrastructure surtax revenue, all state and federal housing grants, and all returns on Trust Fund investments exclusively to affordable housing. Revenue may not lapse. All net proceeds from County land sales shall be deposited into the Fund. An independent annual audit and a citizens board of trustees are required. No financial impact.
◯ Yes
◯ No

Ballot Amendment Full Text Amended to Add Section VII to Charter

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Leon County, Florida, Charter
Unofficial Proposed 2026 Leon County Charter Amendment Changes, *Committee Member Max Herrle*
Full Add Article VI to Charter

Created 2025-12-24
Last Modified 2025-12-31
Version 1.3

ARTICLE VI. LEON COUNTY BILL OF RIGHTS

Sec. 1.0. — Reserved

Sec. 2.0. — Very Low Income Affordable Housing Trust Fund

(a) Creation of the Fund

There is hereby created a permanent "Very Low Income Affordable Housing Trust Fund" ("the Fund") of Leon County. The Fund shall exist in perpetuity and shall be used exclusively to support the creation, preservation, rehabilitation, or operation of affordable housing within Leon County.

(b) Dedicated Revenue Sources

The following revenue sources are hereby dedicated to the Fund and shall not lapse to any other use:

1. A minimum of five percent (5%) of all revenue received by the County from any future county infrastructure sales surtax, including any surtax authorized by Florida Statutes Section 212.055 or successor provisions, as may be approved by the electors after the adoption of this section. This funding shall be derived from 5% of Leon County's share of the infrastructure surtax.
2. All State and Federal housing grants awarded to the County, except where State or Federal law requires their use for a more specific housing-related purpose, in which case such funds shall be used first in accordance with that requirement, and any remainder shall be deposited into the Fund.
3. All interest, repayments, program income, or returns on investment generated by activities financed through the Fund, including but not limited to loan repayments, shared equity returns, or the resale or disposition of property financed initially by the Fund.
4. Any voluntary appropriations, gifts, or contributions made by the County or by any other party for the purpose of supporting affordable housing.
5. Mandatory or voluntary payments made pursuant to the development policies established by ordinance.
6. Other sources, as established by ordinance.

(c) County Land-Sale Proceeds.

All net proceeds from the sale, lease, conveyance, or transfer of County-owned real property shall be deposited into the Fund, except:

1. Property encumbered by State or Federal restrictions that legally prohibit such dedication; or

2. Where the Board of County Commissioners determines, by a majority (plus one), that such funds are to be used for a different specified purpose.

Any vote under subsection (c)(2) shall require a public written justification published no later than ten (10) business days after such vote.

(d) Authorized Uses.

Expenditures from the Fund shall be used exclusively to support affordable rental or homeownership housing serving households earning no more than sixty percent (50%) of the Area Median Income (AMI) for Leon County, as annually defined by the United States Department of Housing and Urban Development (HUD).

Eligible uses include, but are not limited to:

1. Acquisition of land or existing housing units;

2. Construction, preservation, or rehabilitation of affordable housing;

3. Gap financing for multi-family housing;

4. Down-payment assistance;

5. Community Land Trust or land-banking activities;

6. Emergency repairs, accessibility improvements, or anti-displacement programs;

7. Any other activity that directly increases or maintains the supply of affordable housing serving eligible households.

(e) Non-Lapse of Funds.

Revenues deposited into the Fund shall remain available for expenditure from year to year. They shall not revert to the General Fund or any other fund of the County, regardless of fiscal year limitations.

(f) Administration.

1. Dedicated Fund - The County shall administer the Fund through a dedicated account within its

financial system. The Fund shall be managed in accordance with generally accepted accounting principles and State law. The county commission shall establish, by ordinance, the process for hiring and terminating the fund's executive director.

2. Very Low Income Affordable Housing Trust Fund Board of Trustees - There is hereby created an Affordable Housing Citizen Advisory Board ("the Board of Trustees") to provide public oversight and recommendations regarding the administration, management, and budget of the Fund. The board of trustees shall consist of seven (7) members, with one member appointed by each County Commissioner, serving an appointed term at the pleasure of the appointing County Commissioner, for a term equal to the remainder of the appointing commissioner's elected term. The Trust Fund Board shall review funding proposals, evaluate program performance, and issue non-binding recommendations to the County Commission and the Fund's Executive Director at least twice per year. All meetings of the Advisory Board shall be open to the public and publicly noticed.

(g) Annual Reporting and Audit.

The County shall:

1. Publish an annual report detailing all revenues deposited into the Fund, all expenditures, the number and type of housing units created or preserved, and the geographic distribution of funded projects; and

2. Provide for an independent annual audit of the Fund, the results of which shall be publicly available on the County's website.

(h) Transparency.

All meetings in which funding allocations are considered shall be open to the public. The County shall maintain an online, publicly accessible dashboard summarizing current and past allocations

. (i) Definitions.

For purposes of this section:

1. "Affordable housing" means housing affordable to households earning no more than 50% of AMI, such that the total cost of housing does not exceed thirty percent (30%) of household income.

2. "Net proceeds" means gross proceeds minus costs legally required for closing, title, appraisal, surveying, or environmental remediation.

3. "County-owned real property" includes all real estate owned in fee simple or controlled by the County, except public rights-of-way or property held in trust for another government.

4. "Fund" means the Very Low Income Affordable Housing Trust Fund established by this section.

(j) Implementation.

This section shall take effect on January 1 following voter approval. The County shall establish all necessary administrative mechanisms within ninety (90) days of the effective date.

(k) Severability.

If any portion of this section is found invalid by a court of competent jurisdiction, the remaining portions shall remain in full force and effect to the maximum extent permitted by law.

	Broward County	Alachua County	Brevard County	Orange County	Leon County
Year	2018	2020	2022	2024	2026
Electoral Result	PASSED WITH 72.92%	PASSED WITH 63.93%	PASSED WITH 53.27%	PASSED WITH 74.10%	-
Ballot Title *15-word limit*	BROWARD COUNTY AFFORDABLE HOUSING TRUST FUND	COUNTY CHARTER AMENDMENT ESTABLISHING ALACHUA COUNTY AFFORDABLE HOUSING TRUST FUND	WORKFORCE AND SUPPORTIVE HOUSING	ORANGE COUNTY CHARTER AMENDMENT REQUIRING CONTINUED EXISTENCE OF AFFORDABLE HOUSING TRUST FUND	CREATION OF THE LEON COUNTY VERY LOW-INCOME AFFORDABLE HOUSING TRUST FUND
Ballot Language *75-word limit*	Shall the Broward County Charter be amended to enact a new Section 11.11 to establish the Broward County Affordable Housing Trust Fund, to provide a definition of "Affordable Housing," and to provide for the purpose of the Trust Fund, the revenue sources for the Trust Fund, the continuing nature of the Trust Fund, and for administration and oversight of the Trust Fund?	Shall the Alachua County Charter be amended to establish an Alachua County Affordable Housing Trust Fund used to create and sustain affordable housing, which may be funded by fees from new commercial and residential development and other sources, all as directed by the County Commission, and to provide for the purposes, revenue sources, appropriation and expenditure of funds, annual audit, continuing nature, implementation by ordinance, and administration and oversight of the Trust Fund?	Creates Section 1.9 of the Charter. The amendment establishes an affordable housing trust fund to assist in establishing affordable housing for renters and homeowners to create and increase workforce housing opportunities throughout the county. The trust fund shall be funded as directed by the county commission.	Requiring Continued Existence of Affordable Housing Trust Fund Amending the County Charter to require the continued existence of an Affordable Housing Trust Fund used to create and preserve affordable housing, which may be funded by fees from new commercial and residential development and other sources, all as directed by the County Commission, and to provide for purposes, revenue sources, appropriation and expenditure of funds, annual audit, continuing nature, implementation by ordinance, administration, and oversight of the Trust Fund. No financial impact.	Shall Leon County establish an Affordable Housing Trust Fund, dedicating at least 5% of future infrastructure surtax revenue, all state and federal housing grants, and all returns on Trust Fund investments exclusively to affordable housing. Revenue may not lapse. All net proceeds from County land sales shall be deposited into the Fund. An independent annual audit and a citizens board of trustees are required. No financial impact.
Mechanism	Charter Review Committee	Charter Review Committee	Charter Review Committee	Charter Review Committee	Charter Review Committee

Project	Address	# of Units
Orange Avenue Apartments Redevelopment Project	2710 Country Club	400
Ridge Road Rental Development	795 Ridge Road	250
Social 1600 (aka Acasa Bainbridge)	1600 Old Bainbridge Road	168
The Hub (aka Acasa Ocala)	1303 Ocala Road	168
Social Tallahassee (aka Acasa High Rd)	1327 High Road	134
Lake Bradford Apartments	1131 & 1139 Kissimmee St	156
Leon Arms	2502 Holton St	100
Total Number of Units		**1,376**

Bond Financing	Millions
Orange Ave	18
Ridge Rd	55
Tallahassee Housing Portfolio	75
Lake Bradford	35
Leon Arms	15
TOTAL	**198**

Direct Dollars	
Orange Avenue Redevelopment	$5,765,353

Name	Location	Built/Planned Units	Development Status	# of Units Dedicated to Low Income Households (All At or Below 80%)		Market Rate Units		Total Units
Acasa Social Tallahassee	1327 High Rd	134	Completed	100	75%	34	25%	**134**
Acasa Bainbridge	1600 Old Bainbridge Rd	168	Completed	126	75%	42	25%	**168**
Acasa Ocala	1303 Ocala Rd	168	Completed	126	75%	42	25%	**168**
Ridge Road PUD	795 Ridge Road, Tallahassee, FL	250	Completed	250	100%	0	0%	**250**
Columbia Gardens/Magnolia Family (Orange Avenue Apartments) Phases 1 and 2	2710 Country Club Drive, Tallahassee, FL 32301	290	Completed	258	89%	32	11%	**290**
Columbia Gardens/Magnolia Family (Orange Avenue Apartments) Phase III	2710 Country Club Drive, Tallahassee, FL 32301	110	Funding Pipelin	110	100%	0	0%	**110**
Lake Bradford Apartments	1135 Kissimmee St, Tallahassee, FL 32310	156	Construction	156	100%	0	0%	**156**
Leon Arms	2502 Holton Street, Tallahassee	100	Funding Pipelin	100	100%	0	0%	**100**
TOTAL		**1,376**		**1226**	**89%**	**150**	**11%**	**1,376**

Citizen Charter Review Committee

February 19, 2026
11:30 a.m. – 2:30 p.m.
Leon County Main Library Programming Room

AGENDA

Call to Order and Opening — Mary Ann Lindley, Chair

Consent

- Approval of February 5, 2026 Meeting Minutes
- Receipt & File of Written Public Comments

Public Comment

General Business

- **Agenda Item #1:** Consideration of Language Affirming Leon County's Commitment to Healthcare in the Leon County Charter
- **Agenda Item #2:** Proposed Charter Amendment on Food Insecurity
- **Agenda Item #3:** Proposed Charter Amendment on Persistent Disparities Resulting from Historic Public Policies

Next Steps

- **Tuesday, March 10, 2026 BOCC Meeting:** Status Report on CCRC's Recommendations
- **June/July 2026:** CCRC's Three (3) Tentative Public Hearing on Proposed Amendments (Tuesday, June 30, 2026; Thursday, July 16, 2026; and Thursday, July 30, 2026)
- **Monday, August 17, 2026:** BOCC Tentative Public Hearing on CCRC's Proposed Amendments with Presentation of CCRC Final Report
- **Tuesday, November 3, 2026:** 2026 General Election

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

APPROVAL OF FEBRUARY 5, 2026 MEETING MINUTES

Citizen Charter Review Committee
February 5, 2026
11:30 a.m. – 2:30 p.m.*
Leon County Main Library
Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on February 5, 2026, at 11:30 a.m. in the Leon County Main Library with Committee members Mary Ann Lindley, Chauncy Haynes, Linda Bond Edwards, Liz Ellis, Anita Favors, Max Herrle, Darryl Jones, Howard Kessler, Henry Lewis, III, Heidi Otway, Sean Pittman, Ryan Ray, Shamarial Roberson, Temple Robinson, William Smith, Bruce Strouble, Jr., Jarrett Terry and Katrina Tuggerson in attendance. Also present were County Administrator Vincent Long, Assistant County Administrator Shington Lamy, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Director of the Office of Human Services and Community Partnerships Abby Thomas, Management Analyst Cameron Williams, and Clerks to the Board, Beryl Wood and Daniel J. Antonaccio.

Absent Members: Joey Davis, Slaton Murray and Barry Wilcox.

Call to Order and Opening Mary Ann Lindley, Chair

Chair Lindley called the meeting to order at 11:30 a.m.

Proposed Extension of Final Meetings until 2:30 p.m.*

Chair Lindley requested Committee consideration of extending the scheduled end time for the February 5th and 19th meetings until 2:30 p.m., to ensure adequate time for deliberations and completion of Committee business.

Max Herrle moved, seconded by Anita Favors, to extend the scheduled end time for the February 5th and 19th meetings until 2:30 p.m.

The motion carried 12 – 0 with Committee Members Joey Davis, Darryl Jones, Howard Kessler, Slaton Murray, Heidi Otway, Sean Pittman, Shamarial Roberson, Katrina Tuggerson and Barry Wilcox not present.

- *Sean Pittman arrived at this juncture of the meeting.*

Consent:

Max Herrle moved, seconded by Bruce Strouble, Jr., to approve the consent agenda as presented.

The motion carried 13 – 0 with Committee Members Joey Davis, Darryl Jones, Howard Kessler, Slaton Murray, Heidi Otway, Shamarial Roberson, Katrina Tuggerson and Barry Wilcox not present.

Approval of January 22, 2026 Meeting Minutes

Receipt & File of Written Public Comments

- *Howard Kessler arrived at this juncture of the meeting.*

Public Comment:

- Tiffany Hill, 1401 Lola Drive, spoke in support of Option 2 on Agenda Item #4, stating housing issues are regional and affect workforce stability and community health. She

supported the option as a balanced approach that creates a permanent fund while preserving the Board of County Commissioners' budget flexibility and encouraging City-County collaboration.

- Peter Butscene, 2358 Carefree Ct., spoke in favor of creating an independent Office of Inspector General, emphasizing it as a preventative measure to deter future corruption and strengthen public trust despite no current scandals. He stated existing ethics safeguards are weak, and the cost of the office would be minimal compared to the potential consequences of misconduct.
- Ernie Paine, 2006 E. Indianhead Dr., supported establishing an Office of Inspector General as a proactive step to prevent future problems and demonstrate the County's commitment to transparent and ethical government. He noted the Charter sets priorities rather than budgets and argued independent oversight protects economic reputation and public confidence.
- Ben Wilcox, 1719 Old Fort Dr., spoke in support of placing a charter amendment establishing an independent Inspector General before voters, stating independence is essential for investigating fraud, waste, and abuse. He expressed confidence the measure would receive public approval and stated anti-corruption reforms should be decided by the community.

- *Darryl Jones, Katrina Tuggerson, Heidi Otway and Shamarial Roberson arrived at this juncture of the meeting.*

General Business:

Agenda Item #1: Consideration to Establish an Office of Inspector General in the Leon County Charter

Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives, introduced the item and summarized that an Office of Inspector General (OIG) generally exists to detect, investigate, and prevent fraud, waste, abuse, mismanagement, and misconduct, and reviewed how independent OIGs are structured in four Florida charter counties (Miami-Dade, Broward, Jacksonville-Duval, and Palm Beach), including typical functions such as complaint investigation, auditing, and contract oversight. She noted that most complaints in peer OIGs result in no action or referral elsewhere and that these offices are not small, with staffing and budgets varying significantly by jurisdiction.

County Attorney Chasity O'Steen provided clarification on Leon County's ethics enforcement framework, distinguishing state-level complaints filed under Chapter 112 with the Florida Commission on Ethics from complaints made under the County's Code of Ethics. She explained that the County Code includes provisions addressing investigations and prosecution of alleged violations and referenced the ordinance-based penalty structure applicable to violations of the standards of conduct.

William Smith requested examples of what would constitute financial mishandling.

County Attorney O'Steen explained that allegations of financial impropriety may be reported to the Clerk of Court, which maintains an independent office, or submitted through the County's Fraud and Abuse Hotline, in which case, the Human Resources Department would lead the investigation.

Henry Lewis, III, inquired about the total number of cases that have come before the County.

County Attorney O'Steen responded that there had been one such case, which was resolved through the County's waste, fraud, and abuse process.

Max Herrle referenced the City's process regarding petty cash.

County Administrator Vincent Long explained that the County undergoes an independent audit conducted by the Clerk's Office, which focuses on internal controls. He noted that the audit findings are presented to the Board along with a corrective action plan.

Sean Pittman stated that he was interested in the fiscal implications of the proposal and noted that, based on what he had observed, the associated costs could be significant.

Mrs. Hatch referenced the Office of the Inspector General in Duval County, noting that their Charter requires minimum funding of $400,000; however, their recent adopted budget was $1.5 million.

Linda Bond Edwards inquired about the County's responsibility to consider fiscal impacts and whether a cost analysis would be included as part of the ballot process.

County Attorney O'Steen addressed the use of departmental language regarding fiscal impacts and explained that it had been determined that fiscal impact information could not be included on the ballot.

Chair Lindley asked who would be responsible for hiring the Inspector General.

Mrs. Hatch stated that the matter would depend on the structure adopted and could require approval by the Board.

Darryl Jones commented on the current structure and safeguards already in place and explained the School Board's process as a point of reference.

Mrs. Hatch recalled that there are existing processes already in place, including the Fraud and Abuse Hotline administered by the Clerk's Office.

Shamarial Roberson inquired whether the Office of the Inspector General would consist of a single individual or include staff. She spoke on the importance of autonomy for the position and emphasized the integrity of the program.

Howard Kessler requested the Chair allow Ernie Paine to address questions from the Committee regarding the purpose and structure of his proposed Office of Inspector General. Chair Lindley concurred.

Ernie Paine stated that, while he understood the role of the Clerk's Office in addressing issues related to fraud and financial matters, he believed there should be a dedicated office where complaints could be submitted. He discussed the importance of having appropriate infrastructure in place to handle such matters.

County Attorney O'Steen explained that the County does not have authority over the Clerk, noting that both the County and the Clerk retain a statutory auditor. She referenced corrective updates and findings that are addressed through the Clerk's audit process. She shared an update that the audit will be coming back to the Board at the next BOCC Meeting scheduled for Tuesday, February 10.

DRAFT

Howard Kessler moved, seconded by Bruce Strouble, Jr., to direct staff to prepare a proposed charter amendment to establish an Office of Inspector General with funding determined by County Government.
The motion failed 4 – 14 with Chair Mary Ann Lindley, Chauncy Haynes, Linda Bond Edwards, Liz Ellis, Anita Favors, Darryl Jones, Henry Lewis, III, Heidi Otway, Sean Pittman, Shamarial Roberson, Temple Robinson, William Smith, Jarrett Terry and Katrina Tuggerson in opposition. Committee Members Joey Davis, Slaton Murray and Barry Wilcox were not present.

Darryl Jones called the question since there was confusion on what the previous vote was for.

Darryl Jones moved, seconded by Sean Pittman, to call the question.

The motion carried 18 – 0 with Committee Members Joey Davis, Slaton Murray and Barry Wilcox not present.

Howard Kessler moved, seconded by Bruce Strouble, Jr., to direct staff to prepare a proposed charter amendment to establish an Office of Inspector General with funding determined by County Government.

The motion failed 4 – 14 with Chair Mary Ann Lindley, Chauncy Haynes, Linda Bond Edwards, Liz Ellis, Anita Favors, Darryl Jones, Henry Lewis, III, Heidi Otway, Sean Pittman, Shamarial Roberson, Temple Robinson, William Smith, Jarrett Terry and Katrina Tuggerson in opposition. Committee Members Joey Davis, Slaton Murray and Barry Wilcox were not present.

Darryl Jones moved, seconded by William Smith, to approve Option #1: Accept this report and table this issue.

The motion carried 16 – 2 with Committee Members Max Herrle and Ryan Ray in opposition. Committee Members Joey Davis, Slaton Murray and Barry Wilcox were not present.

Agenda Item #2: Consideration of a Policy Recommendation on Unified Street Renaming

Mrs. Hatch introduced the item and explained that, at the Committee's request, staff prepared a draft policy recommendation encouraging the County and the City to work together to align street renaming policies and procedures in order to prevent public safety and emergency service issues. She noted that, if approved, the recommendation would be included in the Committee's status report to the Board in March and in the Committee's final report later this summer.

Vice Chairman Haynes moved, seconded by Temple Robinson, to approve Option #1: Approve the draft policy recommendation encouraging unified street renaming policies and procedures.

The motion carried 18 – 0 with Committee Members Joey Davis, Slaton Murray and Barry Wilcox not present.

Agenda Item #3: Consideration of Revision to the Preamble in the Leon County Charter

Mrs. Hatch introduced the item and explained that, at the Committee's request, staff prepared proposed charter amendment language revising the Preamble of the Leon County Charter to reflect the shared humanity among County residents. She noted that a simple majority vote would be required to recommend the amendment to the Board of County Commissioners and, if approved, the Board would consider whether to advance it to a public hearing later this summer.

Darryl Jones moved, seconded by Vice Chairman Haynes, to approve Option #1: Approve the proposed charter amendment for recommendation to the Board of County Commissioners, revising the Preamble to reflect the esteemed humanity among residents of Leon County.

The motion carried 18 – 0 with Committee Members Joey Davis, Slaton Murray and Barry Wilcox not present.

Agenda Item #4: Consideration to Establish an Affordable Housing Trust Fund in the Leon County Charter

Assistant County Administrator Shington Lamy introduced this item. As requested by the Committee, this item provides a proposed amendment to the Leon County Charter with ballot language to establish an affordable housing trust fund in the Charter.

Vice Chairman Chauncy Haynes moved, seconded by Liz Ellis, to approve Option #1: Approve a policy recommendation encouraging the Board to continue the County's longstanding commitment to increasing and preserving the stock of affordable housing in the community.

The motion was not voted on.

Bruce Strouble, Jr., commented on what he described as the affordable housing crisis within the County and emphasized the importance of protecting residents through structural and sustainable measures.

Max Herrle discussed elements he believed were not fully reflected in the County's proposed language and raised concerns regarding governance and structural oversight provisions.

Henry Lewis, III, inquired whether there were any affordable housing funds currently available that the County was not drawing down.

Mr. Lamy responded that staff continuously pursues available funding opportunities, including programs through the Federal Housing Administration (FHA), and confirmed that the County actively seeks and utilizes available funding sources.

County Attorney O'Steen addressed the Committee regarding potential modifications to the existing Trust Fund framework. She emphasized the importance of drafting language that would codify the fund while preserving sufficient flexibility for the Board of County Commissioners to modify or adjust the fund structure in the future as circumstances evolve.

Bruce Strouble, Jr., made a substitute motion, seconded by Max Herrle, to approve Option #2 as amended: Approve the proposed charter amendment for recommendation to the Board of County Commissioners to ~~establish an~~codify the Affordable Housing Trust Fund in the Leon County Charter.

The motion carried 12 – 6 with Vice Chairman Chauncy Haynes, Linda Bond Edwards, Liz Ellis, Darryl Jones, Howard Kessler and William Smith in opposition. Committee Members Joey Davis, Slaton Murray and Barry Wilcox were not present.

Adjournment:

Chair Lindley adjourned the meeting at 2:04 p.m.

ATTEST:

_____
Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

_____
Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

Posted on September 8, 2026

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

RECEIPT AND FILE OF WRITTEN PUBLIC COMMENTS

(To be electronically distributed Wednesday before the meeting)

From: Jewel Brown <jahsunjewels.llc@gmail.com>
Sent: Wednesday, February 18, 2026 9:30 AM
To: Charter Review Process <CCRC@leoncountyfl.gov>
Subject: CCRC Public Comment – Support for Option 2 Charter Amendment

Good afternoon Members of the Citizen Charter Review Committee,

Please accept this written public comment for the record.

My name is Jewel D. Brown, and I live at 950 Edge Hill Circle, Apartment 124, Tallahassee, Florida 32303, in Frenchtown, Leon County.

I'm writing as a mother, a small business owner, an instructor, and a board member of Tallahassee Food Network. I work in Griffin Heights and serve youth and families across multiple neighborhoods in this county.

I see food access challenges firsthand — not just as an advocate, but as someone who lives in the community and works directly with families navigating food insecurity. I have personally experienced food insecurity, and I also work daily with residents who are trying to stabilize their households while navigating inconsistent access to food resources.

Access looks very different depending on which side of town you live on. In some areas, families have predictable options. In others, people often don't know where food will be available or when. Hours shift. Distribution sites rotate. Information travels by word of mouth instead of through a reliable public system.

Emergency response is also too ad hoc. After storms or crises, families are left trying to figure out where to go first instead of relying on a clear, coordinated structure.

And while we hear about efforts happening, there is no single public scorecard that allows residents to see what is improving countywide and what is not. Without annual reporting and a clear framework, accountability depends on who happens to be in office at the time.

Food access is not a single-agency issue. It intersects with emergency management, health, housing stability, youth development, and economic mobility. That kind of cross-agency work requires a durable structure.

Option 2 creates that structure. It requires a countywide plan and annual public reporting, while preserving Commission control over program details and funding decisions through ordinances and the annual budget. It does not create a blank check. It creates a framework.

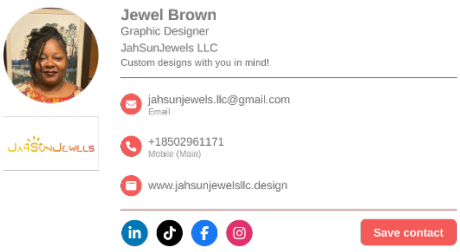
For those of us working directly in communities — connecting families to resources, identifying gaps, and coordinating with partners — having a Charter-level coordination point would reduce fragmentation and strengthen long-term reliability.

This is about accountability and stability, not about creating a new program list.

I respectfully urge the Committee to support Option 2 and advance the drafted Charter language for recommendation to the Board of County Commissioners.

Thank you for your consideration.

Jewel D. Brown



From: Jewel Brown <jahsunjewels.llc@gmail.com>
Sent: Wednesday, February 18, 2026 9:24 AM
To: Charter Review Process <CCRC@leoncountyfl.gov>
Subject: Public Comment – Support for Restoring Communities Amendment

Good afternoon Members of the Citizen Charter Review Committee,

Please accept this written public comment for the record.

My name is Jewel D. Brown, and I live at 950 Edge Hill Circle, Apartment 124, Tallahassee, Florida 32303, in Frenchtown, Leon County.

I'm writing because public policy decisions don't just affect the present — they shape communities for generations. And when those effects last across generations, governance should respond in a long-term, structured way.

In Leon County, segregation-era public policies influenced where people lived and where public investment flowed. Neighborhoods such as Frenchtown, Bond, Griffin Heights, Providence, and South City were shaped by zoning, infrastructure placement, school assignments, and access to services. Today, those same areas still reflect higher poverty rates, lower homeownership, and disparities in health outcomes. Those patterns didn't happen randomly. They were shaped by policy decisions.

The Restoring Communities Amendment does not mandate spending, create quotas, or override state law. It simply authorizes the County to assess and consider documented historic impacts.

Advancing this amendment does not create programs or allocate funds. It allows draft language to be evaluated and ensures that any future ordinance would still comply with state and federal law.

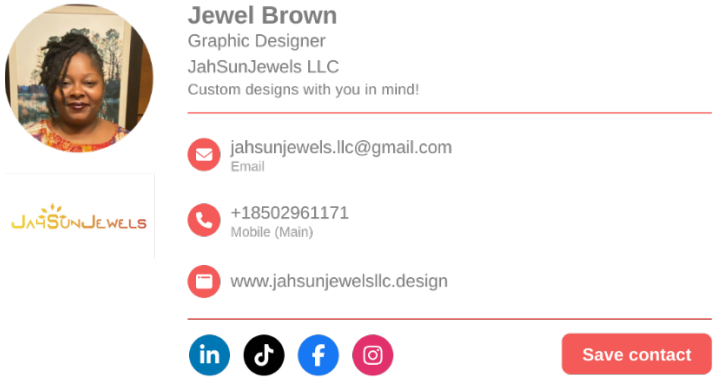
What this amendment does is create a framework — one that allows findings from audits to be integrated into long-term planning and capital improvement strategies. That strengthens transparency and continuity in governance.

Charter language exists to protect responsibilities beyond election cycles. If impacts were created structurally, then the authority to examine and address them belongs structurally as well.

I respectfully encourage you to recommend advancing the Restoring Communities Amendment for inclusion in the Charter.

Thank you for your consideration.

Jewel D. Brown



LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM #1

Citizen Charter Review Committee

Agenda Item #1

February 19, 2026

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator

Title: Consideration of Language Affirming Leon County's Commitment to Healthcare in the Leon County Charter

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Abigail Thomas, Director, Human Services & Community Partnerships

Statement of Issue:

As requested by the Citizen Charter Review Committee, this item provides a proposed charter amendment revising the Preamble of the Leon County Charter with language that affirms Leon County's commitment to healthcare access.

Staff Recommendation:

Option #1: Approve the draft policy recommendation encouraging the continuation of Leon County's longstanding commitment to ensuring healthcare access for low-income residents and thereby supporting an equitable, safe, healthy, and vibrant community.

Report and Discussion

Background:

As requested by the Citizen Charter Review Committee (Committee), this item provides a proposed charter amendment revising the Preamble of the Leon County Charter (Charter) with language that affirms Leon County's commitment to healthcare access.

On January 8, 2026, the Committee received an analysis of the County's investment in healthcare for low-income residents (Attachment #1). This includes a total of $7.7 million annually in programs and services for primary, dental, mental, specialty, and pharmaceutical healthcare. Subsequently, the Committee requested staff to draft a proposed charter amendment affirming Leon County's commitment to primary healthcare access.

There are no County charters in Florida that include language regarding the provision of healthcare. County charters generally address large organizational issues focused on the authority, structure, and power of county government. As presented in this item and the previous Committee item, the Leon County Board of County Commissioners (Board) currently has the statutory authority and has been active in expanding healthcare services for uninsured and underinsured low-income residents in the community for over two decades. The Board has successfully taken action to expand healthcare access through its policy, programming, and budgetary decisions without amending the Charter.

However, as requested by the Committee, the following analysis proposes charter amendment language for the Committee's consideration to revise the Preamble of the Charter to affirm Leon County's commitment to healthcare access. The proposed charter amendment would incorporate existing language from the County's Vision Statement already approved by the Board that highlights the importance of health for our community. As presented in the analysis, in addition to the Vision Statement, the proposed amendment includes the word "equitable" to reflect the County's approach of utilizing empirical data and community engagement to achieve fair and impartial outcomes in the development and implementation of policies, programs, and services for residents. Consistent with the purpose of the Preamble, which is to uphold the broad values and beliefs of County residents, the proposed charter amendment does not delineate specific structures, authorities, policies, or provisions of services of the County government.

As previously stated, the Board currently has the authority and actively addresses access to healthcare through its policy, programming, and budgetary decisions without the need for a Charter change. Therefore, rather than a proposed charter amendment, an alternative option available to the Committee is to adopt a policy recommendation encouraging the Board to continue the County's long-standing dedication to ensure low-income residents have access to high quality healthcare services in the community. Upon approval by the Committee, this policy recommendation would be included as part of the Committee's report to the Board.

Analysis:

For more than 20 years, Leon County has ensured that low-income residents have access to high quality healthcare services. The County invests a total of $7.7 million in healthcare annually in mandatory and discretionary programs and services. Pursuant to Florida Statutes, counties (both charter and non-charter) are mandated to contribute annually to the Florida Medicaid Program, County Health Departments (the 67 County Health Departments are operated by state employees under the Florida Department of Health), as well as the Baker and Marchman Act mental health and substance use disorder programs.

In addition to the programs mandated by the State, the County has historically dedicated additional local tax revenue and partnered with local healthcare stakeholders to invest and provide low-income residents with access to critical medical services through its Healthcare Program (CareNet). Annually, the County contracts with Bond Community Health Center, Neighborhood Medical Center, Apalachee Center, Capital Medical Society/We Care, and FAMU Pharmacy to provide low-income uninsured and underinsured residents access to primary care, dental, mental health, specialty care, and/or pharmaceutical services. The services funded by the County are provided at no cost to eligible low-income residents (18-years old or older at 100% or below the Federal Poverty Level).

Despite economic downturns, the County has never reduced funding to the CareNet program. In fact, the County regularly utilizes its investment in the CareNet program to secure additional state and federal funding. Over the past three years, the providers have leveraged County funding to secure $7.5 million in state and federal funding to provide primary and mental health services to additional uninsured and underinsured low-income County residents. The County is among very few counties in Florida that dedicate additional local tax revenue to healthcare not required by state or federal law.

Additionally, the Board has reinforced and memorialized the County's commitment to healthcare through a variety of policies including the County's Vision Statement and Five-Year Strategic Plan. Leon County's vision statement is an aspirational description of what the organization would like to achieve and accomplish in the future and also describes how Leon County, in an ideal state, should look in the future. The County's Vision Statement is as follows:

"A community that is safe, **healthy**, and vibrant."

Consistent with the Social Determinants of Health, the Vision Statement recognizes that a healthy community is a key component to the well-being, prosperity, and economic stability of every County resident. Furthermore, the County's Five-Year Strategic Plan adopted by the Board incorporates four (4) strategic priorities (Economy, Environment, Quality of Life, and Governance) that are major areas of County responsibility and critical to the success of the community. The Quality of Life Priority states that the County's responsibility is as follows:

> "To be a provider of essential services which promote the well-being of our citizens and the livability of our community in our continuous efforts to make Leon County a place where people are **healthy**, safe, and connected to their community."

The strategic priorities are supported by strategic initiatives which are program- or area-specific projects to serve and strengthen the community. This includes the CareNet program and other services that enhance the access and delivery of healthcare services to low-income residents. The Vision Statement and Strategic Plan is evaluated annually by the Board to ensure they reflect the ever-changing needs in the community. This has been demonstrated several times in recent years by the Board with enhancements to the CareNet program that included increased reimbursement rates to providers, expansion of services for diagnostic and ancillary services (i.e., labs, X-rays, etc.), and financial assistance for transportation cost for specialty care to address the changing healthcare needs of residents in the community. As a result, the Vision Statement and Five-Year Strategic Plan align with the County's commitment to healthcare.

As previously mentioned, there are no County charters in Florida that include language regarding the provision of healthcare. County charters generally address large organizational issues focused on the authority, structure, and power of county government rather than specific policy issues. However, as requested by the Committee, the following provides proposed charter amendment language that would revise the Preamble of the County Charter to affirm the County's commitment to a healthy community.

Proposed Charter Amendment

Section 1 of the Charter consists of the Preamble which captures broad community values which emphasize the importance of home rule and governmental decisions being made at the local level as well as the role of residents in shaping their local government. The Preamble is intentionally broad so that the County can adapt and respond to new challenges as determined by the Board.

On February 5, 2026, the Committee approved a proposed charter amendment to the Preamble for Board consideration that expresses shared community values and reflects the esteemed humanity among residents of Leon County (Attachment #2). Aligned with the Committee's recent action, a proposed charter amendment was developed to further revise the Preamble to include language that would reflect the Committee's request of affirming the County's commitment to primary healthcare access. The underlined language reflects the changes previously approved by the Committee. The proposed language in **bold** would be included in the revision of the Preamble to affirm the County's commitment to healthcare access by incorporating existing language from the County's Vision Statement that has already been adopted by the Board:

> We, the citizens of Leon County, Florida, united in the belief that governmental decisions affecting local interests should be made locally, rather than by the State, and that County government should be reflective of the people of the County and should serve them in achieving a more responsive and efficient form of government, hereby affirm the esteemed humanity of all residents of Leon County. We recognize in every person a shared dignity, not granted by government, but inherent and deserving of consideration in our **effort to create a community that is equitable, safe, healthy, and vibrant**. ~~and~~ In order to empower the people of this County to make changes in their own government, we do ordain and establish this Home Rule Charter for Leon County, Florida.

In addition to capturing the existing language of the Vision Statement, the proposed charter amendment also includes the word "equitable" to reflect the County's approach of utilizing empirical data and community engagement to achieve fair and impartial outcomes in the development and implementation of policies, programs, and services for residents. This recognizes the County's commitment and ongoing efforts to provide high quality healthcare services to low-income residents in the community.

Should the Committee approve the language incorporating the Vision Statement into the Preamble, it would be combined with the esteemed humanity language for a single charter amendment since both seek to modify the Preamble. Additionally, the ballot title and ballot language previously approved by the Committee would be updated as reflected in Table #1 (in bold) to combine the esteemed humanity and healthcare languages since they both seek to revise the Preamble. The revised proposed ballot titles and ballot language would continue to meet the statutorily required word count limit. The ballot title is limited to 15 words, and the ballot language is limited to 75 words.

Table #1. Proposed Ballot Title and Ballot Language

Proposed Ballot Title
Affirmation of Human Dignity **and Health of the Community**
Proposed Ballot Language
Shall the Preamble of the Leon County Home Rule Charter be amended to affirm that the esteemed humanity and shared dignity of all residents is inherent and deserving of consideration in public affairs **and affirm the County's effort to create a community that is equitable, safe, healthy, and vibrant**, while preserving the Charter's existing framework for local self-governance and citizen empowerment?

A simple majority is needed to recommend a charter amendment to the Board. A status report on the Committee's recommendation(s) will be provided to the Board at its regularly scheduled meeting on March 10, 2026. Upon approval by a simple majority of the Board, public hearings will be scheduled in June and July 2026, for the Committee to take public input and formally consider the proposed Charter amendments. The outcome of the public hearings will be reflected in the Committee's final report to the Board in August 2026.

As previously stated, the Board currently has the authority and actively provides access to healthcare through its policy, programming, and budgetary decisions without the need for a Charter change. Additionally, there are no county charters in Florida that include language regarding the provision of healthcare. Therefore, rather than a proposed charter amendment, an alternative option available to the Committee is to adopt a policy recommendation encouraging the Board to continue the County's long-standing commitment to ensure low-income residents have access to high quality healthcare services in the community. Table #2 below provides a draft policy recommendation for the Committee's consideration.

Table #2. Draft Policy Recommendation to Board of County Commissioners

Draft Policy Recommendation
The Leon County Citizen Charter Review Committee encourages Leon County to continue its longstanding commitment to ensuring low-income residents have access to high quality healthcare thereby supporting an equitable, safe, healthy, and vibrant community.

The proposed policy recommendation would be included in the status report on the Committee's actions to be presented to the Board in March 2026 as well as the Committee's Final Report to be presented in August 2026.

Options:

1. Approve the draft policy recommendation encouraging the continuation of Leon County's longstanding commitment to ensuring healthcare access for low-income residents and thereby supporting an equitable, safe, healthy, and vibrant community.
2. Approve the proposed charter amendment for recommendation to the Board of County Commissioners revising the Preamble to affirm the County's commitment to healthcare access.
3. Committee direction.

Recommendation:

Option #1

Attachments:

1. January 8, 2026 Citizen Charter Review Committee Agenda Item on Healthcare
2. Proposed Charter Amendment to the Preamble approved by the Citizen Charter Review Committee February 5, 2026

Citizen Charter Review Committee

Agenda Item #2

January 8, 2026

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator

Title: Funding Mechanisms for Healthcare Access for Low-Income Residents

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Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Abigail Thomas, Director, Office of Human Services and Community Partnerships

Statement of Issue:

As requested by the Committee at the December 4, 2025 meeting, this item provides information on the County's Health Care Program (known as CareNet) and continued strategic investments to expand healthcare access to low-income residents.

Staff Recommendation:

Option #1: Accept the report and take no further action.

Report and Discussion

Background:

As requested by the Committee, this item provides information on the County's Health Care Program (known as CareNet) and continued strategic investments to expand healthcare access to low-income residents. During its December 4, 2025 meeting, the Committee requested further information on funding mechanisms for healthcare access to determine whether to consider a proposed charter amendment.

For more than two decades Leon County has been dedicated to ensuring low-income residents have access to high quality healthcare services. In partnership with local providers, the County has expanded healthcare services to uninsured and underinsured low-income Leon County residents for primary care, mental health, dental care, specialty services, and pharmaceutical services. As described in the item, the County invests a total of $7.7 million in healthcare annually in mandatory and discretionary programs and services.

There are no County charters in Florida that include language regarding the provision of healthcare. County charters generally address large organizational issues focused on the authority, structure, and power of county government. As presented in this item, the Leon County Board of County Commissioners (Board) currently has the statutory authority and has been active in expanding healthcare services for uninsured and underinsured low-income residents in the community. The Board has successfully taken action to expand healthcare access through its policy, programming, and budgetary decisions without amending the Leon County Charter. Alternatively, the Committee may wish to make a recommendation encouraging the Board to continue the County's long-standing dedication to ensure low-income residents have access to high quality healthcare services in the community as described in the item. The recommendation would be included as part of the Committee's report for consideration by the Board.

Analysis:

Healthcare services for uninsured, underinsured, and elderly residents are primarily the statutory responsibility of the federal and/or state governments through programs such as Medicaid, Medicare, and the Affordable Care Act (ACA). However, pursuant to Florida Statutes, counties (both charter and non-charter) are mandated to contribute annually to the Florida Medicaid Program, County Health Departments (the 67 County Health Departments are operated by state employees under the Florida Department of Health) as well as the Baker and Marchman Act mental health and substance use disorder programs. The Florida Legislature annually establishes the level of funding that counties must contribute. For FY 2026, the County is providing $5.9 million in statutorily required contributions. Over the past three years, the County's mandated contribution has increased approximately 15% annually.

In addition to the mandated programs, the County elected to establish the CareNet program to serve as a safety net for residents that are not eligible for healthcare through the state and/or federal programs. Although not required by the State, through CareNet, the County has partnered with local providers to expand access to healthcare for uninsured and underinsured low-income Leon County residents for more than two decades. The County is among very few counties that dedicate

additional local tax revenue to healthcare beyond the state mandated programs. The County invests $1.8 million annually in the CareNet program. As a result, the County invests a total of $7.7 million in healthcare annually.

Leon County Health Care Program (CareNet)

Leon County has historically partnered with local healthcare stakeholders to provide low-income residents with access to critical medical services through CareNet. Annually, the County contracts with Bond Community Health Center (Bond), Neighborhood Medical Center (NMC), Apalachee Center (Apalachee), Capital Medical Society/We Care (We Care), and FAMU Pharmacy to provide low-income uninsured and underinsured residents access to primary care, dental, mental health, specialty care, and/or pharmaceutical services.

Bond and NMC are federally qualified healthcare centers (FQHCs) which receive annual federal funding to provide medical services to residents in Leon County. Apalachee is designated by the State of Florida as the public receiving facility for individuals experiencing mental health and/or substance abuse crisis; Apalachee receives annual funding through the State. Through CareNet, Bond, NMC, and Apalachee are reimbursed for costs incurred to provide primary, dental, and mental health visits to eligible County residents. These visits include services such as general annual physical exams; dental cleanings and extractions; case management services for mental healthcare; and more. To be eligible, a patient of Bond, NMC, or Apalachee must be a Leon County resident, 18 years old or older, and uninsured or underinsured. Additionally, the household income of a patient must be 100% or below the federal poverty level (FPL). The income requirement reflects households that are not eligible for public insurance including Medicaid, Medicare, and the ACA in the State of Florida. For example, the ACA Marketplace offers financial assistance known as subsidies for monthly premiums to enrollees with household incomes above 100% of the FPL. Subsidies are not available for individuals or families in households that earn below 100% of the FPL.

In addition to primary, dental, and mental health services, the County provides funding for specialty care and pharmaceutical services (We Care and FAMU Pharmacy, respectively). The County contracts with WeCare, which recruits medical specialists to provide specialty care to low-income residents at no charge. Specialty care services include but are not limited to cardiology, neurology, internal medicine, orthopedics, and orthodontic care. FAMU Pharmacy provides coordinated pharmacy services to County residents and addresses morbid and mortality of African Americans with Type 2 diabetes through educational programming coordination with local healthcare providers including Bond and NMC.

As mentioned earlier, the County invests $1.8 million annually in the CareNet Program. General revenue is the funding source for the CareNet Program as well as the State mandated County contributions (i.e., Medicaid, etc.). The leveraging of County funding has been critical to expanding healthcare in the community. Over the past three years, the providers have leveraged County funding to secure $7.5 million in state and federal funding to provide primary and mental services to additional uninsured and underinsured local-income County residents.

Regular Community Engagement on the CareNet Program

The County regularly engages with the healthcare partners to ensure that the CareNet Program continues to provide low-income residents with access to critical medical services. Staff meets quarterly with the providers to discuss challenges and opportunities to enhance the program. During these meetings quantitative and qualitative data are evaluated and proposed changes are considered for recommendation to the Board to better position the County's program in addressing the changing healthcare needs of residents in the community. Subsequently, County staff brings proposed program enhancements to the Board for consideration as part of the budget process. Over the past several years this has led to:

- 80% increase in the reimbursement rates since FY 2023 for primary care visits to Bond, NMC, and Apalachee to more accurately reflect the cost of diagnostic and ancillary services, such as laboratory and X-Ray services.
- 40% increase in the reimbursement rates since FY 2024 for dental and mental healthcare visits to Bond, NMC, and Apalachee to include diagnostic and ancillary costs as well as the increased costs of mental healthcare.
- 30% increase in the annual investment since FY 2023 to voluntary and involuntary in-patient mental health services to Apalachee better reflect ongoing rise in costs for personnel and operations.
- 9% increase funding to WeCare since FY 2022 to enhance financial assistance to patients for specialty services including laboratory and transportation costs.

The next meeting with the healthcare partners is anticipated for January 2026. At that time any changes to the CareNet Program such as the eligibility criteria and reimbursement rates would be evaluated and discussed for potential recommendations to the Board as part of the budget process for the next fiscal year (FY 2027). This is consistent with the County's approach to addressing the most pressing human service needs in the community which includes conducting data-driven analysis, collaborating with local stakeholders, and engaging residents.

2006 Indigent Healthcare Sales Tax

Florida Statutes provide counties with a population of less than 800,000 the authority to levy a local option sales tax for indigent healthcare subject to voter approval (section 212.055(7), F.S.). Sales tax referenda are a standalone process prescribed in Florida Statutes which cannot be effectuated through a charter amendment. In 2006, the Board of County Commissioners placed a referendum on the ballot for voters to consider a local option ½ cent sales tax to support primary healthcare for low-income residents in our community. Despite the stigma associated with a new ½ cent sales tax and the potential of Leon County having the highest sales tax in the state, the referendum was placed on the 2006 General Election ballot in response to the escalating costs for health insurance, feedback from local healthcare providers, and input from the ministerial community on the long-term financial costs associated with health emergencies. In November 2006, more than three years prior to the passage of the national Affordable Care Act, 60% of Leon County voters rejected the ½ cent sales tax for indigent healthcare. Following voter rejection of the sales tax, the County continued to support primary healthcare needs with ad valorem revenues (property taxes) as previously described in this agenda item.

County Charter Provisions Related to Healthcare Access

In summary, although healthcare services for uninsured, underinsured, and elderly residents are primarily the statutory responsibility of the federal and/or state governments, Leon County has been dedicated to ensuring low-income residents have access to high quality healthcare services in the community. Beyond the mandated financial support counties provide for several state healthcare programs, the County has dedicated additional local tax revenue to expand healthcare access for uninsured and underinsured low-income residents through the CareNet Program. In partnership with local providers, CareNet provides access to primary, dental, mental health, and specialty care, and pharmaceutical services. In total, the FY 2026 County budget invests $7.7 million for the provision of healthcare services.

As presented in the item, the Board currently has the authority and has been active in expanding healthcare services for uninsured and underinsured local income residents in the community. The Board has successfully taken action to expand healthcare access through its policy, programming, and budgetary decisions without the need for a charter change. Additionally, county charters generally address large organizational issues focused on the authority, structure, and power of county government. For these reasons, there are no county charters in Florida that include language regarding the provision of healthcare. Alternatively, the Committee may wish to make a recommendation encouraging the Board to continue the County's long-standing commitment to ensure low-income residents have access to high quality healthcare services in the community as described in the item. The recommendation would be included as part of the Committee's report for consideration by the Board.

Options:

1. Accept the report and take no further action.
2. Direct staff to include a recommendation encouraging Leon County to continue its long-standing commitment to ensure low-income residents have access to high quality healthcare services in the community as part of the Citizen Charter Review Committee report.
3. Direct staff to draft a proposed charter amendment on access to healthcare as determined by the Citizen Charter Review Committee.
4. Board direction.

Recommendation:

Option #1

Proposed Charter Amendment Approved by the Citizen Charter Review Committee

February 5, 2026

We, the citizens of Leon County, Florida, united in the belief that governmental decisions affecting local interests should be made locally, rather than by the State, and that County government should be reflective of the people of the County and should serve them in achieving a more responsive and efficient form of government, hereby affirm the esteemed humanity of all residents of Leon County. We recognize in every person a shared dignity, not granted by government, but inherent and deserving of consideration in our public affairs. ~~and~~ In order to empower the people of this County to make changes in their own government, we do ordain and establish this Home Rule Charter for Leon County, Florida.

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM #2

Citizen Charter Review Committee

Agenda Item #2

February 19, 2026

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator

Title: Proposed Charter Amendment on Food Insecurity

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Abigail Thomas, Director, Human Services & Community Partnerships

Statement of Issue:

As requested by the Citizen Charter Review Committee, this item provides a proposed amendment to the Leon County Charter with ballot language to address food insecurity in the Charter. The proposed charter amendment is not recommended. There are no other county charters in the State of Florida that include the specific policy issue of food access or food insecurity. Additionally, the County Commission has the policy and budgetary authority to address food insecurity, as detailed in the item, without the need for a charter change.

Staff Recommendation:

Option #1: Approve the draft policy recommendation encouraging the Board to continue the County's long-standing commitment to reducing food insecurity in the community.

Report and Discussion

Background:

As requested by the Citizen Charter Review Committee (Committee), this item provides a proposed amendment to the Leon County Charter with ballot language to address food insecurity in the Charter (Attachment #1).

On December 18, 2025, the Committee received an analysis of the County's ongoing efforts to address food insecurity through community engagement, programs, partnerships, and investment. Specifically, the analysis highlighted the County's more than $7.5 million investment and the delivery of nearly 55 million meals to low-income households over the last five years (Attachment #2). The item also included an analysis on the inclusion of food insecurity in the Leon County Charter and the options provided in the Food Insecurity and Charter Reform handout that was distributed by Dr. Bruce Strouble at the December 4, 2025 Committee meeting (Attachment #3). Most importantly, the item shared that are no other county charters in the State of Florida that include the specific policy issue of food access or food insecurity and that the County Commission has the policy and budgetary authority to address food insecurity without the need for a charter change.

Subsequently during the meeting, the Committee requested staff to prepare a proposed charter amendment and ballot language as determined by the Committee. Based on the direction of the Committee and documents provided by Dr. Strouble, the following analysis presents a proposed amendment for consideration that would establish a specific policy issue in the County Charter by mandating the County to establish an Office of Food Systems to support food access and food system resilience that promote the health and well-being of residents, as well as support of food access and food systems. As presented in the item, the County has an existing department that oversees and administers programs and services dedicated to reducing food insecurity and increasing food access in the community.

Additionally, there are no other county charters in the State of Florida that include the specific policy issue of food access or food insecurity. County charters generally address large organizational issues focused on the authority, structure, and power of county government. The County Commission currently has the authority and actively addresses food insecurity through its policy, programming, partnerships, and budgetary decisions without the need for a charter change. Therefore, the proposed charter amendment is not recommended. An alternative option available to the Committee is to adopt a policy recommendation encouraging the Board to continue the County's long-standing commitment to reducing food insecurity in the community. Upon approval by the Committee, this policy recommendation would be included as part of the Committee's report to the Board.

Analysis:

Leon County is dedicated to reducing food insecurity in the community as demonstrated through long-term community partnerships, dedicated programming, and significant investments. Over the last five years, the County has invested more than $7.5 million to support the delivery of nearly 55 million meals to low-income households.

The County has implemented these programs and investments based on strategic priorities of the Board and long-standing partnerships with local stakeholders, including the City of Tallahassee and social services agencies. The County's efforts are similar to how other communities address issues such as food insecurity as no charter counties in the State of Florida include the specific policy issue of food access or food insecurity in any charter.

Dr. Strouble's Proposed Charter Amendment

As previously mentioned, Dr. Strouble distributed a handout outlining potential options for the Committee to consider for a proposed charter amendment (Attachment #3). The options included:

- Creation of the Office of Food Access & Resilience in the County Charter
- Addition of food access and food system resilience in the County Charter as a county responsibility
- Addition of language that affirms "equitable access to nutritious food" as a guiding value in the preamble of the County Charter

The options were thoroughly analyzed in the December 18, 2025 item to the Committee reflecting the County's existing department, staffing, policies, programs, partnerships, and investments that already align with the options which are further summarized below:

Creation of the Office of Food Access & Resilience in the County Charter

The first option provided by Dr. Strouble's proposal is the establishment of an Office of Food Access & Resilience in the County Charter. However, as stated in the December 18, 2025 analysis, the County has an existing department dedicated to reducing food insecurity. The County's Office of Human Services and Community Partnerships (HSCP) is implementing the programs that address food insecurity in coordination and collaboration with local stakeholders. This includes approximately $565,000 in annual funding to support food pantries, mobile distributions, senior nutrition services, and child meal programs which collectively distribute more than 7 million meals to low-income households annually.

Additionally, following feedback during series of dinner meetings held in neighborhoods with the highest food insecurity rates, the County established Neighborhood Engagement and Community Partnership position in HSCP which is dedicated to engaging and connecting high poverty and food insecurity neighborhoods with the available resources (i.e., food, housing, healthcare, etc.) in the community. The position actively engages and connects residents to agencies, programs, and services with available resources essential to improving quality of life and economic prosperity for individuals and families.

Addition of food access and food system resilience in the County Charter as a county responsibility

The second option of Dr. Strouble's proposal is the addition of food access and food system resilience in the County Charter as a county responsibility. However, this is primarily the responsibility of the federal and state governments, which administer a variety of programs that provide direct food assistance to address food insecurity, including the Supplemental Nutrition Assistance Program (SNAP), Special Supplemental Nutrition Program for Women, Infants, and

Children (WIC), and The Emergency Food Assistance Program (TEFAP). Nonetheless, the County has a long-standing commitment to address food insecurity through local partnerships that increase access to food, these partnerships include:

- *Leon County Community Garden Program:* The County's Office of Sustainability provides grant support and technical assistance for residents to start community gardens to increase access to healthy food throughout the County, including on vacant County-owned land, school campuses and community spaces. Grants of up to $1,000 are available to support garden development and sustainability efforts. Since 2024, the County has awarded a total of $5,915 in Community Garden Grants to support eight gardens, including the Frenchtown Heritage Hub, Nims Middle School, and the Promise Land Urban Farm on Orange Street.
- *Summer Breakspot*: The County partners with Second Harvest to provide kids with free meals and snacks at four library locations during the summer months. In 2025, more than 4,255 meals were distributed.
- *Food Council:* The County actively participates in a Food Council recently launched by Florida A&M University (FAMU) focused on addressing food access and food insecurity in Leon County. The Council is comprised of local stakeholders including the County, City of Tallahassee, Second Harvest, agricultural extension offices, Leon County Schools, local farmers, and community advocates. The goal of the Food Council is to establish greater coordination and collaboration on planning, investing, and delivering programs, services, and resources that improve food access and the overall community food system for all County residents. During its Retreat in January 2026, the County Commission adopted as part of the County's five-year Strategic Plan support for FAMU's establishment of the food council and memorializing the County's commitment and participation to the effort.
- *2-1-1 Big Bend Lyft Transportation Program:* The County invests of $112,500 annually to 2-1-1 Big Bend to provide free transportation for residents to access grocery stores, food banks, and other essential services. According to 2-1-1, nearly 4,000 Lyft rides were provided in FY 2025.
- *Partnership with Farm Share:* In December 2025, the County entered into an agreement to enhance its relationship with Farm Share to distribute food to residents through regular distribution events. The first event was held on Saturday, February 7, 2026 in the Woodville community and served more than 200 households. In partnership with Farm Share, the County will host distribution events quarterly throughout the community to expand access to healthy food and enhance food security.
- *Seed Library:* To educate and promote access to food through gardening, the County Library partners with the UF/IFAS extension office to provide seed packets to residents to grow fresh food. Since 2025, the Seed Library has distributed over 1 million seeds to the community.
- *Mobile Markets and Neighborhood Empowerment Events:* In 2022, the County partnered with Second Harvest to expand mobile food markets and establish Neighborhood Empowerment Events. These programs occur monthly to increase access to food and other social services in neighborhoods with high food insecurity and poverty rates.

Addition of language that affirms "equitable access to nutritious food" as a guiding value in the preamble of the County Charter

The final option of Dr. Strouble's proposal is the addition of language that affirms "equitable access to nutritious food" as a guiding value in the preamble of the County Charter. Section 1 of the Charter consists of the Preamble which captures broad community values which emphasize the importance of home rule and governmental decisions being made at the local level as well as the role of residents in shaping their local government. The Preamble is intentionally broad so that the County can adapt and respond to new challenges as determined by the Board.

On February 5, 2026, the Committee approved a proposed charter amendment to the Preamble for Board consideration that would express shared community values and reflect the esteemed humanity among residents of Leon County (Attachment #4). During its February 19, 2026 meeting, the Committee will consider additional revisions to the Preamble to include language that affirms the County's commitment to healthcare and a healthy community as requested (in bold) and combines the language previously approved by the Committee to read as follows:

> We, the citizens of Leon County, Florida, united in the belief that governmental decisions affecting local interests should be made locally, rather than by the State, and that County government should be reflective of the people of the County and should serve them in achieving a more responsive and efficient form of government, hereby affirm the esteemed humanity of all residents of Leon County. We recognize in every person a shared dignity, not granted by government, but inherent and deserving of consideration in our **effort to create a community that is equitable, safe, healthy, and vibrant**. ~~and~~ In order to empower the people of this County to make changes in their own government, we do ordain and establish this Home Rule Charter for Leon County, Florida.

This would incorporate the County's existing Vision Statement as well as the include the word "equitable" in recognition of the County's approach of considering individual circumstances to achieve a fair and impartial outcome in developing and implementing policies. That includes the County's policies that implementing programs and making investment to enhance food access in the community. As a result, the Committee may determine that the additional language for the Preamble appropriately captures in the County's commitment and ongoing efforts to address food insecurity and enhance food access.

As previously mentioned, language in the preamble is broad and focuses on the purpose for which residents voted to establish Leon County as a charter county. The preamble does not include any specific policy issues or make commitments for specific programs and/or services. Attempting to prioritize current challenges and preferred programs in the Charter may overlook other important community needs or lead to an endless listing of program areas being identified in the County Charter.

Therefore, given that the County already has a department dedicated to reducing food insecurity, and that food access and food system resiliency is primarily the responsibility of the federal and state government, it is not necessary to codify these matters within the Charter. However, based on the direction of the Committee, the following section presents a proposed charter amendment

to the Preamble that would reflect the County's ongoing commitment to provide residents affordable and equitable access to food.

Proposed Charter Amendment

As requested by the Committee, a proposed charter amendment and ballot language (provided in Attachment #1) were developed that would require the County to establish an Office of Food Systems under the County Administrator to support food access and food system resilience that promote the health and well-being of residents. As mentioned earlier, the County has an existing department dedicated to reducing food insecurity. HSCP is implementing programs that address food insecurity in coordination and collaboration with local stakeholders. This includes approximately $565,000 in annual funding to support food pantries, mobile distributions, senior nutrition services, and child meal programs which collectively distribute more than 7 million meals to low-income households annually.

The proposed charter amendment would also require the establishment of a Countywide Food System Plan with annual reporting. This would circumvent the work that is currently being conducted by FAMU to establish a Food Council comprised of local stakeholders including the County, City, Leon County Schools, Second Harvest, 2-1-1 Big Bend and other partners for greater coordination and collaboration on planning, investing, and delivering programs, services, and resources that improve food access and the overall community food system for all County residents. The Council meets monthly and recent meetings have included discussion on developing a plan that captures data, identifies needs, details resources available to and/or required for neighborhoods and communities with high food insecurity rates, and identifies key partners, roles and responsibilities. In recognition of the importance of the Food Council in fostering collective community buy-in on the issue of food security and food access the Board adopted the following strategic initiative the County's five-year Strategic Plan:

- *Support the efforts of Florida A&M University, Second Harvest of the Big Bend, Feeding Florida and other stakeholders to establish a food council to coordinate the local food system and food resources.*

It is also important to note that requiring the establishment of a Countywide Food System Plan in the Charter would not require any other governments, educational institutions, or nonprofit organizations to adhere to the document. The County Charter cannot compel an independent organization to comply with the a Food System Plan.

Due to the existing County department addressing the food insecurity and the ongoing work of the Food Council established by FAMU, the proposed charter amendment is not recommended. However, should the Committee wish to move forward with the proposed charter amendment, the proposed ballot title and ballot language reflected in Table #1 were developed. The ballot title and ballot language would meet the statutorily required word count limit. The ballot title is limited to 15 words, and the ballot language is limited to 75 words.

Table #1. Proposed Ballot Title and Ballot Language

Proposed Ballot Title
Establishment of an Office of Food Systems in the Leon County Charter
Proposed Ballot Language
Shall the Leon County Charter be amended to require the County to establish an Office of Food Systems to support food access and food systems, and require the establishment of a Countywide Food Systems Plan?

A simple majority is needed to recommend a charter amendment to the Board. A status report on the Committee's recommendation(s) will be provided to the Board at its regularly scheduled meeting on March 10, 2026. Upon approval by a simple majority of the Board, public hearings will be scheduled in June or July 2026, for the Committee to take public input and formally consider the proposed Charter amendments. The outcome of the public hearings will be reflected in the Committee's final report to the Board in August 2026.

As previously stated, there are no other county charters in the State of Florida that include the specific policy issue of food access or food insecurity. County charters generally address large organizational issues focused on the authority, structure, and power of county government. The County Commission currently has the authority and actively addresses food insecurity through its policy, programming, partnerships, and budgetary decisions without the need for a charter change. Additionally, the Committee may determine its recent approval and further consideration of a proposed charter amendment for revisions to the Preamble appropriately captures in the County's commitment and ongoing efforts to address food insecurity and enhance food access.

Therefore, the proposed charter amendment on the specific policy issue of food access is not recommended. An alternative option available to the Committee is to adopt a policy recommendation as shown in Table #2, encouraging the Board to continue the County's long-standing commitment to reducing food insecurity in the community. Upon approval by the Committee, this policy recommendation would be included as part of the Committee's report to the Board.

Table #2. Draft Policy Recommendation to Board of County Commissioners

Draft Policy Recommendation
The Leon County Citizen Charter Review Committee encourages the Board of County Commissioners to continue Leon County's long-standing commitment to reducing food insecurity in the community through the utilization of empirical data, active engagement, significant investment, and critical programming in partnership with local stakeholders that increase food access in neighborhoods with high food insecurity rates.

Options:

1. Approve the draft policy recommendation encouraging the Board to continue the County's long-standing commitment to reducing food insecurity in the community.
2. Approve the proposed charter amendment for recommendation to the Board of County Commissioner to address food insecurity in the Leon County Charter (Attachment #1).
3. Committee direction.

Recommendation:

Option #1

Attachments:

1. Proposed Charter Amendment on Addressing Food Insecurity
2. December 18, 2025 Citizen Charter Review Committee Agenda Item on Food Insecurity
3. Food Security & Charter Reform Handout provided by Dr. Bruce Strouble
4. Proposed Charter Amendment to the Preamble approved by the Citizen Charter Review Committee February 5, 2026

Proposed Charter Amendment

Sec. 1.XX – Establishment of the Office of Food Systems

(1) The County shall establish the Office of Food System under the County Administrator to support food access and food system resilience that promote the health and well-being of residents. The Office of Food Systems shall develop a Countywide Food Systems Plan and develop an annual report.

(2) The Board of County Commissioners shall determine the appropriate funding level and funding source of Leon County investment to advance policies, programs, and partnerships that support food security for all residents.

(3) The Board of County Commissioners shall enact an ordinance within 12 months of the passage of this amendment by the voters of Leon County to implement the establishment of the Office of Food Systems.

Proposed Ballot Title

Leon County Charter Amendment Establishing the Office of Food System

Proposed Ballot Language

Shall the Leon County Charter be amended to establish an Office of Food System?

Citizen Charter Review Committee

Agenda Item #2

December 18, 2025

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator

Title: Food Insecurity Provisions

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Abigail Thomas, Director, Office of Human Services and Community Partnerships

Statement of Issue:

At its December 4, 2025 meeting, the Citizen Charter Review Committee (Committee) requested an agenda item related to food security in the Leon County Charter. For the Committee's consideration of this issue, this item provides the requested analysis including information on the County's ongoing efforts to address food insecurity through community engagement, programs, partnerships, and investment.

Staff Recommendation:

Option #1: Accept the report and take no further action.

Report and Discussion

Background:

As requested by the Committee at its December 4, 2025 meeting, this item provides an analysis on the inclusion of food security in the Leon County Charter. This item also provides information on the County's longstanding commitment and ongoing efforts to address food insecurity through community engagement, programs, partnerships, and investment.

During the December 4th meeting, Dr. Bruce Strouble disseminated a handout on food security for inclusion in the County Charter. The three options include establishing a new County office in the County Charter related to food access; enacting food security as a County responsibility; and incorporating a value statement to affirm the County's commitment to "equitable access to nutritious food" in the County Charter. Subsequently, the Committee requested an agenda item to further consider the three options for a potential charter amendment.

Reducing food insecurity in the community is a high priority of Leon County as demonstrated through intentional community engagement; innovative programs; long-term community partnerships; and significant investments that are responding to the community needs. This has resulted in over $7.5 million invested by the County and the delivery of nearly 55 million meals to low-income households over the last five years.

As presented in this item, the Leon County Board of County Commissioners (Board) currently has the authority to address food insecurity. The Board has successfully taken action to reduce food insecurity through its policy, programming, and budgetary decisions without amending the Leon County Charter. County charters generally address large organizational issues focused on the authority, structure, and power of county government. For this reason, there are no County charters in Florida that include language regarding food insecurity. Alternatively, the Committee may wish to make a recommendation encouraging the Board to continue the County's long-standing commitment to reducing food insecurity in the community as described in the item. The recommendation would be included as part of the Committee's report for consideration by the Board.

Analysis:

The United States Department of Agriculture (USDA) defines food insecurity as a household-level economic and social condition characterized by limited or uncertain access to adequate food. According to Feeding America, factors (i.e., root causes) for food insecurity include "a lack of income or other resources" such as transportation and knowledge/access to available services.

Food insecurity is addressed primarily through a variety of programs funded and administered by the federal and/or state governments. The mission of the USDA Division of Food and Nutrition Service is to "increase food security and reduce hunger" by funding a network of programs that provide direct food assistance, including the Supplemental Nutrition Assistance Program (SNAP), child nutrition programs, Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), and The Emergency Food Assistance Program (TEAP).

In Florida, several state agencies administer the USDA programs, including the Department of Agriculture and Consumer Sciences, Department of Children and Families, and the Department of Health. In addition to administering the federal programs, the state agencies implement a wide variety of programs that address the factors or root causes of food insecurity including homelessness, housing, and healthcare.

As a long-standing priority of Leon County, the County leads coordination with local partners to identify opportunities to augment state and federal programs in a collective effort to reduce food insecurity. The following information details the County's extensive and ongoing efforts to actively engage residents on short and long-term solutions; investments in established and innovative programming and services that are expanding access to food; and highlights the County's collaboration and coordination with local stakeholders to respond to the changing needs in the community.

Leon County's Ongoing Efforts and Investments to Address Food Insecurity

County-Led Community Engagement

The County places a high emphasis on engaging the community in addressing food insecurity. In 2022, in partnership with Second Harvest, the City, and the Children's Services Council of Leon County (CSC Leon), the County hosted dinners entitled, *Breaking Bread Together: Neighborhood Dinner and Conversation on Tackling Food Insecurity*. Nearly 300 Leon County residents participated in the nine dinner meetings held in the neighborhoods with the highest food insecurity rates based on Feed America and U.S. Census data. Participants included neighborhood residents, neighborhood business owners, faith-based leaders, not-for-profit organization representatives, and the United Way of the Big Bend (UWBB). These meetings focused on identifying barriers to food access and developing collaborative solutions.

The main theme that emerged during each meeting was that residents of the neighborhoods were unaware of the significant level of resources available in the community to address food insecurity as well as overall basic needs such as childcare, healthcare, and employment services. In response, the County partnered with the City, CSC Leon, and UWBB to establish the Trusted People Neighborhood Engagement Committee (Trusted People Committee). The Committee is comprised of neighborhood leaders and stakeholders from Bond, Frenchtown, Griffin Heights, Providence, South City, and Woodville neighborhoods that are appointed by the County, City, CSC Leon, and UWBB. The Trusted People Committee works with the County and partners to engage the residents to raise awareness and connect them to resources in the community that provide access to food and enhances their quality of life. Through work with the Trusted People Committee, the County and partners have collaborated on events such as cooking classes, housing workshops, and youth job fairs that seek to reduce food insecurity while also enhancing the overall quality of life and economic security of the neighborhoods. This community-driven approach to address food insecurity was nationally recognized with a National Association of Counties Achievement Award in 2024. As presented further in the item, the dinner meetings also led to the establishment of the Neighborhood Engagement and Community Partnership position which actively engages and connects residents to agencies, programs, and services focused on improving quality of life and economic prosperity for individuals and families.

Community Human Services Partnerships (CHSP) Annual Funding

Leon County is committed to combating food insecurity by providing annual funding to local organizations in partnership with the City through CHSP. For nearly 30 years, the County and City have partnered to plan, coordinate, and invest in human services through CHSP. The County's investment ensures access to nutritious food for individuals and families by supporting a variety of programs ranging from food pantries and mobile distributions to senior nutrition services and child meal programs, including:

- *Second Harvest of the Big Bend:* Second Harvest operates a variety of robust and comprehensive programs that provide healthy food for individuals and families in Leon County and the surrounding areas. Through CHSP, Second Harvest distributes pantry staples, fresh produce, and meat to approximately 68 pantry partner agencies throughout Leon County. These partners collectively offer food assistance approximately 200 times per month to residents in need. Additionally, Second Harvest has hosted over 30 targeted community food distributions in Leon County this year. Through its Senior Grocery Program, Second Harvest helps feed low-income seniors in the community at the end of the month when their financial resources have been exhausted. Currently, the program provides food to hundreds of seniors each month, including cereal, canned fruits and vegetables, proteins and grains, fresh bread, and produce. In addition, Second Harvest responds to cover the food needs of families during unexpected disasters and emergencies which quickly increase the number of people needing food stabilization support.

  CHSP funding also supports Second Harvest's operation of a robust program through school pantries and mobile markets in the Promise Zone. The CHSP Promise Zone category funds human service programs that specifically serve neighborhoods in census tracts with high poverty rates and include Bond, Frenchtown, Griffin Heights, and South City. Though all of these neighborhoods are exclusively within the City limits, County and City funding is provided through CHSP to jointly support social service needs in our community. The School Pantry Program offers access to nutritious food for children and their families struggling with hunger through a food pantry in their school by providing fresh fruits and vegetables, meat or protein options, and other pantry staples. Mobile markets are "pantries on wheels" brought into the targeted neighborhoods to ensure neighbors can obtain nutritious food for their families through a grocery store shopping experience.

- *Elder Care Services:* CHSP funds Elder Care Services Nutrition Program. Elder Care Services is the leading provider of community-based senior care in Leon County which includes specialized support, outreach services, and meals. Elder Care Services delivers essential nutrition to Leon County residents aged 60 and older who are at nutritional risk and homebound due to illness or disability through their Meals on Wheels program. Additionally, Elder Care Services operates seven congregate meal sites, including Westminster Oaks, the Senior Center, Bethel Towers, Casa Calderon, Lincoln Neighborhood Center, Miracle Village, and Smith-Williams Service Center. The congregate meal sites create opportunities for seniors to build community, receive social support, and reduce food insecurity and isolation. These sites serve older adults who can leave their homes but may face economic or social challenges. Due to CHSP funding,

Elder Care Services served 681 unduplicated seniors with over 91,000 meals through the Meals on Wheels Program and congregate meal sites last year (FY 2025).

- *Good News Outreach*: CHSP funds the Good News Outreach's Food Pantry Program which provides critical resources to the community through several social safety net programs. For individuals who are disabled or unable to travel, Good News Outreach offers once a month home delivery of groceries to residents in need. In FY 2025, CHSP funding supported the program in serving more than 3,000 unduplicated residents across Leon County.

Expanding Food Access Through Community Partnerships

Building upon the direct support provided through CHSP, the County remains committed to working with local partners in investing in programs to reduce food insecurity by addressing both access and availability within high-need communities. These collaborative efforts include transportation assistance to support access to fresh food, grocery lockers, mobile markets, meal sites for children, innovative gardening incentive programs, and new food distribution opportunities, as detailed below.

- *2-1-1 Big Bend Lyft Program.* As previously mentioned, the Breaking Bread Community dinner revealed the lack of access as a significant barrier to food security, particularly for residents in underserved areas. To help address the need for greater knowledge of available resources and transportation, the County expanded its partnership with 2-1-1 Big Bend to provide annual direct funding for the 24-hour Helpline and the Lyft transportation program. The 2-1-1 Lyft Program provides Leon County residents with free rideshare transportation to grocery stores, food distribution sites, and other critical resources. Through this program, veterans are eligible for up to five rides per month, while other residents can request one ride per month. According to 2-1-1, nearly 4,000 Lyft rides were provided in FY 2025.

- *Grocery Lockers*. In another effort to expand access to food, the County, in partnership with the City and Second Harvest, purchased and installed four temperature-controlled grocery lockers in neighborhoods that have historically experienced poverty and high food insecurity rates. The lockers were installed at Sabal Palm Elementary in the Providence neighborhood, Hartsfield Elementary, Good News Outreach in Frenchtown, and Neighborhood Medical Center in South City following feedback gathered during nine community dinners in 2022, ensuring alignment with neighborhood needs. The lockers are accessible 24/7 and, through Second Harvest, provide fresh, healthy, and nutritious food options to residents. Since their launch, the food lockers have provided over 17,000 meals to more than 3,200 residents, significantly expanding access to nutritious food in high-need areas.

- *Mobile Markets and Neighborhood Empowerment Events*: In 2023, the County funded Second Harvest's purchase of a truck for their Mobile Pop-Up Pantry program. The mobile markets provide families with fresh produce, protein, and nonperishable food items. Second Harvest also hosts Neighborhood Empowerment events, which not only provide families with fresh produce and nonperishable food items but also include local human service providers to offer families an array of services, including employment assistance, healthcare, legal support, SNAP benefits enrollment, and other essential resources. Mobile

markets are hosted several times a month and Neighborhood Empowerment events are held monthly throughout the community. Both mobile markets and Neighborhood Empowerment events occur in neighborhoods with high food insecurity rates, including the Lincoln Center in Frenchtown, Springfield Apartments in Griffin Heights, and Bond Community Health Center in South City.

- *Summer BreakSpot and Kids Café.* The County also partners with Second Harvest to serve as Summer BreakSpot locations at the Main Library, Dr. BL Perry, Jr. Branch, Jane G. Sauls Fort Braden Branch, and the Woodville Branch. Summer BreakSpot provides kids with free meals and snacks during the summer months to ensure that children have a stable source of food when school is out. This year, these four library locations distributed 4,255 meals to kids from June 2nd to August 1st, which is more than any previous summer. Throughout the year, the Main Library is also a location for the Kid's Café program, which provides Leon County children with food from Second Harvest after school. The program operates from August to June and helps bridge the gap for children who receive most of their meals from school.

- *Seed Library.* To educate and promote access to food through gardening, the Library also partners with UF/IFAS Leon County Extension to host the Seed Library Program. Launched in February 2015, the Seed Library Program provides residents up to five seed packets per month using their library card, or three packets per month without a library card, at any branch library that can be planted to grow food. Each year, the Seed Library hosts two kick-offs at the beginning of the spring and fall to introduce the seasonal seed varieties available to Library patrons and County residents.

- *Leon County Community Garden Program.* In addition to the Seed Library, to encourage residents to grow their own nutritious food, the County's Sustainability Office operates the Leon County Community Garden Program to provide technical assistance, materials, and grants to support residents in establishing or revitalizing community gardens throughout the County. Eligible locations for grants include vacant County-owned land, school campuses, and other community spaces. Grants of up to $1,000 are available to support garden development and sustainability efforts.

  The gardens play a vital role in enhancing food access; promoting local food production; offering hands-on education in gardening and nutrition for children and families; and strengthening neighborhood connections and community health. Within the past two years, the Community Garden Program has supported the establishment of eight community gardens in neighborhoods such as South City, Frenchtown, and Griffin Heights.

- *Partnership with Farm Share.* Building on our efforts to address food insecurity in the community, the County recently entered into a formal agreement that will enhance its collaboration with Farm Share, Inc. (Farm Share), to distribute fresh produce to residents. Farm Share is a not-for-profit organization located throughout Florida that works directly with local farmers to provide fresh produce such as fruits and vegetables to the community and neighborhoods in the Big Bend region with high needs. Over the past few years, Farm Share has held more than 120 food distribution events in Leon County, including at the North Florida Fairgrounds and Health Department locations. Each event serves 250 to

1,000 families with 25-pound food boxes. Last year, Farm Share distributed 1.4 million pounds of food through distribution events and food pantries in Leon County.

Upon request, the County coordinates with Farm Share on equipment, supplies needs, and operational support (i.e., equipment, law enforcement, traffic control, event staffing support, insurance, etc.) for food distribution events at the North Florida Fairgrounds, state Health Department locations, and County facilities (parks and libraries). The County also works with Farm Share to promote the food distribution events to neighborhoods in Leon County with high poverty and food insecurity rates, and collaborates with local stakeholders such as Second Harvest, the Tallahassee Urban League, and other social service organizations to connect residents to essential resources during the food distribution events. This partnership expands resident and neighborhood access to fresh produce and nutritious meals that serve to reduce food insecurity in the community.

Consideration of Leon County Charter Amendments Related to Food Security

As mentioned earlier, the Committee requested an analysis on the inclusion of food security in the Leon County Charter. During the December 4th meeting, Dr. Bruce Strouble provided a handout with specific options for the Committee to consider for a proposed charter amendment (Attachment #1). The options included:

- Creation of the Office of Food Access & Resilience in the County Charter
- Addition of food access and food system resilience in the County Charter as a county responsibility
- Addition of language that affirms "equitable access to nutritious food" as a guiding value in the preamble of the County Charter

The following provides an analysis of each option presented in the handout:

- *Creation of the Office of Food Access & Resilience.* The County has an existing department dedicated to reducing food insecurity. The County's Office of Human Services and Community Partnerships (HSCP) is implementing the programs (CHSP, Grocery Lockers, etc.) that address food insecurity in coordination and collaboration with local stakeholders including the City, not-for-profit organizations, and neighborhoods. Simultaneously, HSCP coordinates and collaborates with community partners to deliver resources (housing, transportation, healthcare, etc.) that commonly serve as root causes of food insecurity.

  Additionally, following feedback during the series of neighborhood meetings presented earlier, the County established Neighborhood Engagement and Community Partnership position which is dedicated to engaging and connecting high poverty and food insecurity neighborhoods with the available resources (i.e., food, housing, healthcare, etc.) in the community. The position actively engages and connects residents to agencies, programs, and services focused on improving quality of life and economic prosperity for individuals and families. These efforts include staffing quarterly meetings with the Trusted People Committee; holding neighborhood events in partnership with local providers on food, housing and other human services; and participating in neighborhood association meetings to ensure residents have the knowledge and access to essential and available resources.

- *Food access and food system resilience as a county responsibility.* As presented earlier, food access and food system resilience is primarily the responsibility of the federal and state governments. Federal and state agencies administer a variety of programs including SNAP, WIC, and TEAP that were designed to address food insecurity. As detailed throughout the item, the County has actively identified opportunities to augment state and federal programs in a collective effort improve food access and food system through policies, community engagement, partnerships, programming, and investments.
- *Affirming "equitable access to nutritious food" as a guiding value in the preamble.* The County Charter states as follows:
    - *We, the citizens of Leon County, Florida, united in the belief that governmental decisions affecting local interests should be made locally, rather than by the State, and that County government should be reflective of the people of the County and should serve them in achieving a more responsive and efficient form of government and in order to empower the people of this County to make changes in their own government, do ordain and establish this Home Rule Charter for Leon County, Florida.*

    The language in the preamble is broad and focuses on the purpose for which residents voted to establish Leon County as a charter county. The preamble does not include any specific policy issues or make commitments for specific programs and/or services. Attempting to prioritize current challenges and preferred programs in the Charter may overlook other important community needs or lead to an endless listing of program areas being identified in the County Charter.

In evaluating the other charter counties in the State of Florida, the specific policy issue of food access or food security is not included in any charter. County charters tend to address large organizational issues focused on the authority, structure, and power of the government. As presented in this item, the Board currently has the authority to address food insecurity, which continues to be demonstrated through its policy, programming and budgetary decisions without the need for charter change. Therefore, a charter amendment would not be necessary.

Additionally, a proposed charter amendment would not be consistent with the County's methodical approach for addressing food insecurity and the ever-changing needs of their respective communities. As highlighted through the item, in order to respond to the most pressing human service needs in the community, the County regularly conducts data-driven analysis, collaborates with local stakeholders, and engages impacted residents. Through this approach, the County has successfully maximized efficiency, reduced duplication, and optimized limited human services resources to address the community's most critical needs such as food insecurity, as well as emergency homeless shelters, affordable housing, and primary health care.

With these considerations in mind, alternatively, the Committee may wish to make a recommendation encouraging the Board to continue the County's long-standing commitment to reducing food insecurity in the community. The recommendation would be included as part of the Committee's report for consideration by the Board.

Conclusion

Leon County remains dedicated to addressing food insecurity in the community. Although food access and food resilience is primarily the responsibility of federal and state governments, the County in coordination with local partners have augmented state and federal programs in a collective effort to reduce food insecurity. Over the past five years, the County has invested more than $7.6 million and delivered nearly 55 million meals ion the community. This has been accomplished utilizing data-driven analysis, collaboration with local stakeholders, and engaging impacted residents.

In evaluating the other charter counties in the State of Florida, the specific policy issue of food access or food security is not included in any charter. County charters tend to address large organizational issues focused on the authority, structure, and power of the government. As presented in this item, the Board currently has the authority to address food insecurity, which continues to be demonstrated through its policy, programming and budgetary decisions without the need for charter change. Therefore, a charter amendment would not be necessary.

Alternatively, the Committee may wish to make a recommendation encouraging the Board to continue the County's long-standing commitment to reducing food insecurity in the community. The recommendation would be included as part of the Committee's report for consideration by the Board.

Options:

1. Accept the report and take no further action.
2. Direct staff to include a recommendation encouraging Leon County to continue its long-standing commitment to reduce food insecurity in the community as part of the Citizen Charter Review Committee report.
3. Direct staff to draft a proposed charter amendment on food insecurity as determined by the Citizen Charter Review Committee.
4. Committee direction.

Recommendation:

Option #1

Attachment:

1. Food Security & Charter Reform Handout provided by Dr. Bruce Strouble, December 4, 2025

Food Security & Charter Reform

Dr. Bruce Strouble – Leon County Charter Review Committee

Why Food Security Belongs in the Charter

- Over **30,000 Leon County residents** are food insecure (Feeding America, 2024).
- Food insecurity rates have been as high as **19.7%** in recent years (CLEO Institute, 2019).
- Burden is heaviest on **Black households, single mothers, seniors, and 32304 residents** (CLEO Institute, 2019; Leon County Prosperity Report, 2023).
- Seniors show significant food insecurity due to fixed incomes and transportation barriers (Opalinski et al., 2023).
- County food relief programs are *discretionary*; Charter codification ensures continuity regardless of politics (Leon County FY22 Budget Notes).
- Climate shocks, inflation, and supply chain disruptions increase food insecurity risk, making it a **public health and resilience** obligation (CLEO Institute, 2019).

What Other Governments Are Doing

- **New York City Charter** mandates an Office of Food Policy and a ten-year coordinated food plan (NYC Charter §§20-a, 20-i).
- **Toronto** and **Vancouver** adopted Food Charters establishing food access as a community right (Toronto Food Charter, 2001; Vancouver Food Charter, 2007).
- **Belo Horizonte** constitutionally guarantees the right to adequate food, which reduced hunger and child malnutrition (Belo Horizonte Food Security Policy, 1993).
- **Maine** became the first U.S. state to adopt a constitutional *Right to Food* (Maine Const. Art. I §25, 2021).

Three Options for Leon County

1. Office of Food Access & Resilience (Heaviest Lift)
Creates a permanent office (Article II) dedicated to coordinating food system equity, emergency food planning, and resilience efforts, similar to NYC's charter-based Office of Food Policy (NYC Charter §20-i).

2. Article I Amendment (Medium Lift)
Adds food access and food system resilience as a **constitutional county duty**, aligning Leon County with global right-to-food frameworks (Toronto Food Charter; Maine Constitution, 2021).

3. Preamble Update (Lightest Lift)
Adds language affirming "equitable access to nutritious food" as a guiding value. This mirrors values-based food security language in Vancouver and Toronto Food Charters.

Closing Statement

Food access is not partisan it is essential. With over 30,000 food-insecure neighbors and disproportionate burdens on historically marginalized communities, Leon County must adopt at least one of these Charter reforms to establish long-term, structural commitment to food access and resilience.

References

Feeding America. (2024). *Map the Meal Gap: County Food Insecurity Data.*
CLEO Institute. (2019). *Leon County Food Insecurity Policy Brief.*
Opalinski, A., et al. (2023). Food insecurity among older adults in Leon County. *Public Health Research & Practice.*
Leon County Government. (2022). *FY22 Budget Notes and Food Insecurity Allocations.*
New York City Charter §§20-a, 20-i. (Office of Food Policy; Office of Urban Agriculture).
Toronto Food Charter. (Toronto City Council, 2001).
Vancouver Food Charter. (City of Vancouver, 2007).
Belo Horizonte Municipal Food and Nutrition Security Policy. (1993).
Maine Constitution, Article I, Section 25 – Right to Food. (2021).
Leon County Prosperity Report. (2023). *32304 and Disproportionate Hardship Data.*

Proposed Charter Amendment Approved by the Citizen Charter Review Committee

February 5, 2026

We, the citizens of Leon County, Florida, united in the belief that governmental decisions affecting local interests should be made locally, rather than by the State, and that County government should be reflective of the people of the County and should serve them in achieving a more responsive and efficient form of government, hereby affirm the esteemed humanity of all residents of Leon County. We recognize in every person a shared dignity, not granted by government, but inherent and deserving of consideration in our public affairs. ~~and~~ In order to empower the people of this County to make changes in their own government, we do ordain and establish this Home Rule Charter for Leon County, Florida.

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM #3

Citizen Charter Review Committee

Agenda Item #3

February 19, 2026

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator

Title: Proposed Charter Amendment on Persistent Disparities Resulting from Historic Public Policies

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Abigail Thomas, Director, Human Services & Community Partnerships

Statement of Issue:

As requested by the Citizen Charter Review Committee, this item provides a proposed charter amendment and corresponding ballot language to address persistent disparities resulting from historic public policy decisions in the Leon County Charter (Charter). The proposed charter amendment is not recommended. There are no county charters in Florida that include language related to disparities from historic public policies. As detailed in the item, consideration and/or adoption of the proposed amendment into the Charter could put the County's federal and state funding in jeopardy, as well as result in legal challenges against the County.

Staff Recommendation:

Option #1: Approve the draft recommendation encouraging the Board to continue the County's long-standing commitment to addressing poverty and inequities in the community.

Report and Discussion

Background:

As requested by the Citizen Charter Review Committee (Committee), this item provides a proposed charter amendment and corresponding ballot language to address persistent disparities resulting from historic public policy decisions in the Leon County Charter (Attachment #1). The proposed charter amendment is not recommended. There are no county charters in Florida that include language related to disparities from historic public policies which, as defined by the proposed amendment, includes slavery and Jim Crow laws. As detailed in the item, consideration and/or adoption of the proposed amendment into the Charter could put the County's federal and state funding in jeopardy, as well as result in legal challenges against the County. The Florida Legislature is actively considering legislation that would prohibit policies and programs that seek to address racial disenfranchisement and/or disparities and enact punitive measures for the adoption and/or implementation of such policies and programs, including the removal of elected officials from office.

On January 22, 2026, the Committee received an analysis of the County's ongoing efforts to reduce poverty and inequity in the community (Attachment #2). Furthermore, the item included an analysis of Dr. Bruce Strouble's proposal (Attachment #3) to amend the County Charter by creating a new section that would require the County to establish programs and funding targeted to communities that have experienced historic racial discrimination. As presented in that item, recent and ongoing state and federal efforts have sought to prohibit the adoption and implementation of policies, programs, and services that seek to address historic racial disenfranchisement or diversity, equity, and inclusion (DEI). Accordingly, adopting a charter amendment to establish programs and funding based on historic racial disenfranchisement could put the County's federal and state funding in jeopardy, as well as pose legal challenges to the County.

Subsequently, the Committee requested staff to prepare a proposed charter amendment and corresponding ballot language requiring the County to assess and address persistent disparities resulting from historic public policy decisions. There are no county charters in Florida that include language related to disparities from historic public policies. Additionally, the language such as "persistent disparities" and "historic public policy decisions" are vague and would not provide clarity on the proposed amendment that voters will consider on the ballot. Section 101.161(1), Florida Statutes, states that a ballot summary of any constitutional amendment or other public measure must be printed in clear and unambiguous language. Furthermore, courts have ruled that, while ballot language need not explain every detail or ramification, the language must be clear and give voters fair notice of the decision he or she must make. Therefore, the proposed charter amendment was developed based on the documents submitted by Dr. Strouble which included model language that identifies historic public policy decisions as policies that resulted in racial discrimination (i.e., slavery, Jim Crow laws, etc.). The following analysis presents a proposed charter amendment for consideration that would require the County to assess and address persistent disparities resulting from any historic public policy decisions such as slavery, Jim Crow laws, and other racial disenfranchisement practices.

However, it is important to note that the County utilizes empirical data and community engagement that has resulted in more than $30 million in human services programs, healthcare, housing, and economic development within the past five years. Additionally, the County has dedicated more than $300 million on infrastructure projects through Blueprint in high poverty neighborhoods which represents 62% of projects planned and underway at Blueprint.

As mentioned earlier, there are no county charters in Florida that include language related to disparities from historic public policies. County charters generally address large organizational issues focused on the authority, structure, and power of county government. As presented in this item and the previous Committee item, the Leon County Board of County Commissioners (Board) currently has the statutory authority and has been active in addressing poverty and inequities in the community through policies, programs, and investments. The Board has successfully acted through its policy, programming, and budgetary decisions without amending the Leon County Charter. Adopting language that addresses historic racial discrimination could put the County's federal and state funding in jeopardy, as well as result in legal challenges against the County. **Therefore, it is recommended that the Committee not pursue a charter amendment to require the County to assess and address persistent disparities resulting from historic public policy decisions.**

However, the Committee may determine its recent actions taken to recommend a proposed charter amendment revising the Preamble of the County Charter sufficiently reflects the County's commitment to addressing poverty and inequity in the community. At its February 5, 2026 meeting, the Committee approved a proposed charter amendment for recommendation to the Board revising the Preamble to affirm the esteemed humanity among residents of Leon County is a shared community value. As detailed at that time, the Preamble serves as an introduction and broadly reflects what the Charter seeks to achieve, it does not delineate specific structures, authorities, policies, or provision of services for the county government. Furthermore, the Preamble is intentionally broad so that the County can adapt and respond to new challenges as determined by the elected County Commission.

Accordingly, the Committee could consider an amendment to the Preamble to codify the County's commitment to addressing poverty and inequity as a guiding aspiration of the document while mitigating potential conflicts with state and federal laws. In addition to the proposed charter amendment to the Preamble, the Committee may wish to provide a policy recommendation to the Board encouraging the continuation of the County's long-standing commitment to reducing poverty in the community. The recommendation would be included as part of the Committee's report to the Board.

Analysis:

As previously provided, Leon County has a long history of working to reduce poverty and inequity in the community. The County regularly utilizes empirical data developed by federal and state agencies, such as the U.S. Census, Shimberg Center for Housing Studies, and the Florida Department of Health to identify, engage, and invest in local neighborhoods that have historically experienced poverty. By utilizing empirical data, including socioeconomic information, the County can target programs and investments in neighborhoods with the highest needs. While the

efforts do not specifically focus on racial inequities, the neighborhoods that have historically experienced poverty have a higher population of minorities compared to the overall County population. As a result, since 2021, the County has strengthened its efforts to address poverty through the investment of more than $34 million in human services programs, healthcare, housing, and economic development, to improve the lives of residents in neighborhoods such as Bond, Frenchtown, Griffin Heights, and South City. These actions include the following:

- In 2019, the County in partnership with City established the Community Human Services Partnership (CHSP) Promise Zone Category which invests $1.1 million each funding cycle to provide direct services such as food, legal aid, after school care, and healthcare to high poverty neighborhoods. For more than 30 years, the County and City have planned, coordinated, and invested in human services through CHSP, which utilizes a competitive grant process to fund essential human services programs delivered by local not-for-profit organizations. As reported through annual reports, 75% of residents served by human service agencies through the CHSP program live in these neighborhoods.
- Over the past several years, the County and City have partnered with Second Harvest of the Big Bend (Second Harvest) to install four temperature-controlled 24/7 food lockers at Good News Outreach in Frenchtown, Neighborhood Medical Center on South Monroe, Hartsfield Elementary School, and Sabal Palm Elementary School. The lockers have distributed over 17,000 meals to more than 3,200 residents.
- In 2024, the County expanded its partnership with 2-1-1 Big Bend to provide annual direct funding in the amount of $112,500 for the 24-hour Helpline and the Lyft transportation program to address the need for greater knowledge of available resources and transportation. According to 2-1-1, over 4,000 Lyft rides were coordinated in FY 2025. Residents of the 32304 zip code accounted for nearly 830 Lyft rides (22%), the second highest of any zip code behind 32301. Further, the 32304 zip code continues to represent the largest share (31%) of 2-1-1 Helpline call volume.
- The County invests over $1.75 million annually through the Healthcare Services Program (i.e., CareNet) to provide primary care, dental care, mental health services, assistance with prescription medications, and specialty care to uninsured residents. The County partners with Apalachee Center, Bond Community Health Center (Bond), Neighborhood Medical Center (NMC), FAMU Pharmacy, and WeCare. As reported by the healthcare partners, 32304 residents represent the highest percentage of patients served (30%) in the community.
- The County partners with Bond and NMC to provide primary care, dental care, and health screenings through the mobile health units. The mobile units regularly visit Springfield Apartments in Griffin Heights, Walker Ford Community Center in the Bond Community, and other community hubs to expand access to health care services. Mobile units provide health care services two to three times per week, and at least two Saturdays a month throughout Leon County.
- In 2019, the County, in partnership with the City, established the Tallahassee-Leon County Community Land Trust (CLT) through the Tallahassee Lenders' Consortium to construct new homes for low-income households that will remain affordable in perpetuity. As part

of the partnership, the County donates properties deemed suitable for affordable housing to the CLT to construct new homes. The CLT has completed eight homes thus far on County donated land, including four homes in Griffin Heights.

- In 2022, the County entered into an interlocal agreement with the City to utilize County State Housing Initiative Partnership (SHIP) funds to invest in the construction of new homes in Neighborhood First Program neighborhoods. As a result, the County has invested more than $900,000 for the construction of 13 homes with County SHIP funds in Neighborhood First communities, including six recently completed homes in the Providence and Griffin Heights neighborhoods.
- To address the highest affordable housing need in the community of affordable rental units for very low-income households, the County invested:
    - $5.8 million in direct funding and more than $198 million in bonding for affordable housing rental projects in high poverty communities that have or will build more than 1,200 units within the next 12 to 18 months.
    - $500,000 annually in affordable rental development for very-low and extremely-low income households which includes residents in the 32304 zip code through the combination of SHIP, general revenue, and the County's portion of the newly established affordable housing program in the Office of Economic Vitality (OEV).
    - $175,000 to the Tallahassee Housing Authority to develop a master plan for the Springfield Apartments in Griffin Heights.
- Partnering with FAMU Federal Credit Union in 2021 to establish the SmartSteps Microloan Program to provide financial capital to historically marginalized entrepreneurs to build their businesses. The County allocated $2.5 million to establish the program, with FAMU Federal Credit Union contributing a $250,000 match. To date, SmartSteps has distributed over $1 million in microloans to 51 Black, minority, and women-owned businesses. Approximately 36% of loans have gone to businesses located in 32304, more than any other zip code. As a revolving loan program, repaid funds are reinvested to support additional MWSBE businesses.
- Ongoing partnership with Tallahassee State College (TSC) to support the emergency medical technician (EMT) program, including the dual enrollment program located on the campus of Godby High School which is the primary high school for the 32304 zip code. This program provides students in 32304 with the skills and professional certification to work as an EMT upon graduation. Since the program launched in 2023, 23 students have completed the training with an additional 10 students currently enrolled for the 2025-2026 school year.
- Partnering with the Capital City Chamber of Commerce (Capital City Chamber) in 2022 to support the Bank On Tallahassee Initiative which improves access to banks and credit unions for low-income households and helps reduce barriers for households with previous credit issues. This led to the development of a Financial Empowerment Blueprint approved by the Board that memorializes the County's ongoing efforts to spur economic growth in neighborhoods that have historically experienced poverty.

At the same time, the County has dedicated $319 million through the Blueprint Intergovernmental Agency (Blueprint) on infrastructure in high poverty neighborhoods. In fact, 20 of the 32 Blueprint projects (62%) planned or underway are 32301, 32303, 32304, and 32305. These projects include:

- $23 million for the construction of the Magnolia Drive Trail that builds sidewalks, installs underground electric utilities, connects South City and surrounding neighborhoods to public transit and employment centers.
- $20 million for stormwater improvements, multi-use trails, and community space that will connect the Bond, Callen, Liberty Park, Lee Manor, and Providence neighborhoods.
- $9 million for the Orange-Meridian Placemaking project which is constructing a new park on the Southside while improving stormwater drainage.
- More than $1.5 million for the ongoing development of the South City Transit Center and improvements in the South City neighborhood.

The County has implemented these programs and investments based on strategic priorities of the Board and long-standing partnerships with local stakeholders, including the City and social services agencies. The County's efforts are similar to how other communities address socioeconomic disparities as no charter counties in the State of Florida include the specific policy issue of addressing harms from historic public policy in any charter. Further, the current practice of addressing poverty through strategic initiatives, targeted investments, and long-standing partnerships that do not utilize race and gender as a determining factor in service provision may reduce the County's risk of jeopardizing federal or state funding and potential for legal challenges.

Minority and Women Business Enterprise (MWSBE) Program

In addition to programs addressing the human services, financial empowerment, infrastructure needs in the community, the County has long operated a narrowly defined race- and gender-based Minority and Women Business Enterprise (MWBE) program to enhance procurement opportunities within the County for small businesses. The program provides an incentive for small businesses to access County, City, and Blueprint procurement opportunities within certain contracting categories (construction, architecture & engineering, professional services, materials and supplies) where minority- and women-owned businesses have historically been underrepresented in the procurement process so long as there is sufficient availability of said businesses to compete for County, City and Blueprint contracts. Today, the program operates as a joint office of the County and City under the OEV.

The MWBE program operates based on the legal defensibility of a disparity study prepared by a third-party which must demonstrate factual predicate evidence of significant disparity and the program must be narrowly tailored to satisfy the legal foundation for administering a race- and gender-based procurement program. Based on the market data provided by the disparity study, the program assigns aspirational goals for contracting with MWBEs by procurement category. The aspirational goals cannot be mandated by the County, the City or Blueprint. The following represents the latest annual reporting figures from FY 2024 on the County's MWBE utilization:

- The County spent approximately $2.2 million with minority-owned vendors which was 148% of the aspirational goal as determined by the disparity study.
- The County spent approximately $7.5 million with women-owned vendors which was 579% of the aspirational goal as determined by the disparity study.

Proposed Charter Amendment

There are no county charters in Florida that include language related to persistent disparities from historic public policies. However, as requested by the Committee, a proposed charter amendment and ballot language is provided in Attachment #1 that would require the County to assess and address persistent disparities resulting from historic public policy decisions. Based on the documents provided by Dr. Strouble, the proposed amendment would include the following:

- Defines "persistent disparities" as individuals or communities whose ancestors were subjected to historic policy decisions that resulted in disenfranchisement and/or disinvestment based on race.
- Defines "historic policy decisions" as the following:
    - Forced or compulsory labor systems in effect prior to 1865 (i.e., slavery);
    - Post-Emancipation systems of coerced labor, including debt peonage and convict leasing;
    - Legally mandated racial segregation in housing, education, health care, transportation, employment, or public services;
    - Exclusionary zoning, land use restrictions, or racially restrictive covenants enforced or sanctioned by Leon County;
    - Mid-century urban renewal, clearance, or redevelopment programs that displaced communities based on racial criteria under a then-existing Leon County policy; and
    - Documented denial of access to publicly funded services by the County on the basis of statutory racial classifications.
- Requires the County to conduct historical impact audits every five (5) years to identify individuals and/or communities that experienced disparities from historic public policies as defined in the amendment; document the specific policies; assess the present disparities; and provide recommendations for programs, services, and investments (i.e., restoration activities) to "repair or mitigate" the disparities.
- Requires the County to incorporate the findings of the historical impact audits into planning documents such as capital improvement and the comprehensive plan.
- Authorizes the County Commission to establish a Community Restoration Fund dedicated solely to support programs, services, and investments (i.e., restoration activities) that benefit individuals and/or communities that have experienced disparities from historic public policies as defined in the amendment.

- Authorizes the County to prioritize access to County-owned land to individuals and/or communities that experienced disparities from historic public policies as defined in the amendment.
- Requires the County Commission to adopt an ordinance to implement the proposed charter amendment that would include the definition of eligibility for individuals and/or communities that experienced disparities from historic public policies; process for eligibility verification; structure for community engagement; and safeguards to ensure any programs, services, or investments remain exclusive to individuals and/or communities that experienced disparities from historic public policies as defined in the amendment.

The proposed charter amendment prepared based on the direction of the Committee could present legal and fiscal challenges for the County. Recent and ongoing state and federal efforts have sought to prohibit the adoption and implementation of policies, programs, and services that seek to address historic racial disenfranchisement or DEI. As a result, adopting a charter amendment to establish programs and funding based on historic racial disenfranchisement could put the County's federal and state funding in jeopardy, as well as result in legal challenges against the County.

Under the U.S. Constitution, generally programs that differentiate based on race are subject to strict scrutiny. Various cases have litigated whether the government may permissibly act to remedy past discrimination. Every case is fact-specific, with few clearly drawn lines. To meet the strict scrutiny test, the government must demonstrate that the law serves a compelling government interest and is narrowly tailored to achieve that interest. The law must also be the least restrictive means available to further that interest. There are recent cases where government programs that used race as an eligibility factor have been enjoined and struck down (see, e.g., *Students for Fair Admissions v. President and Fellows of Harvard College* and *Students for Fair Admissions v. University of North Carolina*, 600 U.S. 181 (2023) (holding that racial preferences in college admissions violate the Fourteenth Amendment and Title VI).

At the state level, Florida passed the Individual Freedom Act in 2022 to restrict training related to systemic racism and identity in schools and workplaces. In addition, the Florida Legislature is considering legislation that would prohibit local governments from adopting or funding DEI-related policies and programs. The definition of DEI in the legislation includes promoting or providing "preferential treatment or special benefits to a person or group based on that person's or group's race, color, sex, ethnicity, gender identity, or sexual orientation". Based on the legislation, the proposed charter amendment would meet the DEI definition.

The Florida legislation also voids any current DEI policies and programs that are currently in place, removes elected officials from office who violate the prohibition, and authorizes residents to sue local governments that adopt, implement and/or fund DEI-related policies and programs.

At the federal level, Executive Order 14173 issued on January 21, 2025, rescinded long-standing federal contractor requirements related to race and gender-based employment and contracting practices. Additionally, several federal departments have begun including language in grant contracts that require recipients to certify that they do not "operate any programs that advance or

promote DEI, DEIA (Diversity, Equity, Inclusion, and Accessibility), or discriminatory equity ideology". As a result, many Florida local governments have already eliminated or suspended their minority- and women-owned business programs so not to jeopardize millions of dollars in federal grant funds. In December 2025, the County was awarded a $16.8 million grant from the U.S. Department of Transportation (US DOT) for safety improvements on North Monroe Street. The County is currently coordinating with US DOT on the development of a contract agreement which may impose similar provisions that prohibit DEI-related policies, programs, and services.

There is also the possibility that the federal government, state government and/or individuals may bring action against Leon County for violating various existing federal and/or state laws depending on the programs to be implemented as provided in the proposed charter amendment. For example, the state and federal fair housing laws generally prohibit housing programs based on race, color, religion, sex, national origin, familial status, disability, or age.

Therefore, the adoption of the proposed charter amendment is not recommended as it could violate established federal law, be prohibited by pending Florida legislation, and immediately jeopardize federal funding recently awarded to the County. However, should the Committee wish to recommend the proposed amendment, proposed ballot title and ballot are provided in Table #1 that would meet the statutorily required word count limit. The ballot title is limited to 15 words, and the ballot language is limited to 75 words.

Table #1. Proposed Ballot Title and Ballot Language

Proposed Ballot Title
Leon County Charter Amendment Addressing Persistent Disparities from Historic Public Policy Decisions
Proposed Ballot Language
Shall the Leon County Charter be amended to require the County to assess and address persistent disparities resulting from historic public policy decisions such as slavery and racial segregation, by requiring the County to conduct historical impact audits; authorize the establishment a Community Restoration Fund dedicated solely to support programs, services, and investments that benefit individuals and/or communities that experienced disparities from historic public policy decisions; and provide for other benefits?

A simple majority is needed to recommend a charter amendment to the Board of County Commissioners. A status report on the Committee's recommendation(s) will be provided to the Board at its regularly scheduled meeting on March 10, 2026. Upon approval by a simple majority of the Board, public hearings will be scheduled in June or July 2026, for the Committee to take public input and formally consider the proposed Charter amendments. The outcome of the public hearings will be reflected in the Committee's final report to the Board in August 2026.

As stated earlier, no county charters in Florida include language to assess and address disparities from historic public policies since charters generally address large organizational issues focused on the authority, structure, and power of county government. The County Commission actively addresses poverty and inequity through its policies, programming, and budgetary decisions without

the need for a charter change. Therefore, a charter amendment to require the County to assess and address persistent disparities resulting from historic public policy decisions is not recommended.

On February 5, 2026, the Committee approve a proposed charter amendment for recommendation to the Board revising the Preamble to reflect the esteemed humanity among residents of Leon County as follows:

> We, the citizens of Leon County, Florida, united in the belief that governmental decisions affecting local interests should be made locally, rather than by the State, and that County government should be reflective of the people of the County and should serve them in achieving a more responsive and efficient form of government, hereby affirm the esteemed humanity of all residents of Leon County. We recognize in every person a shared dignity, not granted by government, but inherent and deserving of consideration in our public affairs. ~~and~~ In order to empower the people of this County to make changes in their own government, we do ordain and establish this Home Rule Charter for Leon County, Florida.

The Preamble captures broad community values which emphasize the importance of home rule and governmental decisions being made at the local level as well as the role of residents in shaping their local government. The Preamble is intentionally broad so that the County can adapt and respond to new challenges as determined by the elected County Commission. It does not delineate specific structures, authorities, policies, or provision of services for the county government. Therefore, the Committee may determine recent actions taken to recommend a proposed charter amendment revising the Preamble sufficiently reflects the County's commitment to addressing poverty and inequity in the community.

In addition to the proposed charter amendment to the Preamble, the Committee may wish to provide a policy recommendation, as shown in Table #2, to encourage the continuation of the County's long-standing commitment to addressing poverty through the utilization of empirical data, active engagement, significant investment, and critical programming in partnership with local stakeholders that enhance the quality of life and economic prosperity of citizens and neighborhoods that have historically experienced poverty and inequities.

Table #2. Draft Policy Recommendation to Board of County Commissioners

Draft Policy Recommendation
The Leon County Citizen Charter Review Committee encourages the Board of County Commissioners to continue Leon County's long-standing commitment to addressing poverty in the community through the utilization of empirical data, active engagement, significant investment, and critical programming in partnership with local stakeholders that enhance the quality of life and economic prosperity of citizens and neighborhoods that have historically experienced poverty and inequities.

The proposed policy recommendation would be included in the status report on the Committee's actions to be presented to the Board in March 2026 as well as the Committee's Final Report to be presented in August 2026.

Options:

1. Approve a the draft recommendation encouraging the Board to continue the County's long-standing commitment to addressing poverty and inequities in the community.
2. Approve the proposed charter amendment for recommendation to the Board of County Commissioners to address persistent disparities resulting from historic public policy decisions in the Leon County Charter (Attachment #1).
3. Committee direction.

Recommendation:

Option #1

Attachments:

1. Proposed Charter Amendment on Addressing Persistent Disparities Resulting from Historic Public Policy Decisions
2. January 22, 2026 Citizen Charter Review Committee Agenda Item on Addressing Poverty and Racial Inequity in the County Charter
3. Harmful Public Policy and Charter Reform Handout provided by Dr. Bruce Strouble

Proposed Charter Amendment

Sec. 1.XX – Addressing Persistent Disparities Resulting From Historic Public Policy Decisions

(1) The County shall assess and address persistent disparities resulting from historic public policy decisions as provided for in this section.

(2) Definitions.

(A) Persistent disparities shall mean individuals or communities whose ancestors were subjected to historic policy decisions as described in Section 1.XX (2)(B) that resulted in disenfranchisement and/or disinvestment based on race.

(B) Historic Policy Decisions shall mean any of the following government-imposed policies and/or conditions:

a. Forced or compulsory labor systems in effect prior to 1865;
b. Post-Emancipation systems of coerced labor, including debt peonage and convict leasing;
c. Legally mandated racial segregation in housing, education, health care, transportation, employment, or public services;
d. Exclusionary zoning, land use restrictions, or racially restrictive covenants enforced or sanctioned by Leon County;
e. Mid-century urban renewal, clearance, or redevelopment programs that displaced communities based on racial criteria under a then-existing Leon County policy; and
f. Documented denial of access to publicly funded services by Leon County on the basis of statutory racial classifications.

(C) Restoration Activities shall mean County actions including programs, services, and investments that repair or mitigate persistent disparities directly traceable to the policies described in Section 1.XX (2)(B).

(3) Historic Impact Audit

(A) The County shall conduct a historical impact audit every five (5) years to:

a. Determine which individuals and/or communities meet the criteria in Section 1.XX (2)(A);
b. Document the specific policies that caused long-term inequities;
c. Assess current and persistent disparities linked to those policies;
d. Provide recommendations for targeted restoration activities.

(4) Community Restoration Fund

(A) The County Commission may establish a Community Restoration Fund dedicated solely to support Restoration Activities that benefit individuals and communities identified under Section 1.XX (2)(A). Eligible activities include:

a. Multi-generational housing stability
b. Displacement prevention
c. Community land stewardship
d. Environmental health remediation
e. Restoration of cultural and historical sites
f. Community wealth-building initiatives
g. Health and educational infrastructure
h. Neighborhood reinvestment in historically displaced areas

(5) Integration with Planning and Budgeting

(A) Findings from Historical Impact Audits shall be incorporated into:

a. Capital improvement planning
b. Neighborhood planning
c. Housing strategies
d. Environmental and resilience planning

(6) Priority Access to County-owned Land

(A) The County may grant priority access to County-owned land through leasing, stewardship agreements, or community trusts to individuals or communities that meet the criteria in Section 1.XX (2)(A) for the following:

a. Housing
b. Community agriculture
c. Cooperatives
d. Cultural preservation
e. Economic development
f. Memorial or restorative purposes

(7) Implementation and Compliance

(A) The Board of County Commissioners shall enact an ordinance defining the criteria for individual and/or community eligibility, processes for verifying eligibility, structures for community participation in decision-making, and safeguards to ensure restoration activities remain targeted to individuals or communities under Section 1.XX (2)(A).

Proposed Ballot Title

Leon County Charter Amendment Addressing Persistent Disparities from Historic Public Policy Decisions

Proposed Ballot Language

Shall the Leon County Charter be amended to require the County to assess and address persistent disparities resulting from historic public policy decisions such as slavery and racial segregation, by requiring the County to conduct historical impact audits; authorize the establishment a Community Restoration Fund dedicated solely to support programs, services, and investments that benefit individuals and/or communities that experienced racial disparities from historic public policy decisions; and provide for other benefits?

Citizen Charter Review Committee

Agenda Item #2

January 22, 2026

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator

Title: Considerations for Addressing Poverty and Racial Inequity in the County Charter

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Abigail Thomas, Director, Office of Human Services and Community Partnerships

Summary:

At its December 4, 2025 meeting, the Citizen Charter Review Committee requested an agenda item to consider amending the Leon County Charter to address communities and neighborhoods impacted by poverty and racial inequities. This item provides the requested analysis including information on the County's ongoing efforts to address poverty and historic inequity through programs, policies and partnerships in the community.

Staff Recommendation:

Option #1: Accept the report on Leon County's commitment and ongoing efforts to tackle poverty and historic inequities in the community.

Report and Discussion

Background:

At its December 4, 2025 meeting, the Citizen Charter Review Committee (Committee) requested an agenda item to consider amending the Leon County Charter to address communities and neighborhoods impacted by poverty and racial inequities. This item provides the requested analysis including information on the County's ongoing efforts to address poverty and historic inequity through programs, policies and partnerships in the community.

During the December 4th meeting, Dr. Bruce Strouble distributed a handout that proposed the establishment of a new section in the County Charter that would require the County to establish programs and funds based on communities that have experienced historic racial discrimination (Attachment #1). Subsequently, the Committee requested an agenda item to further consider the proposal for a potential charter amendment. The principal tenets of the proposal, as described further in the Analysis section, are as follows:

- *Acknowledgment of historic local and state policies that created "generational disadvantage to specific communities" which the proposal identifies as black residents and neighborhoods.*
- *Conduct periodic historical disparity audits to identify geographic areas where historic public policies (i.e., slavery, Jim Crow segregation, redlining, etc.) presently produce inequities.*
- *Establish a Community Restoration Fund dedicated to investing exclusively in areas identified in the audit. Investment would include infrastructure, housing stabilization, environmental remediation, neighborhood revitalization, community wealth-building & economic mobility programs, and community healing.*
- *Ensure County budgets, planning documents, and capital projects include a clear framework for reducing disparities identified in the audits.*
- *Prioritize access to County-owned lands for historically burdened communities for agriculture, housing, cooperatives, and restorative development.*

The primary goal of the proposed charter amendment is to provide exclusive resources and services to neighborhoods that experienced past and historic racial discrimination in the community (i.e., slavery, Jim Crow, etc.). However, recent and ongoing state and federal efforts have sought to prohibit the adoption and implementation of policies, programs, and services that seek to address historic racial disenfranchisement or diversity, equity, and inclusion (DEI). Some federal agencies now require state and local governments to certify that they do not operate any programs that advance or promote DEI as a condition to receive federal grant funding which has led to the suspension and elimination of said programs.

As presented in the item, Leon County currently has a long history of working to reduce poverty and inequity in the community. The County regularly utilizes empirical data developed by federal and state agencies such as the U.S. Census, Shimberg Center for Housing Studies, and the Florida Department of Health to identify, engage, and invest in local neighborhoods that have historically

experienced poverty. As a result, since 2021, the County has strengthened its efforts to address poverty through the investment of more than $34 million in human services programs, healthcare, housing, and economic development, to improve the lives of residents in neighborhoods such as Bond, Frenchtown, Griffin Heights, and South City. At the same time, the County has dedicated $319 million through the Blueprint Intergovernmental Agency (Blueprint) on infrastructure investments in high poverty neighborhoods.

As requested by the Committee, an analysis of Dr. Strouble's proposal is provided along with greater detail on the County's efforts to reduce poverty in neighborhoods based on empirical data and community needs. This includes information on recent and ongoing state and federal efforts to prohibit the adoption and implementation of policies, programs, and services based on historic racial disenfranchisement, diversity, equity, and inclusion. With exception to the narrowly tailored Minority and Women Business Enterprise program explained later in this item, County's programs and services are not specific to, or solely intended for, historically disenfranchised populations. However, the programs often support residents and areas of the County generally considered historically disenfranchised.

The County has been successful in addressing poverty and inequities in accordance with state and federal laws and without an amendment to the County Charter. Adopting a charter amendment to establish programs and funding based on historic racial disenfranchisement could put the County's federal and state funding in jeopardy, as well as pose legal challenges to the County that are presented in the Analysis. Therefore, it is recommended that the Committee not pursue a charter amendment. Alternatively, the Committee may wish to provide a policy recommendation to the Board encouraging the continuation of the County's long-standing commitment to reducing poverty in the community. The recommendation would be included as part of the Committee's report for Board consideration.

Analysis:

The Leon County Charter provides for the structure, organization, and authority of County government. The County Charter does not express specific policy priorities which are achieved through the Board's strategic planning process, budgetary priorities, or policy and ordinance adoption. However, this item provides the requested analysis for the Committee to consider addressing poverty and racial inequities through the County Charter as well as information on the County's ongoing efforts to address these issues through programs, policies and partnerships in the community.

The County utilizes empirical data developed by federal and state agencies to identify, engage, and invest in local neighborhoods that have historically experienced poverty. A variety of data regularly identify the census tracts of Frenchtown and Griffin Heights, located in the 32304 zip code, as high poverty neighborhoods. In September 2025, the Board was provided a report that detailed the County's efforts to address poverty and inequities in the community with an emphasis on the 32304 zip code (Attachment #2). The report commenced with data that indicated 32304 has the following:

- The highest poverty rate in the community (49.4% compared to 18.1% countywide)
- The lowest homeownership rate (13% compared to 52% countywide)
- The highest uninsured rate (12.9% compared to 7.7% countywide)
- One of the lowest median household incomes ($30,823 compared to $66,000 countywide)
- One of the highest unemployment rates (8% compared to 4.4% countywide)

In addition to Frenchtown and Griffin Heights, the neighborhoods and census tracts with poverty rates higher than the County average include: Bond, Providence, and South City. The neighborhoods are all located within the City of Tallahassee (City) limits. As a result, the County regularly collaborates with the City and other local partners to develop, fund, and support a variety of programs, services, events, and initiatives to address poverty and inequity in the neighborhoods.

The County actively supports the implementation of the City's Neighborhood First Program which aims to reduce crime, enhance quality of life, and increase economic prosperity in Bond, Frenchtown, Griffin Heights, Providence, and South City. While the efforts do not specifically focus on racial inequities, the neighborhoods have a higher population of minorities compared to the overall County population. Additionally, 75% of residents served by human service agencies through the County and City's Community Human Services Partnership program live in these neighborhoods. Therefore, the programs and services presented in the following section provide critical resources in the neighborhoods with the highest minority populations in the community.

County Efforts to Reduce Poverty and Inequities

Leon County currently has a long history of working to reduce poverty and inequity in the community. The following highlights the County's ongoing efforts to improve the lives of residents in neighborhoods that have historically experienced poverty and inequities through human services, healthcare, housing, economic development, and infrastructure improvements. Further details are provided in Attachment #2, which includes the report that was provided to the Board in September 2025.

Human Services

Leon County has been steadfast in its commitment and investment in human service programs that improve the quality of life of our residents. Over the past several years, the County has strengthened efforts in neighborhoods that have historically experienced poverty, including in the 32304 zip code, by expanding access to human services through the following:

- In 2019, the County, in partnership with the City, established the Community Human Services Partnership (CHSP) Promise Zone Category which invests $1.1 million each funding cycle to provide direct services such as food, legal aid, after school care, and healthcare to high poverty neighborhoods. For more than 30 years, the County and City have planned, coordinated, and invested in human services through CHSP, which utilizes a competitive grant process to fund essential human services programs delivered by local not-for-profit organizations.

- Over the past several years, the County and City have partnered with Second Harvest of the Big Bend (Second Harvest) to install four temperature-controlled 24/7 food lockers at Good News Outreach in Frenchtown, Neighborhood Medical Center on South Monroe, Hartsfield Elementary School, and Sabal Palm Elementary School. The lockers have distributed over 17,000 meals to more than 3,200 residents.
- In 2024, the County expanded its partnership with 2-1-1 Big Bend to provide annual direct funding in the amount of $112,500 for the 24-hour Helpline and the Lyft transportation program to address the need for greater knowledge of available resources and transportation. According to 2-1-1, over 4,000 Lyft rides were coordinated in FY 2025. Residents of the 32304 zip code accounted for nearly 830 Lyft rides (22%), the second highest of any zip code behind 32301. Further, the 32304 zip code continues to represent the largest share (31%) of 2-1-1 Helpline call volume.

Healthcare Services

As presented earlier, residents of the 32304 zip code are most likely to be uninsured in the community. For over two decades, the County has led the effort to ensure residents have access to high quality health care through the following:

- The County invests over $1.75 million annually through the Healthcare Services Program (i.e., CareNet) to provide primary care, dental care, mental health services, assistance with prescription medications, and specialty care to uninsured residents. The County partners with Apalachee Center, Bond Community Health Center (Bond), Neighborhood Medical Center (NMC), FAMU Pharmacy, and WeCare. As reported by the healthcare partners, 32304 residents represent the highest percentage of patients served (30%) in the community.
- The County partners with Bond and NMC to provide primary care, dental care, and health screenings through the mobile health units. The mobile units regularly visit Springfield Apartments in Griffin Heights, Walker Ford Community Center in the Bond Community, and other community hubs to expand access to health care services. Mobile units provide health care services two to three times per week, and at least two Saturdays a month throughout Leon County.

Affordable Housing

Access to safe and affordable housing is another critical tool in addressing poverty and inequity. Homeownership is the primary vehicle for wealth creation and promotes neighborhood stability and therefore the County has taken the following actions:

- In 2019, the County, in partnership with the City, established the Tallahassee-Leon County Community Land Trust (CLT) through the Tallahassee Lenders' Consortium to construct new homes for low-income households that will remain affordable in perpetuity. As part of the partnership, the County donates properties deemed suitable for affordable housing to the CLT to construct new homes. The CLT has completed eight homes thus far on County donated land, including four homes in Griffin Heights.

- In 2022, the County entered into an interlocal agreement with the City to utilize County State Housing Initiative Partnership (SHIP) funds to invest in the construction of new homes in Neighborhood First Program neighborhoods. As a result, the County has invested more than $900,000 for the construction of 13 homes with County SHIP funds in Neighborhood First communities, including six recently completed homes in the Providence and Griffin Heights neighborhoods.
- In 2025, the County contracted with Legal Services of North Florida in the amount of $50,000 annually to provide legal assistance to help low-income families clear title and resolve heirs' property issues, which is anticipated to serve 20 families annually with a focus on high poverty neighborhoods.

Additionally, the highest affordable housing need in the community is affordable rental units for very low-income households. As a result, the County has invested a majority of its affordable housing funds for rental development over the previous five years within 32304 and other zip codes with high poverty rates. Such investments include:

- $5.8 million in direct funding and more than $198 million in bonding for affordable housing rental projects in high poverty communities that have or will build more than 1,200 units within the next 12 to 18 months (Attachment #3).
- $500,000 annually in affordable rental development for very-low and extremely-low income households which includes residents in the 32304 zip code through the combination of SHIP, general revenue, and the County's portion of the newly established affordable housing program in the Office of Economic Vitality (OEV).
- $175,000 to the Tallahassee Housing Authority to develop a master plan for the Springfield Apartments in Griffin Heights.

Financial Empowerment and Economic Development

As presented earlier, unemployment in high poverty neighborhoods is higher than the Countywide average. In addition, businesses in the neighborhoods report a lack of access to capital due to limited banking institutions in their communities. As a result, the County has taken considerable action to address the disparities, including the following:

- Partnering with FAMU Federal Credit Union in 2021 to establish the SmartSteps Microloan Program to provide financial capital to historically marginalized entrepreneurs to build their businesses. The County allocated $2.5 million to establish the program, with FAMU Federal Credit Union contributing a $250,000 match. To date, SmartSteps has distributed over $1 million in microloans to 51 Black, minority, and women-owned businesses. Approximately 36% of loans have gone to businesses located in 32304, more than any other zip code. As a revolving loan program, repaid funds are reinvested to support additional MWSBE businesses.
- Ongoing partnership with Tallahassee State College (TSC) to support the emergency medical technician (EMT) program, including the dual enrollment program located on the campus of Godby High School which is the primary high school for the 32304 zip code. This program provides students in 32304 with the skills and professional certification to

work as an EMT upon graduation. Since the program launched in 2023, 23 students have completed the training with an additional 10 students currently enrolled for the 2025-2026 school year.

- Partnering with the Capital City Chamber of Commerce (Capital City Chamber) in 2022 to support the Bank On Tallahassee Initiative which improves access to banks and credit unions for low-income households and helps reduce barriers for households with previous credit issues. This led to the development of a Financial Empowerment Blueprint approved by the Board (Attachment #4) that memorializes the County's ongoing efforts to spur economic growth in neighborhoods that have historically experienced poverty.

MWSBE Program

In addition to programs addressing the human services and financial empowerment needs in the community, the County has long operated a narrowly defined race- and gender-based Minority and Women Business Enterprise (MWBE) program to enhance procurement opportunities with the County for small businesses. The program provides an incentive for small businesses to access County procurement opportunities within certain contracting categories (construction, architecture & engineering, professional services, materials and supplies) where minority- and women-owned businesses have historically been underrepresented in the procurement process so long as there is sufficient availability of said businesses to compete for County contracts. Today, the program operates as a joint office of the County and City under the Office of Economic Vitality.

The MWBE program operates based on the legal defensibility of a disparity study prepared by a third-party which must demonstrate factual predicate evidence of significant disparity and the program must be narrowly tailored to satisfy the legal foundation for administering a race- and gender-based procurement program. Based on the market data provided by the disparity study, the program assigns aspirational goals for contracting with MWBEs by procurement category. The aspirational goals cannot be mandated by the County. The following represents the latest annual reporting figures from FY 2024 on the County's MWBE utilization:

- The County spent approximately $2.2 million with minority-owned vendors which was 148% of the aspirational goal as determined by the disparity study.
- The County spent approximately $7.5 million with women-owned vendors which was 579% of the aspirational goal as determined by the disparity study.

Infrastructure Investments

Investment in infrastructure is also essential to the quality of life and economic prosperity in neighborhoods and communities that have historically experienced poverty and inequities. Therefore, the County and City have made significant infrastructure investments in zip codes with the highest poverty rates through Blueprint. In fact, 20 of the 32 Blueprint projects (62%) planned or underway are local in 32301, 32303, 32304, and 32305, for a total investment of $319 million.

As provided in the September 2025 report to the Board (Attachment #2), these projects include:

- $23 million for the construction of the Magnolia Drive Trail that builds sidewalks, installs underground electric utilities, connects South City and surrounding neighborhoods to public transit and employment centers.
- $20 million for stormwater improvements, multi-use trails, and community space that will connect the Bond, Callen, Liberty Park, Lee Manor, and Providence neighborhoods.
- $9 million for the Orange-Meridian Placemaking project which is constructing a new park on the Southside while improving stormwater drainage.
- More than $1.5 million for the ongoing development of the South City Transit Center and improvements in the South City neighborhood.

These projects reflect the County's commitment to identify and engage the neighborhoods and make critical investments that improve the quality of life and economic prosperity for the residents.

Analysis of Proposed Leon County Charter Amendment

As demonstrated, the County has a long and ongoing history of reducing poverty and inequity in the community. These efforts do not require an amendment to the County Charter. As mentioned earlier, the Committee requested further analysis to consider Dr. Strouble's proposal that would create a new section in the County Charter that requires the County to establish programs and funds based on communities that have experienced historic racial discrimination. The following presents the specifics of the proposal and reiterates the policies, programs, services, and investment that align with the proposal that are already being implemented by the County:

Acknowledgment of historic local and state policies that created "generational disadvantage to specific communities" which the proposal identifies as black residents and neighborhoods.

On February 20, 2024, the Board adopted a resolution to acknowledge and apologize for the history of slavery and racism in Leon County (Attachment #5). Resolution 24-11 acknowledges racial inequities that occurred in the County and provides an apology for "the enslavement and segregation of African Americans in the community. The Resolution expressed the Board's commitment to acknowledge and remember the errors that took place while also celebrating the strides that our community has made toward racial equality. It is important to note that the Board of County Commissioners did not have a policy making role in many of these historic inequities such as the segregation of schools, land use decisions within the City limits, lending decisions by private institutions, or operational control of law enforcement actions. However, as detailed throughout this analysis, the County has intentionally led the effort to respond to the impact of racial inequities on poverty in the community.

Conduct periodic historical disparity audits to identify geographic areas where historic public policies (i.e., slavery, Jim Crow segregation, redlining, etc.) presently produce inequities.

The County regularly conducts data driven analysis to respond to the most pressing needs in the community, including poverty and inequity. The County utilizes empirical data developed by federal and state agencies such as the U.S. Census, Shimberg Center for Housing Studies, and the

Florida Department of Health to identify, engage, and invest in local neighborhoods that have historically experienced poverty. As mentioned earlier, the data has identified neighborhoods such as Bond, Frenchtown, Griffin Heights, and South City with: the highest poverty rates, median household income below the County average, high percentage of residents without a high school diploma, and zoned for schools that have historically struggled to meet benchmarks for key educational attainment such as kindergarten readiness.

These neighborhoods also have census tracts with a higher percentage of minorities than other parts of the community. However, it is the empirical data with poverty indicators that the County utilizes for addressing poverty and inequities rather than the racial composition of the neighborhoods. This ensures County programs, services, and investments are consistent with state and federal restrictions on race-related programming presented further in the item.

Establish a Community Restoration Fund dedicated to investing exclusively in areas identified in the audit. Investment would include infrastructure, housing stabilization, environmental remediation, neighborhood revitalization, community wealth-building & economic mobility programs, and community healing.

As described through the item and Attachment #2, the County continues to make significant investment in addressing poverty and inequities in the community. Since 2021, the County has invested more than $34 million to improve the lives of residents in neighborhoods such as Bond, Frenchtown, Griffin Heights, and South City through human services programs, healthcare, housing, and economic development. At the same time, another $319 million has been dedicated through Blueprint for infrastructure investments in high poverty neighborhoods.

Additionally, through an interlocal agreement with the City, the Frenchtown/Southside Community Redevelopment Agency (CRA) was established to revitalize the neighborhoods within its boundaries which include Frenchtown and South City. Through the partnership with the City, the County dedicates approximately $4.2 million in annual property tax revenues to the CRA to make critical investments in the neighborhoods in the areas of affordable housing, economic development, and neighborhood revitalization.

Ensure County budgets, planning documents, and capital projects include a clear framework for reducing disparities identified in the audits.

The County's commitment to addressing poverty and inequities is well documented and reflected in its annual investment, policies, and plans adopted by the Board. In addition to the more than $34 million invested since 2021 in human services programs as well as $319 million dedicated through Blueprint for infrastructure investments in high poverty neighborhoods, the County's annual budget includes:

- $7.7 million annually in healthcare for uninsured and underinsured low-income residents.
- $4.2 million annually to the Frenchtown/Southside CRA to invest and revitalize neighborhoods including Frenchtown and South City.
- $1.3 million annually in CHSP for human services for which 75% of funding serves residents in high poverty neighborhoods.

- $1.5 million annually to increase and preserve the stock of affordable housing for low-income households.

Additionally, through the Tallahassee-Leon County Comprehensive Plan, the County and City have adopted policies and made capital investments to spur long-term economic growth in high poverty neighborhoods. Incorporated into the Comprehensive Plan is the Southside Action Plan (SAP) which is a robust three-phased approach to creating balanced and equitable growth in those areas designated within the SAP boundary of southern Leon County. The boundary includes Bond, Frenchtown, Griffin Heights, Providence, and South City neighborhoods. The primary goal of the policy is to encourage quality land development and redevelopment within the area to support equitable population growth, establish an environment that incentivizes retention and expansion of business and employment opportunities, and to attain an income mix comparable to the remainder of the urbanized County.

Over the past five years, more than $1.13 billion in public and private investments have been made within the SAP area, which includes an increase in available affordable housing; expansion of businesses and employment centers; and infrastructure improvements. The infrastructure improvements have included road resurfacing, new sidewalks, and access to sewer service. These improvements have been critical to attracting greater private investment to enhance the quality of life and economic opportunities for residents within the SAP area.

Prioritize access to County-owned lands for historically burdened communities for agriculture, housing, cooperatives, and restorative development.

As shared earlier, in 2019, the County, in partnership with the City, established the Tallahassee-Leon County Community Land Trust (CLT) to construct new homes for low-income households that will remain affordable in perpetuity. As part of the partnership, the County donates properties deemed suitable for affordable housing to the CLT to construct new homes. The homes are sold to low-income households that have the credit and financial history, but not the capital. The CLT has completed eight homes thus far on County donated land, including four homes in the Griffin Heights neighborhood.

In addition to affordable housing, the County's Sustainability Office operates the Leon County Community Garden Program to provide technical assistance, materials, and grants to support residents in establishing or revitalizing community gardens throughout the County. Eligible locations for grants include vacant County-owned land, school campuses, and other community spaces. Grants of up to $1,000 are available to support garden development and sustainability efforts. Within the past two years, the Community Garden Program has supported the establishment of eight community gardens in neighborhoods such as South City, Frenchtown, and Griffin Heights.

Although the CLT and Community Garden Program have targeted and benefited households and neighborhoods that have historically experienced poverty and inequities, the County does not prioritize programs and services based on race and/or ethnicity. As mentioned throughout the item, the County utilizes empirical data to identify households and neighborhoods most impacted

by poverty, and subsequently develops and implements programs and services to improve their quality of life and enhance their economic security.

Federal and State Efforts to Prohibit Policies and Investment Based on Historic Discrimination

The primary goal of the proposed charter amendment is to provide exclusive resources and services to neighborhoods that experienced past and historic racial discrimination in the community (i.e., slavery, Jim Crow, etc.). However, recent and ongoing state and federal efforts have sought to prohibit the adoption and implementation of policies, programs, and services that seek to address historic racial disenfranchisement or DEI. The definition of DEI in Presidential Executive Orders and legislation have generally included employment, policies, programs, and services that "promote or provide preferential treatment or special benefits to a person or group based on race, color, sex, ethnicity, gender identity, or sexual orientation."

At the state level, Florida passed the Individual Freedom Act in 2022 to restrict training related to systemic racism and identity in schools and workplaces. In addition, several bills have been filed for the 2026 Legislative session that would prohibit local governments from adopting or funding DEI-related policies and programs. The proposed legislation also seeks to void any current DEI policies and programs that are currently in place, remove elected officials from office that violate the prohibition, and authorize residents to sue local governments that adopt, implement and/or fund DEI-related policies and programs.

At the federal level, Executive Order 14173 issued on January 21, 2025, rescinded long-standing federal contractor requirements related to race and gender-based employment and contracting practices. Additionally, several federal departments have begun including language in grant contracts that require recipients to certify that they do not "operate any programs that advance or promote DEI, DEIA (Diversity, Equity, Inclusion, and Accessibility), or discriminatory equity ideology". As a result, many Florida local governments have already eliminated or suspended their minority- and women-owned business programs so not to jeopardize millions of dollars in federal grant funds. In December 2025, the County was awarded a $16.8 million grant from the U.S. Department of Transportation (US DOT) for safety improvements on North Monroe Street. The County is currently coordinating with US DOT on the development of a contract agreement which may impose similar provisions that prohibit DEI-related policies, programs, and services. Therefore, the adoption of the proposed charter amendment is not recommended as it could immediately jeopardize federal funding recently awarded to the County.

Alternative Option for the Charter Review Committee

The County has been successful in addressing poverty and inequities in accordance with state and federal laws and without specific programs or provisions in the County Charter. Further, the adoption of the proposed charter amendment is not recommended as it could immediately jeopardize federal funding recently awarded to the County. Alternatively, the Committee may wish to provide a policy recommendation to the Board encouraging the continuation of the County's long-standing commitment to reducing poverty in the community. The recommendation would be brought back to the Committee for final approval to be included as part of the Committee's report to the Board.

Options:

1. Accept the report on Leon County's commitment and ongoing efforts to tackle poverty and historic inequities in the community.
2. Direct staff to prepare a policy recommendation to the Board encouraging the continuation of the County's long-standing commitment to reducing poverty in the community.
3. Committee direction.

Recommendation:

Option #1

Attachments:

1. Harmful Public Policy and Charter Reform Handout provided by Dr. Bruce Strouble, December 4, 2025
2. September 15, 2025 Status Report on Efforts to Address Poverty and Inequities in 32304
3. Rental Development Projects Funded by Leon County
4. Leon County Financial Empowerment Blueprint
5. Leon County Resolution 24-11

Policy Brief: Proposal to amend the Leon County Charter with an Article that Addresses Impacts of Harmful Public Policy

Prepared for: Leon County Charter Review Committee

Prepared by: Dr. Bruce Strouble

Date: November 2025

Attachments: **ARTICLE X - Draft Article 10: FAQ

Executive Summary

Leon County faces persistent and well-documented disparities in wealth, health, housing, environmental exposure, and neighborhood opportunity. These inequities align closely with historic patterns of slavery, segregation, discriminatory housing policy, and public disinvestment—policies that were enacted or enforced by Leon County's government institutions across generations.

In February 2024, the Board of County Commissioners formally acknowledged and apologized for the County's role in these systems of harm. The proposed Charter Amendment provides the structural mechanism to act on that commitment by ensuring that acknowledged harms are matched with concrete, long-term restoration efforts.

This policy brief recommends creating a new Article in the Leon County Charter—Restoring Communities Impacted by Harmful Public Policy—to provide the structural authority, continuity, and long-term mandate necessary to address these historical harms and restore communities still impacted today.

A Charter-level provision is essential because the harm is structural, ongoing, and rooted in public policy; therefore, the remedy must be structural, ongoing, and institutional.

Problem Statement

Leon County continues to exhibit some of Florida's starkest geographic disparities. These disparities, from poverty rates and homeownership gaps to health outcomes and food insecurity, map directly onto historically Black neighborhoods targeted by slavery, Jim Crow segregation, redlining, urban renewal, and environmentally hazardous planning decisions.

Key Facts

By 1860, **73–74%** of Leon County residents were enslaved—one of the highest ratios in the Deep South.[1]

Leon County was Florida's **leading cotton-producing** county; enslaved Black people represented the county's primary economic asset.[2]

After Emancipation, Black residents were pushed into **sharecropping, debt peonage, and convict leasing**, with the Leon County sheriff leasing prisoners to private companies until 1923.[3]

Jim Crow segregation shaped hospitals, schools, transportation, and housing. Tallahassee Memorial Hospital did not treat Black patients until the late 1960s.

Urban renewal demolished **244 structures** in the Smokey Hollow neighborhood, displacing **1,200+ Black residents**.

Environmental burdens, including brownfields, contaminated industrial sites, and hazardous corridors, are disproportionately located in Black communities, including Tallahassee's Southside .

Today's inequities (poverty, disease, food insecurity, eviction rates, life expectancy gaps) map directly onto these same neighborhoods. These outcomes cannot be explained by contemporary policy alone; they are the predictable continuation of historical public decisions.

Analysis: Why the Charter Must Address Historic Impacts

1. **Historic harms were created through “county policy”.**

Laws, zoning, lending restrictions, policing, and infrastructure choices produced patterns that continue today. The County cannot fully address inequity without addressing its policy roots.

2. **The consequences are multi-generational and ongoing.**

The same neighborhoods harmed by historical policies remain the most disadvantaged in terms of mobility, health, and economic opportunity.

3. **Programs alone cannot correct structural inequity.**

Programs are temporary—grant cycles end. Priorities shift with elections.
A Charter Article ensures consistent, long-term responsibility.

4. **Equal protection requires mitigation—not neutrality.**

Courts, planners, and public administrators increasingly affirm that treating unequal conditions equally reinforces inequity.

Structural harm requires structural mitigation.

5. **Community restoration strengthens the whole county.**

Investing in historically harmed communities improves:

- workforce readiness
- public health
- climate resilience
- economic development
- neighborhood stability

Leon County cannot meet its long-term goals while key communities remain structurally burdened.

Comparative Case Studies: Local Governments Leading Restoration

U.S. Examples

- **Evanston, IL** – Housing restoration fund based on documented historic exclusion in zoning and lending. https://www.cityofevanston.org/government/city-council/reparations
- **Asheville, NC** – Reparative equity policy addressing government-produced harms in housing, policing, and economic systems. https://www.ashevillenc.gov/department/city-clerk/boards-and-commissions/reparations-commission/
- **Alameda County, CA** – County-level Historic Harms Task Force guiding long-term public investment https://www.acgov.org/board/bos_calendar/documents/DocsAgendaReg_6_11_25/GENERAL%20ADMINISTRATION/Regular%20Calendar/DRAFT_Guidelines_HarmReport.pdf
- **San Francisco, CA** – Mandatory historical harm audits used in budgeting and planning. https://www.sf.gov/sites/default/files/2023-07/AARAC%20Reparations%20Final%20Report%20July%207%2C%202023.pdf
- **Detroit, MI** – Black Community Wealth Fund is tied to displacement and redlining. https://www.bridgedetroit.com/opinion-public-policy-protected-white-ownership-gutted-black-wealth/

International Examples

- **Toronto, ON** – Charter-level equity-based planning for disinvested neighborhoods. https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/toronto-strong-neighbourhoods-strategy/

- **Belo Horizonte, Brazil** – Community restoration model with long-term commitments to low-income zones. https://www.futurepolicy.org/food-and-water/belo-horizontes-food-security-policy/

- **Cape Town, South Africa** – Land restoration to remedy apartheid-era displacement. https://classic.austlii.edu.au/au/journals/UNSWLawJl/1999/45.html?utm_source=chatgpt.com

Leon County would be *well aligned* with emerging national and global best practices.

Policy Recommendation: Add a New Article to the Charter

Proposed Title: **Article X – Restoring Communities Impacted by Harmful Public Policy**

Core Functions of the Article

1. Acknowledge the impacts of historic harmful policy

Recognizes that past county, city, and state policies created generational disadvantage in specific communities.

2. Mandate periodic Historical Disparity Audits

To identify geographic areas where historic public policy harms continue to produce inequity.

3. Establish a Community Restoration Fund

Supports investments in:

- infrastructure
- housing stabilization
- environmental remediation
- neighborhood revitalization
- community wealth-building & economic mobility programs
- Community Healing

All targeted to areas identified by the audits.

4. Create authority for Priority Land-Leasing

Allows historically burdened communities priority access to county-owned land for agriculture, housing, cooperatives, and restorative development.

5. Require Restorative Investment Strategies

Ensures that county budgets, planning documents, and capital projects include a clear framework for reducing disparities identified in the audits.

Expected Benefits

For impacted neighborhoods:

- Improved housing stability
- Increased homeownership and land access
- Better health outcomes
- Cleaner environments and reduced risk
- Greater access to food and transportation
- Increased economic mobility
- Enhanced climate resiliency

For the entire county:

- Reduced costs of social services
- More equitable economic development
- Healthier workforce
- Reduced crime and violence
- Improved intergenerational outcomes
- Stronger civic trust and social cohesion

Community restoration is not only just—it is economically efficient.

Conclusion

The evidence is overwhelming:

Historic public policies created the inequities we now face.

A Charter Article on Historic Impact Mitigation & Community Restoration provides the structural authority, constitutional continuity, and policy stability necessary to repair these harms and build a more resilient, prosperous Leon County.

This amendment is a commitment to fairness, equal opportunity, and the long-term health of the entire community.

Leon County cannot move forward without addressing the legacy it inherited—and this Charter Review cycle is the moment to do so.

References (Academic & Archival)

1. U.S. Census Bureau, *Population of the United States: 1860*; Shofner, J. (1977). “Slavery in Florida.” *Florida Historical Quarterly*.

2. Paisley, C. (1989). *The Red Hills of Florida*. University of Alabama Press; Walkup, F., *Florida Historical Quarterly*.

3. Ouzts, C. *FHQ*; Shofner, J. *FHQ*; Harris, C. “Abolition of Convict Leasing in Florida,” *Journal of Southern History*.

4. Jones, P. (2004). *The Selma of the South*; Florida DHR, FAMU Hospital Survey.

5. Landers, J. *The Smokey Hollow Story*; FSU Urban & Regional Planning Archives.

6. Gragg, R. “Environmental Justice in Florida,” *Human Ecology Review*; EPA Brownfield Records.

7. U.S. Census ACS; USDA Food Access Atlas; Leon County Community Health Assessment; Chetty et al., Opportunity Atlas.

**ARTICLE X. (Sample)

Restoring Communities Impacted by Historic Government-Imposed Structural Exclusion**

Section 1. Purpose and Intent.

Leon County recognizes that specific communities within the County continue to experience persistent inequities directly traceable to public policies, including compulsory labor systems, legally mandated segregation, exclusionary housing practices, discriminatory land use decisions, and state-sanctioned displacement, that were applied to specific populations under prior law.

The intent of this Article is to:

1. acknowledge these historic impacts;

2. identify communities whose long-term inequities stem directly from these policies;

3. authorize County action to mitigate those impacts; and

4. support the restoration, stabilization, and advancement of affected communities.

Section 1A. Alignment With Prior County Acknowledgment.

This Article is adopted in furtherance of the Board of County Commissioners' Resolution of February 20, 2024, in which the County formally acknowledged and apologized for the enslavement, segregation, displacement, and state-sanctioned exclusion of African Americans in Leon County.

In that Resolution, the Board recognized the historic systems of slavery, Jim Crow laws, racial segregation, discriminatory land use and redevelopment practices, the destruction of communities such as Smokey Hollow, and the denial of equal access to public services. The Board affirmed its commitment to eliminate the lingering effects of these policies and to uphold the principle that all people are created equal and endowed with inalienable rights.

This Article provides the structural framework necessary for the County to carry out the commitments expressed in that Resolution by identifying communities whose inequities stem directly from those historic public policies and authorizing targeted restoration efforts designed to mitigate the continuing impacts of those harms.

Section 2. Definitions.

(a) “Historically Impacted Communities.”

Cohesive communities whose **ancestors or long-term members** were subjected to any of the following government-imposed conditions within Leon County:

1. forced or compulsory labor systems in effect prior to 1865;

2. post-Emancipation systems of coerced labor, including debt peonage and convict leasing;

3. legally mandated racial segregation in housing, education, health care, transportation, employment, or public services;

4. exclusionary zoning, land use restrictions, or racially restrictive covenants enforced or sanctioned by government;

5. mid-century urban renewal, clearance, or redevelopment programs that displaced communities based on racial criteria under the then-existing policy;

6. documented denial of access to publicly funded services on the basis of statutory racial classifications.

A community must demonstrate longstanding cultural, familial, or historical continuity within Leon County during the time such policies were in force.

This is **not** an individual-level designation; it applies to **multi-generational communities**, not transient populations.

(b) “Restoration Activities.”

County actions that repair or mitigate inequities directly traceable to the policies described in Section 2(a).

Section 3. Historical Impact Audit.

The County shall conduct a Historical Impact Audit every five years to:

1. determine which communities meet the criteria in Section 2(a);
2. document the specific policies that caused long-term inequities;
3. assess current disparities linked to those policies;
4. provide recommendations for targeted restoration activities.

Audit findings must be publicly accessible.

Section 4. Community Restoration Fund.

The County Commission may establish a Community Restoration Fund dedicated solely to supporting Restoration Activities that benefit communities identified under Section 2(a). Eligible activities include:

- multi-generational housing stability
- displacement prevention
- community land stewardship
- environmental health remediation
- restoration of cultural and historical sites
- community wealth-building initiatives
- health and educational infrastructure
- neighborhood reinvestment in historically displaced areas

Funds cannot be diverted to communities or populations not identified as Historically Impacted.

Section 5. Priority Access to County-Owned Land.

The County may grant priority access to County-owned land—through leasing, stewardship agreements, or community trusts—to **Historically Impacted Communities** for:

- housing
- community agriculture
- cooperatives
- cultural preservation
- economic development
- memorial or restorative purposes

All actions must comply with Florida Statutes regarding public lands.

Section 6. Integration with Planning and Budgeting.

Findings from Historical Impact Audits shall be incorporated into:

- capital improvement planning
- neighborhood planning
- housing strategies
- environmental and resilience planning

- budget proposals

County actions in these areas must demonstrate efforts to mitigate disparities documented through the Audit.

Section 7. Implementation and Compliance.

The County Commission shall enact ordinances defining:

- criteria for community eligibility,
- processes for verifying multi-generational continuity,
- structures for community participation in decision-making,
- and safeguards to ensure benefits remain targeted to communities identified under Section 2(a).

Restoring Communities Impacted by Harmful Public Policy

Substantive Responses to Common Objections

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1. "I didn't own slaves—why am I responsible?"

Response: *This Article assigns responsibility to the Leon County government, not individuals. Governments routinely repair harms created by their own policies—Japanese-American internment reparations, court-ordered desegregation, and local restoration programs in places like Evanston and Asheville. This isn't about personal guilt; it's about institutional accountability*

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2. "This is unconstitutional or reverse discrimination."

Response: *The proposal uses race-neutral, historically grounded criteria, which courts consistently uphold when the government created the harm, the remedy matches the harm, and the criteria track policy lineage rather than racial identity. Evanston, Asheville, and California's AB 3121 provide clear modern examples of legally sound approaches*

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3. "Taxpayers shouldn't pay for 100-year-old mistakes."

Response: Taxpayers already pay for the consequences: concentrated poverty, higher emergency and policing costs, depressed property values, and failing infrastructure in neglected neighborhoods. Restoration lowers costs over time and strengthens the local tax base

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4. "Everyone struggles—why focus on certain communities?"

Response: *This article addresses government-produced inequity, not general hardship. Slavery, segregation, redlining, convict leasing, and urban renewal harmed specific multi-generational communities in Leon County. Constitutional law requires narrow tailoring—this Article meets that requirement*

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5. "This will open the door to endless claims."

Response: *Eligibility is limited to specific policy eras, documented harms, and communities with multi-generational continuity in Leon County. The framework is tightly bound and historically defined.*

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6. “This sounds like reparations.”

Response: *The article does not provide individual cash payments, use racial criteria, or redistribute wealth. It invests in infrastructure, environmental cleanup, housing stability, cultural restoration, community land access, and neighborhood revitalization. This is public-purpose restoration, not personal compensation*

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7. “Florida prohibits race-based programs.”

Response: *Eligibility is based on exposure to historically documented public policies: compulsory labor before 1865, convict leasing and Jim Crow statutes, redlining and displacement, and segregated public services. These policies applied overwhelmingly to Black residents, without the Article ever mentioning race. It is legally safe and functionally precise*

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8. “Why dredge up the past?”

Response: *The past is still with us. Disparities in Leon County map directly onto historic policy decisions: 32304 remains the poorest ZIP code in Florida, the Southside carries environmental burdens, Frenchtown and Smokey Hollow bear the scars of displacement, and life expectancy varies by more than ten years across neighborhoods. If the impact remains, the duty remains*

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9. “Won’t this divide the community?”

Response: The reality is the opposite. Restoration reduces division by stabilizing neighborhoods, reducing inequity, and strengthening the economy—mirroring successful models in Toronto, Belo Horizonte, and Asheville

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10. “Let nonprofits handle this.”

Response: *Nonprofits didn’t create slavery, Black Codes, segregation, redlining, exclusionary zoning, environmental targeting, or urban renewal displacement. The government created these harms, and therefore, the government is best suited to repair said harms*

Citizen Charter Review Committee

May 28, 2026
11:30 a.m. – 2:30 p.m.
Leon County Main Library Programming Room

SPECIAL MEETING AGENDA

Call to Order and Opening — Mary Ann Lindley, Chair

Consent

- Approval of February 19, 2026 Meeting Minutes
- Receipt & File of Written Public Comments

Public Comment

General Business

- Agenda Item #1: Consideration of Advancing a Proposed Charter Amendment Addressing Historic Harmful Public Policy Decisions

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

APPROVAL OF FEBRUARY 19, 2026 MEETING MINUTES

Citizen Charter Review Committee
February 19, 2026
11:30 a.m. – 2:30 p.m.
Leon County Main Library
Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on February 19, 2026, at 11:30 a.m. in the Leon County Main Library with Committee Members Mary Ann Lindley, Chauncy Haynes, Joey Davis, Linda Bond Edwards, Anita Favors, Max Herrle, Darryl Jones, Howard Kessler, Henry Lewis, III, Heidi Otway, Sean Pittman, Ryan Ray, Shamarial Roberson, Temple Robinson, William Smith, Bruce Strouble, Jr., Jarrett Terry, Katrina Tuggerson and Barry Wilcox in attendance. Also present were County Administrator Vincent Long, Assistant County Administrator Ken Morris, Assistant County Administrator Shington Lamy, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Director of the Office of Human Services and Community Partnerships Abigail Thomas, Management Analyst Cameron Williams, and Clerks to the Board, Beryl Wood and Daniel J. Antonaccio.

Absent Members: Liz Ellis and Slaton Murray.

Call to Order and Opening Mary Ann Lindley, Chair

Chair Lindley called the meeting to order at 11:30 a.m.

Consent:

Ryan Ray moved, seconded by William Smith, to approve the consent agenda as presented.

The motion carried 13 – 0 with Committee Members Joey Davis, Liz Ellis, Max Herrle, Slaton Murray, Sean Pittman, Shamarial Roberson, Jarrett Terry and Katrina Tuggerson not present,

Approval of February 5, 2026 Meeting Minutes

Receipt & File of Written Public Comments

Public Comment:

- Susan Robinson, 4656 Inisheer Drive, spoke in support of establishing an Office of Food Systems, stating the office would improve coordination, public awareness of services, and accountability. She noted many residents are unaware of available resources and emphasized the need for centralized coordination of existing efforts.
- Melanie Andrade Williams, 3349 Argonaut Drive, spoke in support of establishing an Office of Food Systems, emphasizing the importance of centralized coordination and accountability to ensure equitable access to food. She also expressed support for the proposed charter amendment related to restoring communities impacted by historic harms.
- Judy Shipman, 2145 Sand Dune Court, spoke in support of establishing an Office of Food Systems.
- Serenity Williams, 4011 Elder Lane, spoke in support of the proposed charter amendment addressing historic disparities, stating it would provide long-term stability and allow the County to assess historic impacts without mandating funding or creating quotas. She

emphasized the amendment would allow further evaluation of the issue and urged the Committee's support.

- Ebony Yarbrough, 1575 Paul Russell Road, spoke regarding barriers to food access, noting that while many assistance resources exist, residents often struggle to locate and utilize them due to limited awareness of services, hours, eligibility, and transportation options. She emphasized the need for centralized coordination and stated that establishing an information hub would improve nonprofit collaboration, resource management, accountability, and overall service delivery. She expressed support for establishing an Office of Food Systems.
- Mary Miaisha Mitchell, 1009 Ellington Court, praised committee for their work and expressed that incorporating food security into the County Charter would provide the necessary structural dedication to strengthen and optimize services.
- Camille Lewis, 1639 Corey Wood Circle, spoke about food insecurity from the perspectives of public health, agriculture, and nonprofit work, acknowledging current County efforts while noting the lack of centralized coordination. She stated a unified structure could improve overall effectiveness of food system efforts.
- Stanley Sims, 1320 Avondale Way, thanked the committee for their time and efforts and shared his perspective on additional issues he believed the Committee should have addressed.
- Amanda Shebake Haynes, 808 Goodbread Lane, spoke on food insecurity in the community and the impact on mental health. She urged support for establishing an Office of Food Systems.
- Jada Brown, 512 Norma Street, NACCP Tallahassee Chapter, urged support for all three agenda items. She highlighted the Weed to Seed Program where they learned how to be sustainable while growing up and thanked the library for a similar program.
- *Joey Davis, Max Herrle, Sean Pittman, Shamarial Roberson, Jarrett Terry and Katrina Tuggerson arrived at this juncture of the meeting.*

General Business:

Agenda Item #1: Consideration of Language Affirming Leon County's Commitment to Healthcare in the Leon County Charter

Mr. Shington Lamy, Assistant County Administrator, introduced the item which provided a proposed charter amendment revising the Preamble of the Leon County Charter with language that affirms Leon County's commitment to healthcare access. He shared that no other charter counties in the State of Florida include healthcare in their charters, and a similar commitment is already expressed in the Leon County Strategic Plan, which envisions a community that is safe, healthy and vibrant. Therefore, staff recommended Option #1: Approve the draft policy recommendation encouraging the continuation of Leon County's long-standing commitment to ensuring healthcare access for low-income residents and thereby supporting an equitable, safe, healthy, and vibrant community.

Temple Robinson expressed concerns that the options presented did not fully reflect her intended direction. While she described the proposed language as well written, she stated that it does not convey the strength of the message the Committee sought to communicate.

Shamarial Roberson sought clarification from staff regarding potential state and federal policy changes, asking whether the proposed language could have implications for the County's ability to access state or federal funding related to healthcare.

County Attorney O'Steen explained that some concerns relate to a federal executive order tied to grant funding that requires entities to certify they do not operate Diversity, Equity and Inclusion (DEI) programs that violate federal anti-discrimination laws or provide preferential treatment based on protected classes. She also informed the Committee that a bill currently moving through the Florida Senate broadly defines diversity, equity, and inclusion and could restrict counties from funding or promoting such programs if enacted. She noted the bill has advanced through committees and could still be amended. She concluded that the proposed language is permissible under current law, though future interpretations could depend on whether the pending legislation becomes law.

Anita Favors asked for clarification regarding what additional language Temple Robinson believed should be included to better reflect the Committee's intent.

Temple Robinson stated that the intent was to include clear language affirming the County's commitment to access to primary care, including for uninsured and underserved residents, as an enduring statement of the County's values.

County Administrator Long explained that the proposed language was intentionally drafted to be broad and inclusive rather than focused on a specific program or policy area. He added that the County addresses health in many ways, including infrastructure, parks, emergency services, and primary care initiatives, making it difficult to highlight a single area within a value statement. He stated that staff would revise the language based on the direction of the Committee.

Darryl Jones suggested that the originator of the idea, Temple Robinson, provide guidance on how the Committee might proceed considering the discussion. He expressed interest in hearing further recommendations from members with public health expertise before determining a final recommendation to the Board of County Commissioners.

Chair Lindley stated that, at that point in the discussion, no specific alternative language had been proposed by the Committee. She noted that the Committee still had additional agenda items to address and emphasized the need to move the discussion forward. C hair Lindley indicated she would be willing to entertain a motion if members wished to approve or reject the proposal or offer specific language revisions.

Vice Chairman Chauncy Haynes moved for Option #1 as amended: Approve the draft policy recommendation encouraging the continuation of Leon County's long-standing commitment to ensuring ~~healthcare access for low-income residents~~ access to public healthcare and thereby supporting an equitable, safe, healthy, and vibrant community.

The motion failed for lack of a second.

Temple Robinson requested that the item be temporarily postponed, asking that the Committee return to the matter later in the meeting to allow members time to consider the discussion and develop a motion.

Chair Lindley entertained discussion on temporarily postponing the discussion.

Howard Kessler moved, seconded by Henry Lewis, III, to table Agenda Item #1 for the time being.

The motion carried 19 – 0 with Committee Members Liz Ellis and Slaton Murray not present.

The Committee later returned to Agenda Item #1 after the conclusion of Agenda Item #2.

Temple Robinson moved, seconded by Howard Kessler, to bring Agenda Item #1 back for discussion.

The motion carried 19 – 0 with Committee Members Liz Ellis and Slaton Murray not present.

Temple Robinson read her proposed ballot language.

Vice Chairman Haynes requested a five-minute break to allow staff to place the proposed ballot language on the screen. He explained that displaying the language would ensure clarity and prevent any confusion or debate about the exact wording of the motion that had been read aloud.

The proposed revision to the Preamble included the CCRC's previous recommendation from its February 5, 2026 meeting, regarding the esteemed humanity of all residents of Leon County in the Preamble (**bold**), with additional language (**bold and underlined**) to reflect the Committee's request to affirm the County's long-standing commitment to ensuring healthcare access for low-income residents and thereby supporting an equitable, safe, healthy, and vibrant community.

Temple Robinson moved, seconded by Howard Kessler, to accept the proposed Preamble language ***as amended****: We, the citizens of Leon County, Florida, united in the belief that governmental decisions affecting local interests should be made locally, rather than by the State, and that County government should be reflective of the people of the County and should serve them in achieving a more responsive and efficient form of government,* ***hereby affirm the esteemed humanity of all residents of Leon County. We recognize in every person a shared dignity, not granted by government, but inherent and deserving of consideration in our ~~public affairs~~ effort to create a community that is safe, vibrant, and provides access to healthcare for all citizens.***

The motion carried 19 – 0 with Committee Members Liz Ellis and Slaton Murray not present.

Agenda Item #2: Proposed Charter Amendment on Food Insecurity

Mr. Lamy introduced the item which discussed a proposed charter amendment establishing an Office of Food Systems to address food insecurity. He noted that no Florida county charters address food insecurity and that the Board of County Commissioners already has the authority to address these issues without a charter amendment. He highlighted new and existing initiatives of the Leon County Office of Human Services and Community Partnerships (HSCP) addressing food insecurity, as well as ongoing coordination through a food council led by Florida A&M University (FAMU). He also noted that the Charter cannot require participation from independent organizations, and that current collaboration efforts are voluntary. Therefore, staff recommended Option #1: Approve the draft policy recommendation encouraging the Board to continue the County's long-standing commitment to reducing food insecurity in the community.

Bruce Strouble, Jr., stated that community feedback indicates residents often lack awareness of available resources and that services can be improved. He noted that the County is in a unique position to organize and centralize these efforts. He also suggested including annual reporting and a countywide food systems plan.

Bruce Strouble, Jr., moved, seconded by Howard Kessler, for Option #2: Approve the proposed charter amendment for recommendation to the Board of County Commissioners to address food insecurity in the Leon County Charter.

The motion was not voted on.

William Smith asked for clarification regarding the difference between the proposed Office of Food Systems and the office that is currently addressing food insecurity and related services.

Mr. Lamy explained that the proposed office would perform the same functions currently carried out by HSCP.

Shamarial Roberson asked whether there is currently an annual plan or report related to food access or food systems that is publicly released. She also requested clarification on the current organizational structure within HSCP related to food insecurity efforts.

Ms. Abigail Thomas, Director of the Office of Human Services and Community Partnerships, explained that staff previously provided a report to the Board in the fall regarding food insecurity in the community, which highlighted current initiatives and provided general information about food insecurity. She noted that agencies funded by Leon County, such as Second Harvest, Elder Care Services, and Good News Outreach, are required to submit quarterly and annual reports because they receive County funding. She added that staff is currently preparing a Human Services report that will include FY 2025 data for programs funded by the County.

Mr. Lamy explained that the County created a Neighborhood Engagement position following community meetings held in 2021 across ten neighborhoods identified as having high food insecurity rates based on Feeding America and Second Harvest data.

Anita Favors stated that she supported the intent of the proposed Charter amendment but raised concerns about the potential cost of establishing a new Office of Food Systems. She asked whether the Committee's intent would allow the County Administrator or Board of County Commissioners flexibility to reorganize or combine existing functions rather than create a completely new office, to avoid significant administrative costs and ensure that resources are directed toward addressing food insecurity in the community. She asked Dr. Strouble to expound.

Barry Wilcox stated that while he supports the idea of coordinating food insecurity efforts and producing annual reports, he believes establishing an Office of Food Systems should be done through a recommendation to the Board rather than through a charter amendment. He suggested the office could be created within the existing Office of HSCP, like other divisions such as housing or veterans services.

Barry Wilcox made a substitute motion, seconded by Vice Chairman Chauncy Haynes, to approve a policy recommendation to the Board of County Commissioners encouraging the establishment of a Division of Food Systems under the Leon County Office of Human Services and Community Partnerships.

The motion carried 12 – 7 with Committee Members Max Herrle, Howard Kessler, Ryan Ray, Shamarial Roberson, Temple Robinson, William Smith and Bruce Strouble, Jr., in opposition. Committee Members Liz Ellis and Slaton Murray were not present.

Agenda Item #3: Proposed Charter Amendment on Persistent Disparities Resulting from Historic Public Policies

Mr. Lamy introduced this item which provided a proposed charter amendment and corresponding ballot language to address disparities resulting from historic public policy decisions. He stated that there are no county charters in the State of Florida that include language related to disparities from historic public policies. He also explained that adoption of the proposed amendment into the Charter could put the County's federal and state funding in jeopardy, as well as result in legal challenges against the County. Therefore, staff recommended Option #1: Approve the draft recommendation encouraging the Board to continue the County's long-standing commitment to addressing poverty and inequities in the community.

Bruce Strouble, Jr., acknowledged the concerns raised by County staff about legal risks related to addressing historical harm in a charter amendment. He explained that, after discussions with the County Attorney, he prepared alternative language that removes references to race while still addressing the lingering impacts of historic unconstitutional policies. He distributed a handout with his revised alternative language and stated that this approach would avoid potential conflicts with federal and state laws while still addressing disparities caused by past policies. He then made a motion to recommend his revised language to the Board of County Commissioners.

Bruce Strouble, Jr., moved, seconded by Howard Kessler, to recommend to the Board of County Commissioners a proposed charter amendment and ballot language (as distributed by Mr. Strouble during the meeting) to require the County to assess persistent disparities resulting from historic public policy decisions and establish a framework for addressing those impacts, including periodic audits and potential restoration strategies.

County Attorney O'Steen explained that the revised language removes explicit references to race or DEI, but potential legal risks remain. She noted that if any programs or policies developed under the amendment were ultimately based on a protected class, such as race, gender, or national origin, they could be subject to strict scrutiny under the U.S. Constitution. She added that case law on programs addressing historic wrongs is inconsistent, with many recent federal programs being struck down in court. She cautioned that such programs could also jeopardize federal funding depending on their structure and target population.

- *Joey Davis left at this juncture of the meeting.*

William Smith asked for clarification about the funding referenced in the proposed charter amendment, specifically regarding the creation of a restoration fund.

Bruce Strouble, Jr., explained that the proposed charter amendment would create a restoration fund, but it would not specify the funding sources within the charter itself. Instead, the County Commission would have discretion to determine how the fund is financed. He also questioned the legal concern raised by the County Attorney, asking how the County could conduct any data-driven programs if identifying disparities among protected classes automatically creates legal risk.

County Attorney O'Steen explained that the County's current programs are legally defensible because they rely primarily on socioeconomic data rather than targeting protected classes directly. While such programs may indirectly benefit individuals who belong to protected classes, the benefits are not explicitly tied to race, gender, or other protected characteristics. In contrast, the proposed amendment references historical policies like segregation, which specifically impacted certain protected classes. If programs are created based on that rationale, they could raise legal concerns because the benefits would be directly connected to a protected class, potentially violating anti-discrimination laws.

Vice Chairman Haynes asked the County Attorney what her professional recommendation would be to the Board of County Commissioners regarding the proposed ballot language.

County Attorney O'Steen stated that the proposed charter language itself is legally acceptable but federal and state constitutional and statutory restrictions could limit what the County is able to do in practice, even if the amendment was adopted.

Chair Lindley asked whether placing the language in the charter now, despite the current legal risks, could still be valuable because future circumstances might change. She suggested that even if the amendment cannot be fully implemented today due to legal constraints, a future County Commission might be able to act on it more freely if laws or policies change, since the language would already be embedded in the charter.

County Attorney O'Steen noted that the proposed charter language might have little practical effect right now due to current legal limitations, but future legal changes could either expand or further restrict what the County could do.

Henry Lewis, III, warned that the language might be used to challenge or dismantle single-member districts and other programs created to address past disparities.

Vice Chairman Chauncy Haynes made a substitution motion for Option #1: Approve the draft recommendation encouraging the Board to continue the County's long-standing commitment to addressing poverty and inequities in the community.

The motion failed for lack of a second.

Linda Bond Edwards asked the County Attorney for further clarity on the viability of using economic data for related programs.

County Attorney O'Steen cited the County's MWSBE (Minority/Women-owned Small Business Enterprise) program as an example, which is based on a third-party disparity study showing a need for corrective action. She noted that similar programs across the country are currently being challenged in court, so the legal landscape is still evolving. She emphasized that legal risk increases when a program explicitly targets a protected class, because that triggers strict scrutiny under constitutional law. In contrast, policies based on geographic need or general socioeconomic data—such as addressing food access in an underserved area, are more legally defensible, even if they indirectly benefit members of a protected class.

Sean Pittman stated he would support the proposal, but suggested that the structure might be better implemented through an ordinance rather than a charter amendment.

Bruce Strouble, Jr., moved, seconded by Howard Kessler, to recommend to the Board of County Commissioners a proposed charter amendment and ballot language (as distributed by Mr. Strouble during the meeting) to require the County to assess persistent disparities resulting from historic public policy decisions and establish a framework for addressing those impacts, including periodic audits and potential restoration strategies.

The motion failed 9 – 9 with Vice Chairman Chauncy Haynes, Linda Bond Edwards, Anita Favors, Darryl Jones, Henry Lewis, III, Heidi Otway, Shamarial Roberson, William Smith and Barry Wilcox in opposition. Committee Members Joey Davis, Liz Ellis and Slaton Murray were not present.

Chair Lindley thanked Committee Members for their time, thoughtful participation, and respectful discussion of complex issues. She noted that their work helped the community better

understand how local decisions are made and expressed appreciation for everyone's effort. She shared that she had been invited to speak to the League of Women Voters in March to provide an overview of the Committee's work. She also thanked County staff for their support and dedication throughout the process.

Darryl Jones asked whether the two recommended changes to the Preamble of the Leon County Charter, related to esteemed humanity and affirming access to health care, would be presented separately to the Board of County Commissioners.

Mrs. Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives, clarified that proposed amendments would be presented separately.

Linda Bond Edwards made a special announcement congratulating the County Attorney for recently receiving the Martha Barnett Outstanding Attorney Award from the Tallahassee Women Lawyers. She thanked County Attorney O'Steen for her professionalism and for patiently addressing the Committee's many questions during the meeting.

Sean Pittman congratulated the County Attorney on receiving the Martha Barnett Outstanding Attorney Award, noting that it is a significant honor given Martha Barnett's reputation. He also thanked Chair Lindley for her leadership in guiding the Committee through the process and expressed appreciation to the staff, particularly Mrs. Hatch, for their dedication and hard work.

County Administrator Long thanked the Committee Members and Chair Lindley on behalf of County staff for their work and participation. He also noted that the Board of County Commissioners will formally recognize the Committee in the future and that staff will notify members when that occurs.

Adjournment:

Chair Lindley adjourned the meeting at 2:22 p.m.

ATTEST:

_____
Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

_____
Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

DRAFT

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

RECEIPT AND FILE OF WRITTEN PUBLIC COMMENTS

(To be electronically distributed Wednesday before the meeting)

From: Darchelle Pickett <pickettdarchelle@gmail.com>

Sent: Tuesday, May 26, 2026 10:05 PM

To: Charter Review Process <CCRC@leoncountyfl.gov>

Subject: Accountability Amendment - May 28, 2026

Greetings, Commissioners.

My name is Darchelle Pickett, and I am a Florida resident in District 2 of Leon County, with Christian Caban as our County Commissioner.

Public policy decisions have long-term effects. When those effects persist across generations, governance should respond in a long-term way.

Urban renewal projects displaced communities, such as Smokey Hollow, without equivalent long-term reinvestment.

The results of that disruption have economic and social effects that remain visible in present-day community conditions.

Any future ordinance or implementation process under this framework would still be required to comply with all applicable state and federal law.

This geographically-based, data-informed framework is focused on community conditions and policy impacts—not identity-based preferences.

This amendment creates authority, not mandates. It strengthens long-term governance without creating legal or fiscal risk. I urge you to advance it.

As a resident in District 2, I ask the Committee to approve the proposed charter amendment for recommendation to the Board of County Commissioners. Thank you for your dedication to the people of Leon County.

Sincerely,

D. C. Pickett,

FL College Student, U.S. Military Veteran, & Commissioned Notary Public of Florida.

From: Trishay Young <trishayyoung@gmail.com>

Sent: Tuesday, May 26, 2026 8:54 PM

To: Charter Review Process <CCRC@leoncountyfl.gov>

Subject: Support for the Restoration of Communities from Historic Harm Amendment (RCA)

Greetings!

My name is Trishay Young, I live in the Callen Neighborhood zip code 32310 of Leon County.

Thank you for your time today for this important work!

Transparent assessment and recurring review processes strengthen public trust in government. This framework creates a lawful structure for informed decision-making.

Historic housing and lending practices limited wealth-building opportunities in certain Leon County neighborhoods. Today, those same areas continue to experience lower homeownership rates and greater housing instability.

This framework is also about improving future decision-making by encouraging governments to consider potential long-term community impacts before major actions are taken.

Charter language protects responsibilities across administrations. I encourage you to advance the Amendment.

Thank you again!

Peace,

Mrs. Young

"Look at Life through an Eagle's Eyes"

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM #1

Citizen Charter Review Committee

Agenda Item #1

May 28, 2026

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator

Title: Consideration of Advancing a Proposed Charter Amendment Addressing Historic Harmful Public Policy Decisions

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Cameron Williams, Management Analyst

Summary:

As requested by the Board of County Commissioners at its May 12, 2026 meeting, this item seeks the Citizen Charter Review Committee's consideration of whether to advance a Charter Amendment addressing historic harmful public policy decisions based on geographical areas in the community rather than race, gender, ethnicity, or any other protected class, that is compliant with state and federal laws, and in a manner that does not jeopardize state or federal funding.

Staff Recommendation:

Committee direction.

Report and Discussion

Background:

As requested by the Board of County Commissioners (Board) at its May 12, 2026 meeting, this item seeks the Citizen Charter Review Committee's (Committee) consideration of whether to advance a Charter Amendment addressing historic harmful public policy decisions based on geographical areas in the community rather than race, gender, ethnicity, or any other protected class; compliant with state and federal laws; and in a manner that does not jeopardize state or federal funding.

On January 22, 2026, the Committee received an analysis of the County's ongoing efforts to reduce poverty and inequity in the community. The item included an analysis of Dr. Bruce Strouble's proposal to amend the County Charter by creating a new section that would require the County to establish programs and funding targeted to communities that have experienced historic racial discrimination. As presented in that item, adopting a Charter Amendment to establish programs and funding based on historic racial disenfranchisement could create legal challenges and jeopardize federal and state funding due to recent and ongoing state and federal actions to prohibit diversity, equity, and inclusion (DEI) related activities. Despite these considerations, the Committee requested a proposed Charter Amendment and corresponding ballot language to be prepared for consideration requiring the County to assess and address persistent disparities resulting from historic public policy decisions.

On February 19, 2026, the Committee received the proposed Charter Amendment and ballot language. Due to recent and ongoing state and federal actions to prohibit diversity, equity, and inclusion (DEI) related activities as well as the County's ongoing efforts to address poverty and inequities in the community within the Board's existing authority, the Committee did not advance the proposed Charter Amendment. Throughout the process, the Committee expressed strong support for the County's ongoing efforts to address poverty and inequities in historically underserved areas and support vulnerable populations in the community.

Subsequently, at its March 20, 2026 meeting, the Board requested an item on the proposed Charter Amendment considered, but ultimately not recommended, by the Committee related to persistent disparities resulting from historic public policy decisions based on certain occurrences including slavery and segregation. It is important to note that on that same day, the Florida Legislature also approved SB 1134 which prohibits local governments from adopting and implementing DEI-related activities such as those proposed in the Charter Amendment considered by the Committee. Additionally, on March 26, 2026, President Trump issued another executive order, Executive Order (2026 EO), that requires all recipients of federal funding to agree that they will not engage in racially discriminatory DEI activities.

The requested item on the proposed Charter Amendment not recommended by the Committee was presented to the Board at its April 10, 2026 meeting. The item provided a comprehensive analysis on the proposed Charter Amendment as well as the recent state and federal actions that prohibit local governments from adopting and implementing DEI-related activities such as those proposed in the Charter Amendment. Recognizing these considerations, the Board requested a revised framework to address historic harmful public policy decisions that could be provided to the Citizen

Charter Review Committee for further consideration as a Charter Amendment that examines the following:

- Public policy decisions enacted by the Board;
- Focuses on geographic areas and does not consider race, gender, ethnicity or any other protected class (i.e., sexual orientation, etc.);
- Complies with state and federal laws; and
- Does not jeopardize state and federal funding requirements.

At its May 12, 2026 meeting, the proposed framework was presented to the Board which included important context regarding the County's comprehensive and ongoing efforts in alignment with the criteria above by addressing the needs in geographic areas through investment and engagement in underserved areas and vulnerable populations. As detailed in that item, these existing efforts align with best practices, are consistent with state and federal laws, and do not jeopardize state and federal funding awarded to the County. Notwithstanding the County's existing ongoing efforts, as requested by the Board, the item presented an option for consideration to revise the Charter Preamble to affirm Leon County's commitment to addressing the needs of underserved areas and vulnerable populations in our community. At that time, the Board voted to reconvene the Committee for its consideration of whether a Charter Amendment should be advanced addressing historic harmful public policy decisions based on geographical areas in the community rather than race, gender, ethnicity, or any other protected class, that is compliant with state and federal laws, and in a manner that does not jeopardize state or federal funding.

Analysis:

Leon County comprehensively addresses the long-standing and evolving needs of historically underserved areas and vulnerable populations (i.e., homeless, low-income, etc.) through countless policies, innovative programs, ongoing partnerships, and active engagement – all of which are data-driven, strategically implemented, and consistent with best practices. With this approach and focus, the County regularly addresses the highest and most challenging needs that historically underserved areas and vulnerable populations often experience.

Based on empirical data such as U.S. Census and U.S. Bureau of Economic Analysis, the common challenges of historically underserved areas include economic inequities that are often highlighted by persistent and disproportionate high poverty and unemployment rates; the lack of public infrastructure that prevents access to basic and essential services; the degradation of natural and environmental resources that adversely affect health and welfare; and limited access to social services that are critical to enhancing quality of life.

As presented to the Board at its May 12, 2026 meeting, the following analysis details the numerous policies, programs, partnerships, and investments the County is actively implementing in historically underserved areas to:

- Reduce Economic Inequities;
- Expand Infrastructure for Access to Basic and Essential Services;
- Protect the Environment for Health, Safety, and Welfare; and
- Deliver Critical Social Services to Enhance Quality of Life.

Consistent with the Board's direction, these efforts align with best practices that address historic harmful policy decisions, comply with state and federal laws, and do not jeopardize state and federal funding. Additionally, these efforts have been implemented within the Board's existing authority and without any change to the County Charter.

Reduce Economic Inequities

The County has actively spearheaded efforts to reduce economic inequities and private sector disinvestment in historically underserved areas. Aligned with best practices, the County utilizes empirical data developed by the U.S. Census and Florida Office of Economic & Demographic Research to identify neighborhoods and communities with persistent and disproportionate levels of high poverty and unemployment rates. Subsequently, programs, partnerships, initiatives, and investments are adopted and implemented in collaboration and coordination with residents and stakeholders to increase economic prosperity and private sector investment. Although not exhaustive, significant examples of the County efforts include:

- Establishment of the Downtown and Greater Frenchtown-Southside Community Redevelopment Areas (CRAs) in partnership with the City of Tallahassee (City) to increase economic growth in areas that for years experienced slum, blight, and private sector disinvestment. Through the CRAs, the County has invested more than $56 million in property tax revenue that has improved public infrastructures (roads, sidewalks, stormwater, etc.); constructed new affordable housing including Goodbread Hills, Columbia Gardens, and Magnolia Oaks; and invested in local businesses to spur private sector investment in housing, retail, and restaurants.
- Adoption of the Southside Action Plan (SAP) within the Tallahassee-Leon County Comprehensive Plan to promote balanced and equitable growth in southern Leon County neighborhoods, including Bond, Providence, and South City. This has resulted in more than $1.13 billion in public and private investment within the SAP boundaries including more than $125 million in direct County funding.
- Development of Sense of Place Plans that intentionally engage residents to strengthen the unique identity of local neighborhoods and rural communities while enhancing public investment. Sense of Place plans developed by the County include:
    - *Miccosukee Community Sense of Place* – led to $5.9 million in County and federal investment for the redevelopment of the Old Concord School into the new Miccosukee Community Center.
    - *Lake Jackson Town Center Huntington Sense of Place* – transformed a traditional shopping center into a cohesive public gathering spot that resulted in the expansion of the Lake Jackson Branch Library, a new community center, and enhanced retail space for greater private sector investment.
    - *Woodville Community Sense of Place* – adopted as a County Strategic Initiative by the Board, this plan focuses on activating and enhancing the rural town center through placemaking and infrastructure investment. It prioritizes the revitalization of Woodville and Robinson Road Parks alongside the development of a new trail hub on the St. Marks Trail, all supported by landscaping and gateway signage to

strengthen community identity. These aesthetic improvements are paired with critical infrastructure projects, including streetscaping, expanded pedestrian and bicycle connectivity, roadway safety enhancements, and the ongoing septic-to-sewer conversion program. Ultimately, the plan drives economic vitality by promoting trail-oriented development and updating zoning to foster compatible, small-scale business opportunities.

- Adoption of land use and zoning tools under the Tallahassee-Leon County Comprehensive Plan — including the Land Use and Mobility Element adopted in December 2025 — to protect existing neighborhoods from incompatible development and guide growth in a manner that preserves neighborhood character. These tools include low-density residential zoning classifications that prevent the conversion of single-family neighborhoods to high-density multifamily or large-format retail, and the Neighborhood Boundary land use category developed in partnership with the Bond Neighborhood to allow small-scale mixed uses — such as corner stores, daycares, and small cafes — while prohibiting strip malls, apartments, and big box retail that would alter the neighborhood's scale and character.
- Administration of the Small Business Enterprise (SBE) program through the Office of Economic Vitality (OEV) to provide business support to qualifying small businesses based on size and revenue, ensuring local enterprises in underserved areas can compete for and benefit from public investment opportunities.
- Partnership with the Small Business Development Center at FAMU to provide technical assistance to new and existing small business owners at every phase of the business lifecycle, preparing them to take advantage of economic opportunities generated by new public and private development in their communities.
- Implementation of robust public engagement on all public projects — including stakeholder meetings, online and in-person surveys, and public open houses — to ensure residents in historically underserved areas are informed of and have meaningful input into investments being made in their communities. For private development proposals, public engagement includes direct mailed notifications, legal advertisements, on-site signage, citizen committee review, and public hearings, ensuring that residents have a voice in the development occurring in their neighborhoods.
- Availability of urban area opportunity incentives to attract jobs and private investment to the urban core, directly benefiting residents of historically underserved neighborhoods.

Expand Infrastructure for Access to Basic and Essential Services

The County has been steadfast in its commitment to infrastructure improvements in historically underserved areas that expand access to basic and essential services. These improvements include paved roads, sidewalks, and traffic lights that connect underserved neighborhoods to the broader community. Through a combination of data evaluation, extensive planning, active community engagement, and strategic investments, the County's efforts have included:

- The establishment of the *Livable Infrastructure for Everyone (L.I.F.E.) funding* through the one-cent infrastructure surtax — a dedicated mechanism designed to direct resources toward communities that have long been overlooked. Through this initiative, Leon County has been able to translate policy commitments into tangible, on-the-ground improvements, including:
    - *Rural Road Safety Stabilization Program* – addressing road conditions in rural corridors to improve safety and accessibility for all residents.
    - *Rural Broadband* – expanding high-speed internet access to underserved rural communities, bridging the digital divide and connecting residents to economic and educational opportunities.
    - *Fire Hydrants* – extending fire suppression infrastructure into rural areas that previously lacked adequate protection, improving public safety for residents historically outside the reach of essential services.
    - *Intersection Street Lighting* – illuminating key intersections in underserved areas to enhance safety for drivers, pedestrians, and cyclists.
    - *School Bus Lighting* – improving visibility and safety at school bus stops, protecting children in rural communities who were previously without adequate lighting infrastructure.
- Dedication of $319 million through the Blueprint Intergovernmental Agency (Blueprint) on infrastructure investments in high poverty neighborhoods that equates to approximately 62% of Blueprint funding including:
    - More than $1.5 million for the development of the South City Transit Center and improvements in the South City neighborhood.
    - Approximately $9 million in Blueprint funding for the Orange-Meridian Placemaking project for construction of a new park and investment in the South City Transit Center.
    - Planned construction of Segment 4 of the Capital Cascades Trail in the amount of $20 million for stormwater improvements, multi-use trail, and community gathering spaces connecting the Bond, Callen, Liberty Park, Lee Manor, and Providence neighborhoods.
    - Construction of the Magnolia Drive Trail, including underground electric utilities adjacent to the South City neighborhood in the amount of $23.6 million.
- Adoption of the Family Heir Policy to support intergenerational land use and help families in underserved areas retain and utilize property that might otherwise remain undevelopable under standard regulations.
- Investment in multimodal transportation infrastructure, including new sidewalks and trail connections to the St. Marks Trail, to expand access to affordable non-motorized transportation — including walking, bicycling, and micro-mobility — for residents in historically underserved areas, reducing transportation costs and improving connectivity to employment, services, and recreation.

- Adoption of two Neighborhood First Plans — for the Greater Bond Neighborhood and the Providence Neighborhood — containing infrastructure investment components that expand mobility options, improve public spaces, and strengthen connectivity within and between neighborhoods in historically underserved areas of the incorporated community.

Protect the Environment for Health, Safety, and Welfare

For much of the twentieth century, a combination of public policies and private sector activities prioritized development and economic growth that adversely impacted the environment. This included the direct discharge of effluent and untreated wastewater into surface waters, development within designated flood hazard areas, and the systematic filling of floodplains and wetlands. According to the Environmental Law Institute, a research-based organization in Washington, D.C. that focuses on environmental policies, local governments address public policies and private activities that have adversely impacted the environment in their communities through integrated strategies of regular testing and observation, remedial projects, and community engagement. Through rigorous evaluation and monitoring of scientific data, the County has incorporated similar strategies with the adoption policies, plans, and programs aimed at reversing decades of environmental degradation while improving health, safety, and welfare in historically underserved areas. These efforts have resulted in the following:

- Adoption of the Leon County Environmental Management Act (EMA) to establish rigorous local standards for the protection of property and the natural environment that takes into consideration the unique ecology of natural resources within geographic areas. In underserved areas, the County's EMA standards is mitigating flooding, protecting waterbodies, and reducing pollution.
- Adoption of the Primary Spring Zone Protection to safeguard groundwater quality within neighborhoods in Southern Leon County where the Florida Aquifer is most vulnerable while to protecting the water quality and biological health of Wakulla Springs.
- Establishment of Woodville Septic to Sewer Program to convert septic tanks to central sewer system, eliminating decades of groundwater and surface water contamination. The program provides homeowners in the Woodville area up to $12,000 in grant funding. Thus far, the County has invested $63 million and expanded sewer services to 709 properties.
- Adoption of the Lake Munson Action Plan to restore Lake Munson to address the legacy of pollution and nutrient loading that degraded the lake over generations with algal blooms, fish kills, and invasive plant growth. The plan includes:
    - Advancement of the $1.6 million Munson Slough Embankment Repair Project to stabilize eroded banks, reestablish native vegetation, and reduce sediment transport into Lake Munson;
    - An initial drawdown to facilitate sediment drying and nutrient reduction;
    - Periodic routine drawdowns to sustain long-term water quality improvements;
    - Post-Drawdown Water Quality Study from May 2024 through April 2026, including monthly water quality and flow data collection at four monitoring locations;
    - Enhanced water quality monitoring;

  - Aerial topographic surveys of the lake bottom; and
  - Expanded invasive exotic vegetation and algal bloom management programs.

- Investment in the Lake Henrietta stormwater management facility project to address decades of polluted stormwater runoff that has contributed to the degradation of Lake Munson. This Lake Henrietta Project includes:
  - Construction of Lake Henrietta as a regional stormwater management facility to intercept polluted stormwater runoff upstream of Lake Munson, capturing sediment, floating debris, and nutrient-rich material before it can enter the lake.
  - Investment of over $1 million in the Lake Henrietta facility, which has captured over 53,000 cubic yards of sediment and debris from flowing downstream into Lake Munson since construction in the early 2000s.
  - Receipt of a $2 million U.S. Environmental Protection Agency (EPA) grant for the Lake Henrietta Sediment Removal Project to remove the accumulated sediment the facility was designed to capture, restoring the facility's stormwater treatment capacity and reducing nutrient loading into Lake Munson, with design anticipated in Summer 2026 and construction to follow in 2027.
  - Development of the Anita Davis Preserve at Lake Henrietta, which serves the surrounding community as a public park featuring a walking trail and outdoor recreational amenities, providing dual environmental and quality-of-life benefits to residents in the area.

Deliver Critical Social Services to Enhance Quality of Life

In order to deliver critical social services, the County has adopted and implemented numerous programs consistent with best practices that are data driven, strategically implemented, and community-focused to improve the quality of life for the residents in historically underserved areas and vulnerable populations. The County's recent and ongoing efforts include:

- Hosted the 32304 Summit in March 2026 to highlight the efforts of the County and community partners to reduce poverty in 32304 neighborhoods including Frenchtown and Griffin Heights which has resulted in an 8% decrease in the 32304 poverty rate since 2019 (more than the 2% Countywide reduction during the same period).
- Establishment of the Community Human Services Partnership (CHSP) Promise Zone in partnership with the City which invests $1.1 million each funding cycle to provide direct services such as food, legal aid, and healthcare to high poverty neighborhoods.
- Hosted nine (9) *Breaking Bread* Dinner series in the neighborhoods with the highest food insecurity rates to identify barriers to food access with more than 200 participants.
- Establishment of the Trusted People Neighborhood Engagement Committee (Trusted People Committee) comprised of leaders of the neighborhoods with high food insecurity rates that meet bi-monthly to work with the County and partners to engage and connect residents to available resources in the community.

- Installation of temperature-controlled food lockers available 24/7 in Frenchtown, South City, and Providence neighborhoods that have distributed over 17,000 meals to more than 3,200 residents.
- Strengthened partnership this year (2026) with Farm Share to increase fresh produce distribution capacity in neighborhoods with the highest food insecurity rates which will serve over 1,000 households annually.
- Partnership with the City to implement the City's Neighborhood First Plans to improve the quality of life and spur economic growth in high poverty neighborhoods which has resulted in more than $1.1 million in County funding for the construction of 16 homes in Bond, Griffin Heights, and Providence.
- Implementation of the Home Rehabilitation and Replacement Program to perform emergency home repairs, rehabilitate projects, and/or replace the homes of low-income families in rural and underserved regions of the County.
- Partnership with the City and Tallahassee Housing Authority to create and provide seed funding for the establishment of the South City Foundation to revitalize the neighborhood through engagement, economic development, healthcare, and affordable housing.
- Establishment of the Emergency Medical Technician (EMT) Program in partnership with Tallahassee State College and Leon County Schools to create a career path at the Leon County Emergency Medical Services for students at Godby High School which is the primary high school for the 32304-zip code and neighborhoods with the highest poverty rate in the County.

In addition to neighborhood specific programs, initiatives, and investments, the County's communitywide efforts to deliver resources to the most vulnerable populations include:

- Investment of $1.4 million annually to prevent and reduce homelessness in the community through dedicated funding to the five (5) emergency homeless shelters, street outreach initiatives, and Leon County Sheriff HOST deputies.
- Investment of more than $1.75 million annually through the Healthcare Services Program (i.e., CareNet) to provide primary care, dental care, mental health services, assistance with prescription medications, and specialty care to low-income, uninsured residents.
- More than $500,000 annually in County funding to support food pantries, mobile food distributions, senior nutrition services, and child meal programs.
- Distribution of over 4,000 summer meals through the Summer BreakSpot program at the Leon County Main Library and branch locations for kids during summer 2025.
- Expanded partnership with 2-1-1 Big Bend to invest more than $100,000 annually in the 2-1-1 Lyft program that provides County residents free transportation to medical appointments, grocery stores, and employment interviews.
- Investment of $5.8 million in direct funding and more than $198 million in bonding for affordable housing rental projects that have or will build more than 1,200 units within the next 12 to 18 months for low-income households.

- Investment of $500,000 annually in affordable rental development for very-low and extremely-low income households.
- Secured $100 million in bonds through the Housing Finance Authority of Leon County (HFA) for the development of future affordable rental housing projects for low-income renters.
- Adoption of the local option property tax exemption to incentivize market rate rental development projects to dedicate units for low-income households at affordable rates.
- Establishment of the Tallahassee-Leon County Community Land Trust (CLT) in partnership with the City and Tallahassee Lenders' Consortium to construct new homes for low-income households that will remain affordable in perpetuity. The County donates properties to the CLT to construct new homes (eight homes completed thus far).
- Partnership with Legal Services of North Florida to provide legal assistance to help low-income families clear title and resolve heirs' property issues.
- Partnership with FAMU Federal Credit Union to establish the SmartSteps Microloan Program to provide financial capital to historically marginalized entrepreneurs to build their businesses. The County allocated $2.5 million, and to-date SmartSteps has distributed over $1 million in microloans to 51 small local businesses.
- Partnership with the Capital City Chamber of Commerce (Capital City Chamber) to support the Bank On Tallahassee Initiative which improves access to banks and credit unions for low-income households and helps reduce barriers for households with previous credit issues.

As extensively detailed, the County is actively addressing historic harmful public policy decisions in geographic areas utilizing best practices to adopt policies, implement programs, strengthen partnerships, enhance community engagement, and make significant investment in historically underserved areas and vulnerable populations. The County's efforts are reducing economic inequities; providing public infrastructures essential to health, safety, and welfare; protecting the environment; and delivering critical social services to enhance the quality of life of historically underserved areas and vulnerable populations.

Consistent with the Board's direction, the County's approach addresses historic harmful public policy decisions in geographic areas, complies with state and federal laws and does not jeopardize any state and federal funding requirements. These targeted efforts align with best practices that address historic harmful policy decisions, comply with state and federal laws, and do not jeopardize state and federal funding. Furthermore, these efforts are strategically planned, annually funded by the Board, and carried out on a day-to-day basis by staff, community partners, and key stakeholders Most importantly, the County's efforts have been successfully implemented within the Board's existing authority and without the need for an amendment to the County Charter.

Further Consideration by the Citizen Charter Review Committee

As previously reported to the Committee, there are no county charters in Florida that include language related to disparities from historic public policies. County charters generally address large organizational issues focused on the authority, structure, and power of county government.

Operational detail or program-specific policy, such as the establishment of programs or targeted resource allocation, is more appropriately implemented through the Board's strategic planning process, budgetary priorities, or policy and ordinance adoption. In fact, the Board currently has the statutory authority and has been active in addressing the long-standing and evolving needs of historically underserved areas and vulnerable populations through policies, programs, and investments – all of which have been done without amending the County Charter.

In light of the Board's existing authority and ongoing actions, a Charter Amendment is not necessary and could be limiting. Specifically, creation of policy and programmatic mandates in the Charter would reduce the County's flexibility to respond to evolving community needs, funding opportunities, and legal requirements, and may not be consistent with the County's data-driven approach to addressing the most pressing issues and investing in time-sensitive needs in the community.

Potential Amendment to Revise the Preamble of the County Charter

Should the Committee wish to consider a proposed Charter Amendment, an option for consideration is to amend the Preamble of the County Charter to affirm County's commitment to addressing the needs of historically underserved areas and vulnerable populations in our community. As noted previously, this option was presented to the Board at its May 12th meeting, which the Board did not advance and instead voted to reconvene the Committee to consider whether a Charter Amendment on this issue should be advanced.

As previously reported to the Committee, the Preamble sets forth broad community values which emphasize the importance of home rule, local decision making, and the role of residents in shaping their local government. As an introduction to what the Charter seeks to achieve, the Preamble does not delineate specific structures, authorities, policies, or provision of services for County government. Rather, it is intentionally broad to allow the County to adapt and respond to emerging challenges as determined by the elected County Commission.

The Committee previously recommended to the Board a proposed amendment revising the Charter Preamble to reflect the esteemed humanity of all residents of Leon County. Similarly, the Committee may wish to consider revisions to the Preamble that would reflect the County's long and ongoing efforts to invest and engage in historically underserved areas and vulnerable populations.

As shown in Table #1, the proposed language (<u>underlined</u>) could be incorporated to affirm the County's commitment to addressing the needs of underserved areas and vulnerable populations in our community. The proposed amendment, as drafted below, would not conflict with existing state and federal law.

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Table #1. Proposed Amendment to the Charter Preamble
(Proposed language underlined)

PREAMBLE We, the citizens of Leon County, Florida, united in the belief that governmental decisions affecting local interests should be made locally, rather than by the State, and that County government should be reflective of the people of the County and should serve them in achieving a more responsive and efficient form of government and in order to empower the people of this County to make changes in their own government, do ordain and establish this Home Rule Charter for Leon County, Florida. We further affirm Leon County's commitment to addressing the needs of historically underserved areas and vulnerable populations in our community.

In addition, potential ballot language has been prepared for the proposed Charter Amendment as reflected in Table #2 below. The proposed ballot title and ballot language reflected in Table #2 would meet the statutorily required word count limit. The ballot title is limited to 15 words, and the ballot language is limited to 75 words.

Table #2. Proposed Ballot Title and Ballot Language

Proposed Ballot Title
Affirmation of County's Commitment to Historically Underserved Areas as proposed by Citizen Charter Review Committee
Proposed Ballot Language
Shall the Preamble of the Leon County Home Rule Charter be amended to affirm Leon County's commitment to addressing the needs of historically underserved geographic areas and vulnerable populations in our community, while preserving the Charter's existing framework for local self-governance, community values, and citizen empowerment?

The Committee also has the opportunity to propose its own charter amendment as an alternative or any additional direction specific to this issue. Should the Committee not wish to further consider or advance this issue, it may also table the issue at this time.

Next Steps

As directed by the Board, this item provides the Committee with information and analysis for consideration in evaluating whether to advance a Charter Amendment addressing historic harmful public policy decisions based on geographical areas in the community rather than race, gender, ethnicity, or any other protected class, that is compliant with state and federal laws, and in a manner that does not jeopardize state or federal funding.

A simple majority is needed to advance a Charter Amendment to the Committee's three required public hearings to take public input and formally consider the proposed Amendment. The public hearings have been tentatively scheduled to take place June 30, July 16, and July 30, 2026, at 6:00 p.m. The Committee may consider and approve further revisions to the proposed Amendment during any of its public hearings. Any proposed Charter Amendments, as recommended by the

Committee during its public hearings, will be presented for final consideration by the Board at its public hearing on August 17, 2026.

Options:

1. Accept this report and take no further action.
2. Advance a proposed Charter Amendment addressing historic harmful public policy decisions for consideration at the Committee's first of three public hearings on June 30, 2026, at 6:00 p.m.

Recommendation:

Committee direction.

Citizen Charter Review Committee

June 30, 2026
6:00 p.m. – 8:00 p.m.
Leon County Main Library
Programming Room

PUBLIC HEARING AGENDA

Call to Order and Opening — Mary Ann Lindley, Chair

Consent

- Approval of May 28, 2026 Meeting Minutes
- Receipt & File of Written Public Comments

Public Comment

Public Hearing

- Agenda Item #1: First of Three Public Hearings to Consider the Proposed Charter Amendment Language to Provide for Community Impact Assessments

The next public hearing of the Citizen Charter Review Committee will take place on Thursday, July 16, 2026 at 6:00 p.m. upon approval by the Committee.

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

APPROVAL OF MAY 28, 2026 MEETING MINUTES

Citizen Charter Review Committee
Special Meeting
May 28, 2026
11:30 a.m. – 2:30 p.m.
Leon County Main Library
Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on May 28, 2026, at 11:30 a.m. in the Leon County Main Library with Committee Members Mary Ann Lindley, Chauncy Haynes, Joey Davis, Linda Bond Edwards, Liz Ellis, Max Herrle, Darryl Jones, Howard Kessler, Henry Lewis, III, Slaton Murray, Ryan Ray, Shamarial Roberson, Temple Robinson, Bruce Strouble, Jr., Jarrett Terry, Katrina Tuggerson and Barry Wilcox in attendance. Also present were County Administrator Vincent Long, Deputy County Attorney Emily Norton, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Management Analyst Cameron Williams, and Clerks to the Board, Beryl Wood and Daniel J. Antonaccio.

Absent Members: Anita Favors, Heidi Otway, Sean Pittman, and William Smith.

Call to Order and Opening Mary Ann Lindley, Chair

Chair Lindley called the meeting to order at 11:30 a.m. and asked County Administrator Long to provide a brief overview of the meeting.

County Administrator Long recapped the Committee's previous consideration of a proposed Charter Amendment addressing historic harmful public policy decisions, which failed to advance on a 9 – 9 vote. He explained that the Board of County Commissioners subsequently requested additional analysis related to Senate Bill 1134 and recent federal actions and directed staff to develop a legally compliant, geographically based framework for addressing the effects of historic public policy decisions.

County Administrator Long noted that the agenda materials summarized the County's existing geographically focused programs, investments, and initiatives supporting vulnerable communities. While the Board did not advance a Board-initiated Charter Amendment, it referred the matter back to the Committee for further consideration and possible recommendation.

Chair Lindley stated that the consideration of advancing a proposed Charter amendment addressing historic harmful public policy decisions would be the only issue for consideration by the Committee during the special meeting.

Consent:

Henry Lewis, III, moved, seconded by Ryan Ray, to approve the consent agenda as presented.

The motion carried 16 – 0 with Committee Members Anita Favors, Darryl Jones, Heidi Otway, Sean Pittman and William Smith not present.

Approval of February 19, 2026 Meeting Minutes

Receipt & File of Written Public Comments

- *Darryl Jones arrived at this juncture of the meeting.*

Public Comment:

- Stanley Sims, 1320 Avondale Way, stated that the Board was not rejecting the concept but seeking to avoid potential legal and financial risks. He emphasized that the issue should focus on the impacts of past public policies and strengthening community unity rather than race, labels, or division.
- Serenity Williams, 4011 Elder Lane, spoke in support of the proposed amendment, stating that recurring assessment, transparency, and public review are appropriate Charter functions and that the proposal would not mandate spending, create quotas, or establish preferential treatment.
- Darchelle Pickett, a District 2 resident, spoke in support of the proposed amendment, stating that public policy decisions can have lasting community impacts. She cited Smoky Hollow as an example and described the proposal as a geographically based framework for assessing community conditions.
- Bryan Stringer, 8479 Southern Park Drive, spoke in support of the proposed amendment, stating that the proposal would establish a long-term framework for transparency, accountability, recurring community impact assessments, and public reporting without creating spending mandates, quotas, or race-based preferences.

General Business:

Agenda Item #1: Consideration of Advancing a Proposed Charter Amendment Addressing Historic Harmful Public Policy Decisions

Nicki Hatch introduced the item, which requested the Committee's consideration of whether to advance a proposed Charter Amendment addressing historic harmful public policy decisions. As directed by the Board of County Commissioners at its May 12, 2026 meeting, the proposed amendment would use a geographically based framework rather than protected-class criteria and would be developed consistent with applicable state and federal law without jeopardizing state or federal funding. Staff presented the following options: (1) accept the report and take no further action; or (2) advance a proposed Charter Amendment for consideration at the Committee's first public hearing on June 30, 2026, at 6:00 p.m.

Bruce Strouble, Jr., presented a revised charter amendment proposal developed in response to concerns raised by staff and legal counsel. He distributed handouts with his revised proposal and explained that the proposal removed references to protected classes and funding requirements, instead establishing a geographically based framework for recurring assessments of the impacts of historic public policies and governmental practices. He stated that the proposal was intended to promote accountability, transparency, and public reporting rather than create mandates or race-based programs.

Slaton Murray moved, seconded by Howard Kessler, to open the item for discussion.

The motion carried 17 – 0 with Committee Members Anita Favors, Heidi Otway, Sean Pittman and William Smith not present.

Slaton Murray asked who would oversee the framework and whether a new board, committee, or governmental function would be required. He also asked whether implementation would create financial obligations for the County.

Bruce Strouble, Jr., responded that the proposal intentionally leaves implementation details to County staff and the Board of County Commissioners. He explained that the framework would require a formal assessment every four years, with findings presented to the Board for public review and consideration. The Board would then determine how to respond to the findings and whether the information should be incorporated into County decision-making. He emphasized

that the proposal itself does not create automatic expenditures and leaves any financial commitments to the discretion of the Board.

County Administrator Long advised that if the Committee wished to advance a Charter Amendment, it would need to specify the language it intended to recommend before taking final action.

Bruce Strouble, Jr., moved, seconded by Howard Kessler, for Option #2: Advance a proposed Charter Amendment addressing historic harmful public policy decisions for consideration at the Committee's first of three public hearings on June 30, 2026, at 6:00 p.m.

Joey Davis questioned why the proposed language applied countywide rather than to specific geographic areas and asked how the proposed assessment and reporting process would differ from existing County evaluations and reporting practices.

Bruce Strouble, Jr., explained that the proposed language was intentionally broad to allow the framework to address community concerns throughout Leon County, including issues that may emerge in the future.

County Administrator Long stated that while the County conducts numerous program-specific evaluations and reporting activities, it does not currently have a single, comprehensive process for assessing historic harms as illustrated in the proposal.

Barry Wilcox requested a practical example of how the proposed framework would work.

Chair Lindley invited Commissioner Bill Proctor to respond to Mr. Wilcox's question.

Commissioner Bill Proctor cited examples of annexation, infrastructure, and service disparities in certain communities, stating that such issues illustrate the types of historic public policy decisions that could be reviewed under the proposed amendment.

Vice Chairman Haynes stated that he would oppose the amendment, arguing that the County already addresses historical inequities through existing programs and investments. He expressed concern that adding the issue to the Charter could expand it beyond its intended role. He then questioned whether similar charter provisions exist elsewhere and expressed concern that the proposal could be perceived as a DEI initiative. He also questioned the need for recurring assessments focused on historical harms.

County Administrator Long responded that such provisions are generally uncommon.

Slaton Murray noted that ongoing Blueprint investments are helping address infrastructure and equity concerns in underserved communities and praised the County's existing efforts.

Henry Lewis, III, proposed a friendly amendment revising the ballot title to "Affirmation of County's Commitment to Historically Underserved Areas and Vulnerable Populations in Our Community" and removing the phrase "later determined to be unlawful or unconstitutional" from the amendment language. He stated that the changes would provide greater clarity and broaden the amendment's scope.

Bruce Strouble, Jr., accepted the friendly amendment.

Joey Davis proposed a friendly amendment to remove the word "historic" from the charter language, arguing that the amendment should address both past and future policy impacts and remain relevant over time.

Bruce Strouble, Jr., accepted the friendly amendment.

Shamarial Roberson stated that removing the word "historic" would make the amendment more relevant to current and future issues. She also sought assurance from legal counsel that the revised language would not conflict with state or federal law before supporting the proposal.

Deputy County Attorney Norton stated that she could review the proposed language for potential conflicts with applicable law but could not predict the legality of future actions or policies that might result from the amendment.

Linda Bond Edwards stated that the phrase "adverse community conditions" would provide flexibility and allow residents to raise concerns about the impacts of County policies or actions. She argued that the amendment could benefit any resident affected by such conditions.

Deputy County Attorney Norton cautioned that the term "adverse community conditions" may be too broad and undefined, potentially creating ambiguity about what issues would qualify for review under the amendment.

County Administrator Long advised that removing limited language could make the amendment difficult to implement by creating uncertainty about which policies, actions, or conditions should trigger an assessment.

Deputy County Attorney Norton added that any approved charter language would need to be sufficiently clear because the charter does not contain a general definitions section.

Bruce Strouble, Jr., cautioned that removing the word "historic" could make the proposal overly broad and weaken its original purpose. He requested that Joey Davis withdraw his friendly amendment.

Chair Lindley supported retaining the word "historic," stating that it better reflects the amendment's intent and provides greater clarity for voters.

Joey Davis withdrew his friendly amendment.

Vice Chairman Haynes offered a substitute motion, stating his preference for using the Charter Preamble to affirm the County's existing commitment to historically underserved areas and vulnerable populations without establishing a new Charter-based assessment process.

Vice Chairman Chauncy Haynes made a substitute motion to adopt the ballot title and ballot language presented by staff in the agenda item, which would amend the Charter Preamble to affirm the County's commitment to addressing the needs of historically underserved geographical areas and vulnerable populations of the community while preserving the County's existing framework for local self-governance, community values, and citizen empowerment.

The motion failed for lack of a second.

Shamarial Roberson asked whether Leon County has a defined meaning for "historic public policies" or any formally identified unlawful historic policies.

Deputy County Attorney Norton responded that the County does not have a specific definition or formal classification for historic public policies.

Bruce Strouble, Jr., requested to proceed with the vote.

Vice Chairman Haynes questioned how Committee members could evaluate the proposal without a clear definition of "historic public policies".

Committee members sought clarification on the motion.

Ms. Hatch explained that the motion consisted of three components: the proposed ballot title, ballot language, and charter amendment language as revised by the Committee. It was also confirmed that the proposed charter amendment language would be revised to reflect the changes made by the Committee to the ballot title and ballot language.

Bruce Strouble, Jr., moved, seconded by Howard Kessler, for Option #2, as amended: Advance a proposed Charter Amendment addressing historic harmful public policy decisions for consideration at the Committee's first of three public hearings on June 30, 2026, at 6:00 p.m. based on the Ballot Title and Language as amended and approved by the Committee as follows:

- *Proposed Ballot Title (As Revised and Approved by Committee): "Affirmation Of County's Commitment To Historically Underserved And Vulnerable Populations"*
- *Proposed Ballot Language (As Revised and Approved by Committee): "Shall the Home Rule Charter of Leon County, Florida be amended to provide for a recurring Community Impact Assessment process, public reporting, and Board of County Commissioners' review and response regarding adverse community conditions related to historic public policies or governmental practices?"*

The motion carried 14 – 3 with Vice Chairman Chauncy Haynes, Slaton Murray and Shamarial Roberson in opposition. Committee Members Anita Favors, Heidi Otway, Sean Pittman and William Smith were not present.

Ms. Hatch announced public hearings on June 30, July 16, and July 30, advising that the Committee's attendance was required and that votes would be taken at each hearing. She noted that additional revisions to the language could be considered and that, if approved, the proposal would advance to the Board of County Commissioners in August of 2026.

Committee members acknowledged the complexity of the issue, noting that questions involving historical inequities and governmental authority present significant legal and policy considerations.

Commissioner Proctor thanked the Committee for its work and described the discussion as one of the most thoughtful public policy conversations he had witnessed during his tenure.

Committee members expressed appreciation for the respectful and professional dialogue throughout the process despite differing viewpoints. Thanks were extended to the Chair, legal counsel, the County Administrator, and supporting staff for their assistance throughout the review process.

Adjournment:

Chair Lindley adjourned the meeting at 2:11 p.m.

ATTEST:

_____
Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

_____
Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

RECEIPT AND FILE OF WRITTEN PUBLIC COMMENTS

(To be electronically distributed Tuesday before the meeting)

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM #1

Citizen Charter Review Committee

Agenda Item #1

June 30, 2026

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator

Title: First of Three Public Hearings to Consider the Proposed Charter Amendment Language to Provide for Community Impact Assessments

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Cameron Williams, Management Analyst

Summary:

As requested by the Citizen Charter Review Committee at its May 28, 2026, special meeting, this item seeks to conduct the first of three public hearings on the proposed Charter Amendment to add an article to the Leon County Home Rule Charter. The proposed Charter Amendment would establish a periodic framework for the performance of a Community Impact Assessment, results publication, and Board of County Commissioners' review of adverse community conditions related to historic County laws, policies or practices.

Staff Recommendation:

Option #1: Conduct the first of three public hearings to consider a proposed Charter Amendment to provide for Community Impact Assessments (Attachment #1), and advance the proposed Charter Amendment for consideration at the Committee's second of three public hearings on July 16, 2026, at 6:00 p.m.

Report and Discussion

Background:

As requested by the Citizen Charter Review Committee (Committee) at its May 28, 2026, special meeting, this item seeks to conduct the first of three public hearings on the proposed Charter Amendment to add an article to the Leon County Home Rule Charter (Attachment #1). The proposed Charter Amendment would establish a periodic framework for the performance of a Community Impact Assessment, results publication, and Board of County Commissioners' (Board) review of adverse community conditions related to historic County laws, policies or practices.

On January 22, 2026, the Committee received an analysis of the County's ongoing efforts to reduce poverty and inequity in the community, including an analysis of a proposal by Committee Member Bruce Strouble to amend the County Charter to establish programs and funding targeted to communities that have experienced historic racial discrimination. Following discussion, the Committee requested that staff prepare a proposed Charter Amendment and corresponding ballot language requiring the County to assess and address persistent disparities resulting from historic public policy decisions.

On February 19, 2026, staff presented the proposed Charter Amendment and ballot language. Due to recent and ongoing state and federal actions related to diversity, equity, and inclusion (DEI) activities, as well as the County's ongoing efforts to address poverty and inequities in the community within the Board's existing authority, the Committee did not advance the proposed Charter Amendment.

Subsequently, the Board considered the proposed Charter Amendment at its April 10 and May 12, 2026, meetings. At the May 12th meeting, the Board voted to reconvene the Committee to consider whether to advance a Charter Amendment addressing historic harmful public policy decisions based on geographical areas in the community rather than race, gender, ethnicity, or any other protected class that is compliant with state and federal laws, and in a manner that does not jeopardize state or federal funding.

At the May 28, 2026, special meeting, the Committee received an overview of the Board's direction, the County's existing efforts to address the needs of historically underserved areas and vulnerable populations, and options for the Committee's consideration of whether to advance a proposed Charter Amendment. At that time, the Committee voted 14-3 to advance a proposed Charter Amendment addressing adverse community conditions related to historic public policies or governmental practices to the public hearing process. As advanced by the Committee, the draft Charter Amendment language provides for a periodic Community Impact Assessment, results publication, and the Board's review of adverse community conditions related to historic County laws, policies or practices.

Three public hearings have been scheduled for the Committee's consideration of proposed Charter Amendment language on June 30, July 16, and July 30, 2026, at 6:00 p.m. in the Leon County Main Library Program Room.

Analysis:

If the Board adopts an ordinance to place the proposed Charter Amendment on the ballot, and if approved by a majority of electors voting in November, an article would be added to the Leon County Home Rule Charter. Consistent with the Board's direction, the proposed Charter Amendment would establish a periodic framework for the assessment and public reporting of adverse community conditions related to historic County laws, policies or practices in geographical areas of the County, rather than on the basis of race, gender, ethnicity, or another protected class. The proposed Charter Amendment would also provide for Board review following the performance of each Community Impact Assessment.

The proposed Charter Amendment would require Leon County to conduct a periodic assessment of adverse community conditions within geographic areas of the County related to historic County public policies or governmental practices, subject to appropriation and funding availability. The County would be required to publish the findings of such assessments in a publicly accessible format. The Board would also be required to review the findings of each Community Impact Assessment during a public meeting. This framework is intended to inform County decision-making in a manner consistent with applicable state and federal law. Accordingly, the Board would be authorized to consider the findings of Community Impact Assessments when exercising its legislative authority provided by the Charter and in compliance with applicable state and federal law.

The proposed Charter Amendment does not mandate specific policy outcomes, funding allocations, or preferential treatment for any individual or group. The proposed Charter Amendment further provides that nothing in the article shall be construed to authorize any program, policy, or action inconsistent with applicable state or federal constitutional provisions or statutes, rules, or regulations or applicable court order.

The proposed Charter Amendment language is included in Attachment #1. The language in Attachment #1 provides a general starting point based on the Committee's prior direction. As reflected in the proposed language, the Charter Amendment would require the Board to adopt an Ordinance for implementation no later than April 1, 2027. The Ordinance will set forth additional detail – such as definition of key terms (i.e., "historically underserved" and "vulnerable populations") and neutral, geographically based criteria for selecting areas for assessment – as necessary for implementation of the proposed Amendment if approved for inclusion in the Charter. This implementation approach is consistent with all previous Charter Amendments advanced through the Citizen Charter Review Committee process.

The draft ballot language approved by the Committee at the May 28, 2026, special meeting is provided in Table #1 below. The Committee may wish to further amend the proposed ballot language and title after final approval of proposed Charter Amendment language. The ballot title is limited to 15 words, and the ballot language is limited to 75 words.

Table #1. Proposed Ballot Title and Ballot Language

Proposed Ballot Title
Affirmation Of County's Commitment To Historically Underserved And Vulnerable Populations
Proposed Ballot Language
Shall the Home Rule Charter of Leon County, Florida be amended to provide for a recurring Community Impact Assessment process, public reporting, and Board of County Commissioners' review and response regarding adverse community conditions related to historic public policies or governmental practices?

Next Steps

This item provides the Committee with the opportunity to conduct the first of three required public hearings to receive public input and consider the proposed Charter Amendment. The second and third public hearings are scheduled for July 16 and July 30, 2026, at 6:00 p.m. in the Leon County Main Library Program Room.

The Committee may consider and approve further revisions to the proposed Charter Amendment during any of its public hearings. A Committee vote will be required at each public hearing to continue advancing the proposed Charter Amendment through the public hearing process.

Following the Committee's three public hearings, any proposed Charter Amendment recommended by the Committee will be presented to the Board for consideration at a public hearing on August 17, 2026. If approved by the Board, the proposed Charter Amendment would be placed on the November 3, 2026, General Election ballot for consideration by the Leon County electorate. If approved by a majority of electors voting on the referendum, the Charter Amendment would become effective January 1, 2027.

Options:

1. Conduct the first of three public hearings to consider a proposed Charter Amendment to provide for Community Impact Assessments (Attachment #1), and advance the proposed Charter Amendment for consideration at the Committee's second of three public hearings on July 16, 2026, at 6:00 p.m.
2. Conduct the first of three public hearings to consider a proposed Charter Amendment to provide for Community Impact Assessments (Attachment #1), and do not advance the proposed Charter Amendment for consideration at the Committee's second of three public hearings.
3. Committee direction.

Recommendation:

Option #1

Attachments:

1. Draft Charter Amendment to be Titled "Community Impact Assessments"
2. May 28, 2026 Agenda Item on Revised Charter Amendment Proposal on Addressing Historic Harmful Public Policy Decisions

June 30, 2026

ARTICLE #. COMMUNITY IMPACT ASSESSMENTS

Sec. X.1. Purpose.

Sec. X.2. Recurring Community Impact Assessment Process.

Sec. X.3. Board of County Commissioners Review and Response.

Sec. X.4. Implementation and Legal Compliance.

Sec. X.1. Purpose.

(1) The purpose of this article is for the periodic assessments, public reporting, and the Leon County Board of County Commissioners' review of adverse community conditions in historically underserved and vulnerable populations related to the County's historic laws, policies, or practices. This article is intended to inform County decision-making in a manner consistent with applicable state and federal laws.

(2) By April 1, 2027, the Board of County Commissioners shall adopt an ordinance for implementation of this article, consistent with applicable state and federal laws.

Sec. X.2. Recurring Community Impact Assessment Process.

(1) Leon County shall conduct a periodic community impact assessment of adverse community conditions within geographic areas of the County related to historic County laws, policies or practices, subject to appropriation and funding availability.

(2) The County shall publish the findings of such assessments in a publicly accessible format.

Sec. X.3. Board of County Commissioners Review and Response.

(1) The Board of County Commissioners shall review and consider the findings of each Community Impact Assessment during a public meeting.

Sec. X.4. Implementation and Legal Compliance.

(1) This article establishes a recurring process for assessment, public reporting, and the Board of County Commissioners' review and does not mandate specific policy outcomes, funding allocations, or preferential treatment for any individual or group.

(2) Nothing in this article shall be construed to authorize any program, policy, or action inconsistent with applicable state or federal constitutional provisions or statutes, rules, or regulations or any applicable court order.

Citizen Charter Review Committee

Agenda Item #1

May 28, 2026

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator

Title: Consideration of Advancing a Proposed Charter Amendment Addressing Historic Harmful Public Policy Decisions

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Cameron Williams, Management Analyst

Summary:

As requested by the Board of County Commissioners at its May 12, 2026 meeting, this item seeks the Citizen Charter Review Committee's consideration of whether to advance a Charter Amendment addressing historic harmful public policy decisions based on geographical areas in the community rather than race, gender, ethnicity, or any other protected class, that is compliant with state and federal laws, and in a manner that does not jeopardize state or federal funding.

Staff Recommendation:

Committee direction.

Report and Discussion

Background:

As requested by the Board of County Commissioners (Board) at its May 12, 2026 meeting, this item seeks the Citizen Charter Review Committee's (Committee) consideration of whether to advance a Charter Amendment addressing historic harmful public policy decisions based on geographical areas in the community rather than race, gender, ethnicity, or any other protected class; compliant with state and federal laws; and in a manner that does not jeopardize state or federal funding.

On January 22, 2026, the Committee received an analysis of the County's ongoing efforts to reduce poverty and inequity in the community. The item included an analysis of Dr. Bruce Strouble's proposal to amend the County Charter by creating a new section that would require the County to establish programs and funding targeted to communities that have experienced historic racial discrimination. As presented in that item, adopting a Charter Amendment to establish programs and funding based on historic racial disenfranchisement could create legal challenges and jeopardize federal and state funding due to recent and ongoing state and federal actions to prohibit diversity, equity, and inclusion (DEI) related activities. Despite these considerations, the Committee requested a proposed Charter Amendment and corresponding ballot language to be prepared for consideration requiring the County to assess and address persistent disparities resulting from historic public policy decisions.

On February 19, 2026, the Committee received the proposed Charter Amendment and ballot language. Due to recent and ongoing state and federal actions to prohibit diversity, equity, and inclusion (DEI) related activities as well as the County's ongoing efforts to address poverty and inequities in the community within the Board's existing authority, the Committee did not advance the proposed Charter Amendment. Throughout the process, the Committee expressed strong support for the County's ongoing efforts to address poverty and inequities in historically underserved areas and support vulnerable populations in the community.

Subsequently, at its March 20, 2026 meeting, the Board requested an item on the proposed Charter Amendment considered, but ultimately not recommended, by the Committee related to persistent disparities resulting from historic public policy decisions based on certain occurrences including slavery and segregation. It is important to note that on that same day, the Florida Legislature also approved SB 1134 which prohibits local governments from adopting and implementing DEI-related activities such as those proposed in the Charter Amendment considered by the Committee. Additionally, on March 26, 2026, President Trump issued another executive order, Executive Order (2026 EO), that requires all recipients of federal funding to agree that they will not engage in racially discriminatory DEI activities.

The requested item on the proposed Charter Amendment not recommended by the Committee was presented to the Board at its April 10, 2026 meeting. The item provided a comprehensive analysis on the proposed Charter Amendment as well as the recent state and federal actions that prohibit local governments from adopting and implementing DEI-related activities such as those proposed in the Charter Amendment. Recognizing these considerations, the Board requested a revised framework to address historic harmful public policy decisions that could be provided to the Citizen

Charter Review Committee for further consideration as a Charter Amendment that examines the following:

- Public policy decisions enacted by the Board;
- Focuses on geographic areas and does not consider race, gender, ethnicity or any other protected class (i.e., sexual orientation, etc.);
- Complies with state and federal laws; and
- Does not jeopardize state and federal funding requirements.

At its May 12, 2026 meeting, the proposed framework was presented to the Board which included important context regarding the County's comprehensive and ongoing efforts in alignment with the criteria above by addressing the needs in geographic areas through investment and engagement in underserved areas and vulnerable populations. As detailed in that item, these existing efforts align with best practices, are consistent with state and federal laws, and do not jeopardize state and federal funding awarded to the County. Notwithstanding the County's existing ongoing efforts, as requested by the Board, the item presented an option for consideration to revise the Charter Preamble to affirm Leon County's commitment to addressing the needs of underserved areas and vulnerable populations in our community. At that time, the Board voted to reconvene the Committee for its consideration of whether a Charter Amendment should be advanced addressing historic harmful public policy decisions based on geographical areas in the community rather than race, gender, ethnicity, or any other protected class, that is compliant with state and federal laws, and in a manner that does not jeopardize state or federal funding.

Analysis:

Leon County comprehensively addresses the long-standing and evolving needs of historically underserved areas and vulnerable populations (i.e., homeless, low-income, etc.) through countless policies, innovative programs, ongoing partnerships, and active engagement – all of which are data-driven, strategically implemented, and consistent with best practices. With this approach and focus, the County regularly addresses the highest and most challenging needs that historically underserved areas and vulnerable populations often experience.

Based on empirical data such as U.S. Census and U.S. Bureau of Economic Analysis, the common challenges of historically underserved areas include economic inequities that are often highlighted by persistent and disproportionate high poverty and unemployment rates; the lack of public infrastructure that prevents access to basic and essential services; the degradation of natural and environmental resources that adversely affect health and welfare; and limited access to social services that are critical to enhancing quality of life.

As presented to the Board at its May 12, 2026 meeting, the following analysis details the numerous policies, programs, partnerships, and investments the County is actively implementing in historically underserved areas to:

- Reduce Economic Inequities;
- Expand Infrastructure for Access to Basic and Essential Services;
- Protect the Environment for Health, Safety, and Welfare; and
- Deliver Critical Social Services to Enhance Quality of Life.

Consistent with the Board's direction, these efforts align with best practices that address historic harmful policy decisions, comply with state and federal laws, and do not jeopardize state and federal funding. Additionally, these efforts have been implemented within the Board's existing authority and without any change to the County Charter.

Reduce Economic Inequities

The County has actively spearheaded efforts to reduce economic inequities and private sector disinvestment in historically underserved areas. Aligned with best practices, the County utilizes empirical data developed by the U.S. Census and Florida Office of Economic & Demographic Research to identify neighborhoods and communities with persistent and disproportionate levels of high poverty and unemployment rates. Subsequently, programs, partnerships, initiatives, and investments are adopted and implemented in collaboration and coordination with residents and stakeholders to increase economic prosperity and private sector investment. Although not exhaustive, significant examples of the County efforts include:

- Establishment of the Downtown and Greater Frenchtown-Southside Community Redevelopment Areas (CRAs) in partnership with the City of Tallahassee (City) to increase economic growth in areas that for years experienced slum, blight, and private sector disinvestment. Through the CRAs, the County has invested more than $56 million in property tax revenue that has improved public infrastructures (roads, sidewalks, stormwater, etc.); constructed new affordable housing including Goodbread Hills, Columbia Gardens, and Magnolia Oaks; and invested in local businesses to spur private sector investment in housing, retail, and restaurants.
- Adoption of the Southside Action Plan (SAP) within the Tallahassee-Leon County Comprehensive Plan to promote balanced and equitable growth in southern Leon County neighborhoods, including Bond, Providence, and South City. This has resulted in more than $1.13 billion in public and private investment within the SAP boundaries including more than $125 million in direct County funding.
- Development of Sense of Place Plans that intentionally engage residents to strengthen the unique identity of local neighborhoods and rural communities while enhancing public investment. Sense of Place plans developed by the County include:
    - *Miccosukee Community Sense of Place* – led to $5.9 million in County and federal investment for the redevelopment of the Old Concord School into the new Miccosukee Community Center.
    - *Lake Jackson Town Center Huntington Sense of Place* – transformed a traditional shopping center into a cohesive public gathering spot that resulted in the expansion of the Lake Jackson Branch Library, a new community center, and enhanced retail space for greater private sector investment.
    - *Woodville Community Sense of Place* – adopted as a County Strategic Initiative by the Board, this plan focuses on activating and enhancing the rural town center through placemaking and infrastructure investment. It prioritizes the revitalization of Woodville and Robinson Road Parks alongside the development of a new trail hub on the St. Marks Trail, all supported by landscaping and gateway signage to

strengthen community identity. These aesthetic improvements are paired with critical infrastructure projects, including streetscaping, expanded pedestrian and bicycle connectivity, roadway safety enhancements, and the ongoing septic-to-sewer conversion program. Ultimately, the plan drives economic vitality by promoting trail-oriented development and updating zoning to foster compatible, small-scale business opportunities.

- Adoption of land use and zoning tools under the Tallahassee-Leon County Comprehensive Plan — including the Land Use and Mobility Element adopted in December 2025 — to protect existing neighborhoods from incompatible development and guide growth in a manner that preserves neighborhood character. These tools include low-density residential zoning classifications that prevent the conversion of single-family neighborhoods to high-density multifamily or large-format retail, and the Neighborhood Boundary land use category developed in partnership with the Bond Neighborhood to allow small-scale mixed uses — such as corner stores, daycares, and small cafes — while prohibiting strip malls, apartments, and big box retail that would alter the neighborhood's scale and character.
- Administration of the Small Business Enterprise (SBE) program through the Office of Economic Vitality (OEV) to provide business support to qualifying small businesses based on size and revenue, ensuring local enterprises in underserved areas can compete for and benefit from public investment opportunities.
- Partnership with the Small Business Development Center at FAMU to provide technical assistance to new and existing small business owners at every phase of the business lifecycle, preparing them to take advantage of economic opportunities generated by new public and private development in their communities.
- Implementation of robust public engagement on all public projects — including stakeholder meetings, online and in-person surveys, and public open houses — to ensure residents in historically underserved areas are informed of and have meaningful input into investments being made in their communities. For private development proposals, public engagement includes direct mailed notifications, legal advertisements, on-site signage, citizen committee review, and public hearings, ensuring that residents have a voice in the development occurring in their neighborhoods.
- Availability of urban area opportunity incentives to attract jobs and private investment to the urban core, directly benefiting residents of historically underserved neighborhoods.

Expand Infrastructure for Access to Basic and Essential Services

The County has been steadfast in its commitment to infrastructure improvements in historically underserved areas that expand access to basic and essential services. These improvements include paved roads, sidewalks, and traffic lights that connect underserved neighborhoods to the broader community. Through a combination of data evaluation, extensive planning, active community engagement, and strategic investments, the County's efforts have included:

- The establishment of the *Livable Infrastructure for Everyone (L.I.F.E.) funding* through the one-cent infrastructure surtax — a dedicated mechanism designed to direct resources toward communities that have long been overlooked. Through this initiative, Leon County has been able to translate policy commitments into tangible, on-the-ground improvements, including:
    - *Rural Road Safety Stabilization Program* – addressing road conditions in rural corridors to improve safety and accessibility for all residents.
    - *Rural Broadband* – expanding high-speed internet access to underserved rural communities, bridging the digital divide and connecting residents to economic and educational opportunities.
    - *Fire Hydrants* – extending fire suppression infrastructure into rural areas that previously lacked adequate protection, improving public safety for residents historically outside the reach of essential services.
    - *Intersection Street Lighting* – illuminating key intersections in underserved areas to enhance safety for drivers, pedestrians, and cyclists.
    - *School Bus Lighting* – improving visibility and safety at school bus stops, protecting children in rural communities who were previously without adequate lighting infrastructure.
- Dedication of $319 million through the Blueprint Intergovernmental Agency (Blueprint) on infrastructure investments in high poverty neighborhoods that equates to approximately 62% of Blueprint funding including:
    - More than $1.5 million for the development of the South City Transit Center and improvements in the South City neighborhood.
    - Approximately $9 million in Blueprint funding for the Orange-Meridian Placemaking project for construction of a new park and investment in the South City Transit Center.
    - Planned construction of Segment 4 of the Capital Cascades Trail in the amount of $20 million for stormwater improvements, multi-use trail, and community gathering spaces connecting the Bond, Callen, Liberty Park, Lee Manor, and Providence neighborhoods.
    - Construction of the Magnolia Drive Trail, including underground electric utilities adjacent to the South City neighborhood in the amount of $23.6 million.
- Adoption of the Family Heir Policy to support intergenerational land use and help families in underserved areas retain and utilize property that might otherwise remain undevelopable under standard regulations.
- Investment in multimodal transportation infrastructure, including new sidewalks and trail connections to the St. Marks Trail, to expand access to affordable non-motorized transportation — including walking, bicycling, and micro-mobility — for residents in historically underserved areas, reducing transportation costs and improving connectivity to employment, services, and recreation.

- Adoption of two Neighborhood First Plans — for the Greater Bond Neighborhood and the Providence Neighborhood — containing infrastructure investment components that expand mobility options, improve public spaces, and strengthen connectivity within and between neighborhoods in historically underserved areas of the incorporated community.

Protect the Environment for Health, Safety, and Welfare

For much of the twentieth century, a combination of public policies and private sector activities prioritized development and economic growth that adversely impacted the environment. This included the direct discharge of effluent and untreated wastewater into surface waters, development within designated flood hazard areas, and the systematic filling of floodplains and wetlands. According to the Environmental Law Institute, a research-based organization in Washington, D.C. that focuses on environmental policies, local governments address public policies and private activities that have adversely impacted the environment in their communities through integrated strategies of regular testing and observation, remedial projects, and community engagement. Through rigorous evaluation and monitoring of scientific data, the County has incorporated similar strategies with the adoption policies, plans, and programs aimed at reversing decades of environmental degradation while improving health, safety, and welfare in historically underserved areas. These efforts have resulted in the following:

- Adoption of the Leon County Environmental Management Act (EMA) to establish rigorous local standards for the protection of property and the natural environment that takes into consideration the unique ecology of natural resources within geographic areas. In underserved areas, the County's EMA standards is mitigating flooding, protecting waterbodies, and reducing pollution.
- Adoption of the Primary Spring Zone Protection to safeguard groundwater quality within neighborhoods in Southern Leon County where the Florida Aquifer is most vulnerable while to protecting the water quality and biological health of Wakulla Springs.
- Establishment of Woodville Septic to Sewer Program to convert septic tanks to central sewer system, eliminating decades of groundwater and surface water contamination. The program provides homeowners in the Woodville area up to $12,000 in grant funding. Thus far, the County has invested $63 million and expanded sewer services to 709 properties.
- Adoption of the Lake Munson Action Plan to restore Lake Munson to address the legacy of pollution and nutrient loading that degraded the lake over generations with algal blooms, fish kills, and invasive plant growth. The plan includes:
    - Advancement of the $1.6 million Munson Slough Embankment Repair Project to stabilize eroded banks, reestablish native vegetation, and reduce sediment transport into Lake Munson;
    - An initial drawdown to facilitate sediment drying and nutrient reduction;
    - Periodic routine drawdowns to sustain long-term water quality improvements;
    - Post-Drawdown Water Quality Study from May 2024 through April 2026, including monthly water quality and flow data collection at four monitoring locations;
    - Enhanced water quality monitoring;

  - Aerial topographic surveys of the lake bottom; and
  - Expanded invasive exotic vegetation and algal bloom management programs.

- Investment in the Lake Henrietta stormwater management facility project to address decades of polluted stormwater runoff that has contributed to the degradation of Lake Munson. This Lake Henrietta Project includes:
  - Construction of Lake Henrietta as a regional stormwater management facility to intercept polluted stormwater runoff upstream of Lake Munson, capturing sediment, floating debris, and nutrient-rich material before it can enter the lake.
  - Investment of over $1 million in the Lake Henrietta facility, which has captured over 53,000 cubic yards of sediment and debris from flowing downstream into Lake Munson since construction in the early 2000s.
  - Receipt of a $2 million U.S. Environmental Protection Agency (EPA) grant for the Lake Henrietta Sediment Removal Project to remove the accumulated sediment the facility was designed to capture, restoring the facility's stormwater treatment capacity and reducing nutrient loading into Lake Munson, with design anticipated in Summer 2026 and construction to follow in 2027.
  - Development of the Anita Davis Preserve at Lake Henrietta, which serves the surrounding community as a public park featuring a walking trail and outdoor recreational amenities, providing dual environmental and quality-of-life benefits to residents in the area.

Deliver Critical Social Services to Enhance Quality of Life

In order to deliver critical social services, the County has adopted and implemented numerous programs consistent with best practices that are data driven, strategically implemented, and community-focused to improve the quality of life for the residents in historically underserved areas and vulnerable populations. The County's recent and ongoing efforts include:

- Hosted the 32304 Summit in March 2026 to highlight the efforts of the County and community partners to reduce poverty in 32304 neighborhoods including Frenchtown and Griffin Heights which has resulted in an 8% decrease in the 32304 poverty rate since 2019 (more than the 2% Countywide reduction during the same period).
- Establishment of the Community Human Services Partnership (CHSP) Promise Zone in partnership with the City which invests $1.1 million each funding cycle to provide direct services such as food, legal aid, and healthcare to high poverty neighborhoods.
- Hosted nine (9) *Breaking Bread* Dinner series in the neighborhoods with the highest food insecurity rates to identify barriers to food access with more than 200 participants.
- Establishment of the Trusted People Neighborhood Engagement Committee (Trusted People Committee) comprised of leaders of the neighborhoods with high food insecurity rates that meet bi-monthly to work with the County and partners to engage and connect residents to available resources in the community.

- Installation of temperature-controlled food lockers available 24/7 in Frenchtown, South City, and Providence neighborhoods that have distributed over 17,000 meals to more than 3,200 residents.
- Strengthened partnership this year (2026) with Farm Share to increase fresh produce distribution capacity in neighborhoods with the highest food insecurity rates which will serve over 1,000 households annually.
- Partnership with the City to implement the City's Neighborhood First Plans to improve the quality of life and spur economic growth in high poverty neighborhoods which has resulted in more than $1.1 million in County funding for the construction of 16 homes in Bond, Griffin Heights, and Providence.
- Implementation of the Home Rehabilitation and Replacement Program to perform emergency home repairs, rehabilitate projects, and/or replace the homes of low-income families in rural and underserved regions of the County.
- Partnership with the City and Tallahassee Housing Authority to create and provide seed funding for the establishment of the South City Foundation to revitalize the neighborhood through engagement, economic development, healthcare, and affordable housing.
- Establishment of the Emergency Medical Technician (EMT) Program in partnership with Tallahassee State College and Leon County Schools to create a career path at the Leon County Emergency Medical Services for students at Godby High School which is the primary high school for the 32304-zip code and neighborhoods with the highest poverty rate in the County.

In addition to neighborhood specific programs, initiatives, and investments, the County's communitywide efforts to deliver resources to the most vulnerable populations include:

- Investment of $1.4 million annually to prevent and reduce homelessness in the community through dedicated funding to the five (5) emergency homeless shelters, street outreach initiatives, and Leon County Sheriff HOST deputies.
- Investment of more than $1.75 million annually through the Healthcare Services Program (i.e., CareNet) to provide primary care, dental care, mental health services, assistance with prescription medications, and specialty care to low-income, uninsured residents.
- More than $500,000 annually in County funding to support food pantries, mobile food distributions, senior nutrition services, and child meal programs.
- Distribution of over 4,000 summer meals through the Summer BreakSpot program at the Leon County Main Library and branch locations for kids during summer 2025.
- Expanded partnership with 2-1-1 Big Bend to invest more than $100,000 annually in the 2-1-1 Lyft program that provides County residents free transportation to medical appointments, grocery stores, and employment interviews.
- Investment of $5.8 million in direct funding and more than $198 million in bonding for affordable housing rental projects that have or will build more than 1,200 units within the next 12 to 18 months for low-income households.

- Investment of $500,000 annually in affordable rental development for very-low and extremely-low income households.
- Secured $100 million in bonds through the Housing Finance Authority of Leon County (HFA) for the development of future affordable rental housing projects for low-income renters.
- Adoption of the local option property tax exemption to incentivize market rate rental development projects to dedicate units for low-income households at affordable rates.
- Establishment of the Tallahassee-Leon County Community Land Trust (CLT) in partnership with the City and Tallahassee Lenders' Consortium to construct new homes for low-income households that will remain affordable in perpetuity. The County donates properties to the CLT to construct new homes (eight homes completed thus far).
- Partnership with Legal Services of North Florida to provide legal assistance to help low-income families clear title and resolve heirs' property issues.
- Partnership with FAMU Federal Credit Union to establish the SmartSteps Microloan Program to provide financial capital to historically marginalized entrepreneurs to build their businesses. The County allocated $2.5 million, and to-date SmartSteps has distributed over $1 million in microloans to 51 small local businesses.
- Partnership with the Capital City Chamber of Commerce (Capital City Chamber) to support the Bank On Tallahassee Initiative which improves access to banks and credit unions for low-income households and helps reduce barriers for households with previous credit issues.

As extensively detailed, the County is actively addressing historic harmful public policy decisions in geographic areas utilizing best practices to adopt policies, implement programs, strengthen partnerships, enhance community engagement, and make significant investment in historically underserved areas and vulnerable populations. The County's efforts are reducing economic inequities; providing public infrastructures essential to health, safety, and welfare; protecting the environment; and delivering critical social services to enhance the quality of life of historically underserved areas and vulnerable populations.

Consistent with the Board's direction, the County's approach addresses historic harmful public policy decisions in geographic areas, complies with state and federal laws and does not jeopardize any state and federal funding requirements. These targeted efforts align with best practices that address historic harmful policy decisions, comply with state and federal laws, and do not jeopardize state and federal funding. Furthermore, these efforts are strategically planned, annually funded by the Board, and carried out on a day-to-day basis by staff, community partners, and key stakeholders Most importantly, the County's efforts have been successfully implemented within the Board's existing authority and without the need for an amendment to the County Charter.

Further Consideration by the Citizen Charter Review Committee

As previously reported to the Committee, there are no county charters in Florida that include language related to disparities from historic public policies. County charters generally address large organizational issues focused on the authority, structure, and power of county government.

Operational detail or program-specific policy, such as the establishment of programs or targeted resource allocation, is more appropriately implemented through the Board's strategic planning process, budgetary priorities, or policy and ordinance adoption. In fact, the Board currently has the statutory authority and has been active in addressing the long-standing and evolving needs of historically underserved areas and vulnerable populations through policies, programs, and investments – all of which have been done without amending the County Charter.

In light of the Board's existing authority and ongoing actions, a Charter Amendment is not necessary and could be limiting. Specifically, creation of policy and programmatic mandates in the Charter would reduce the County's flexibility to respond to evolving community needs, funding opportunities, and legal requirements, and may not be consistent with the County's data-driven approach to addressing the most pressing issues and investing in time-sensitive needs in the community.

Potential Amendment to Revise the Preamble of the County Charter

Should the Committee wish to consider a proposed Charter Amendment, an option for consideration is to amend the Preamble of the County Charter to affirm County's commitment to addressing the needs of historically underserved areas and vulnerable populations in our community. As noted previously, this option was presented to the Board at its May 12th meeting, which the Board did not advance and instead voted to reconvene the Committee to consider whether a Charter Amendment on this issue should be advanced.

As previously reported to the Committee, the Preamble sets forth broad community values which emphasize the importance of home rule, local decision making, and the role of residents in shaping their local government. As an introduction to what the Charter seeks to achieve, the Preamble does not delineate specific structures, authorities, policies, or provision of services for County government. Rather, it is intentionally broad to allow the County to adapt and respond to emerging challenges as determined by the elected County Commission.

The Committee previously recommended to the Board a proposed amendment revising the Charter Preamble to reflect the esteemed humanity of all residents of Leon County. Similarly, the Committee may wish to consider revisions to the Preamble that would reflect the County's long and ongoing efforts to invest and engage in historically underserved areas and vulnerable populations.

As shown in Table #1, the proposed language (<u>underlined</u>) could be incorporated to affirm the County's commitment to addressing the needs of underserved areas and vulnerable populations in our community. The proposed amendment, as drafted below, would not conflict with existing state and federal law.

The remainder of this page intentionally left blank.

Table #1. Proposed Amendment to the Charter Preamble
(Proposed language underlined)

PREAMBLE We, the citizens of Leon County, Florida, united in the belief that governmental decisions affecting local interests should be made locally, rather than by the State, and that County government should be reflective of the people of the County and should serve them in achieving a more responsive and efficient form of government and in order to empower the people of this County to make changes in their own government, do ordain and establish this Home Rule Charter for Leon County, Florida. We further affirm Leon County's commitment to addressing the needs of historically underserved areas and vulnerable populations in our community.

In addition, potential ballot language has been prepared for the proposed Charter Amendment as reflected in Table #2 below. The proposed ballot title and ballot language reflected in Table #2 would meet the statutorily required word count limit. The ballot title is limited to 15 words, and the ballot language is limited to 75 words.

Table #2. Proposed Ballot Title and Ballot Language

Proposed Ballot Title
Affirmation of County's Commitment to Historically Underserved Areas as proposed by Citizen Charter Review Committee
Proposed Ballot Language
Shall the Preamble of the Leon County Home Rule Charter be amended to affirm Leon County's commitment to addressing the needs of historically underserved geographic areas and vulnerable populations in our community, while preserving the Charter's existing framework for local self-governance, community values, and citizen empowerment?

The Committee also has the opportunity to propose its own charter amendment as an alternative or any additional direction specific to this issue. Should the Committee not wish to further consider or advance this issue, it may also table the issue at this time.

Next Steps

As directed by the Board, this item provides the Committee with information and analysis for consideration in evaluating whether to advance a Charter Amendment addressing historic harmful public policy decisions based on geographical areas in the community rather than race, gender, ethnicity, or any other protected class, that is compliant with state and federal laws, and in a manner that does not jeopardize state or federal funding.

A simple majority is needed to advance a Charter Amendment to the Committee's three required public hearings to take public input and formally consider the proposed Amendment. The public hearings have been tentatively scheduled to take place June 30, July 16, and July 30, 2026, at 6:00 p.m. The Committee may consider and approve further revisions to the proposed Amendment during any of its public hearings. Any proposed Charter Amendments, as recommended by the

Committee during its public hearings, will be presented for final consideration by the Board at its public hearing on August 17, 2026.

Options:

1. Accept this report and take no further action.
2. Advance a proposed Charter Amendment addressing historic harmful public policy decisions for consideration at the Committee's first of three public hearings on June 30, 2026, at 6:00 p.m.

Recommendation:

Committee direction.

Citizen Charter Review Committee

July 16, 2026
6:00 p.m. – 8:00 p.m.
Leon County Main Library
Programming Room

PUBLIC HEARING AGENDA

Call to Order and Opening — Mary Ann Lindley, Chair

Consent

- Approval of June 30, 2026 Meeting Minutes
- Receipt & File of Written Public Comments

Public Comment

Public Hearing

- Agenda Item #1: Second of Three Public Hearings to Consider the Proposed Charter Amendment Language to Provide for Community Impact Assessments

The next public hearing of the Citizen Charter Review Committee will take place on Thursday, July 30, 2026 at 6:00 p.m. upon approval by the Committee.

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

APPROVAL OF JUNE 30, 2026 MEETING MINUTES

Citizen Charter Review Committee
Public Hearing
June 30, 2026
6:00 p.m. – 8:00 p.m.
Leon County Main Library
Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on June 30, 2026, at 6:00 p.m., in the Leon County Main Library with Committee Members Mary Ann Lindley, Joey Davis, Linda Bond Edwards, Max Herrle, Darryl Jones, Henry Lewis, III, Heidi Otway, Ryan Ray, Shamarial Roberson, Temple Robinson, Bruce Strouble, Jr., Jarrett Terry, Katrina Tuggerson, and Barry Wilcox in attendance. Also present were Assistant County Administrator Ken Morris, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Management Analyst Cameron Williams, and Clerks to the Board, Beryl Wood and Daniel J. Antonaccio.

Absent Members: Chauncy Haynes, Liz Ellis, Anita Favors, Howard Kessler, Slaton Murray, Sean Pittman, and William Smith.

Call to Order and Opening Mary Ann Lindley, Chair

Chair Lindley called the meeting to order at 6:04 p.m.

Consent:

Ryan Ray moved, seconded by Darryl Jones, to approve the consent agenda as presented.

The motion carried 12 – 0 with Vice Chairman Chauncy Haynes, Liz Ellis, Anita Favors, Max Herrle, Howard Kessler, Slaton Murray, Sean Pittman, Shamarial Roberson, and William Smith not present.

Approval of May 28, 2026 Meeting Minutes

Receipt & File of Written Public Comments

- *Shamarial Roberson and Max Herrle arrived at this juncture of the meeting.*

Public Comment:

- Melanie Andrade, 3349 Argonaut Drive, spoke in support of advancing the proposed amendment to be considered by the Board of County Commissioners, stating that public policy decisions have long-term impacts and the proposed amendment language would preserve accountability across administrations and political cycles.
- Delilah Pierre, 3303 Ty Cobb Road, spoke in support of the proposed amendment. She cited disparities in infrastructure, schools, access to resources, and economic conditions among Tallahassee communities.
- Thomas Speirs, 123 Locke Street, spoke in support of the proposed amendment, stating that it represented a concrete step toward addressing historic harms.
- Stephanie McMillion, a resident of 32301, spoke in support of the proposed amendment. She stated that long-term assessment, transparency, and accountability are appropriate Charter functions and cited urban renewal projects, including Smokey Hollow, as examples of lasting impacts.

- Julie Meadows Keefe, 3256 Appleton Drive, spoke in support of the proposed amendment. She stated that the amendment does not mandate spending or preferential treatment but requires a transparent assessment of lasting public harms from past governmental decisions.

Public Hearing:

Agenda Item #1: First of Three Public Hearings to Consider the Proposed Charter Amendment Language to Provide for Community Impact Assessments

Nicki Hatch introduced the proposed charter amendment addressing adverse community conditions related to historic County laws, policies and governmental practices. She noted that the proposed amendment would require periodic community impact assessments, publicly available findings, the Board of County Commissioners' public review and consideration of each assessment, and adoption of an implementing ordinance by April 1, 2027.

She stated that the ordinance would establish the operational procedures such as geographically based assessment criteria. Placing these details in an ordinance would provide flexibility to respond to changing community needs, legal requirements, and restrictions without requiring future Charter amendments. She clarified that the draft amendment was a starting point, reminding the Committee that they may revise it or provide additional direction during any of the three public hearings before recommending it to the Board of County Commissioners (Board) for consideration in August 2026.

Bruce Strouble, Jr., moved, seconded by Ryan Ray, for approval of Option #1: Conduct the first of three public hearings to consider a proposed Charter Amendment to provide for Community Impact Assessments (Attachment #1), and advance the proposed Charter Amendment for consideration at the Committee's second of three public hearings on July 16, 2026, at 6:00 p.m.

The motion carried 14 – 0 with Vice Chairman Chauncy Haynes, Liz Ellis, Anita Favors, Howard Kessler, Slaton Murray, Sean Pittman, and William Smith not present.

Max Herrle raised questions regarding public participation and notification of the proposed amendment. He asked how the public would be informed as the item moved forward and inquired about a presentation explaining the proposal.

Nicki Hatch responded that meetings are publicly noticed through standard channels and social media. She added that an agenda item would be presented to the Board during its public hearing in August. That agenda item would summarize the proposal and its development. She also confirmed that a comprehensive final report documenting the Committee's actions would be presented to the Board at a later date.

Max Herrle suggested holding a public meeting or one of the upcoming public hearings in other locations, such as Frenchtown or Southside.

Nicki Hatch noted that moving a formal hearing would involve significant logistical considerations, including accommodating the 21-member committee, public participation, and broadcasting requirements.

Darryl Jones encouraged Committee members to participate in future public discussions as private citizens after the Committee is dissolved. He noted that community organizations, such as the NAACP, would likely hold public discussions if the proposed amendment advances to the ballot.

County Attorney O'Steen stated that after the Committee submits its recommendation, the Board may only approve or reject the proposed amendment. The Committee's final public hearing is the last time that proposed language can be modified.

Joey Davis asked for clarification on when Sunshine Law restrictions will no longer apply to Committee members.

Nicki Hatch clarified that following its final public hearing, the Committee will dissolve, and members will no longer be subject to the Committee's Sunshine Law restrictions. Once the measure is placed on the ballot, the County will be subject to additional legal restrictions regarding how it communicates about the proposal.

Adjournment:

Darryl Jones moved, seconded by Bruce Strouble, Jr., to adjourn the meeting.

The motion carried 14 – 0 with Vice Chairman Chauncy Haynes, Liz Ellis, Anita Favors, Howard Kessler, Slaton Murray, Sean Pittman, and William Smith not present.

Chair Lindley reminded the Committee that its next public hearing would be on July 16, 2026, and adjourned the meeting at 6:34 p.m.

ATTEST:

_____
Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

_____
Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

DRAFT

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

RECEIPT AND FILE OF WRITTEN PUBLIC COMMENTS

(To be electronically distributed Wednesday before the meeting)

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM #1

Citizen Charter Review Committee

Agenda Item #1

July 16, 2026

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator

Title: Second of Three Public Hearings to Consider the Proposed Charter Amendment Language to Provide for Community Impact Assessments

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Cameron Williams, Management Analyst

Summary:

This item seeks to conduct the second of three public hearings on the proposed Charter Amendment to add an article to the Leon County Home Rule Charter. The proposed Charter Amendment would provide for the periodic assessments, public reporting, and the Leon County Board of County Commissioners' review of adverse community conditions in historically underserved and vulnerable populations related to the County's historic laws, policies, and practices.

Staff Recommendation:

Option #1: Conduct the second of three public hearings to consider a proposed Charter Amendment to provide for Community Impact Assessments (Attachment #1), and advance the proposed Charter Amendment for consideration at the Committee's third and final public hearing on July 30, 2026, at 6:00 p.m.

Report and Discussion

Background:

At the Citizen Charter Review Committee's (Committee) Special Meeting held on May 28, 2026, the Committee voted 14-3 to advance a proposed Charter Amendment addressing adverse community conditions related to historic public policies and governmental practices to the public hearing process. This item seeks to conduct the second of three public hearings on the proposed Charter Amendment to add an article to the Leon County Home Rule Charter (Attachment #1). The proposed Charter Amendment would provide for the periodic assessments, public reporting, and the Leon County Board of County Commissioners' (Board) review of adverse community conditions in historically underserved and vulnerable populations related to the County's historic laws, policies, and practices.

Three public hearings have been scheduled for the Committee's consideration of proposed Charter Amendment language on June 30, July 16, and July 30, 2026, at 6:00 p.m. in the Leon County Main Library Program Room. At the Committee's first public hearing on June 30, 2026, proposed Charter Amendment language was presented as a general starting point based on the Committee's prior direction. At that time, the Committee advanced the proposed Charter Amendment for consideration at its second of three public hearings.

Analysis:

If the Board adopts an ordinance to place the proposed Charter Amendment on the ballot, and if approved by a majority of electors voting in November, an article would be added to the Leon County Home Rule Charter (Charter). As reflected in Attachment #1, the proposed Charter Amendment would require Leon County to conduct a periodic assessment of adverse community conditions in historically underserved and vulnerable populations related to the County's historic laws, policies, and practices, subject to appropriation and funding availability. The County would be required to publish the findings of such assessments in a publicly accessible format. The Board would also be required to review the findings of each Community Impact Assessment during a public meeting. Accordingly, the Board would be authorized to consider the findings of Community Impact Assessments when exercising its legislative authority provided by the Charter and in compliance with applicable state and federal law.

The proposed Charter Amendment does not mandate specific policy outcomes, funding allocations, or preferential treatment for any individual or group. The proposed Charter Amendment further provides that nothing in the article shall be construed to authorize any program, policy, or action inconsistent with applicable state or federal constitutional provisions or statutes, rules, or regulations or applicable court order. The Charter Amendment would require the Board to adopt an Ordinance for implementation no later than April 1, 2027. The Ordinance would set forth additional detail – such as providing definitions for key terms (i.e., "historically underserved" and "vulnerable populations") and neutral, geographically based criteria for selecting areas for assessment – necessary for implementation of the proposed Amendment if approved for inclusion in the Charter. This implementation approach is consistent with all previous Charter Amendments advanced through the Citizen Charter Review Committee process.

As previously reported to the Committee, the proposed language in Attachment #1 provides a general starting point based on the Committee's prior direction. Based on the County's legal review of the proposed language advanced to date, the following revisions have been incorporated for the Committee's consideration to provide additional consistency and clarity:

- Periodic Community Impact Assessment Process: The terms "periodic" and "recurring" were previously utilized interchangeably in the proposed language. For consistency, the proposed language has been revised to reflect the term "periodic" throughout the amendment.
- Review of County Laws, Policies, and Practices: The proposed language has been revised to require the County to conduct periodic community impact assessments related to historic County laws, policies and practices ("and" rather than "or") to clarify that each are subject to review.

These recommended revisions to the proposed Charter Amendment language are reflected in Attachment #1.

The draft ballot language approved by the Committee at the May 28, 2026, special meeting is provided in Table #1 below. The ballot title is limited to 15 words, and the ballot language is limited to 75 words. Following approval of the proposed Charter Amendment language, the Committee will have the opportunity to further amend the proposed ballot language and title at its third and final public hearing scheduled to take place on July 30, 2026.

Table #1. Proposed Ballot Title and Ballot Language

Proposed Ballot Title
Affirmation Of County's Commitment To Historically Underserved And Vulnerable Populations
Proposed Ballot Language
Shall the Home Rule Charter of Leon County, Florida, be amended to provide for a recurring Community Impact Assessment process, public reporting, and Board of County Commissioners' review and response regarding adverse community conditions related to historic public policies or governmental practices?

Next Steps

This item provides the Committee with the opportunity to conduct the second of three required public hearings to receive public input and consider the proposed Charter Amendment. The third and final public hearing is scheduled for July 30, 2026, at 6:00 p.m., in the Leon County Main Library Program Room.

The Committee may consider and approve further revisions to the proposed Charter Amendment during any of its public hearings. A Committee vote is required at each public hearing to continue advancing the proposed Charter Amendment through the public hearing process.

Following the Committee's three public hearings, any proposed Charter Amendment recommended by the Committee will be presented to the Board for consideration at a public hearing on August 17, 2026. If approved by the Board, the proposed Charter Amendment would be placed on the November 3, 2026, General Election ballot for consideration by the Leon County electorate. If approved by a majority of electors voting on the referendum, the Charter Amendment would become effective January 1, 2027.

Options:

1. Conduct the second of three public hearings to consider a proposed Charter Amendment to provide for Community Impact Assessments (Attachment #1), and advance the proposed Charter Amendment for consideration at the Committee's third and final public hearing on July 30, 2026, at 6:00 p.m.
2. Conduct the second of three public hearings to consider a proposed Charter Amendment to provide for Community Impact Assessments, and do not advance the proposed Charter Amendment for consideration at the Committee's third public hearing.
3. Committee direction.

Recommendation:

Option #1

Attachments:

1. Draft Charter Amendment to be Titled "Community Impact Assessments"
2. May 28, 2026 Agenda Item on Revised Charter Amendment Proposal on Addressing Historic Harmful Public Policy Decisions

July 16, 2026

ARTICLE #. COMMUNITY IMPACT ASSESSMENTS

Sec. X.1. Purpose.

Sec. X.2. ~~Recurring~~ Periodic Community Impact Assessment Process.

Sec. X.3. Board of County Commissioners Review and Response.

Sec. X.4. Implementation and Legal Compliance.

Sec. X.1. Purpose.

(1) The purpose of this article is to provide for the periodic assessments, public reporting, and the Leon County Board of County Commissioners' review of adverse community conditions in historically underserved and vulnerable populations related to the County's historic laws, policies, ~~or~~ and practices. This article is intended to inform County decision-making in a manner consistent with applicable state and federal laws.

(2) By April 1, 2027, the Board of County Commissioners shall adopt an ordinance for implementation of this article, consistent with applicable state and federal laws.

Sec. X.2. ~~Recurring~~ Periodic Community Impact Assessment Process.

(1) Leon County shall conduct a periodic community impact assessment of adverse community conditions within geographic areas of the County related to historic County laws, policies ~~or~~ and practices, subject to appropriation and funding availability.

(2) The County shall publish the findings of such assessments in a publicly accessible format.

Sec. X.3. Board of County Commissioners Review and Response.

(1) The Board of County Commissioners shall review and consider the findings of each Community Impact Assessment during a public meeting.

Sec. X.4. Implementation and Legal Compliance.

(1) This article establishes a ~~recurring~~ periodic ~~-~~process for assessment, public reporting, and the Board of County Commissioners' review and does not mandate specific policy outcomes, funding allocations, or preferential treatment for any individual or group.

(2) Nothing in this article shall be construed to authorize any program, policy, or action inconsistent with applicable state or federal constitutional provisions or statutes, rules, or regulations or any applicable court order.

Citizen Charter Review Committee

Agenda Item #1

May 28, 2026

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator

Title: Consideration of Advancing a Proposed Charter Amendment Addressing Historic Harmful Public Policy Decisions

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Cameron Williams, Management Analyst

Summary:

As requested by the Board of County Commissioners at its May 12, 2026 meeting, this item seeks the Citizen Charter Review Committee's consideration of whether to advance a Charter Amendment addressing historic harmful public policy decisions based on geographical areas in the community rather than race, gender, ethnicity, or any other protected class, that is compliant with state and federal laws, and in a manner that does not jeopardize state or federal funding.

Staff Recommendation:

Committee direction.

Title: Consideration of Advancing a Proposed Charter Amendment Addressing Historic Harmful Public Policy Decisions
May 28, 2026
Page 2

Report and Discussion

Background:

As requested by the Board of County Commissioners (Board) at its May 12, 2026 meeting, this item seeks the Citizen Charter Review Committee's (Committee) consideration of whether to advance a Charter Amendment addressing historic harmful public policy decisions based on geographical areas in the community rather than race, gender, ethnicity, or any other protected class; compliant with state and federal laws; and in a manner that does not jeopardize state or federal funding.

On January 22, 2026, the Committee received an analysis of the County's ongoing efforts to reduce poverty and inequity in the community. The item included an analysis of Dr. Bruce Strouble's proposal to amend the County Charter by creating a new section that would require the County to establish programs and funding targeted to communities that have experienced historic racial discrimination. As presented in that item, adopting a Charter Amendment to establish programs and funding based on historic racial disenfranchisement could create legal challenges and jeopardize federal and state funding due to recent and ongoing state and federal actions to prohibit diversity, equity, and inclusion (DEI) related activities. Despite these considerations, the Committee requested a proposed Charter Amendment and corresponding ballot language to be prepared for consideration requiring the County to assess and address persistent disparities resulting from historic public policy decisions.

On February 19, 2026, the Committee received the proposed Charter Amendment and ballot language. Due to recent and ongoing state and federal actions to prohibit diversity, equity, and inclusion (DEI) related activities as well as the County's ongoing efforts to address poverty and inequities in the community within the Board's existing authority, the Committee did not advance the proposed Charter Amendment. Throughout the process, the Committee expressed strong support for the County's ongoing efforts to address poverty and inequities in historically underserved areas and support vulnerable populations in the community.

Subsequently, at its March 20, 2026 meeting, the Board requested an item on the proposed Charter Amendment considered, but ultimately not recommended, by the Committee related to persistent disparities resulting from historic public policy decisions based on certain occurrences including slavery and segregation. It is important to note that on that same day, the Florida Legislature also approved SB 1134 which prohibits local governments from adopting and implementing DEI-related activities such as those proposed in the Charter Amendment considered by the Committee. Additionally, on March 26, 2026, President Trump issued another executive order, Executive Order (2026 EO), that requires all recipients of federal funding to agree that they will not engage in racially discriminatory DEI activities.

The requested item on the proposed Charter Amendment not recommended by the Committee was presented to the Board at its April 10, 2026 meeting. The item provided a comprehensive analysis on the proposed Charter Amendment as well as the recent state and federal actions that prohibit local governments from adopting and implementing DEI-related activities such as those proposed in the Charter Amendment. Recognizing these considerations, the Board requested a revised framework to address historic harmful public policy decisions that could be provided to the Citizen

Charter Review Committee for further consideration as a Charter Amendment that examines the following:

- Public policy decisions enacted by the Board;
- Focuses on geographic areas and does not consider race, gender, ethnicity or any other protected class (i.e., sexual orientation, etc.);
- Complies with state and federal laws; and
- Does not jeopardize state and federal funding requirements.

At its May 12, 2026 meeting, the proposed framework was presented to the Board which included important context regarding the County's comprehensive and ongoing efforts in alignment with the criteria above by addressing the needs in geographic areas through investment and engagement in underserved areas and vulnerable populations. As detailed in that item, these existing efforts align with best practices, are consistent with state and federal laws, and do not jeopardize state and federal funding awarded to the County. Notwithstanding the County's existing ongoing efforts, as requested by the Board, the item presented an option for consideration to revise the Charter Preamble to affirm Leon County's commitment to addressing the needs of underserved areas and vulnerable populations in our community. At that time, the Board voted to reconvene the Committee for its consideration of whether a Charter Amendment should be advanced addressing historic harmful public policy decisions based on geographical areas in the community rather than race, gender, ethnicity, or any other protected class, that is compliant with state and federal laws, and in a manner that does not jeopardize state or federal funding.

Analysis:

Leon County comprehensively addresses the long-standing and evolving needs of historically underserved areas and vulnerable populations (i.e., homeless, low-income, etc.) through countless policies, innovative programs, ongoing partnerships, and active engagement – all of which are data-driven, strategically implemented, and consistent with best practices. With this approach and focus, the County regularly addresses the highest and most challenging needs that historically underserved areas and vulnerable populations often experience.

Based on empirical data such as U.S. Census and U.S. Bureau of Economic Analysis, the common challenges of historically underserved areas include economic inequities that are often highlighted by persistent and disproportionate high poverty and unemployment rates; the lack of public infrastructure that prevents access to basic and essential services; the degradation of natural and environmental resources that adversely affect health and welfare; and limited access to social services that are critical to enhancing quality of life.

As presented to the Board at its May 12, 2026 meeting, the following analysis details the numerous policies, programs, partnerships, and investments the County is actively implementing in historically underserved areas to:

- Reduce Economic Inequities;
- Expand Infrastructure for Access to Basic and Essential Services;
- Protect the Environment for Health, Safety, and Welfare; and
- Deliver Critical Social Services to Enhance Quality of Life.

Consistent with the Board's direction, these efforts align with best practices that address historic harmful policy decisions, comply with state and federal laws, and do not jeopardize state and federal funding. Additionally, these efforts have been implemented within the Board's existing authority and without any change to the County Charter.

Reduce Economic Inequities

The County has actively spearheaded efforts to reduce economic inequities and private sector disinvestment in historically underserved areas. Aligned with best practices, the County utilizes empirical data developed by the U.S. Census and Florida Office of Economic & Demographic Research to identify neighborhoods and communities with persistent and disproportionate levels of high poverty and unemployment rates. Subsequently, programs, partnerships, initiatives, and investments are adopted and implemented in collaboration and coordination with residents and stakeholders to increase economic prosperity and private sector investment. Although not exhaustive, significant examples of the County efforts include:

- Establishment of the Downtown and Greater Frenchtown-Southside Community Redevelopment Areas (CRAs) in partnership with the City of Tallahassee (City) to increase economic growth in areas that for years experienced slum, blight, and private sector disinvestment. Through the CRAs, the County has invested more than $56 million in property tax revenue that has improved public infrastructures (roads, sidewalks, stormwater, etc.); constructed new affordable housing including Goodbread Hills, Columbia Gardens, and Magnolia Oaks; and invested in local businesses to spur private sector investment in housing, retail, and restaurants.
- Adoption of the Southside Action Plan (SAP) within the Tallahassee-Leon County Comprehensive Plan to promote balanced and equitable growth in southern Leon County neighborhoods, including Bond, Providence, and South City. This has resulted in more than $1.13 billion in public and private investment within the SAP boundaries including more than $125 million in direct County funding.
- Development of Sense of Place Plans that intentionally engage residents to strengthen the unique identity of local neighborhoods and rural communities while enhancing public investment. Sense of Place plans developed by the County include:
    - *Miccosukee Community Sense of Place* – led to $5.9 million in County and federal investment for the redevelopment of the Old Concord School into the new Miccosukee Community Center.
    - *Lake Jackson Town Center Huntington Sense of Place* – transformed a traditional shopping center into a cohesive public gathering spot that resulted in the expansion of the Lake Jackson Branch Library, a new community center, and enhanced retail space for greater private sector investment.
    - *Woodville Community Sense of Place* – adopted as a County Strategic Initiative by the Board, this plan focuses on activating and enhancing the rural town center through placemaking and infrastructure investment. It prioritizes the revitalization of Woodville and Robinson Road Parks alongside the development of a new trail hub on the St. Marks Trail, all supported by landscaping and gateway signage to

strengthen community identity. These aesthetic improvements are paired with critical infrastructure projects, including streetscaping, expanded pedestrian and bicycle connectivity, roadway safety enhancements, and the ongoing septic-to-sewer conversion program. Ultimately, the plan drives economic vitality by promoting trail-oriented development and updating zoning to foster compatible, small-scale business opportunities.

- Adoption of land use and zoning tools under the Tallahassee-Leon County Comprehensive Plan — including the Land Use and Mobility Element adopted in December 2025 — to protect existing neighborhoods from incompatible development and guide growth in a manner that preserves neighborhood character. These tools include low-density residential zoning classifications that prevent the conversion of single-family neighborhoods to high-density multifamily or large-format retail, and the Neighborhood Boundary land use category developed in partnership with the Bond Neighborhood to allow small-scale mixed uses — such as corner stores, daycares, and small cafes — while prohibiting strip malls, apartments, and big box retail that would alter the neighborhood's scale and character.
- Administration of the Small Business Enterprise (SBE) program through the Office of Economic Vitality (OEV) to provide business support to qualifying small businesses based on size and revenue, ensuring local enterprises in underserved areas can compete for and benefit from public investment opportunities.
- Partnership with the Small Business Development Center at FAMU to provide technical assistance to new and existing small business owners at every phase of the business lifecycle, preparing them to take advantage of economic opportunities generated by new public and private development in their communities.
- Implementation of robust public engagement on all public projects — including stakeholder meetings, online and in-person surveys, and public open houses — to ensure residents in historically underserved areas are informed of and have meaningful input into investments being made in their communities. For private development proposals, public engagement includes direct mailed notifications, legal advertisements, on-site signage, citizen committee review, and public hearings, ensuring that residents have a voice in the development occurring in their neighborhoods.
- Availability of urban area opportunity incentives to attract jobs and private investment to the urban core, directly benefiting residents of historically underserved neighborhoods.

Expand Infrastructure for Access to Basic and Essential Services

The County has been steadfast in its commitment to infrastructure improvements in historically underserved areas that expand access to basic and essential services. These improvements include paved roads, sidewalks, and traffic lights that connect underserved neighborhoods to the broader community. Through a combination of data evaluation, extensive planning, active community engagement, and strategic investments, the County's efforts have included:

- The establishment of the *Livable Infrastructure for Everyone (L.I.F.E.) funding* through the one-cent infrastructure surtax — a dedicated mechanism designed to direct resources toward communities that have long been overlooked. Through this initiative, Leon County has been able to translate policy commitments into tangible, on-the-ground improvements, including:
    - *Rural Road Safety Stabilization Program* – addressing road conditions in rural corridors to improve safety and accessibility for all residents.
    - *Rural Broadband* – expanding high-speed internet access to underserved rural communities, bridging the digital divide and connecting residents to economic and educational opportunities.
    - *Fire Hydrants* – extending fire suppression infrastructure into rural areas that previously lacked adequate protection, improving public safety for residents historically outside the reach of essential services.
    - *Intersection Street Lighting* – illuminating key intersections in underserved areas to enhance safety for drivers, pedestrians, and cyclists.
    - *School Bus Lighting* – improving visibility and safety at school bus stops, protecting children in rural communities who were previously without adequate lighting infrastructure.
- Dedication of $319 million through the Blueprint Intergovernmental Agency (Blueprint) on infrastructure investments in high poverty neighborhoods that equates to approximately 62% of Blueprint funding including:
    - More than $1.5 million for the development of the South City Transit Center and improvements in the South City neighborhood.
    - Approximately $9 million in Blueprint funding for the Orange-Meridian Placemaking project for construction of a new park and investment in the South City Transit Center.
    - Planned construction of Segment 4 of the Capital Cascades Trail in the amount of $20 million for stormwater improvements, multi-use trail, and community gathering spaces connecting the Bond, Callen, Liberty Park, Lee Manor, and Providence neighborhoods.
    - Construction of the Magnolia Drive Trail, including underground electric utilities adjacent to the South City neighborhood in the amount of $23.6 million.
- Adoption of the Family Heir Policy to support intergenerational land use and help families in underserved areas retain and utilize property that might otherwise remain undevelopable under standard regulations.
- Investment in multimodal transportation infrastructure, including new sidewalks and trail connections to the St. Marks Trail, to expand access to affordable non-motorized transportation — including walking, bicycling, and micro-mobility — for residents in historically underserved areas, reducing transportation costs and improving connectivity to employment, services, and recreation.

- Adoption of two Neighborhood First Plans — for the Greater Bond Neighborhood and the Providence Neighborhood — containing infrastructure investment components that expand mobility options, improve public spaces, and strengthen connectivity within and between neighborhoods in historically underserved areas of the incorporated community.

Protect the Environment for Health, Safety, and Welfare

For much of the twentieth century, a combination of public policies and private sector activities prioritized development and economic growth that adversely impacted the environment. This included the direct discharge of effluent and untreated wastewater into surface waters, development within designated flood hazard areas, and the systematic filling of floodplains and wetlands. According to the Environmental Law Institute, a research-based organization in Washington, D.C. that focuses on environmental policies, local governments address public policies and private activities that have adversely impacted the environment in their communities through integrated strategies of regular testing and observation, remedial projects, and community engagement. Through rigorous evaluation and monitoring of scientific data, the County has incorporated similar strategies with the adoption policies, plans, and programs aimed at reversing decades of environmental degradation while improving health, safety, and welfare in historically underserved areas. These efforts have resulted in the following:

- Adoption of the Leon County Environmental Management Act (EMA) to establish rigorous local standards for the protection of property and the natural environment that takes into consideration the unique ecology of natural resources within geographic areas. In underserved areas, the County's EMA standards is mitigating flooding, protecting waterbodies, and reducing pollution.
- Adoption of the Primary Spring Zone Protection to safeguard groundwater quality within neighborhoods in Southern Leon County where the Florida Aquifer is most vulnerable while to protecting the water quality and biological health of Wakulla Springs.
- Establishment of Woodville Septic to Sewer Program to convert septic tanks to central sewer system, eliminating decades of groundwater and surface water contamination. The program provides homeowners in the Woodville area up to $12,000 in grant funding. Thus far, the County has invested $63 million and expanded sewer services to 709 properties.
- Adoption of the Lake Munson Action Plan to restore Lake Munson to address the legacy of pollution and nutrient loading that degraded the lake over generations with algal blooms, fish kills, and invasive plant growth. The plan includes:
    - Advancement of the $1.6 million Munson Slough Embankment Repair Project to stabilize eroded banks, reestablish native vegetation, and reduce sediment transport into Lake Munson;
    - An initial drawdown to facilitate sediment drying and nutrient reduction;
    - Periodic routine drawdowns to sustain long-term water quality improvements;
    - Post-Drawdown Water Quality Study from May 2024 through April 2026, including monthly water quality and flow data collection at four monitoring locations;
    - Enhanced water quality monitoring;

- Aerial topographic surveys of the lake bottom; and
- Expanded invasive exotic vegetation and algal bloom management programs.

- Investment in the Lake Henrietta stormwater management facility project to address decades of polluted stormwater runoff that has contributed to the degradation of Lake Munson. This Lake Henrietta Project includes:
  - Construction of Lake Henrietta as a regional stormwater management facility to intercept polluted stormwater runoff upstream of Lake Munson, capturing sediment, floating debris, and nutrient-rich material before it can enter the lake.
  - Investment of over $1 million in the Lake Henrietta facility, which has captured over 53,000 cubic yards of sediment and debris from flowing downstream into Lake Munson since construction in the early 2000s.
  - Receipt of a $2 million U.S. Environmental Protection Agency (EPA) grant for the Lake Henrietta Sediment Removal Project to remove the accumulated sediment the facility was designed to capture, restoring the facility's stormwater treatment capacity and reducing nutrient loading into Lake Munson, with design anticipated in Summer 2026 and construction to follow in 2027.
  - Development of the Anita Davis Preserve at Lake Henrietta, which serves the surrounding community as a public park featuring a walking trail and outdoor recreational amenities, providing dual environmental and quality-of-life benefits to residents in the area.

Deliver Critical Social Services to Enhance Quality of Life

In order to deliver critical social services, the County has adopted and implemented numerous programs consistent with best practices that are data driven, strategically implemented, and community-focused to improve the quality of life for the residents in historically underserved areas and vulnerable populations. The County's recent and ongoing efforts include:

- Hosted the 32304 Summit in March 2026 to highlight the efforts of the County and community partners to reduce poverty in 32304 neighborhoods including Frenchtown and Griffin Heights which has resulted in an 8% decrease in the 32304 poverty rate since 2019 (more than the 2% Countywide reduction during the same period).
- Establishment of the Community Human Services Partnership (CHSP) Promise Zone in partnership with the City which invests $1.1 million each funding cycle to provide direct services such as food, legal aid, and healthcare to high poverty neighborhoods.
- Hosted nine (9) *Breaking Bread* Dinner series in the neighborhoods with the highest food insecurity rates to identify barriers to food access with more than 200 participants.
- Establishment of the Trusted People Neighborhood Engagement Committee (Trusted People Committee) comprised of leaders of the neighborhoods with high food insecurity rates that meet bi-monthly to work with the County and partners to engage and connect residents to available resources in the community.

- Installation of temperature-controlled food lockers available 24/7 in Frenchtown, South City, and Providence neighborhoods that have distributed over 17,000 meals to more than 3,200 residents.
- Strengthened partnership this year (2026) with Farm Share to increase fresh produce distribution capacity in neighborhoods with the highest food insecurity rates which will serve over 1,000 households annually.
- Partnership with the City to implement the City's Neighborhood First Plans to improve the quality of life and spur economic growth in high poverty neighborhoods which has resulted in more than $1.1 million in County funding for the construction of 16 homes in Bond, Griffin Heights, and Providence.
- Implementation of the Home Rehabilitation and Replacement Program to perform emergency home repairs, rehabilitate projects, and/or replace the homes of low-income families in rural and underserved regions of the County.
- Partnership with the City and Tallahassee Housing Authority to create and provide seed funding for the establishment of the South City Foundation to revitalize the neighborhood through engagement, economic development, healthcare, and affordable housing.
- Establishment of the Emergency Medical Technician (EMT) Program in partnership with Tallahassee State College and Leon County Schools to create a career path at the Leon County Emergency Medical Services for students at Godby High School which is the primary high school for the 32304-zip code and neighborhoods with the highest poverty rate in the County.

In addition to neighborhood specific programs, initiatives, and investments, the County's communitywide efforts to deliver resources to the most vulnerable populations include:

- Investment of $1.4 million annually to prevent and reduce homelessness in the community through dedicated funding to the five (5) emergency homeless shelters, street outreach initiatives, and Leon County Sheriff HOST deputies.
- Investment of more than $1.75 million annually through the Healthcare Services Program (i.e., CareNet) to provide primary care, dental care, mental health services, assistance with prescription medications, and specialty care to low-income, uninsured residents.
- More than $500,000 annually in County funding to support food pantries, mobile food distributions, senior nutrition services, and child meal programs.
- Distribution of over 4,000 summer meals through the Summer BreakSpot program at the Leon County Main Library and branch locations for kids during summer 2025.
- Expanded partnership with 2-1-1 Big Bend to invest more than $100,000 annually in the 2-1-1 Lyft program that provides County residents free transportation to medical appointments, grocery stores, and employment interviews.
- Investment of $5.8 million in direct funding and more than $198 million in bonding for affordable housing rental projects that have or will build more than 1,200 units within the next 12 to 18 months for low-income households.

- Investment of $500,000 annually in affordable rental development for very-low and extremely-low income households.
- Secured $100 million in bonds through the Housing Finance Authority of Leon County (HFA) for the development of future affordable rental housing projects for low-income renters.
- Adoption of the local option property tax exemption to incentivize market rate rental development projects to dedicate units for low-income households at affordable rates.
- Establishment of the Tallahassee-Leon County Community Land Trust (CLT) in partnership with the City and Tallahassee Lenders' Consortium to construct new homes for low-income households that will remain affordable in perpetuity. The County donates properties to the CLT to construct new homes (eight homes completed thus far).
- Partnership with Legal Services of North Florida to provide legal assistance to help low-income families clear title and resolve heirs' property issues.
- Partnership with FAMU Federal Credit Union to establish the SmartSteps Microloan Program to provide financial capital to historically marginalized entrepreneurs to build their businesses. The County allocated $2.5 million, and to-date SmartSteps has distributed over $1 million in microloans to 51 small local businesses.
- Partnership with the Capital City Chamber of Commerce (Capital City Chamber) to support the Bank On Tallahassee Initiative which improves access to banks and credit unions for low-income households and helps reduce barriers for households with previous credit issues.

As extensively detailed, the County is actively addressing historic harmful public policy decisions in geographic areas utilizing best practices to adopt policies, implement programs, strengthen partnerships, enhance community engagement, and make significant investment in historically underserved areas and vulnerable populations. The County's efforts are reducing economic inequities; providing public infrastructures essential to health, safety, and welfare; protecting the environment; and delivering critical social services to enhance the quality of life of historically underserved areas and vulnerable populations.

Consistent with the Board's direction, the County's approach addresses historic harmful public policy decisions in geographic areas, complies with state and federal laws and does not jeopardize any state and federal funding requirements. These targeted efforts align with best practices that address historic harmful policy decisions, comply with state and federal laws, and do not jeopardize state and federal funding. Furthermore, these efforts are strategically planned, annually funded by the Board, and carried out on a day-to-day basis by staff, community partners, and key stakeholders Most importantly, the County's efforts have been successfully implemented within the Board's existing authority and without the need for an amendment to the County Charter.

Further Consideration by the Citizen Charter Review Committee

As previously reported to the Committee, there are no county charters in Florida that include language related to disparities from historic public policies. County charters generally address large organizational issues focused on the authority, structure, and power of county government.

Operational detail or program-specific policy, such as the establishment of programs or targeted resource allocation, is more appropriately implemented through the Board's strategic planning process, budgetary priorities, or policy and ordinance adoption. In fact, the Board currently has the statutory authority and has been active in addressing the long-standing and evolving needs of historically underserved areas and vulnerable populations through policies, programs, and investments – all of which have been done without amending the County Charter.

In light of the Board's existing authority and ongoing actions, a Charter Amendment is not necessary and could be limiting. Specifically, creation of policy and programmatic mandates in the Charter would reduce the County's flexibility to respond to evolving community needs, funding opportunities, and legal requirements, and may not be consistent with the County's data-driven approach to addressing the most pressing issues and investing in time-sensitive needs in the community.

Potential Amendment to Revise the Preamble of the County Charter

Should the Committee wish to consider a proposed Charter Amendment, an option for consideration is to amend the Preamble of the County Charter to affirm County's commitment to addressing the needs of historically underserved areas and vulnerable populations in our community. As noted previously, this option was presented to the Board at its May 12th meeting, which the Board did not advance and instead voted to reconvene the Committee to consider whether a Charter Amendment on this issue should be advanced.

As previously reported to the Committee, the Preamble sets forth broad community values which emphasize the importance of home rule, local decision making, and the role of residents in shaping their local government. As an introduction to what the Charter seeks to achieve, the Preamble does not delineate specific structures, authorities, policies, or provision of services for County government. Rather, it is intentionally broad to allow the County to adapt and respond to emerging challenges as determined by the elected County Commission.

The Committee previously recommended to the Board a proposed amendment revising the Charter Preamble to reflect the esteemed humanity of all residents of Leon County. Similarly, the Committee may wish to consider revisions to the Preamble that would reflect the County's long and ongoing efforts to invest and engage in historically underserved areas and vulnerable populations.

As shown in Table #1, the proposed language (<u>underlined</u>) could be incorporated to affirm the County's commitment to addressing the needs of underserved areas and vulnerable populations in our community. The proposed amendment, as drafted below, would not conflict with existing state and federal law.

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Table #1. Proposed Amendment to the Charter Preamble
(Proposed language underlined)

PREAMBLE We, the citizens of Leon County, Florida, united in the belief that governmental decisions affecting local interests should be made locally, rather than by the State, and that County government should be reflective of the people of the County and should serve them in achieving a more responsive and efficient form of government and in order to empower the people of this County to make changes in their own government, do ordain and establish this Home Rule Charter for Leon County, Florida. We further affirm Leon County's commitment to addressing the needs of historically underserved areas and vulnerable populations in our community.

In addition, potential ballot language has been prepared for the proposed Charter Amendment as reflected in Table #2 below. The proposed ballot title and ballot language reflected in Table #2 would meet the statutorily required word count limit. The ballot title is limited to 15 words, and the ballot language is limited to 75 words.

Table #2. Proposed Ballot Title and Ballot Language

Proposed Ballot Title
Affirmation of County's Commitment to Historically Underserved Areas as proposed by Citizen Charter Review Committee
Proposed Ballot Language
Shall the Preamble of the Leon County Home Rule Charter be amended to affirm Leon County's commitment to addressing the needs of historically underserved geographic areas and vulnerable populations in our community, while preserving the Charter's existing framework for local self-governance, community values, and citizen empowerment?

The Committee also has the opportunity to propose its own charter amendment as an alternative or any additional direction specific to this issue. Should the Committee not wish to further consider or advance this issue, it may also table the issue at this time.

Next Steps

As directed by the Board, this item provides the Committee with information and analysis for consideration in evaluating whether to advance a Charter Amendment addressing historic harmful public policy decisions based on geographical areas in the community rather than race, gender, ethnicity, or any other protected class, that is compliant with state and federal laws, and in a manner that does not jeopardize state or federal funding.

A simple majority is needed to advance a Charter Amendment to the Committee's three required public hearings to take public input and formally consider the proposed Amendment. The public hearings have been tentatively scheduled to take place June 30, July 16, and July 30, 2026, at 6:00 p.m. The Committee may consider and approve further revisions to the proposed Amendment during any of its public hearings. Any proposed Charter Amendments, as recommended by the

Committee during its public hearings, will be presented for final consideration by the Board at its public hearing on August 17, 2026.

Options:

1. Accept this report and take no further action.
2. Advance a proposed Charter Amendment addressing historic harmful public policy decisions for consideration at the Committee's first of three public hearings on June 30, 2026, at 6:00 p.m.

Recommendation:

Committee direction.

Citizen Charter Review Committee

July 30, 2026
6:00 p.m. – 8:00 p.m.
Leon County Main Library
Programming Room

PUBLIC HEARING AGENDA

Call to Order and Opening — Mary Ann Lindley, Chair

Consent

- Approval of July 16, 2026 Meeting Minutes
- Receipt & File of Written Public Comments

Public Comment

Public Hearing

- Agenda Item #1: Third and Final Public Hearing to Consider the Proposed Charter Amendment Language to Provide for Community Impact Assessments

The subsequent public hearing of the Board of County Commissioners will take place on Monday, August 17, 2026 at 6:00 p.m. upon approval by the Committee.

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

APPROVAL OF JULY 16, 2026 MEETING MINUTES

Citizen Charter Review Committee
Public Hearing
July 16, 2026
6:00 p.m. – 8:00 p.m.
Leon County Main Library
Programming Room

The Leon County 2025-2026 Citizen Charter Review Committee (CCRC) met on July 16, 2026, at 6:00 p.m., in the Leon County Main Library with Committee Members Mary Ann Lindley, Joey Davis, Anita Favors, Max Herrle, Howard Kessler, Henry Lewis, III, Sean Pittman, Ryan Ray, Bruce Strouble, Jr., Jarrett Terry, and Barry Wilcox in attendance. Also present were Assistant County Administrator Ken Morris, County Attorney Chasity O'Steen, Assistant to the County Administrator for Legislative and Strategic Initiatives Nicki Hatch, Management Analyst Cameron Williams, and Clerks to the Board, Beryl Wood and Daniel J. Antonaccio.

Absent Members: Chauncy Haynes, Linda Bond Edwards, Liz Ellis, Darryl Jones, Slaton Murray, Heidi Otway, Shamarial Roberson, Temple Robinson, William Smith, and Katrina Tuggerson.

Call to Order and Opening Mary Ann Lindley, Chair

Chair Lindley called the meeting to order at 6:03 p.m.

Consent:

Ryan Ray moved, seconded by Howard Kessler, to approve the consent agenda as presented.

The motion carried 11 – 0 with Vice Chairman Chauncy Haynes, Linda Bond Edwards, Liz Ellis, Darryl Jones, Slaton Murray, Heidi Otway, Shamarial Roberson, Temple Robinson, William Smith, and Katrina Tuggerson not present.

Approval of June 30, 2026 Meeting Minutes

Receipt & File of Written Public Comments

Public Comment:

- Katherine Kurzweil, a Florida State University (FSU) student residing in Tallahassee, expressed support for the proposed amendment related to historic harms. She cited disparities in transportation and infrastructure between FSU and lower-income communities, including Frenchtown. She also discussed the displacement and environmental contamination of the historic Smokey Hollow community, encouraging the County to examine similar harms, prevent their recurrence, and consider remedies for affected families and their descendants.
- Thomas Speirs, 123 Locke Street, discussed the history of the Smokey Hollow community and expressed support for the proposed amendment related to historic harms.

Public Hearing:

Agenda Item #1: Second of Three Public Hearings to Consider the Proposed Charter Amendment Language to Provide for Community Impact Assessments

Nicki Hatch introduced the proposed Charter Amendment addressing adverse community conditions resulting from historic County laws, policies, and practices. She explained that the amendment would require periodic community impact assessments, publicly available findings, and the Board of County Commissioners' public review and consideration of each assessment. The proposed Charter Amendment would also require the adoption of an implementing ordinance

by April 1, 2027, to establish operational procedures, including geographically based assessment criteria, while allowing flexibility to address changing community needs and legal requirements.

Mrs. Hatch clarified that the proposed Charter Amendment language remained subject to revision during the Committee's three public hearings. She noted that County staff proposed minor revisions following legal review to improve clarity and consistency. These revisions included using the term "periodic" consistently throughout the draft and replacing "or" with "and" when referring to County laws, policies, and practices.

She noted that the Committee had previously approved the proposed ballot title and language, clarifying that the Committee will have the opportunity to further refine the proposed Charter Amendment, as well as the ballot title and ballot language, at its third and final public hearing on July 30. Upon approval by the Committee, the proposed amendment would then proceed to the Board for consideration at a public hearing in August 2026.

Jarrett Terry questioned whether the terms "periodic" and "recurring" had different meanings and asked whether "recurring" should also be replaced in the ballot language for consistency.

County Attorney Chasity O'Steen recommended using the term "periodic" consistently throughout both the proposed Charter Amendment and ballot language.

Mrs. Hatch reminded the Committee that they will have the opportunity to further refine the ballot language for such changes at its third and final public hearing on July 30th.

Max Herrle reminded the Committee that July 30th would be the final opportunity to amend the proposed language and that the Board could not make changes during the August 2026 public hearing. He encouraged members to share the full language with their appointing Commissioners before the Committee's final public hearing so any concerns could be addressed.

Mrs. Hatch reminded the Committee that its third and final public hearing was scheduled for July 30th at the same time and location, and that the Board's subsequent public hearing would be held on August 17, 2026.

Henry Lewis, III, moved, seconded by Jarrett Terry, for approval of Option #1, as amended: Conduct the second of three public hearings to consider a proposed Charter Amendment to provide for Community Impact Assessments (Attachment #1), and advance the proposed Charter Amendment for consideration at the Committee's third and final public hearing on July 30, 2026, at 6:00 p.m., with the term "recurring" replaced with "periodic" in recommended ballot language.

The motion carried 11 – 0 with Vice Chairman Chauncy Haynes, Linda Bond Edwards, Liz Ellis, Darryl Jones, Slaton Murray, Heidi Otway, Shamarial Roberson, Temple Robinson, William Smith, and Katrina Tuggerson not present.

Adjournment:

Chair Lindley adjourned the meeting at 6:20 p.m.

ATTEST:

_____
Mary Ann Lindley, Chair
Leon County Citizen Charter Review Committee

_____
Beryl Wood, Clerk to the Board for
Gwen Marshall Knight, Clerk of Court

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

RECEIPT AND FILE OF WRITTEN PUBLIC COMMENTS

(To be electronically distributed Wednesday before the meeting)

LEON COUNTY CITIZEN CHARTER REVIEW COMMITTEE

NOTES FOR AGENDA ITEM #1

Citizen Charter Review Committee

Agenda Item #1

July 30, 2026

To: 2025-2026 Leon County Citizen Charter Review Committee

From: Vincent S. Long, County Administrator

Title: Third and Final Public Hearing to Consider the Proposed Charter Amendment Language to Provide for Community Impact Assessments

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Cameron Williams, Management Analyst

Summary:

This item seeks to conduct the third and final public hearing on the proposed Charter Amendment to add an article to the Leon County Home Rule Charter. The proposed Charter Amendment would provide for the periodic assessments, public reporting, and the Leon County Board of County Commissioners' review of adverse community conditions in historically underserved and vulnerable populations related to the County's historic laws, policies, and practices.

Staff Recommendation:

Option #1: Conduct the third and final public hearing to consider a proposed Charter Amendment to provide for Community Impact Assessments (Attachment #1), and advance the proposed Charter Amendment for recommendation to the Board of County Commissioners for placement on the 2026 General Election ballot.

Report and Discussion

Background:

At the Citizen Charter Review Committee's (Committee) Special Meeting held on May 28, 2026, the Committee voted 14-3 to advance a proposed Charter Amendment addressing adverse community conditions related to historic public policies and governmental practices to the public hearing process. This item seeks to conduct the third and final public hearing on the proposed Charter Amendment to add an article to the Leon County Home Rule Charter (Attachment #1). The proposed Charter Amendment would provide for periodic assessments, public reporting, and the Leon County Board of County Commissioners' (Board) review of adverse community conditions in historically underserved and vulnerable populations related to the County's historic laws, policies, and practices.

Three public hearings have been scheduled for the Committee's consideration of proposed Charter Amendment language on June 30, July 16, and July 30, 2026, at 6:00 p.m., in the Leon County Main Library Program Room. At the Committee's first public hearing on June 30, 2026, proposed Charter Amendment language was presented as a general starting point based on the Committee's prior direction. At that time, the Committee advanced the proposed Charter Amendment for consideration at its second of three public hearings. At its second public hearing on July 16, 2026, the Committee approved revisions to provide additional consistency and clarity based on the County's legal review of the proposed language.

At its third and final public hearing on July 30, 2026, the proposed Charter Amendment language will be presented to the Committee for final approval to be recommended to the Board for placement on the 2026 General Election ballot. At that time, the Committee will also have the opportunity to further amend the proposed ballot language and title based on the revised Charter Amendment language as further detailed in this item.

Analysis:

If the Board adopts an ordinance to place the proposed Charter Amendment on the ballot, and if approved by a majority of electors voting in November, an article would be added to the Leon County Home Rule Charter (Charter). As reflected in Attachment #1, the proposed Charter Amendment would require Leon County to conduct a periodic assessment of adverse community conditions in historically underserved and vulnerable populations related to the County's historic laws, policies, and practices, subject to appropriation and funding availability. The County would be required to publish the findings of such assessments in a publicly accessible format. The Board would also be required to review the findings of each Community Impact Assessment during a public meeting. Accordingly, the Board would be authorized to consider the findings of Community Impact Assessments when exercising its legislative authority provided by the Charter and in compliance with applicable state and federal law.

The proposed Charter Amendment does not mandate specific policy outcomes, funding allocations, or preferential treatment for any individual or group. The proposed Charter Amendment further provides that nothing in the article shall be construed to authorize any program, policy, or action inconsistent with applicable state or federal constitutional provisions or

statutes, rules, or regulations or applicable court order. The Charter Amendment would require the Board to adopt an Ordinance for implementation no later than April 1, 2027. The Ordinance would set forth additional detail – such as providing definitions for key terms (i.e., "historically underserved" and "vulnerable populations") and neutral, geographically based criteria for selecting areas for assessment – necessary for implementation of the proposed Amendment if approved for inclusion in the Charter. This implementation approach is consistent with all previous Charter Amendments advanced through the Citizen Charter Review Committee process.

Table #1 provides the draft ballot title and ballot language approved by the Committee at the May 28, 2026, Special Meeting, with proposed revisions underlined for the Committee's consideration. As reflected below, the draft ballot title and ballot language have been revised to reflect the proposed Charter Amendment language advanced to date.

Table #1: Proposed Ballot Title and Ballot Language

Proposed Ballot Title
Affirmation Of County's Commitment To Historically Underserved And Vulnerable Populations
Proposed Ballot Language
Shall the Home Rule Charter of Leon County, Florida, be amended to provide for a ~~recurring~~ periodic Community Impact Assessment process, public reporting, and Board of County Commissioners' review and consideration ~~response~~ regarding adverse community conditions related to the County's historic laws, policies, and practices~~historic~~ ~~public policies or governmental practices~~?

The proposed ballot title and ballot language as revised and reflected in Table #1 would meet the statutorily required word count limit. The ballot title is limited to 15 words, and the ballot language is limited to 75 words. The Committee will have the opportunity to consider further amendments to the proposed ballot title and ballot language at its third and final public hearing.

Next Steps

This item provides the Committee with the opportunity to conduct the third and final required public hearing to receive public input and consider the proposed Charter Amendment.

The Committee may consider and approve further revisions to the proposed Charter Amendment (ballot title, ballot language, and amendment language) during the third and final public hearing. A Committee vote is required at each public hearing to continue advancing the proposed Charter Amendment through the public hearing process.

Following the Committee's three public hearings, any proposed Charter Amendment recommended by the Committee will be presented to the Board for consideration at a public hearing on August 17, 2026. If approved by the Board, the proposed Charter Amendment would be placed on the November 3, 2026, General Election ballot for consideration by the Leon County electorate. If approved by a majority of electors voting on the referendum, the Charter Amendment would become effective January 1, 2027.

Options:

1. Conduct the third and final public hearing to consider a proposed Charter Amendment to provide for Community Impact Assessments (Attachment #1), and advance the proposed Charter Amendment for recommendation to the Board of County Commissioners for placement on the 2026 General Election ballot.
2. Conduct the third and final public hearing to consider a proposed Charter Amendment to provide for Community Impact Assessments, and do not advance the proposed Charter Amendment for recommendation to the Board of County Commissioners.
3. Committee direction.

Recommendation:

Option #1

Attachment:

1. Draft Charter Amendment to be Titled “Community Impact Assessments”

July 30, 2026

ARTICLE #. COMMUNITY IMPACT ASSESSMENTS

Sec. X.1. Purpose.

Sec. X.2. Periodic Community Impact Assessment Process.

Sec. X.3. Board of County Commissioners Review and Response.

Sec. X.4. Implementation and Legal Compliance.

Sec. X.1. Purpose.

(1) The purpose of this article is to provide for the periodic assessments, public reporting, and the Leon County Board of County Commissioners' review of adverse community conditions in historically underserved and vulnerable populations related to the County's historic laws, policies, and practices. This article is intended to inform County decision-making in a manner consistent with applicable state and federal laws.

(2) By April 1, 2027, the Board of County Commissioners shall adopt an ordinance for implementation of this article, consistent with applicable state and federal laws.

Sec. X.2. Periodic Community Impact Assessment Process.

(1) Leon County shall conduct a periodic community impact assessment of adverse community conditions within geographic areas of the County related to historic County laws, policies and practices, subject to appropriation and funding availability.

(2) The County shall publish the findings of such assessments in a publicly accessible format.

Sec. X.3. Board of County Commissioners Review and Response.

(1) The Board of County Commissioners shall review and consider the findings of each Community Impact Assessment during a public meeting.

Sec. X.4. Implementation and Legal Compliance.

(1) This article establishes a periodic process for assessment, public reporting, and the Board of County Commissioners' review and does not mandate specific policy outcomes, funding allocations, or preferential treatment for any individual or group.

(2) Nothing in this article shall be construed to authorize any program, policy, or action inconsistent with applicable state or federal constitutional provisions or statutes, rules, or regulations or any applicable court order.

Leon County Board of County Commissioners

Agenda Item #20

March 10, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Status Report on the 2025-2026 Leon County Citizen Charter Review Committee

Review and Approval:	Vincent S. Long, County Administrator Chasity H. O'Steen, County Attorney
Department / Division Review:	Ken Morris, Assistant County Administrator
Lead Staff / Project Team:	Nicki Hatch, Assistant to the County Administrator for Legislative and Strategic Initiatives Cameron Williams, Management Analyst

Statement of Issue:

This agenda item provides a status report on the 2025-2026 Leon County Citizen Charter Review Committee (CCRC) process and seeks the Board's consideration of the CCRC's policy recommendations and proposed charter amendments for placement on the 2026 General Election ballot.

Fiscal Impact:

This item has no fiscal impact to the County. As detailed in this item, however, one of the CCRC's policy recommendations would have a fiscal impact should the Board choose to pursue the recommendation. As directed by the Board, staff would bring back an analysis to identify the resource needs and potential funding strategies for Board consideration.

Staff Recommendation:

Provided on the following page.

Staff Recommendation:

Option #1: Board direction on Unification of Street Renaming Procedures.

Option #2a: As presented to the CCRC, continue the County's long-standing commitment to reducing food insecurity in the community through the County's existing structure, active engagement, ongoing investment, and critical programming in partnership with local stakeholders to increase food access.

Option #3a: Direct staff to prepare a Board-initiated Charter Amendment revising the Charter Preamble to reflect the esteemed humanity of all residents of Leon County, and schedule the Board's first and only public hearing on May 12, 2026.

Option #4a: As presented to the CCRC, continue Leon County's long-standing commitment to ensuring healthcare access for low-income residents and thereby supporting an equitable, safe, healthy, and vibrant community.

Option #5a: As presented to the CCRC, continue the County's long-standing commitment to increasing and preserving the stock of affordable housing in the community.

Option #6: Direct staff to prepare a Proclamation recognizing the work of the 2025-2026 Leon County Citizen Charter Review Committee.

Report and Discussion

Background:

This agenda item provides a status report on the 2025-2026 Leon County Citizen Charter Review Committee (CCRC) process and seeks the Board's consideration of the CCRC's policy recommendations and proposed charter amendments for placement on the 2026 General Election ballot.

Since the Charter was adopted in 2002, the Board has appointed three CCRCs (2009-2010; 2017-2018; and 2025-2026) to review the County's Home Rule Charter and propose amendments or revisions for placement on the general election ballot. As expected, the first charter review process resulted in the most recommended amendments. The 2009-2010 CCRC recommended seven proposed charter amendments, six were advanced by the Board and placed on the ballot with five approved by voters. The 2017-2018 CCRC recommended two charter amendments to the Board, one of which was placed on the ballot and approved by voters, and the other was implemented by the Board through adoption of an ordinance rather than amending the Charter.

During the course of its work, the 2025-2026 CCRC advanced two policy recommendations and three proposed charter amendments to the Board as summarized below:

- Policy Recommendation Encouraging Leon County and the City of Tallahassee to Consider Alignment of Street Renaming Policies and Procedures to Promote Public Safety.
- Policy Recommendation Encouraging the Board to Create a Division of Food Systems within the Leon County Office of Human Services and Community Partnerships.
- Proposed Amendment Revising the Charter Preamble to Reflect the Esteemed Humanity of all Residents of Leon County.
- Proposed Amendment Revising the Charter Preamble to Affirm the County's Commitment to Creating a Community that is Safe, Vibrant, and Provides Access to Healthcare for All Citizens.
- Proposed Amendment to Codify the County's Affordable Housing Trust Fund in the County Charter.

The Leon County Charter provides three ways by which Charter amendments may be proposed: (1) Petition; (2) Board of County Commissioners; or (3) a CCRC. All three methods require a referendum approved by a majority of the Leon County electorate in order to be included in the Charter. If approved by a majority of the Leon County electorate, the amendment would be effective on the date specified in the amendment or, if not specified in the amendment, on January 1st of the following year. In each case, the Board plays a vital role in placing amendments on the ballot.

As reflected above, the CCRC advanced two policy recommendations for Board consideration, and the Board may accept, reject, and/or provide direction related to these recommendations. In contrast to proposed charter amendments, policy recommendations generally concern matters that are more appropriately addressed through County budgetary priorities, or policy and ordinance adoption rather than charter change. Throughout its work, the CCRC received guidance on charter-

appropriate subject matter. Since the Charter functions as the County's constitutional framework, it is generally reserved for broad issues of governmental authority, structure, and powers—not operational detail or program-specific policy, which is more appropriately implemented through the Board's strategic planning process, budgetary priorities, or policy and ordinance adoption. Accordingly, the Board has the discretion to take the CCRC's policy recommendations into consideration when taking future actions on these matters, along with any additional analysis and considerations presented at that time.

The Board may also accept, reject, or propose revisions to the three charter amendments recommended by CCRC. Should the Board accept the CCRC's proposed charter amendments, the committee's three required public hearings would be scheduled in June and July 2026, to take public input and formally consider the proposed amendments. Any proposed charter amendments, as recommended by the CCRC during its public hearings, will be presented for final consideration by the Board at its public hearing on August 17, 2026. At that time, the Board can accept or reject the CCRC's proposed charter amendments but cannot make any changes due to the required public notice deadlines.

Should the Board wish to make changes to any of the proposed amendments recommended by the CCRC, it would become a Board-initiated Charter amendment which is subject to different procedures as set forth under the County Charter. Board-initiated amendments to the Charter must be proposed by ordinance and be approved by an affirmative vote of a majority plus one of the Board to be placed on the ballot. A public hearing to adopt the ordinance must be held at least 90 days prior to the general election in order to be placed on the 2026 General Election ballot (no later than August 5, 2026). The Board may also elect to advance the proposed charter amendments as Board-initiated amendments. In this scenario, the CCRC would no longer be required to conduct its three public hearings in the summer.

The consideration of charter amendments proposed by the CCRC is essential to the following FY 2022 – FY 2026 Strategic Initiative:

- *Establish a Citizen Charter Review Committee to review the County's Home Rule Charter and propose any amendments or revisions ahead of the 2026 General Election. (2025-101)*

This particular Strategic Initiative aligns with the Board's Governance Strategic Priority:

- *(G1) Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service.*

Leon County Charter Review Process

On November 5, 2002, the citizens of Leon County adopted a Home Rule Charter providing for full home rule authority under the law and citizen determination of the structure, powers, and functions of County government. Leon County's Charter outlines the roles and responsibilities of the County's officers, the County's relationship with its municipalities, and provides for a separate executive and legislative branch under the council-manager form of government. The Charter also establishes the process for amendments thereto. The Leon County Charter provides three ways in which amendments to the Charter may be proposed, one of which is through a CCRC. The Leon County Charter requires that a CCRC be appointed by the Board every eight years at least 12

months before the general election to review the County's Home Rule Charter and propose amendments or revisions for consideration by the Board to be placed on the general election ballot. The first CCRC was convened in 2009, the second was convened in 2017, with the third and most recent convened in 2025 as detailed in this item.

Leon County 2025-2026 Citizen Charter Review Committee

On July 8, 2025, the Board approved the proposed charter review process, including the establishment of the 2025-2026 CCRC. At that time, the Board directed staff to prepare an agenda item for the Board's appointment of a 21-member CCRC (three appointments per Commissioner) and consideration of preliminary CCRC Bylaws. The Board also requested legal analyses on seven issues to determine whether to advance them for consideration by the CCRC.

On September 15, 2025, the Board appointed the following twenty-one citizens (three appointments per Commissioner) to the 2025-2026 CCRC:

1. Mary Ann Lindley, Chair	8. Darryl Jones	15. Shamarial Roberson
2. Chauncy Haynes, Vice Chair	9. Howard Kessler	16. Temple Robinson
3. Joey Davis	10. Henry Lewis, III	17. William Smith
4. Linda Bond Edwards	11. Slaton Murray	18. Bruce Strouble, Jr.
5. Liz Ellis	12. Heidi Otway	19. Jarrett Terry
6. Anita Favors	13. Sean Pittman	20. Katrina Tuggerson
7. Max Herrle	14. Ryan Ray	21. Barry Wilcox

On September 23, 2025, the Board received legal analyses for the seven potential charter issues, previously identified by the Board on July 8th, to determine whether to advance any of the issues for consideration by the CCRC. At that time, the Board advanced one issue to the CCRC for consideration relating to County ordinances prevailing over City ordinances which is summarized in the analysis section. In addition, the Board requested a potential Board-initiated amendment related to outdated statutory references in the County Charter to be brought back for consideration which is presented in a separate agenda item for the Board's March 10, 2026, meeting.

As reflected throughout this item, the CCRC considered and advanced recommendations on a number of policy-related matters. It should be noted that County charters, generally, set forth the governing authority, structure, and power of a county government. Accordingly, Leon County's Charter does not express specific policy priorities which are otherwise achieved through the Board's strategic planning process, budgetary priorities, or policy and ordinance adoption. Furthermore, the majority of county charters in Florida similarly do not include language regarding the provision of services such as healthcare, housing, and food access.

This status report summarizes the 2025-2026 Leon County CCRC process and seeks the Board's guidance on the CCRC's two policy recommendations and three proposed charter amendments for placement on the 2026 General Election ballot.

Analysis:

Pursuant to the Leon County Citizen Charter Review Committee Bylaws approved by the Board, the CCRC conducted nine regular meetings between October 23, 2025, and February 19, 2026. The meetings were divided among two phases: issue/discussion meetings and decision meetings.

During the issue/discussion meetings, Committee members identified charter amendment proposals for additional analysis and deliberation. Following Committee discussion and approval, proposals advanced to the second phase of meetings for Committee consideration of proposed charter amendment language.

As part of this process, the Board had the ability to limit or provide direction to the CCRC to address specific issues it deems appropriate. For the current charter review process, the CCRC was not limited in its purview and had full discretion to review any and all relevant issues. After consideration and deliberation of numerous policy issues, however, the Board selected one issue for the Committee to consider for advancement as a proposed charter amendment - whether the Leon County Charter should provide for County ordinances to prevail over City ordinances in the event of conflict. The CCRC discussed this issue at length but did not recommend a Charter amendment on this issue. Summaries of recommendations which advanced through the charter review process are provided herein for Board consideration.

This status report provides the Board the opportunity to approve, reject, or modify any recommendation advanced by the CCRC. If the Board modifies a proposed amendment, it is then considered a Board-initiated charter amendment, which triggers additional requirements for placing the amendment on the ballot. The Board may also elect to pursue a CCRC recommendation as a Board-initiated charter amendment without making any changes to the recommendation at this time. This would provide the Board maximum flexibility on determining the final amendment and ballot language and would accelerate the timeline for the required public hearing to place the proposed amendment on the November General Election ballot.

Alternatively, the proposed amendment language in this status report can be modified by the CCRC during its public hearings this summer before transmitting the final report to the Board 90 days prior to the general election. However, at that time, the Board would only be able to approve or reject proposed amendments. The Board would be unable to modify CCRC recommendations in August due to the noticing requirements for Board-initiated amendments. As explained in a separate agenda item seeking to remove outdated statutory citations from the Leon County Charter which pose conflicting requirements for the charter review process, subsection 5.2(3) of the Charter requires at least 90 days' notice prior to the general election for Board-initiated amendments – the same deadline for the CCRC's final report and recommendations. Moving up the CCRC's submittal deadline is not recommended as it may require calling a special election based on the outdated statutory citations.

Based on the 2026 election calendar, there is only a 13-day window for the Board to consider the CCRC's final report and recommendations, which is due by August 5th, and comply with the Supervisor of Elections' deadline of August 18th to submit ballot language to be placed on the general election ballot in November. This limits the time for the Board to consider CCRC proposals and for the public to consider the proposed amendments prior to the election. The Board cannot make any changes due to the public notice requirements. Should the Board wish to amend any of the CCRC charter amendment recommendations provided in this status report, this item seeks Board direction to schedule public hearing(s) to consider the proposals as Board-initiated charter amendments. Board-initiated amendments require a majority plus one vote for approval at the public hearing.

Citizen Charter Review Committee Proposed Policy Recommendations

During the course of its work, the CCRC considered two topics which it recognized as important but not appropriate or necessary for inclusion in the Leon County Charter. As a result, the CCRC provided two policy recommendations for Board consideration rather than charter amendment proposals. The two policy recommendations are as follows with additional detail provided on both issues:

- Policy Recommendation Encouraging Leon County and the City of Tallahassee to Consider Alignment of Street Renaming Policies and Procedures to Promote Public Safety.
- Policy Recommendation Encouraging Creation of a Division of Food Systems within the County's Office of Human Services and Community Partnerships.

Policy Recommendation Encouraging Leon County and the City of Tallahassee to Consider Alignment of Street Renaming Policies and Procedures to Promote Public Safety

This CCRC recommendation asks the Board to work with the City of Tallahassee to align street renaming policies and intergovernmental coordination to ensure consistent naming throughout roadway segments and sequential addressing to support emergency response. This policy recommendation was borne from the Board's direction to advance to the CCRC for consideration whether County ordinances should prevail over municipal ordinances in the event of a conflict.

As directed by the Board, the CCRC received an analysis to evaluate whether a charter amendment should be placed on the ballot providing County ordinances to prevail over municipal ordinances in the event of a conflict. To support its consideration, the CCRC received analysis on the County's existing regulatory authority and examples of conflicts between County and City ordinances. Among examples provided to the CCRC was the County and City's differing street renaming ordinances and the potential for public safety and emergency services-related issues due to inconsistent naming across segments of roadways.

Historically, the County and City operated under a unified system established through the County's Uniform Street Naming and Property Numbering System Ordinance, applying consistent criteria to roadway naming and numbering for public safety purposes. However, in May 2024, the City adopted a separate ordinance establishing its authority to rename streets within the municipal limits (excluding County-maintained and state roads), resulting in the County no longer being able to apply its standards to City-maintained streets. Since that time, more than ten streets and segments of roadways have been renamed. Four of the renamed streets have resulted in roadways bearing multiple names along the same corridor, creating fragmented street names across a single roadway. In regard to street renaming, regulatory uniformity is critical to ensuring accurate GPS routing, timely emergency response, and the protection of life and property for citizens no matter where they reside within the County. With these considerations in mind, this issue was presented as one example of countywide regulatory uniformity that the Committee may wish to consider when determining whether County ordinances should prevail when a conflict exists (Attachment #1).

Following deliberations, the CCRC did not support advancing a charter amendment providing for County ordinances to prevail over City ordinances in the event of conflict or in this specific circumstance regarding street renaming standards. However, the CCRC recognized the public safety concerns in unifying the street renaming standards and sought to make a policy

recommendation to the Board. On February 5, 2026, the CCRC approved the policy recommendation encouraging the County to work with the City to align street renaming policies and procedures.

The agenda materials provided to the CCRC made clear that the City made a deliberate decision within its legal authority to adopt its own street renaming process, and the County has no means to effectuate a unified process other than a charter amendment providing County ordinances to prevail over City ordinances, broadly or specific to this issue (Attachment #1). For these reasons, this item provides an alternative option to the CCRC's policy recommendation. The Board can advance this issue as a Board-initiated Charter Amendment to providing uniform countywide street naming, renaming, and property numbering (addressing) standards to be established by County ordinance which would prevail in the event of a conflict with municipal ordinance to the extent otherwise permitted by law. This item seeks Board direction on the unification of street renaming procedures and provides the following options for consideration.

> CCRC Policy Recommendation: The Leon County Citizen Charter Review Committee encourages Leon County to work with the City of Tallahassee to align street renaming policies and procedures to prevent public safety and emergency services-related issues due to lack of uniformity among street names.
>
> Potential Board-Initiated Amendment: Direct staff to prepare a Board-initiated charter amendment providing for uniform countywide street naming, renaming, and property numbering (addressing) standards to be established by County ordinance which shall prevail in the event of a conflict with municipal ordinances, to the extent otherwise permitted by law, and schedule the Board's first and only public hearing on May 12, 2026.
>
> **Staff Recommendation:** Board Direction on Unification of Street Renaming Procedures.

Policy Recommendation Encouraging Creation of a Division of Food Systems within the Leon County Office of Human Services and Community Partnerships

This CCRC recommendation asks the Board to consider creating a Division of Food Systems within the Office of Human Services and Community Partnerships to be responsible for countywide food security efforts and providing adequate staffing and resources. On December 4, 2025, the CCRC requested an analysis related to food security in the Leon County Charter. On December 18, 2025, the requested analysis was presented with information on the County's ongoing efforts to address food insecurity through community engagement, programs, partnerships, and investment. Throughout its consideration of this issue, CCRC members expressed strong support for the County's ongoing efforts and investment in addressing local food insecurity. Committee members noted increased awareness of resources available and coordination among community partners could further enhance these efforts.

On December 18, 2025, the CCRC directed staff to draft a proposed charter amendment on food security based on documents provided by committee member Dr. Strouble with specific options for charter amendments related to food security. The options included mandating the creation of the Office of Food Access & Resilience, establishing food access and food system resilience as a

County responsibility, and including "equitable access to nutritious food" as a guiding value in the Preamble of the Charter. On February 19, 2026, the proposed charter amendment with ballot language was presented for the CCRC's consideration (Attachment #2). As presented in the analysis to the CCRC, the County has an existing department that oversees and administers programs and services dedicated to reducing food insecurity and increasing food access in the community. Additionally, there are no other county charters in the State of Florida that include the specific policy issue of food access or food insecurity. Furthermore, the Board currently has the authority and actively addresses food insecurity through its policy, programming, partnerships, and budgetary decisions without the need for a charter change. Accordingly, it was not recommended to the CCRC to advance a proposed charter amendment on food insecurity and staff presented an alternative option for the CCRC to provide a policy recommendation encouraging the Board to continue the County's long-standing commitment to reducing food insecurity in the community. Following its consideration of the issue, the CCRC did not support advancing the proposed charter amendment. Instead, the CCRC advanced a policy recommendation to the Board encouraging the establishment of a Division of Food Systems under the Leon County Office of Human Services and Community Partnerships (HSCP) and providing for staff to coordinate reporting and increase awareness of existing food access efforts throughout the community. The proposed Division of Food Systems would be responsible for countywide implementation and facilitation of local food security efforts, which would require a community assessment of existing food security initiatives and service gaps. Implementation would require additional staffing and resources commensurate with the new responsibilities. As previously reported to the CCRC, the County has limited authority to mandate actions of any other governments, educational institutions, or nonprofit organizations in participating in efforts to reduce food insecurity in the community.

It should also be noted that HSCP is currently responsible for supporting and managing the County's health and human services functions, including efforts to address food insecurity. This includes implementation of the County's strategic investments, responsive policies, and community-based programs that enhance the quality of life for its most vulnerable residents through comprehensive and aligned delivery of services. Recognizing that the County has existing personnel dedicated to reducing food insecurity, creation of a separate office is not needed or recommended in light of the existing alignment and coordinated human services functions under HSCP. Based on these considerations, and consistent with the CCRC's feedback supporting the County's existing efforts, staff provided the CCRC an alternative option to provide a policy recommendation encouraging the continuation of the County's long-standing commitment to reducing food insecurity in the community through the utilization of empirical data, active engagement, significant investment, and critical programming in partnership with local stakeholders that increase food access in neighborhoods with high food insecurity rates. The following options are provided for the Board's consideration. The staff recommendation reflects our current structure and services as determined by the Board.

> CCRC Policy Recommendation: The Leon County Citizen Charter Review Committee encourages the establishment of a Division of Food Systems under the Leon County Office of Human Services and Community Partnerships.

Staff Recommendation: As presented to the CCRC, continue the County's long-standing commitment to reducing food insecurity in the community through the County's existing structure, active engagement, ongoing investment, and critical programming in partnership with local stakeholders to increase food access.

Citizen Charter Review Committee Proposed Amendment Recommendations

In addition to the policy recommendations, the CCRC advanced the following three proposed charter amendment recommendations:

- Proposed amendment revising the Charter Preamble to reflect the esteemed humanity of all residents of Leon County.
- Proposed amendment revising the Charter Preamble to affirm the County's commitment to creating a community that is safe, vibrant, and provides access to healthcare for all citizens.
- Proposed amendment to codify the County's Affordable Housing Trust Fund in the County Charter.

As reflected above, two of the CCRC's recommendations propose amendments to the Preamble at the beginning of the Leon County Charter. As reported to the CCRC during its consideration of these issues, the Preamble captures broad community values which emphasize the importance of home rule and governmental decisions being made at the local level as well as the role of residents in shaping their local government. Recognizing that the Preamble serves as an introduction to what the Charter seeks to achieve, it does not delineate specific structures, authorities, policies, or provision of services for County government. The Preamble is intentionally broad so that the County can adapt and respond to new challenges as determined by the elected County Commission.

Both of the CCRC's recommended amendments to the Leon County Charter Preamble seek to incorporate community values (esteemed humanity and healthcare access) as guiding aspirations of the document. While both of the recommendations seek to amend consecutive sentences of the Preamble, these issues were proposed and approved by the Committee at separate meetings. Both proposed community values (esteemed humanity and healthcare access) for incorporation into the Preamble are reflected in language approved by the CCRC at its final meeting on February 19, 2026 (as detailed in the summary below). It should be noted, however, that the proposed provision affirming healthcare access in the Preamble is not recommended as it reflects a policy-specific issue that is more appropriately addressed through County policy or procedure rather than charter change.

Proposal to Reflect the Esteemed Humanity of all Residents of Leon County in the Charter Preamble

The CCRC has recommended a proposed amendment to revise the Preamble of the Charter to reflect the esteemed humanity of all residents of Leon County. This CCRC recommendation would add language regarding the County's values to the Charter's Preamble without creating enforceable rights or service requirements.

At its January 22, 2026 meeting, the CCRC requested charter amendment language to incorporate affirmation of the esteemed humanity of all residents as a shared community value in the Charter. Recognizing that the Preamble serves as an introduction and broadly reflects what the Charter seeks to achieve, it does not delineate specific structures, authorities, policies, or provision of services for County government. With this in mind, the CCRC was presented with proposed language that incorporates the affirmation of esteemed humanity of all residents as a guiding aspiration of the Charter document (Attachment #3).

On February 5, 2026, the CCRC recommended the following proposed amendment language to the Board (proposed language is underlined):

> SECTION 1. HOME RULE CHARTER
>
> PREAMBLE
>
> We, the citizens of Leon County, Florida, united in the belief that governmental decisions affecting local interests should be made locally, rather than by the State, and that County government should be reflective of the people of the County and should serve them in achieving a more responsive and efficient form of government, hereby affirm the esteemed humanity of all residents of Leon County. We recognize in every person a shared dignity, not granted by government, but inherent and deserving of consideration in our public affairs. In order to empower the people of this County to make changes in their own government, we do ordain and establish this Home Rule Charter for Leon County, Florida.

Should the Board support the recommended charter amendment, staff recommends advancing it as a Board-initiated Charter Amendment to be considered by the Board at a public hearing on May 12th rather than waiting until August 17th and requiring the CCRC to conduct three public hearings for an amendment to the Preamble.

> CCRC Recommendation (Charter Amendment): Advance the Leon County Citizen Charter Review Committee's proposed Charter Amendment revising the Charter Preamble to reflect the esteemed humanity of all residents of Leon County to be considered at the CCRC's public hearings in June and July 2026.
>
> Potential Board-Initiated Amendment: Direct staff to prepare a Board-initiated Charter Amendment revising the Charter Preamble to reflect the esteemed humanity of all residents of Leon County, and schedule the Board's first and only public hearing on May 12, 2026.
>
> **Staff Recommendation:** Direct staff to prepare a Board-initiated Charter Amendment revising the Charter Preamble to reflect the esteemed humanity of all residents of Leon County, and schedule the Board's first and only public hearing on May 12, 2026.

Proposal to Affirm the County's Effort to Create a Community That Is Safe, Vibrant, and Provides Access to Healthcare for All Citizens in the Charter Preamble

The CCRC has recommended a proposed amendment to revise the Preamble of the Charter to affirm the County's efforts to create a community that is safe, vibrant, and provides access to

healthcare for all citizens. Similar to the charter amendment proposal to reflect esteemed humanity in the Preamble, this CCRC recommendation seeks to add language regarding the County's values to the Charter without mandating services or funding. However, this item does not recommend the proposed Charter amendment affirming healthcare access in the Preamble because it reflects a policy-specific issue that is more appropriately addressed through County policy or procedure than charter change.

During its December 4, 2025, meeting, the CCRC requested information on funding mechanisms available to support healthcare services for uninsured and underinsured local income residents in the community to determine whether to consider a proposed charter amendment. On January 8, 2026, the Committee received an analysis of the County's investment in healthcare for low-income residents, including the $7.7 million in annual funding support for primary, dental, mental, specialty, and pharmaceutical healthcare access for low-income residents. Throughout its consideration of this issue, CCRC members expressed strong support of the County's long-standing efforts and investment in addressing ensuring healthcare for low-income residents.

As reported to the CCRC throughout its consideration of this issue (Attachment #4), there are no county charters in Florida that include language regarding the provision of healthcare. County charters generally address large organizational issues focused on the authority, structure, and powers of county government. In addition, the Board currently has statutory authority and has been active in expanding healthcare services for uninsured and underinsured low-income residents in the community for over two decades. The Board has successfully taken action to expand healthcare access through its policy, programming, and budgetary decisions without amending the Charter. At that time, the CCRC directed staff to draft a proposed charter amendment affirming the County's commitment to primary healthcare access.

On February 19, 2026, the CCRC recommended the following proposed amendment language. The proposed revision to the Preamble includes the CCRC's previous recommendation regarding the esteemed humanity of all residents of Leon County in the Preamble (**bold**), with additional language (**bold and underlined**) to reflect the Committee's request to affirm the County's long-standing commitment to ensuring healthcare access for low-income residents and thereby supporting an equitable, safe, healthy, and vibrant community.

> SECTION 1. HOME RULE CHARTER
>
> PREAMBLE
>
> We, the citizens of Leon County, Florida, united in the belief that governmental decisions affecting local interests should be made locally, rather than by the State, and that County government should be reflective of the people of the County and should serve them in achieving a more responsive and efficient form of government, **hereby affirm the esteemed humanity of all residents of Leon County. We recognize in every person a shared dignity, not granted by government, but inherent and deserving of consideration in our ~~public affairs~~ effort to create a community that is safe, vibrant, and provides access to healthcare for all citizens.**

As previously noted, the Preamble serves as an introduction and broadly reflects what the Charter seeks to achieve; it does not delineate specific structures, authorities, policies, or provision of services for county government. The proposed language incorporates the County's Vision Statement, "a community that is safe, healthy, and vibrant.", already adopted by the Board which highlights the importance of health for our community. In addition, as requested by the CCRC, the proposed language also incorporates affirmation of ensuring healthcare access for local residents as a guiding aspiration of the Charter document.

As presented to the CCRC, county charters generally address large organizational issues focused on the authority, structure, and power of county government. The Board currently has the authority and actively provides access to healthcare through its policy, programming, and budgetary decisions without the need for a Charter change. Furthermore, the provision of healthcare access is currently, and more appropriately, implemented through the Board's strategic planning process, budgetary priorities, and policy making authority. For these reasons, there are no county charters in Florida that include language regarding the provision of healthcare. Based on these considerations, this item does not recommend amending the Charter Preamble related to healthcare access. Consistent with the CCRC's feedback supporting the County's long-standing efforts, staff provided the CCRC an alternative option to provide a policy recommendation encouraging the continuation of Leon County's longstanding commitment to ensuring healthcare access for low-income residents and thereby supporting an equitable, safe, healthy, and vibrant community. Both options are provided for the Board's consideration.

> CCRC Recommendation (Charter Amendment): Advance the Leon County Citizen Charter Review Committee's proposed Charter Amendment revising the Charter Preamble to affirm the County's commitment to healthcare access to be considered at the CCRC's public hearings in June and July 2026.
>
> **Staff Recommendation:** As presented to the CCRC, continue Leon County's longstanding commitment to ensuring healthcare access for low-income residents and thereby supporting an equitable, safe, healthy, and vibrant community.

Proposal to Codify the Affordable Housing Trust Fund in the Charter

The CCRC has recommended a proposed amendment to codify the County's affordable housing trust fund (trust fund) in the Charter. This CCRC recommendation would recognize the County's existing trust fund in the Charter and maintains the Board's explicit authority to determine the appropriate revenue source(s) for the trust fund.

On January 8, 2025, the CCRC received an analysis of all available funding sources being utilized by Leon County to invest in affordable housing (general revenue, infrastructure surtax, grants, and bond financing). The analysis detailed how these revenues are being strategically invested to increase and preserve the stock of affordable housing in the community including the County's existing affordable housing trust fund, programs, and services. Throughout its consideration of this issue, CCRC members expressed support for the County's long-standing commitment to increasing and preserving the stock of affordable housing in the community.

Leon County currently has an affordable housing trust fund as set forth under Chapter 8, Article V, of Leon County's Code of Laws; accordingly, a charter amendment is not necessary or recommended to provide the Board any new or additional authority to address and invest in the changing affordable housing needs in the community. As reported to the CCRC throughout its consideration of this issue (Attachment #5), most county charters do not include language regarding affordable housing. County charters, generally, set forth the governing authority, structure, and power of a county government. Accordingly, Leon County's Charter does not express specific policy priorities which are otherwise achieved through the Board's strategic planning process, budgetary priorities, or policy and ordinance adoption. Only four of the 20 charter counties include affordable housing provisions which generally memorialize the existing broad discretion of the county commissions to establish and implement a trust fund dedicated to affordable housing.

On February 5, 2026, the CCRC recommended a proposed amendment to the Board codifying the County's affordable housing trust fund in the Charter as follows:

- Establishment, Purpose, and Implementation: Formal establishment of the Leon County Affordable Housing Trust Fund in the County Charter with the purpose of a continuing, non-lapsing fund for the Leon County Commission to use to address the need for affordable housing within Leon County. The trust fund would adopt an ordinance implementing the provisions of this new section of the Charter no later than March 31, 2027.
- Revenue Source: To provide for broad discretion of the Board to determine the annual funding appropriated to the trust fund through its annual budget process, with committed funds to be remained in and used exclusively for the trust fund.
- Administration and Oversight: To provide for funds to be administered, appropriated, and expended by the County Commission in a manner consistent with the purposes of the trust fund. This section would provide for other sources of public funds and private investment to be leveraged for the trust fund, and for the trust fund to be included in the annual audit.

The proposed language, as reflected in full detail in Attachment #6 , would generally memorialize the broad discretion that the Board already has to address and invest in the changing affordable housing needs in the community. Similar to language adopted in the other four county charters, the proposed language does not require an annual minimal financial commitment or prioritize a type of affordable housing program (e.g., home ownership, rental, rehabilitation) due to continuously evolving housing needs and trends specific to Leon County. In addition, the Charter amendment maintains the Board's explicit authority to determine the appropriate revenue source(s) for an affordable housing trust fund (i.e., general revenue, grants, sales tax, etc.) as part of the annual budget process.

As previously reported to the CCRC, adopting a Charter amendment would only serve to highlight the Board's existing authority. If this were to occur with every high priority issue, then the County Charter would ultimately include volumes of initiatives, polices, programs, and services that are being addressed by the County.

Recognizing that the County has an existing affordable housing trust fund set forth by ordinance, a Charter amendment is not needed and is not recommended for specific policy priorities which are otherwise achieved through the Board's strategic planning process, budgetary priorities, or policy and ordinance adoption. Based on these considerations, and consistent with the CCRC's feedback supporting the County's existing efforts, staff provided the CCRC an alternative option to provide a policy recommendation encouraging the continuation of Leon County's longstanding commitment to increasing and preserving the stock of affordable housing in the community which can be achieved without charter change.

> CCRC Recommendation (Charter Amendment): Advance the Leon County Citizen Charter Review Committee's proposed Charter Amendment codifying the County's Affordable Housing Trust Fund in the County Charter to be considered at the CCRC's public hearings in June and July 2026.
>
> **Staff Recommendation:** As presented to the CCRC, continue the County's long-standing commitment to increasing and preserving the stock of affordable housing in the community.

Next Steps and Recommendations

This status report provides the 2025-2026 CCRC's recommendations to the Board for consideration. As detailed in this item, the CCRC advanced two policy recommendations and three proposed charter amendments. Policy recommendations generally concern matters that are more appropriately addressed through County budgetary priorities, or policy and ordinance adoption. The County Charter, and amendments thereto, are generally reserved for broad issues of governmental authority, structure, and powers—not operational detail or program-specific policy which is more appropriately implemented through the Board's strategic planning process, budgetary priorities, or policy and ordinance adoption. Throughout its work, the CCRC received guidance on charter-appropriate subject matter but focused much of its time on important policy issues which are reflected in this status report.

The Board may accept, reject, and/or provide direction related to the CCRC's policy recommendations. Similarly, the Board may take any of the following actions on the CCRC's recommended charter amendments:

- Accept the proposed charter amendments to be advanced for consideration at the CCRC's public hearings in June and July 2026, followed by a Board public hearing on August 17, 2026.
- Reject the recommended charter amendments and provide direction to dissolve the CCRC.
- Modify a proposed charter amendment which will then be considered a Board-initiated charter amendment, and schedule a public hearing for Board consideration on May 12, 2026.
- Advance a proposed charter amendment as Board-initiated Charter amendment, without making any changes to the recommendation, and schedule a public hearing for Board consideration on May 12, 2026.

Should the Board accept the CCRC's proposed charter amendment recommendations, the Committee's three required public hearings would be scheduled in June and July 2026, to take public input and formally consider the proposed amendments. The final report and recommendations will be transmitted to the Board on August 5, 2026 (90 days prior to the Election), to be formally presented to the Board for consideration at its public hearing on August 17, 2026. It is important to note that the CCRC may amend the proposed charter amendments during its public hearings before approving final recommendations and transmitting them to the Board on August 5, 2026. However, at the public hearing on August 17, 2026, the Board can only accept or reject the CCRC's proposed charter amendments. At that time, the Board cannot make any changes to the recommended charter amendments due to public noticing requirements.

Should the Board wish to modify the CCRC recommendations provided in this status report to amend the Charter at this time, it would then be considered a Board-initiated amendment which requires approval of an ordinance by a majority plus one of the Board to place the amendment on the ballot. If there are no other remaining Charter amendments for the CCRC to consider at its three public hearings this summer, the Committee would be dissolved and the Board's public hearing(s) on proposed Charter amendment(s) would take place on May 12, 2026 (Option #7).

The Board may also elect to pursue a CCRC recommendation as a Board-initiated charter amendment without making any changes to the recommendation at this time (Option #8). This would accelerate the timeline for required public hearing(s) and allow for the dissolution of the 2025-2026 CCRC. As a Board-initiated charter amendment, the public hearing would be scheduled for May 12th. This approach also provides the Board with maximum flexibility on determining the final amendment and ballot language. If the CCRC were to proceed with its public hearings in the summer and make changes to the recommended Charter amendments, the Board would only be able to accept or reject the final recommendations if it holds a public hearing in August due to public notice requirements. The Board would be unable to make modifications to the CCRC recommendations at that time.

Should the Board not wish to advance any of the proposed CCRC amendments, Option #9 would reject all of the recommended amendments and specifically provides for the dissolution of the 2025-2026 Leon County Citizen Charter Review Committee. Should the Board's actions result in the CCRC no longer having to hold public hearings to consider proposed charter amendments, the Committee would automatically be dissolved.

Extensive agenda materials were provided to the CCRC on the requested subject matters including the County's prior and current efforts, any related Board strategic initiatives, budgetary commitment, or policy directives, and when appropriate, comparison data of other charter counties. For the two policy and three proposed charter recommendations provided herein, The following are the staff recommendations on each issue for Board consideration:

- **Policy Recommendation Related to the Unification of Street Renaming Procedures**: This item provides two options and seeks Board direction on the unification of street renaming procedures including the CCRC's recommendation to work with the City to unify street renaming procedures, and an option for the Board to pursue a charter amendment providing for uniform countywide street naming, renaming, and property numbering

(addressing) standards to be established by County ordinance which shall prevail in the event of a conflict with municipal ordinances.

- **Policy Recommendation Related to Food Insecurity**: As presented to the CCRC, this item recommends continuing the County's long-standing commitment to reducing food insecurity in the community through the County's existing structure, active engagement, ongoing investment, and critical programming in partnership with local stakeholders to increase food access.
- **Proposed Charter Amendment to the Preamble related to Esteemed Humanity:** This item recommends directing staff to advance as a Board-initiated Charter Amendment and scheduling the Board's first and only public hearing on May 12, 2026. This would accelerate the adoption process by three months and alleviate the CCRC from conducting three public hearings for an amendment to the Preamble.
- **Proposed Charter Amendment to the Preamble related to Healthcare Access:** As presented to the CCRC, this item recommends continuing the County's long-standing commitment to ensuring healthcare access for low-income residents and thereby supporting an equitable, safe, healthy, and vibrant community.
- **Proposed Charter Amendment Codifying the Affordable Housing Trust Fund:** As presented to the CCRC, this item recommends continuing the County's long-standing commitment to increasing and preserving the stock of affordable housing in the community.

Finally, acknowledging the work and contributions of the 21-member CCRC over the last four months, Option #6 seeks direction to prepare a Proclamation recognizing the 2025-2026 CCRC members for their efforts which will be presented at a future Board meeting.

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Options:

1. Board direction on Unification of Street Renaming Procedures:
    a. Direct staff to prepare a Board-initiated Charter Amendment providing for uniform countywide street naming, renaming, and property numbering (addressing) standards to be established by County ordinance which shall prevail in the event of a conflict with municipal ordinances, and schedule the Board's first and only public hearing on May 12, 2026; or
    b. Accept the CCRC's policy recommendation encouraging the County to work with the City of Tallahassee to align street renaming policies and procedures to prevent public safety and emergency services-related issues due to lack of uniformity among street names.
2. Food Insecurity Policy Recommendation:
    a. As presented to the CCRC, continue the County's long-standing commitment to reducing food insecurity in the community through the County's existing structure, active engagement, ongoing investment, and critical programming in partnership with local stakeholders to increase food access; or
    b. Accept the CCRC's policy recommendation encouraging the County to establish a Division of Food Systems under the Leon County Office of Human Services and Community Partnerships.
3. Esteemed Humanity Charter Amendment:
    a. Direct staff to prepare a Board-initiated Charter Amendment revising the Charter Preamble to reflect the esteemed humanity of all residents of Leon County, and schedule the Board's first and only public hearing on May 12, 2026.
    b. Advance the CCRC's proposed Charter Amendment revising the Charter Preamble to reflect the esteemed humanity of all residents of Leon County to be considered at the CCRC's public hearings in June and July 2026; or
4. Healthcare Access Charter Amendment:
    a. As presented to the CCRC, continue Leon County's long-standing commitment to ensuring healthcare access for low-income residents and thereby supporting an equitable, safe, healthy, and vibrant community; or
    b. Advance the CCRC's proposed Charter Amendment revising the Charter Preamble to affirm the County's commitment to healthcare access to be considered at the CCRC's public hearings in June and July 2026.
5. Affordable Housing Trust Fund Charter Amendment
    a. As presented to the CCRC, continue the County's long-standing commitment to increasing and preserving the stock of affordable housing in the community; or
    b. Advance the CCRC's proposed Charter Amendment codifying the County's Affordable Housing Trust Fund in the County Charter to be considered at the CCRC's public hearings in June and July 2026.
6. Direct staff to prepare a Proclamation recognizing the work of the 2025-2026 Leon County Citizen Charter Review Committee.

7. Modify recommended Charter Amendment(s) and schedule public hearing(s) as Board-initiated Charter Amendment(s), as determined by the Board, for May 12, 2026 at 6:00 p.m., and dissolve the Citizen Charter Review Committee.
8. Advance recommended Charter Amendment(s) as Board-initiated Charter Amendment(s) without modification, as determined by the Board, schedule public hearing(s) for May 12, 2026 at 6:00 p.m., and dissolve the Citizen Charter Review Committee.
9. Reject the recommended charter amendments and dissolve the Citizen Charter Review Committee.
10. Board direction.

Recommendation:

Board Direction on Option #1; Options #2a, #3a, #4a, #5a, and #6.

Attachments:

1. CCRC Items with Analysis on Relations of County and City Ordinances and Street Renaming Policies and Procedures
2. CCRC Items with Analysis on Food Insecurity
3. CCRC Item with Analysis on the Proposal to Reflect the Esteemed Humanity of all Residents of Leon County in the Charter Preamble
4. CCRC Items with Analysis on the Proposal to Affirm the County's Effort to Create a Community That Is Safe, Vibrant, and Provides Access to Healthcare for All Citizens in the Charter Preamble
5. CCRC Items with Analysis on the Proposal to Codify the Affordable Housing Trust Fund in the Charter
6. CCRC Recommended Charter Amendment Codifying the County's Affordable Housing Trust Fund in the Leon County Charter

Leon County
Board of County Commissioners

Notes for Agenda Item #24

Leon County Board of County Commissioners

Agenda Item #24

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Safe Streets for All Grant Agreement with the U.S. Department of Transportation for the North Monroe Street Safety Improvements Project

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Nawfal Ezzagaghi, Assistant County Administrator Roshaunda Bradley, Director, Office of Management and Budget Brent Pell, Director, Public Works Charles Wu, Director, Engineering Services
Lead Staff / Project Team:	Samuel Ijeoma, Senior Design Engineer Chris Muehlemann, Chief of Engineering Design Eryn Calabro, Principal Budget and Grants Coordinator Timothy Barden, Administrative Services Manager

Statement of Issue:

This item seeks Board acceptance of a Safe Streets for All (SS4A) Grant Agreement with the U.S. Department of Transportation (USDOT) for the North Monroe Street Safety Improvements Project and adoption of a Resolution approving the SS4A Grant Agreement.

Fiscal Impact:

This item has a fiscal impact. If approved, $16.8 million in grant funds would be realized from the USDOT for design, construction, and Construction Engineering and Inspection (CEI) services, with the 20% County match required. Blueprint will provide the local match of $4.2 million toward the project total cost of $21 million. A Resolution and Budget Amendment is provided to realize these funds into the Fiscal Year (FY) 2026 budget.

Staff Recommendation:

Provided on the following page.

Staff Recommendation:

Option #1: Approve the Safe Streets for All Grant Agreement with the U.S. Department of Transportation for the North Monroe Street Safety Improvements Project (Attachment #1), and authorize the County Administrator to execute the Agreement and approve and execute any modifications, amendments, or associated agreements thereto, all subject to legal review and revision by the County Attorney.

Option #2: Approve the Resolution and associated Budget Amendment Request realizing $16,800,000 from U.S. Department of Transportation and the $4,200,000 local match from Blueprint into the County budget (Attachment #2).

Option #3 Adopt the Resolution authorizing the Safe Streets for All Grant Agreement with the U.S. Department of Transportation for the design, construction and Construction Engineering Inspection for North Monroe Street Safety Improvement Project (Attachment #3), and authorize the Chairman to execute.

Report and Discussion

Background:

This item seeks Board acceptance of a Safe Streets for All (SS4A) Grant Agreement (Attachment #1) with the U.S. Department of Transportation (USDOT) for the North Monroe Street Safety Improvements Project and adoption of a Resolution approving the SS4A Grant Agreement (Attachment #3).

This project is essential to the following FY 2022 – FY 2026 Strategic Initiative:

- *Continue to work with the Florida Department of Transportation for safety improvements on State and County roadways to include accessibility enhancements, street lighting installations, sidewalk additions, safety audits, and intersection improvements. (2022-26)*

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

- *(Q3) Provide essential public safety infrastructure and services while supporting early intervention and prevention strategies.*
- *(Q5) Promote livability, health and sense of community by supporting strong neighborhoods, enhancing mobility, encouraging human scale development, and creating public spaces for people of all ages.*

The North Monroe Street (SR 263/US 27) corridor (the corridor) is a primary arterial roadway linking the interstate to downtown Tallahassee. It serves as a high-volume route essential for regional freight, commuting, and tourism. This corridor has a history of safety concerns which have been identified and prioritized by the Board, the City Commission, the Blueprint Intergovernmental Agency, and the Capital Region Transportation Planning Agency (CRTPA). Between 2018 and 2022, the segment from Tharpe Street to Capital Circle Northwest experienced 10 fatal crashes – seven involving pedestrians, one involving a bicyclist, and two involving motor vehicle occupants – accounting for approximately 5% of the County's total fatal crashes during that period.

The corridor was identified as part of the CRTPA's High Injury Network (HIN) that was developed within the Safe Streets and Roads for All Safety Action Plan (Safety Action Plan) completed in 2023 and further analyzed as part of the 2024 North Monroe Street Implementation Plan (Implementation Plan) which identified conditions and potential improvements, including sidewalk construction, additional signage, improved pavement markings, and bicycle lanes throughout the corridor. In 2024, the CRTPA applied for SS4A funding based on the Implementation Plan and received partial funding limited to minor median modifications.

On February 20, 2024, the Board accepted the North Monroe Corridor Charrette Final Report which included an action item to coordinate with the CRTPA to support additional safety improvements along North Monroe Street and seek future SS4A grant funding.

On March 28, 2025, the USDOT issued a SS4A grant Notice of Funding Opportunity (NOFO). Authorized under the Bipartisan Infrastructure Law (BIL) – which allocated $5 billion from 2022 to 2026 – the program funds regional, local, and tribal projects designed to eliminate roadway fatalities and serious injuries.

On June 10, 2025, the Board approved a resolution in support of an application for the USDOT Safe Streets for All Grant for North Monroe Street Safety Improvements. This SS4A grant is part of the County's ongoing efforts to enhance safety for all users of our multimodal transportation system including bicyclists, pedestrians, and motorists.

On January 8, 2026, USDOT selected the North Monroe Street Safety Improvements Project for an SS4A grant award of $16,800,000 for design, construction, and CEI services, covering approximately 80% of the total project cost of $21,000,000. The remaining 20% ($4.2 million) will be funded through Blueprint sales tax revenue as the local match. The USDOT project-specific agreement (Attachment #1) requires Board approval.

Analysis:

As previously stated, North Monroe Street is one of the most heavily traveled corridors in the Florida capital region, providing direct access from the interstate to the downtown area. This corridor, which spans from Capital Circle Northwest to Tharpe Street, experienced 10 fatal crashes between 2018 and 2022, accounting for approximately 5% of the County's total fatal crashes. To address these safety concerns, a conceptual safety improvement plan was developed to enhance pedestrian safety through sidewalk construction, additional signage, improved pavement markings, and the implementation of bike lanes. To fund implementation of this plan, the Board approved a resolution to pursue an SS4A grant. USDOT subsequently awarded the County $16.8 million in federal grant funding for design, construction, and CEI services.

Upon execution of the SS4A Agreement, an Invitation to Bid for the Design services of the project will be advertised in December 2026, and approval of the bid award will be subsequently brought to the Board. Design is anticipated to begin early 2027, with an estimated duration of nine months.

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Options:

1. Approve the Safe Streets for All Grant Agreement with the U.S. Department of Transportation for the North Monroe Street Safety Improvements Project (Attachment #1), and authorize the County Administrator to execute the Agreement and approve and execute any modifications, amendments, or associated agreements thereto, all subject to legal review and revision by the County Attorney.
2. Approve the Resolution and associated Budget Amendment Request realizing $16,800,000 from U.S. Department of Transportation and the $4,200,000 local match from Blueprint into the County budget (Attachment #2).
3. Adopt the Resolution authorizing the Safe Streets for All Grant Agreement with the U.S. Department of Transportation for the design, construction and Construction Engineering Inspection for North Monroe Street Safety Improvement Project (Attachment #3) and authorize the Chairman to execute.
4. Do not approve the Safe Street for All Grant Agreement with the U.S. Department of Transportation for the Design, Construction and Construction Engineering Inspection for the North Monroe Street Safety Improvement Project.
5. Board direction.

Recommendations:

Options #1 through #3

Attachments:

1. Proposed Safe Street for All Grant Agreement
2. Resolution and Associated Budget Amendment
3. Resolution approving Safe Street for All Grant Agreement
4. Project Location Map

DRAFT
TEMPLATE; NOT INTENDED FOR EXECUTION WITHOUT MODIFICATION
01-22-2026

1. Federal Award No.

2. Effective Date
See No. 15 Below

3. Assistance Listings No.
20.939

4. Award To
Leon County, Florida
301 S. Monroe Street
Tallahassee, Florida 32301
Click or tap here to enter text.

Unique Entity Id.: MMVSQVGLSK98
TIN No.: 59-6000708

5. Sponsoring Office
U.S. Department of Transportation
Federal Highway Administration
Office of Safety
1200 New Jersey Avenue, SE
HSSA-1, Mail Drop W56-485
Washington, DC 20590

6. Period of Performance
Effective Date of Award – 60 months

7. Total Amount

Federal Share:	$16,800,000.00
Recipient Share:	$ 4,200,000.00
Other Federal Funds:	$ 0.00
Other Funds:	$ 0.00
Total:	$21,000,000.00

8. Type of Agreement
Grant

9. Authority
Section 24112 of the Infrastructure Investment and Jobs Act (IIJA, Pub. L. 117–58, November 15, 2021)

10. Procurement Request No.
[insert PR number]

11. Federal Funds Obligated
Base Phase Pre-NEPA: $80,000

12. Submit Payment Requests To
See Article 5.

13. Description of the Project
North Monroe Street Safety Implementation

RECIPIENT

14. Signature of Person Authorized to Sign

_____

Signature Date

Name:

Title:

FEDERAL HIGHWAY ADMINISTRATION

15. Signature of Agreement Officer

_____

Signature Date

Name:

Title: Agreement Officer

ATTEST:
Gwen Knight, Clerk of Court &
Comptroller, Leon County, Florida

_____

APPROVED AS TO LEGAL SUFFICIENCY:
Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

_____
Kyle L. Kemper
Senior Assistant County Attorney

U.S. DEPARTMENT OF TRANSPORTATION

GRANT AGREEMENT UNDER THE FISCAL YEAR 2025 SAFE STREETS AND ROADS FOR ALL GRANT PROGRAM

This agreement is between the United States Department of Transportation's (the "**USDOT**") Federal Highway Administration (the "**FHWA**") and the Leon County, Florida (the "**Recipient**").

This agreement reflects the selection of the Recipient to receive a Safe Streets and Roads for All ("**SS4A**") Grant for the North Monroe Street Safety Implementation.

The parties therefore agree to the following:

ARTICLE 1
GENERAL TERMS AND CONDITIONS

1.1 General Terms and Conditions.

(a) In this agreement, "**General Terms and Conditions**" means the content of the document titled "General Terms and Conditions Under the Fiscal Year 2025 Safe Streets and Roads for All ("SS4A") Grant Program," dated January 22, 2026 which is available at https://www.transportation.gov/grants/ss4a/grant-agreements under "Fiscal Year 2025." Articles 7–33 are in the General Terms and Conditions. The General Terms and Conditions are part of this agreement.

(b) The Recipient acknowledges that it has knowledge of the General Terms and Conditions. Recipient also states that it is required to comply with all applicable Federal laws and regulations including, but not limited to, the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR part 200); National Environmental Policy Act (NEPA) (42 U.S.C. § 4321 et seq.); and Build America, Buy America Act (IIJA, div. G §§ 70901-27).

(c) The Recipient acknowledges that the General Terms and Conditions impose obligations on the Recipient and that the Recipient's non-compliance with the General Terms and Conditions may result in remedial action, termination of the SS4A Grant, disallowing costs incurred for the Project, requiring the Recipient to refund to the FHWA the SS4A Grant, and reporting the non-compliance in the Federal-government-wide integrity and performance system.

ARTICLE 2
APPLICATION, PROJECT, AND AWARD

2.1 Application.

Application Title: North Monroe Street Safety Implementation

Application Date: June 26, 2025

2.2 Award Amount.

SS4A Grant Amount: $16,800,000.00

2.3 Federal Obligation Information.

Federal Obligation Type: Multiple

Obligation Condition Table		
Phase of Project	**Allocation of the SS4A Grant**	**Obligation Condition**
Base Phase: Pre-NEPA	$80,000	

Obligation Condition Table		
Phase of Project	**Allocation of the SS4A Grant**	**Obligation Condition**
Option Phase 1: Final Design	$1,936,000	The Recipient shall not expend any funds (Federal or non-Federal) for, seek reimbursement of eligible costs, or otherwise begin any part of the final design and construction of an Implementation or Demonstration Project unless and until: (1) The requirements of the National Environmental Policy Act (42 U.S.C. § 4321 et seq.) ("NEPA"), Section 106 of the National Historic Preservation Act (16 U.S.C. § 470f) ("NHPA"), and any other applicable environmental laws and regulations have been met; and (2) FHWA, or a State with applicable NEPA Assignment authority, has approved the NEPA document for the Project and provided the Recipient with a written notice that the environmental review process is complete; and (3) FHWA has obligated additional funds for this phase and notified the Recipient in writing that the Recipient may proceed to the next activity after NEPA approval, and the Recipient has acknowledged receipt in writing of FHWA's notification. Recipient shall not proceed with any such activities until (2) and (3) as described in this section are met. Costs that are incurred before (2) and (3) as described in this section are met are not allowable costs under this agreement. Extent of activities that are permissible before NEPA is complete are those activities constituting "preliminary design" as specified in FHWA Order 6640.1A.

Obligation Condition Table		
Phase of Project	**Allocation of the SS4A Grant**	**Obligation Condition**
Option Phase 2: Construction	$14,784,000	The Recipient shall not expend any funds (Federal or non-Federal) for, seek reimbursement of eligible costs, or otherwise begin any part of the construction or final design and construction of an Implementation Project or Demonstration Project unless and until: (1) The requirements of the National Environmental Policy Act (42 U.S.C. § 4321 et seq.) ("NEPA"), Section 106 of the National Historic Preservation Act (16 U.S.C. § 470f) ("NHPA"), and any other applicable environmental laws and regulations have been met; and (2) FHWA, or a State with applicable NEPA Assignment authority, has approved the NEPA document for the Project and provided the Recipient with a written notice that the environmental review process is complete; and (3) FHWA has obligated additional funds for this phase and notified the Recipient in writing that the Recipient may proceed to the next activity after NEPA approval, and the Recipient has acknowledged receipt in writing of FHWA's notification. Recipient shall not proceed with any such activities until (2) and (3) as described in this section are met. Costs that are incurred before (2) and (3) as described in this section are met are not allowable costs under this agreement. Extent of activities that are permissible before NEPA is complete are those activities constituting "preliminary design" as specified in FHWA Order 6640.1A.

2.4 Budget Period.

Base Phase Budget Period: Effective Date of Award – 03/31/2027

Option Phase 1 Budget Period: [Reserved]

Option Phase 2 Budget Period: [Reserved]

2.5 Grant Designation.

Designation: Implementation

ARTICLE 3
SUMMARY PROJECT INFORMATION

3.1 Summary of Project's Statement of Work.

Narrative: This award is for an implementation project.

This award will be used by Leon County, Florida to implement corridor-wide safety improvements along the seven-mile North Monroe Street (US 27/SR 63) high-injury network. The project will fill sidewalk and bike lane gaps; install pedestrian fencing; and add seven signalized mid-block crossings, raised medians, median refuges, and high emphasis crosswalks. Intersections will receive 15 leading pedestrian intervals, four rectangular rapid flashing beacons at ramps, speed feedback signs, blank-out signs, turn-lane modifications, and detectable warning surfaces. Between 2018 and 2022, there were 2,155 crashes on the corridor, including 10 fatalities, and 26 serious injuries; eight of 10 fatalities involved pedestrians or bicyclists, and 4-10% of observed nonmotorized movements resulted in near misses. Improvements align with FHWA's Proven Safety Countermeasures and the Safe System Approach, targeting reductions in rear-end, angle, and sideswipe crashes and safer crossings for vulnerable roadway users. Work will occur within existing right-of-way with engineering and construction are staged to deliver improvements within 5 years.

The project will be completed in three phases.

Base Phase: Pre-NEPA: The NEPA phase will be used to clarify the project's purpose and need, define the scope and scale of the project, identify preliminary environmental issues, and perform the project survey.

Option Phase 1: Final Design, Right-of-Way, and Utility Relocation: The final design will include survey control point, roadway plan, typical sections, general notes, signing and pavement marking plans, lighting plan, and utility adjustments plan.

Option Phase 2: Construction: Construction will consist of implementation of safety improvements along seven miles corridor on North Monroe Street (SR 63/US 27) from Tharpe Street to Capital Circle (State Road (S.R) 263). This will involve the construction of 6' concrete sidewalks and bike lanes to fill the gap along the project corridor, installation of pedestrian fencing, Right turn modifications on multiple street intersection, midblock crossings, realignment and crossing improvements, crosswalk improvements, installation of street lighting, railing, upgrade pavement markings, delineators, and roadside ditch grading in limited circumstances.

3.2 Project's Estimated Schedule.

Implementation Schedule (Construction)

Milestone	Schedule Date
Planned NEPA Completion Date:	03/31/2027
Planned Construction Substantial Completion and Open to Public Use Date:	08/01/2031
Planned SS4A Final Report Date:	09/07/2031

3.3 Project's Estimated Costs.

(a) Eligible Project Costs

Eligible Project Costs	
SS4A Grant Amount:	$16,800,000.00
Other Federal Funds:	$0.00
State Funds:	$0.00
Local Funds:	$4,200,000.00
In-Kind Match:	$0.00
Other Funds:	$0.00
Total Eligible Project Cost:	$21,000,000.00

(b) Cost Classification Table

Cost Classification	Total Costs	Non-SS4A Previously Incurred Costs	Eligible Costs
Architectural and engineering fees	$2,420,000	$0	$1,936,000
Other architectural and engineering fees	100,000	$0	$80,000
Project inspection fees	$1,500,000	$0	$1,200,000
Construction	$12,780,000	$0	$10,224,000
Contingency	$4,200,000	$0	$3,360,000
Project Total	$21,000,000	$0	$16,800,000

(c) Indirect Costs

Indirect costs are allowable under this Agreement in accordance with 2 CFR part 200 and the Recipient's approved Budget Application. In the event the Recipient's indirect cost rate changes, the Recipient will notify FHWA of the planned adjustment and provide supporting documentation for such adjustment. This Indirect Cost provision does not operate to waive the limitations on Federal funding provided in this document. The Recipient's indirect costs are allowable only insofar as they do not cause the Recipient to exceed the total obligated funding.

ARTICLE 4
CONTACT INFORMATION

4.1 Recipient Contact(s).

Eryn Calabro
Principal Budget & Grants Coordinator
Office of Management & Budget
301 South Monroe Street, Suite 202| Tallahassee, FL 32301 8506065112
calabroe@leoncountyfl.gov

4.2 Recipient Key Personnel.

Name	Title or Position
Brent Pell	Public Works Director
Charles Wu, P.E	Director of Engineering Services
Chris Muehlemann, P.E	Chief of Engineering Design
Samuel Ijeoma, P.E	Senior Design Engineer
Timothy P. Barden, MPA	Administrative Services Manager

4.3 USDOT Project Contact(s).

Safe Streets and Roads for All Program Manager
Federal Highway Administration
Office of Safety
HSSA-1, Mail Stop: W56-485
1200 New Jersey Avenue, S.E.
Washington, DC 20590
SS4A.FHWA@dot.gov

and

Agreement Officer (AO)
Federal Highway Administration
Office of Competitive Grants and Workforce Programs
HACG-30, Mail Stop W51-232
1200 New Jersey Avenue, S.E.
Washington, DC 20590
HCFASS4A@dot.gov

and

Division Administrator – Florida
Agreement Officer's Representative (AOR)
3500 Financial Plaza, Suite 400
Tallahassee, FL 32312
850-553-2200
Florida.FHWA@dot.gov

And

John McKechnie
Florida Division Office Lead Point of Contact
3500 Financial Plaza, Suite 400
Tallahassee, FL 32312
850-553-2236
John.mckechnie@dot.gov

ARTICLE 5
USDOT ADMINISTRATIVE INFORMATION

5.1 Office for Subaward and Contract Authorization.

USDOT Office for Subaward and Contract Authorization: FHWA Office of Competitive Grants and Workforce Programs

SUBAWARDS AND CONTRACTS APPROVAL

Note: See 2 CFR § 200.331, Subrecipient and contractor determinations, for definitions of subrecipient (who is awarded a subaward) versus contractor (who is awarded a contract).

Note: Recipients with a procurement system deemed approved and accepted by the Government or by the Agreement Officer (the "AO") are exempt from the requirements of this clause. See 2 CFR 200.317 through 200.327.

In accordance with 2 CFR 200.308(f)(6), the recipient or subrecipient shall obtain prior written approval from the USDOT agreement officer for the subaward, if the subaward activities were not proposed in the application or approved in the Federal award. This provision is in accordance with 2 CFR 200.308 (f) (6) and does not apply to procurement transactions for goods and services. Approval will be issued through written notification from the AO or a formal amendment to the Agreement.

5.2 Reimbursement Requests

(a) The Recipient may request reimbursement of costs incurred within the budget period of this agreement if those costs do not exceed the amount of funds obligated and are allowable under the applicable cost provisions of 2 C.F.R. Part 200, Subpart E. The Recipient shall not request reimbursement more frequently than monthly.

(b) The Recipient shall use the DELPHI iSupplier System to submit requests for reimbursement to the payment office. When requesting reimbursement of costs incurred or credit for cost share incurred, the Recipient shall electronically submit supporting cost details with the SF-270 (Request for Advance or Reimbursement) or SF-271 (Outlay Report and Request for Reimbursement for Construction Programs) to clearly document all costs incurred.

(c) The Recipient's supporting cost detail shall include a detailed breakout of all costs incurred, including direct labor, indirect costs, other direct costs, travel, etc., and the Recipient shall identify the Federal share and the Recipient's share of costs. If the Recipient does not provide sufficient detail in a request for reimbursement, the Agreement Officer's Representative (the "**AOR**") may withhold processing that request until the Recipient provides sufficient detail.

(d) The USDOT shall not reimburse costs unless the AOR reviews and approves the costs to ensure that progress on this agreement is sufficient to substantiate payment.

(e) In the rare instance the Recipient is unable to receive electronic funds transfers (EFT), payment by EFT would impose a hardship on the Recipient because of their inability to manage an account at a financial institution, and/or the Recipient is unable to use the DELPHI iSupplier System to submit their requests for disbursement, the FHWA may waive the requirement that the Recipient use the DELPHI iSupplier System. The Recipient shall contact the Division Office Lead Point of Contact for instructions on, and requirements related to pursuing a waiver.

(f) The requirements set forth in these terms and conditions supersede previous financial invoicing requirements for Recipients.

ARTICLE 6
SPECIAL GRANT TERMS

6.1 SS4A funds must be expended within five years after the grant agreement is executed and DOT obligates the funds, which is the budget period end date in section 10.3 of the Terms and Conditions and section 2.4 in this agreement.

6.2 The Recipient demonstrates compliance with civil rights obligations and nondiscrimination laws, including Titles VI of the Civil Rights Act of 1964, the Americans with Disabilities Act (ADA), and Section 504 of the Rehabilitation Act, and accompanying regulations. Recipients of Federal transportation funding will also be required to comply fully with regulations and guidance for the ADA, Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, and all other civil rights requirements.

6.3 SS4A Funds will be allocated to the Recipient and made available to the Recipient in accordance with FHWA procedures.

6.4 The Recipient of an Implementation Grant agrees to update its Action Plan within two years of the date of this agreement to: align with all Comprehensive Safety Action Plan components in Table 1 of the SS4A FY 2025 NOFO corresponding with any "no" responses in the Self-Certification Eligibility Worksheet; ensure that the Action Plan's safety focus includes all road users, including pedestrians, bicyclists, and motor vehicle safety; and ensure that the Action Plan was last updated not more than three years prior.

6.5 The Recipient acknowledges that it is required to conduct certain environmental analyses and to prepare and submit to FHWA, or State with applicable NEPA Assignment authority, documents required under NEPA, and other applicable environmental statutes and regulations before the Government will obligate funds for Option Phase 1 under this agreement and provide the Recipient with a written notice to proceed with Option Phase 1.

6.6 The Government's execution of this agreement does not in any way constitute pre-approval or waiver of any of the regulations imposed upon Recipient under the applicable Federal rules, regulations and laws regarding SS4A projects undertaken in accordance with the terms and conditions of this agreement. The Recipient shall comply with all applicable Federal requirements before incurring any costs under this agreement.

6.7 There are no other special grant requirements.

ATTACHMENT A
PERFORMANCE MEASUREMENT INFORMATION

Study Area: North Monroe Street (SR 63/US 27) from Tharpe Street to Capital Circle (State Road (S.R) 263) **Baseline Measurement Date:** 1/7/2030

Baseline Report Date: 3/7/2030

Table 1: Performance Measure Table

Measure	Category and Description	Measurement Frequency and Reporting Deadline
Safety Performance	Fatalities: Total annual fatalities in the project location(s)	Within 120 days after the end of the period of performance
Safety Performance	Serious Injuries: Total annual serious injuries in the project location(s) [if available]	Within 120 days after the end of the period of performance
Safety Performance	Crashes by Road User Category: Total annual crashes in the project location(s) broken out by types of roadway users involved (e.g., pedestrians, bicyclists, motorcyclists, passenger vehicle occupant, commercial vehicle occupant)	Within 120 days after the end of the period of performance
Costs	Project Costs: Quantification of the cost of each eligible project carried out using the grant	Within 120 days after the end of the period of performance
Outcomes and Benefits	Quantitative Project Benefits: Quantification of evidence-based projects or strategies implemented (e.g., miles of sidewalks installed, number of pedestrian crossings upgraded, etc.)	Within 120 days after the end of the period of performance

Measure	Category and Description	Measurement Frequency and Reporting Deadline
Outcomes and Benefits	Qualitative Project Benefits: Qualitative description of evidence-based projects or strategies implemented (e.g., narrative descriptions, testimonials, high-quality before and after photos, etc.)	Within 120 days after the end of the period of performance
Outcomes and Benefits	Project Location(s): GIS/geo coordinate information identifying specific project location(s)	Within 120 days after the end of the period of performance
Lessons Learned and Recommendations	Lessons Learned and Recommendations: Description of lessons learned and any recommendations relating to future projects or strategies to prevent death and serious injury on roads and streets.	Within 120 days after the end of the period of performance

ATTACHMENT B
CHANGES FROM APPLICATION

Scope: N/A

Schedule: N/A

Budget: N/A

ATTACHMENT C

[RESERVED]

ATTACHMENT D

[RESERVED]

ATTACHMENT E
LABOR AND WORK

1. Efforts to Support Good-Paying Jobs and Strong Labor Standards

The Recipient states that rows marked with "X" in the following table align with the application:

	The Recipient or a project partner promotes robust job creation by supporting good-paying jobs directly related to the project with free and fair choice to join a union. *(Describe robust job creation and identify the good-paying jobs in the supporting narrative below.)*
X	The Recipient or a project partner will invest in high-quality workforce training programs such as registered apprenticeship programs to recruit, train, and retain skilled workers, and implement policies such as targeted hiring preferences. *(Describe the training programs in the supporting narrative below.)*
	The Recipient or a project partner will partner with high-quality workforce development programs with supportive services to help train, place, and retain workers in good-paying jobs or registered apprenticeships including through the use of local and economic hiring preferences, linkage agreements with workforce programs, and proactive plans to prevent harassment. *(Describe the supportive services provided to trainees and employees, preferences, and policies in the supporting narrative below.)*
	The Recipient or a project partner will partner and engage with local unions or other worker-based organizations in the development and lifecycle of the project, including union participation or project labor agreements which promote cost-effectiveness and open competition. *(Describe the partnership or engagement with unions and/or other worker-based organizations and agreements in the supporting narrative below.)*
	The Recipient or a project partner will partner with communities or community groups to develop workforce strategies. *(Describe the partnership and workforce strategies in the supporting narrative below.)*
	The Recipient or a project partner has taken other actions related to the Project to create good-paying jobs with the free and fair choice to join a union and incorporate strong labor standards. *(Describe those actions in the supporting narrative below.)*
	The Recipient or a project partner has not yet taken actions related to the Project to create good-paying jobs with the free and fair choice to join a union and incorporate strong labor standards but, before beginning construction of the Project, will take relevant actions described in Attachment B. *(Identify the relevant actions from Attachment B in the supporting narrative below.)*
	The Recipient or a project partner has not taken actions related to the Project to improve good-paying jobs and strong labor standards and will not take those actions under this award.

2. Supporting Narrative. The proposed project will support good-paying jobs and strong labor standards through the creation and retention of quality employment opportunities associated with project planning, design, construction, implementation, and ongoing operations. Leon County, Florida is committed to ensuring that all work performed under the project complies with applicable federal, state, and local labor laws and regulations, including requirements related to prevailing wages, workplace safety, nondiscrimination, and equal employment opportunity.

The County will encourage contractors and subcontractors to recruit and retain a skilled local workforce and provide fair wages and benefits consistent with industry standards. Procurement and contracting processes will promote competition while encouraging participation from firms that demonstrate strong labor practices, workforce development initiatives, and compliance with occupational safety standards.

In addition, the project will create opportunities for workforce training and career development through collaboration with local educational institutions, workforce boards, trade organizations, and apprenticeship or internship programs, where applicable. These efforts will help strengthen the regional workforce pipeline while supporting long-term economic mobility for residents.

By investing in transportation safety improvements, the project will also generate broader economic benefits through increased reliability, reduced crash-related costs, and improved access to employment centers, schools, healthcare, and commercial areas. Collectively, these efforts align with the goals of the Safe Streets and Roads for All (SS4A) program by advancing infrastructure investments that support both public safety and equitable economic opportunity.

ATTACHMENT F
CRITICAL SECURITY INFRASTRUCTURE AND RESILIENCE

1. Efforts to Strengthen the Security and Resilience of Critical Infrastructure Against Both Physical and Cyber Threats.

The Recipient states that rows marked with "X" in the following table are accurate:

	The Recipient demonstrates, prior to the signing of this agreement, effort to consider and address physical and cyber security risks relevant to the transportation mode and type and scale of the activities.
	The Recipient appropriately considered and addressed physical and cyber security and resilience in the planning, design and oversight of the project, as determined by the Department and the Department of Homeland Security.
	The Recipient complies with 2 CFR 200.216 and the prohibition on certain telecommunications and video surveillance services or equipment.
X	Not applicable. Grant does not require the purchase of information technology or operational technology.

2. Supporting Narrative.

N/A

RESOLUTION NO.

WHEREAS, the Board of County Commissioners of Leon County, Florida, approved a budget for fiscal year 2025/2026; 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 15th day of September, 2026.

LEON COUNTY, FLORIDA

By:_____
Christian Caban, Chairman
Board of County Commissioners

ATTESTED BY:
Gwen Knight, Clerk of Court
& Comptroller, Leon County, Florida

By:_____

APPROVED AS TO FORM:
Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

By:_____

FISCAL YEAR 2025/2026
BUDGET AMENDMENT REQUEST

No: BAB26024
Date: 8/21/2026

Agenda Item No:
Agenda Item Date: 9/15/2026

County Administrator
Vincent S. Long

Assistant County Administrator
Ken Morris

Request Detail

Revenues

Account Information					Current Budget	Change	Adjusted Budget
Fund	*Org*	*Acct*	*Prog*	*Title*			
125	051012	331214	000	SS4A N. Monroe St Safety Improvement Project	-	16,800,000	16,800,000
125	051012	337408	000	Blueprint SS4A N. Monroe Project Match	-	4,200,000	4,200,000
				Subtotal:		21,000,000	

Expenditures

Account Information					Current Budget	Change	Adjusted Budget
Fund	*Org*	*Acct*	*Prog*	*Title*			
125	051012	56900	541	N. Monroe Street Infrastructure Improvements	-	21,000,000	21,000,000
				Subtotal:		21,000,000	

Purpose of Request

This budget amendment realizes $16,800,000 from the U.S. Department of Transportation Safe Streets For All (SS4A) grant for the North Monroe Street Safety Improvement project and $4,200,000 from Blueprint that will serve as the local match.

Division/Department
2604/26

Georgette Daniels, Budget Manager

Roshaunda Bradley, Budget Director

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

LEON COUNTY RESOLUTION NO. _____

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, APPROVING A GRANT AGREEMENT BETWEEN THE UNITED STATES DEPARTMENT OF TRANSPORTATION'S FEDERAL HIGHWAY ADMINISTRATION, AND LEON COUNTY, FLORIDA FOR THE NORTH MONROE STREET SAFETY IMPROVEMENT IMPLEMENTATION PROJECT; AND PROVIDING AN EFFECTIVE DATE.

RECITALS

WHEREAS, The United States Department of Transportation's Federal Highway Administration (the "DEPARTMENT") and Leon County, Florida, a charter county and political subdivision of the State of Florida (the "COUNTY") are desirous of having the DEPARTMENT participate in the North Monroe Street Safety Improvement Implementation Project, the details of which are described in the Grant Agreement between the DEPARTMENT and the COUNTY presented to the Board of County Commissioners of Leon County, Florida at its regular meeting on September 15, 2026 (the Grant Agreement"); and

WHEREAS, the North Monroe Street Safety Improvement Implementation Project (the "PROJECT"), will be conducted in Leon County, and the DEPARTMENT is prepared to provide grant funds for the design, construction, and Construction Engineering and Inspection (CEI) of the PROJECT; and

WHEREAS, completion of the PROJECT is in the interest of the DEPARTMENT and the COUNTY, as it will provide safety improvements along the seven-mile North Monroe Street (US 27/SR 63) high-injury network.

BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, that:

Section 1. Approval and Authorization.

The Board hereby approves the Grant Agreement and hereby authorizes the County Administrator to execute the Grant Agreement and approve and execute any modifications, amendments, or associated agreements thereto, all subject to legal review and revision by the County Attorney.

Section 2. Effective Date.

This resolution shall become effective immediately upon its adoption.

DONE, ADOPTED AND PASSED by the Board of County Commissioners of Leon County, Florida, this 15th day of September, 2026.

LEON COUNTY, FLORIDA

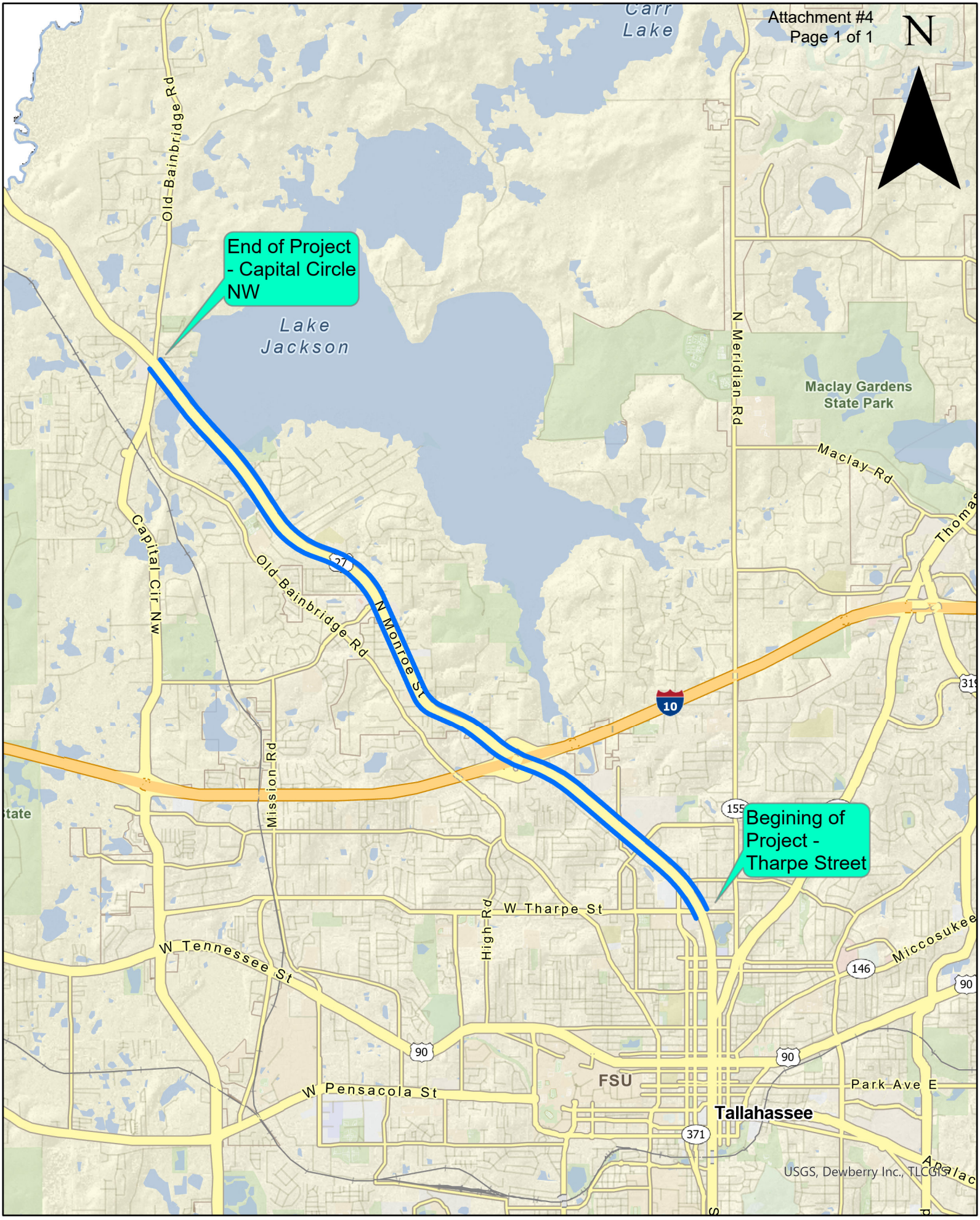
By:_____
Christian Caban, Chairman
Board of County Commissioners

ATTESTED BY:
Gwen Knight, Clerk of Court
& Comptroller, Leon County, Florida

By:_____

APPROVED AS TO FORM:
Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

By:_____



NORTH MONROE STREET SAFETY IMPROVEMENTS - LOCATION MAP

Leon County
Board of County Commissioners

Notes for Agenda Item #25

Leon County Board of County Commissioners

Agenda Item #25

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator
Chasity H. O'Steen, County Attorney

Title: Status Report on the Board's Legal Purview and Oversight Options Regarding the Use of Automated License Plate Recognition Systems

Review and Approval:	Vincent S. Long, County Administrator Chasity H. O'Steen, County Attorney
Department / Division Review:	Ken Morris, Assistant County Administrator Nawfal Ezzagaghi, Assistant County Administrator
Lead Staff / Project Team:	Kyle L. Kemper, Senior Assistant County Attorney

Statement of Issue:

As requested by the Board, this item provides information regarding the Board's legal purview and oversight options regarding the use of video cameras, particularly automated license plate recognition systems, in public spaces to protect privacy rights and limit the collection of data by third parties.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

Option #4: Board Direction.

Report and Discussion

Background:

At its May 12, 2026, meeting the Board accepted a status report on the utilization of video cameras in public spaces and further directed that an agenda item be brought back regarding the Board's legal purview and oversight options regarding the use of video cameras, particularly automated license plate recognition (ALPR) systems, in public spaces to protect privacy rights and limit the collection of data by third parties. Since that time, on August 31, 2026, the Florida Department of Transportation directed all local law enforcement agencies to remove their ALPRs from the State Highway System within 30 days and, on that same day, the Leon County Sheriff announced that he will suspend the use of ALPRs in the County. This item provides the requested information to the Board.

Analysis:

There has been a readily observable expansion of cameras located within public spaces, particularly public rights-of-way (ROW). Some cameras are used for traffic control purposes, while others are ALPRs. With regard to the former, the Tallahassee Regional Transportation Management Center (RTMC), which is operated by the City of Tallahassee (City) in partnership with the County and other partners, serves as the control center for the Tallahassee Advanced Traffic Management System (TATMS). The TATMS oversees hundreds of traffic signals across the Tallahassee area, including those owned by the City, County, Florida State University, and the Florida Department of Transportation, as well as signals in Gadsden County. For traffic control purposes, the RTMC has installed cameras at many intersections throughout the County, and live camera feeds are utilized to monitor and report traffic conditions and incidents and promptly make temporary traffic signal timing changes to ensure traffic flows more smoothly. These cameras are typically installed on or near the intersection, frequently above the traffic lights, as part of the City-maintained traffic control devices, and are not ALPRs. A map showing the locations of the cameras together with live video and intermittent still images are open to public viewing on the City's Traffic subpage. The RTMC also acts as an emergency backup for the Northwest Florida Regional Transportation Management Center.

By contrast ALPRs are a system of one or more mobile or fixed high-speed cameras that are aided by computer algorithms to convert images of license plates into computer-readable data. The cameras are often mounted in a fixed location within the ROW or on a law enforcement vehicle or mobile unit. These cameras automatically capture license plate data of vehicles, along with related information, such as vehicle type and color and location data. ALPRs are capable of scanning the license plate of nearly every vehicle that goes by. Collected data include location and timestamps, and the data is retained for a period of time and can be queried and compared against other various databases, including hotlists, which are lists of known license plates and vehicles of interest such as those associated with unlawful activity or missing persons. Law enforcement agencies may share collected ALPR data with other law enforcement agencies throughout the state and country. ALPRs can be an effective law enforcement investigative and enforcement tool, and law enforcement agencies utilize ALPRs for a variety of policing purposes, including gathering intelligence and evidence, identifying potential suspects, and facilitating crime scene analysis.

Law enforcement agencies report that ALPRs improve public safety and reduce crime rates. The County is not a law enforcement agency and does not operate any ALPRs, although the County may contract with a company to enforce the County's School Zone Speed Enforcement Program, Chapter 17, Article IV, Leon County Code of Laws, when that program is activated, for the use of Speed Detection Systems (SDSs). SDSs, like ALPRs, capture pictures of license plates, but SDSs serve a limited function, and unlike ALPRs, they are not installed to capture the license plates of all vehicles traveling by. Rather, SDSs are placed in school zones and capture the license plate of vehicles traveling more than 10 miles per hour over the applicable school zone speed limit during certain enumerated hours of the school day.

Critics have raised privacy and policy concerns regarding the use of ALPRs, which may infringe upon citizens' privacy and civil liberties. Privacy advocates, civil liberties groups, and ordinary citizens assert that ALPRs operate as a mass surveillance tool, collecting data from nearly every vehicle passing within their line of sight. This mass data can be used to reconstruct past movements and is accessible by the law enforcement agencies operating the ALPRs within their jurisdictions. The collected data can also be shared with other law enforcement agencies throughout the country. Opponents of the ALPRs assert law enforcement queries of databases, even as intended, contravene citizens' reasonable expectation of privacy and violate Fourth Amendment protections from unreasonable searches and seizures. There have also been concerns involving individuals within law enforcement agencies abusing their access to the ALPR data for unauthorized purposes, including stalking, tracking, or harassing innocent people. In many cases, this unauthorized activity has resulted in adverse employment action against the offending law enforcement officers, including suspensions and dismissals, as well as criminal prosecutions. Law enforcement agencies and ALPR vendors assert that policies and audits can protect against and deter such unauthorized activity.

Accuracy problems have also been reported where an ALPR misreads a character on a license plate, reportedly leading to the detention of innocent people. Even when the ALPR data is accurate, law enforcement personnel's mistaken interpretation of the data has led to the investigation of innocent people. For example, an individual reported that she was investigated because her vehicle movements near her home happened to coincide with a series of thefts.

Proponents of ALPRs counter that appropriate regulations and safeguards can be put in place and that ALPR use does not constitute an unreasonable search because citizens do not have a reasonable expectation of privacy in the visible exterior parts of an automobile traveling on a public road or highway. They further claim there is no reasonable expectation of privacy in ALPR data and at least some courts have agreed, finding the data contains no more information than could have been obtained through traditional police surveillance.

Although the United States Supreme Court has found that individuals have a reasonable expectation of privacy in the whole of their physical movements, courts have consistently held that individuals do not have a reasonable expectation of privacy in a public place. The observation of an object in plain view does not typically implicate the Fourth Amendment. Thus, a person traveling in an automobile on public thoroughfares has no reasonable expectation of privacy because the car is always in plain view. However, courts have cautioned that the day may come

when technology could run afoul of the Fourth Amendment with sustained tracking of individuals, more comprehensive databases, using ALPRs in conjunction with other surveillance tools, among other measures. This is an unresolved area of the law, and there are pending challenges to the constitutionality regarding the use of ALPRs making their way through the federal courts.

ALPRs may therefore be an effective law enforcement tool to improve public safety and solve crimes, but they also raise legal and policy concerns. The remainder of this item addresses the Board's purview to regulate the use of ALPRs while identifying areas beyond the Board's regulatory authority. Legislatively, there have been proposed and, in some instances adopted, laws on the federal, state, and local levels regulating the use of ALPRs. Although federal and state legislation may ultimately regulate the use of ALPRs, Florida local governments, in particular county governments without a law enforcement component, have limited regulatory authority over this area.

Charter counties may legislate concurrently with the Legislature on any subject which has not been preempted to the State. There are several areas where a County ordinance seeking to regulate ALPRs would conflict with State law or violate separation of powers. The County may regulate and even exclude the use of ALPRs within its ROW, but the County does not have jurisdiction over the state highway system or City streets, nor can the County directly regulate the Tallahassee Police Department (TPD), Leon County Sheriff, or other law enforcement agencies. Similarly, the ALPR data is subject to the Florida Public Records Law. As addressed in more detail below, the Public Records Law requires law enforcement agencies and their contractors to implement appropriate safeguards to protect ALPR data and prohibits disclosure of much of the collected data, but the law also limits the County's ability to regulate in this area.

Within this framework, various law enforcement agencies and their contractors have installed ALPR systems within State, city and county ROWs, including throughout Leon County. However, and as addressed in more detail below, on August 31, 2026, the Florida Department of Transportation (FDOT) directed all local law enforcement agencies to remove their ALPRs from the State Highway System within 30 days (Attachment #1), and on that same day the Leon County Sheriff announced that he will suspend the use of ALPRs in the County (Attachment #2). These actions are in apparent recognition that, at the very least, this area needs additional regulation. The City took a different approach and during the City Commission's August 26, 2026 meeting, the City rejected an effort to explore terminating the TPD's use of ALPRs, although at that meeting the City Commission indicated a town hall would be scheduled on the issue. Following the Sheriff and FDOT's announcements, however, the City's use of ALPRs was once again placed on the agenda, this time for consideration at the City Commission's September 9, 2026 meeting. The City agenda materials do not provide a recommendation for TPD's continued use of ALPRs and seek Commission Direction.

Rights-of-Way

Under Florida law, the State has jurisdiction over state roads while municipalities have jurisdiction over city streets and highways, and counties are vested with the general superintendence and control of county roads. Each county and municipality retains authority to regulate and manage county and municipal ROW, respectively, in exercising its police power, and the decision to place

ALPRs within the various governmental entities' ROW lies within the purview of the respective governments.

On the State level, section 316.0777, Florida Statutes (F.S.), further expressly grants to the Department of Transportation (FDOT) discretion to allow ALPRs to be installed within a road of the State Highway System at the request of a law enforcement agency. Such installation must be in accordance with FDOT's placement and installation guidelines. By statute, FDOT may require any ALPR to be removed with 30 days' notice to the requesting law enforcement agency.

FDOT authorized the installation of ALPRs within the State Highway System throughout the State, including within Leon County. However, on August 31, 2026, FDOT issued a memorandum expressing concern with the exponential increase in ALPR deployments in the State Highway System coupled with reports of misuse, data privacy concerns, and surveillance schemes (Attachment #1). Through that memorandum, FDOT exercised its discretion and revoked all ALPR approvals to local law enforcement agencies and required such local agencies to remove their ALPRs from the State Highway System within 30 days. The memorandum stated that the FDOT will not approve future ALPR requests. The memorandum is limited to local law enforcement agencies.

The County exercises control over County roads, and several ALPRs have been installed within County ROW. The Board's Real Estate Policy (Policy No. 16-5) provides for the care and custody of all County-owned property including the authority to license County-owned real estate and portions of the ROW. Consistent with this authority, staff have been engaged with local and state law enforcement agencies to allow the agencies and their contractors to install ALPRs in County ROW. Initially handled via a ROW permit, it is contemplated that any future authorization to place ALPRs within the ROW would be granted in license agreements that contain requirements modeled from FDOT's placement and installation guidelines. As with the FDOT guidelines, these requirements govern the physical placement and installation of the equipment in the ROW – location, clearances, structural, and traffic-safety specifications – and do not constitute County review, endorsement, or regulation of ALPR technology or its use as a law enforcement tool. The license agreements would grant no permanent rights to the law enforcement agencies or their contractors. It is within the Board's prerogative to limit or prohibit installation of ALPRs within County ROW, which can be accomplished by directing the Administrator to terminate all existing ALPR approvals and to pause or stop future approvals.

Law Enforcement Agencies

The Sheriff is an independently elected constitutional officer directly accountable to the voters. The Sheriff has exclusive authority to administer his agency and is neither generally accountable to the Board for conduct in office nor subject to the Board's direction for fulfillment of his duties. Consequently, although the Board may restrict the placement of ALPRs in County ROW, it cannot otherwise regulate the Sheriff's law enforcement activities. Regardless of Board action, the Sheriff may therefore, among other things, seek authority to place ALPRs in other agencies' ROW and install them in Sheriff's Office vehicles. The County's authority over other law enforcement agencies, including TPD, is similarly limited. The TPD is a department of the City, and the City Commission governs its police department. The County may limit or exclude the TPD's use of

ALPRs in County ROW, but the Board cannot otherwise direct or proscribe the work of law enforcement agencies.

The Sheriff and TPD each recently launched public transparency portals to provide community members with a centralized resource to better understand how ALPR technology is used by each agency, while providing access to data related to reads, searches, and hits. The portals also include frequently asked questions to help explain the information presented and provide additional context about the technology and its use. The Sheriff's portal can be found at https://transparency.flocksafety.com/leon-county-fl-so and TPD's portal is located at https://transparency.flocksafety.com/tallahassee-fl-pd.

After launching the public transparency portal, the Sheriff announced on August 31, 2026, that he will suspend the use of ALPRs pending further oversight, guidance, or regulation from law enforcement accrediting bodies (Attachment #2). The Sheriff has formally requested the Commission for Florida Law Enforcement Accreditation and the Commission on Accreditation for Law Enforcement Agencies to establish accreditation standards. As of the date of publication, TPD continues to use ALPRs but, as previously mentioned, the City Commission is once again considering this matter at its September 9, 2026 meeting.

ALPR Data and Public Records Law

ALPR images and data are subject to the Florida Public Records Law, section 119.01, F.S., *et seq*., which provides a right of access to the records of state and local government and to private entities acting on their behalf, and imposes duties regarding access, maintenance, storage, protection, and retention of such public records. The Florida Public Records Law preempts local governments from legislating in that area.

Although ALPR images and data are public records, many of them are confidential and exempt from disclosure. Specifically, section 316.0777(3), F.S., provides: "The following information held by an agency is confidential and exempt from s. 119.07(1) and s. 24(a), Art. I of the State Constitution: (a) Images and data containing or providing personal identifying information obtained through use of an automated license plate recognition system. (b) Personal identifying information of an individual in data generated or resulting from images obtained through the use of an automated license plate recognition system." The custodian of these public records must provide safeguards to protect the contents of public records from unauthorized remote electronic access or alteration and to prevent the disclosure or modification of those portions of public records which are exempt or confidential. § 119.07(2)(b), F.S. Confidential and exempt ALPR records can only be disclosed to: (a) a criminal justice agency in the performance of the criminal justice agency's official duties; and (b) information relating to a license plate registered to an individual may be disclosed to the individual unless the information constitutes active criminal intelligence information or active criminal investigation information. § 316.0777(4), F.S.

Personal identifying information (PII) is not specifically defined in section 316.0777, F.S. However, the Criminal and Juvenile Justice Information Systems Council (CJJIS Council) has provided guidance to law enforcement agencies. The CJJIS Council was statutorily created and provides statewide oversight of justice information systems and data while developing plans and

policies to facilitate the coordination of information sharing and interoperability and ensuring appropriate access and security. The CJJIS makes recommendations to guide state and local agencies. In 2024 the CJJIS Council developed Guidelines for the Use of Automated License Plate Readers (Attachment #3) to provide direction to law enforcement agencies in Florida regarding the use of ALPRs and associated data. The CJJIS Council's guidelines define PII as information that can be used to distinguish or trace an individual's identity, either alone or when combined with other personal or identifying information that is linked or linkable to a specific individual. PII includes names, gender, race, date of birth, photographs, addresses, social security numbers, driver's license numbers, or biometric data.

In addition to these data protections, section 316.0777, F.S. states that records containing images and data generated using an ALPR can only be retained for a limited period and must then be destroyed. In addition, section 316.0778, F.S. tasked the Florida Department of State, in consultation with the Florida Department of Law Enforcement, to develop a retention schedule for records containing images and data generated using an ALP. The custodian of these records must retain them until obsolete, superseded, or administrative value is lost, but no longer than 3 anniversary years unless required to be retained under another record series per Rule 1B-24.003(1)(b), Florida Administrative Code.

Staff was unable to identify any caselaw specifically addressing the public records elements of ALPR data as this is a relatively new area, but the law applies to state and local records as well as private entities acting on behalf of public agencies. Under existing law, these public records must be maintained and protected, and the public has a right of access unless those records are exempt or confidential.

Legislative Priorities

Laws regulating the use of ALPRs have been proposed and, in some instances, adopted on the federal, state, and local levels. Legislation is most effective when it directly regulates the conduct of the various law enforcement agencies, which the County generally cannot do. Among other things, legislation can limit the use of ALPRs on public property to law enforcement agencies, place limits on access to ALPR data, address data retention, require law enforcement agencies to develop policies regarding ALPRs, require warrants or at least an open case code to search ALPR databases, and outright prohibit ALPRs on public property.

Although federal and state legislation may broadly regulate the use of ALPRs, in Florida local governments that do not have a law enforcement component have limited regulatory authority over this area. Locally, the County may regulate and even exclude the use of ALPRs within its ROW, but the County does not otherwise have jurisdiction over the State Highway System or City streets, nor can the County direct the activities or conduct of law enforcement agencies, including the Sheriff and TPD. The Board may wish to add a state legislative policy priority, directly or through the Florida Association of Counties, to encourage the Legislature to further regulate this area and establish statewide standards.

Options:

1. Accept the status report on the Board's legal purview and oversight options regarding the use of automated license plate recognition systems and take no further action.
2. Accept the status report on the Board's legal purview and oversight options regarding the use of automated license plate recognition systems and authorize the County Administrator to revise the Real Estate Policy (Policy No. 16-5) to prohibit the installation and use of automated license plate recognition systems on County property, including rights-of-way, subject to review and revision by the County Attorney; and, direct staff to initiate the termination and removal process for existing automated license plate recognition systems on County property and rights-of-way.
3. Do not accept the status report on the Board's legal purview and oversight options regarding the use of automated license plate recognition systems.
4. Board direction.

Recommendation:

Option #4

Attachments:

1. FDOT Engineering and Operations Memorandum No. 26-01
2. Sheriff's Suspension of the Use of ALPRs, dated August 31, 2026
3. Guidelines for the Use of Automated License Plate Readers

Florida Department of Transportation

RON DESANTIS
GOVERNOR

605 Suwannee Street
Tallahassee, FL 32399-0450

JARED W. PERDUE, P.E.
SECRETARY

ENGINEERING AND OPERATIONS MEMORANDUM NO. 26-01

DATE: August 31, 2026

TO: Local Agency Permitholders

FROM: Will Watts, P.E., Chief Operating Officer, Assistant Secretary

COPIES: State Agency Officials
Rudy Powell, P.E., Chief Engineer of Operations

SUBJECT: **Revocation of General Use Permits for Automated License Plate Readers**

The purpose of this memorandum is to notify local law enforcement agencies of updates related to the Florida Department of Transportation's (Department) authority regarding the placement or use of automated license plate recognition systems (LPR) within the right of way of a road on the State Highway System by local agencies.

Automated License Plate Recognition Systems (LPR)

Pursuant to s. 316.0777, Florida Statutes, FDOT is provided with broad authority to approve or deny a local law enforcement agency's request to place a LPR within the right-of-way of a road on the State Highway System—and the authority to remove such at the Department's discretion.

While Florida law limits the issuance of permits for LPR systems to law enforcement agencies, the recent exponential increase in deployments along our roadways, coupled with concerning reports of misuse, data privacy concerns, and surveillance schemes merit immediate action to preserve Floridians' sovereignty and quality of life.

Active Permits

Approvals for the placement of assets in state rights-of-way by the Department are considered temporary in nature. As such, all LPR-related LPR related approvals issued by the Department to a local law enforcement agency are hereby revoked and must be removed by the permittee within 30 days of the date of this memorandum. If such removal has not occurred within the 30-day period, the Department will remove any remaining devices subject to this memorandum.

To that end, nothing in this memorandum prevents or restricts the Department from immediately removing any individual LPR device that is an immediate safety concern or that is causing an unsafe condition.

Discontinuance of All Future LPR Placement Requests

Further, as of the date of this memorandum, the Department will use its discretionary authority to cease the issuance of all future requests for LPR systems within its jurisdictional authority.

LEON COUNTY SHERIFF'S OFFICE
Walt McNeil, Sheriff
2825 Major James Morgan Way, Tallahassee, FL 32304
www.leoncountyso.com

FOR IMMEDIATE RELEASE

Media Contact: Shonda Knight **Date:** August 31, 2026

Sheriff Walt McNeil Suspends LCSO Use of License Plate Recognition Technology Pending Additional Oversight

Effective immediately, Sheriff Walt McNeil has directed the Leon County Sheriff's Office to suspend its use of automated license plate recognition technology pending further oversight, guidance or regulation from law enforcement accrediting bodies.

The decision follows Sheriff McNeil's formal request to the Commission for Florida Law Enforcement Accreditation and the Commission on Accreditation for Law Enforcement Agencies to establish accreditation standards requiring agencies using license plate recognition technology to regularly audit system use and publicly report audit findings.

"License plate recognition technology has proven to be a valuable law enforcement tool, helping investigators solve crimes, locate missing and endangered persons, recover stolen vehicles and identify suspects who might otherwise be difficult to find," Sheriff McNeil said. "However, the value of this technology does not eliminate our responsibility to ensure it is used appropriately and with strong safeguards in place."

"Until additional oversight and accountability measures are established, I believe suspending our use of this technology is the responsible course of action," McNeil said. "Public safety and public trust must go hand in hand."

The Leon County Sheriff's Office will continue to work with accreditation partners and monitor developing standards and guidance regarding the appropriate use, auditing and oversight of license plate recognition technology.

Shonda Knight, Senior Executive Director of Community Affairs & Reentry
Office (850) 606-3270
Shonda.knight@LeonFLSheriff.gov
@LeonSheriff facebook.com/leonflso/

Guidelines for the Use of Automated License Plate Readers

Revised and Approved by the CJJIS Council on November 13, 2024

Executive Summary

Automated license plate reader (ALPR) technology is being used by law enforcement agencies throughout the nation. Many Florida law enforcement agencies have acquired, or are planning to acquire, ALPR technology. ALPRs assist law enforcement agencies in detection, identification and recovery of stolen vehicles, wanted persons, missing and/or endangered children/adults, and persons who have committed serious and violent crimes. ALPR data can help detectives develop and pursue leads in criminal investigations by assisting in locating suspects, witnesses, and victims by identifying vehicles in the vicinity at the time of the crime.

An ALPR scans, captures, and compares optical license plate information to vehicles associated with crimes or criminals. A match to a license plate results in an alert that notifies law enforcement officers. ALPRs can also store the digital image of the license plate, the time, date, location of the image capture, and the capturing camera information. Stored ALPR data does not include any Personal Identifying Information (PII) of individuals associated with the license plate. Obtaining persons associated with license plate information requires a separate, legally authorized, inquiry to another restricted-access database. Stored data can be used as part of a criminal investigation to determine the location of a known vehicle. An example is when stored LPR data is used to locate a potential route of travel of a vehicle during an AMBER Alert

In the interest of being good stewards and balancing policy and privacy, the Criminal and Juvenile Justice Information Systems (CJJIS) Council, acting pursuant to Section 943.08, Florida Statutes (2013), will issue and adopt uniform statewide guidelines to ensure that ALPRs are used in accordance with substantive procedural safeguards that balance public safety needs and privacy rights.

1. Purpose

a. The purpose of these Guidelines is to provide direction to law enforcement agencies in Florida regarding the use of their ALPRs and ALPR data. These Guidelines are intended to ensure that ALPRs and ALPR-generated data are used only in a manner that is lawful and serves the public interest and fulfill criminal investigative and intelligence needs.

b. These Guidelines should be interpreted and applied to achieve the following objectives:

- the extract stored into the internal memory of an ALPR consists only of information as a result of the license plate capture, such as the image of the license plate, the optical character recognition rendition of the license plate number, the date/time and location of the capture;

- agencies establish protocols for handling alerts to the extracts and that officers respond in accordance with their agency's policies.

- searching of stored ALPR data is conducted only by authorized persons in furtherance of an active investigation with the safeguarding of individuals' privacy being of paramount concern;

- ALPR data is stored and purged in a defined and secure manner so as to mitigate any potential misuse and improper disclosure of such data.

c. These Guidelines are encouraged for all Florida law enforcement agencies operating under the authority of the laws of the state of Florida that own or operate one or more ALPRs, collect and maintain ALPR data, or receive or are provided access to ALPR data collected by another agency. However, all law enforcement agencies must comply with Florida Statutes governing the use of ALPR data.

2. Policy

a. Every Florida law enforcement agency that uses or possesses an ALPR should implement and enforce a policy that regulates the operation and use of ALPRs and the use, storage, access, and retention of ALPR data. The policy should be consistent with these Guidelines. Specifically, the chief executive will designate appropriate agency personnel to be responsible for administering and overseeing the agency's ALPR program. A designee should be required to ensure that civilian and sworn personnel authorized to use an ALPR or access its data receive proper training in conformity with agency policy, state law, and these Guidelines.

b. ALPRs and data generated by ALPRs shall be used only for a criminal justice purpose.

c. ALPR Scanning Limited to Vehicles Exposed to Public View

- An ALPR may be used only to scan vehicle license plates affixed to public view (i.e., plates of vehicles traveling or parked on any street or highway or other public property, or visible from a place or location at which a law enforcement officer is lawfully present.)

d. Supervisory Approval of ALPR Deployment and Use

- ALPR system use shall be authorized by the chief executive of the agency or his/her designee.

- Authorization may be given for repeated or continuous deployment of an ALPR (e.g., mounting the device on a particular law enforcement vehicle, or positioning the ALPR at a specific stationary location), in which case the authorization shall remain in force and effect unless and until rescinded or modified by the chief executive or his/her designee.

e. Only trained members of a criminal justice agency who are authorized by the chief executive may operate an ALPR

f. Criminal Justice Agency personnel may access or use ALPR stored data only if the person has been designated as an authorized user by the chief executive of the agency or designee, and has been trained by the agency on the proper use of ALPR data.

g. ALPR data may be disclosed by or to a criminal justice agency in the performance of the criminal justice agency's official duties. Any such information relating to a license plate registered to an individual may be disclosed to the individual, unless such information constitutes active criminal intelligence information or active criminal investigative information.

h. ALPR data must be safeguarded in accordance with Florida Statute 316.0777.

3. Definitions and Acronyms

Definitions

a. Automated license plate recognition system. A system of one or more mobile or fixed high-speed cameras combined with computer algorithms to convert images of license plates into computer-readable data.

b. Extract. The files extracted from sources of license plate information such as the Florida Crime Information Center (FCIC) and National Crime Information Center (NCIC) "Hot Files," and DHSMV records including, but not limited to, the expired tag file, expired license file, and sanctioned driver file. The extracted information from the files is considered CJI, and, therefore, the security of the extract should conform to the FBI CJIS Security Policy (CJISSECPOL).

c. Personal identifying information (PII). Information that can be used to distinguish or trace an individual's identity, either alone or when combined with other personal or identifying information that is linked or linkable to a specific individual. PII includes names, gender, race, date of birth, photographs, addresses, social security numbers, driver's license numbers, or biometric data.

Acronyms

a. ALPR – Automated License Plate Reader (system)

b. CJJIS – Florida Criminal and Juvenile Justice Information Systems (council)

c. CJI – Criminal Justice Information

d. CJIS – Criminal Justice Information Services, a Division of FDLE

e. CJISSECPOL – FBI CJIS Security Policy

f. DHSMV – Florida Department of Highway Safety and Motor Vehicles (agency)

g. FCIC – Florida Crime Information Center (system)

h. FDLE – Florida Department of Law Enforcement (agency)

i. NCIC – National Crime Information Center (system)

j. PII – Personal Identifiable Information

4. Management

a. Strategic Alignment: Agencies deploying ALPR systems should describe in agency policy how the technology aligns and furthers the agency's strategic and tactical deployment objectives.

b. Objectives and Performance: Agencies need to clearly define the objectives for the use of ALPR systems, such as recovery of stolen vehicles, identification of vehicles used in the commission of a crime, etc. and a general strategy for assessing performance and compliance with the agency's policy.

c. Ownership: The hardware and software licenses associated with the ALPR system is the property of the agency, regardless of whether it has been purchased, leased, or acquired as a service, and that all deployments of an ALPR system are for official use only (FOUO). All data captured, stored, generated, or otherwise produced by an ALPR system are the property of the collecting agency, regardless where the data are housed or stored.

d. Classification of Data: ALPR data is protected under Florida Statute 316.0777, whether the data is captured, stored, generated, or otherwise produced by an ALPR system

e. Privacy Impact: ALPR data is protected under Florida Statute 316.0777. Additionally, the International Association of Chiefs of Police published the *Privacy Impact Assessment report for the utilization of license plate readers, September 2009*. Agencies deploying ALPR systems need to consider the privacy risks outlined in this report and include in the ALPR policy, a privacy mitigation strategy that safeguards against potential misuse.

5. Operations

a. Installation, Maintenance, and Support: Agencies shall require regular maintenance, support, upgrades, calibration, and refreshes of an ALPR system to ensure that it functions properly.

b. Deployment: ALPR system use shall be authorized by the chief executive of the agency or his/her designee.

c. Training: Agencies shall require training or other documented proficiency of all personnel who will be managing, maintaining, and/or using an ALPR system. Training should cover privacy protections on the use of the technology, and the impact and sanctions for potential violations.

d. Operational Use: Specific operational factors that must be addressed in deployment and use of an ALPR system:

- The operator should:
  - Verify that the system has correctly "read" the license plate characters
  - Verify the state of issue of the license plate
  - If the vehicle hits against an extract record, verify that the record that triggered the

alert is still active in the state or NCIC stolen vehicle or other file, and confirm the hit with the entering agency
- Recognize that the driver of the vehicle may not be the registered owner.

e. Recordkeeping: Agencies should require recordkeeping practices that document all deployments of the ALPR system, including who authorized the deployment; how, when, and where the ALPR system was deployed; results of deployments; and any exceptions. Recordkeeping will support efforts to properly manage ALPR system implementation, ensure compliance with agency policies, enable transparency of operations, enable appropriate auditing review, and help document business benefits realization.

6. Data Collection, Access, Use, and Retention

a. Collection: ALPR data will be collected as a by-product of the active scanning of license plates that are compared with the downloaded extract, searched as part of a criminal investigation or in furtherance of a criminal justice purpose. This data is collected by both mobile and fixed ALPR cameras in the same manner. The data is stored in the ALPR system's database. The ALPR database typically contains the image of the license plate, the optical character recognition rendition of the license plate number, the date/time and location of the capture. If additional information is captured and stored, it shall be defined in the agency's policy document. ALPR data will be stored, purged, destroyed or deleted in accordance with Florida Statute 316.0778.

b. Access and Use: ALPR data will be available to Law Enforcement Agency personnel for the tactical enforcement of state statutes for example, identification of a stolen vehicle. ALPR data will be available to Criminal Justice Agency personnel for the purposes of conducting ongoing or continuing criminal investigations and for the purposes of active criminal intelligence operations. Access to ALPR data is authorized by the chief executive of the agency or his/her designee.

c. Information Sharing: ALPR data captured and stored may be shared with other Criminal Justice Agencies for the purposes of conducting ongoing or continuing criminal investigations and for the purposes of active criminal intelligence operations. Agencies shall record the dissemination of ALPR data and notify the recipient of the applicable Florida statutes regarding the privacy restrictions and retention schedules for ALPR data. The sharing of ALPR data shall be authorized by the chief executive of the agency or his/her designee and may be part of a standing order.

d. Security: ALPR systems that do not utilize the Extract or perform secondary capture of PII or CJI do not need to conform to the CJISSECPOL. If an ALPR system utilizes the Extract or performs secondary queries of state and national systems that access PII or CJI, then it shall conform to the CJISSECPOL. ALPR systems will need to provide user level access based on the role of the person accessing the system (i.e. criminal investigation or criminal intelligence) to ensure the integrity of the systems and confidentiality of the data. The ALPR system shall be sufficiently designed to minimize the compromise,

unauthorized access or use, destruction, modification, or unintended or inappropriate disclosure of data.

e. Data Retention and Use: ALPR data shall be retained in accordance with Florida Statute 316.0778. ALPR data that are part of an ongoing or continuing investigation and information that is gathered and retained without specific suspicion may be retained for no longer than 3 anniversary years. Access to ALPR data for criminal investigation or intelligence purposes is limited to authorized Criminal Justice Agency personnel for no longer than 3 anniversary years and requires an agency case number or case name and logging of access. Data captured, stored, generated, or otherwise produced shall be accessible in the ALPR system for 30 days for tactical use.

7. Oversight, Evaluation, Auditing, and Enforcement

a. Oversight: Agencies shall maintain records documenting ALPR use, or ALPR data access and use, whether kept manually or by means of an automated record-keeping system. Agencies shall document in policy a reporting mechanism and a protocol to regularly monitor the use and deployment of ALPR systems to ensure strategic alignment and assessment of policy compliance.

b. Evaluation: Agencies shall annually assess the overall performance of the ALPR system so that it can:

- identify whether a technology is performing effectively;
- identify operational factors that may impact performance effectiveness and/or efficiency;
- identify data quality issues;
- assess the business value and calculate return on investment of a technology; and
- ensure proper technology refresh planning.

c. Auditing: Agencies shall document in policy the manner in which audits will be conducted to include all access to data captured, stored, generated, or otherwise produced by the ALPR to ensure that only authorized users are accessing the ALPR data and establish an annual audit schedule.

d. Enforcement: Agencies shall establish procedures for enforcement if users are suspected of being or have been found to be in noncompliance with the Agency's ALPR policy.

Leon County
Board of County Commissioners

Notes for Agenda Item #26

Leon County Board of County Commissioners

Agenda Item #26

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: School Zone Speed Detection and Enforcement Program

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Nawfal Ezzagaghi, Assistant County Administrator Brent Pell, Director, Public Works Scott Brockmeier, Director, Development Support & Environmental Management Roshaunda Bradley, Director, Office of Management and Budget
Lead Staff / Project Team:	Charles Wu, Director, Engineering Services Melanie Hooley, Director, Purchasing Tim Barden, Administrative Services Manager

Statement of Issue:

This item seeks Board direction to defer the School Zone Speed Detection and Enforcement Program contract award and execution, pending resolution of litigation challenging the constitutionality of camera-enforced school zone speed enforcement.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

Option #1: Defer the School Zone Speed Detection and Enforcement Program contract award and execution, pending resolution of litigation challenging the constitutionality of camera-enforced school zone speed enforcement.

Report and Discussion

Background:

This item seeks Board direction to defer the School Zone Speed Detection and Enforcement Program contract award and execution, pending resolution of litigation challenging the constitutionality of camera-enforced school zone speed enforcement.

On October 14, 2025, the Board adopted Ordinance No. 2025-12 establishing a School Zone Speed Enforcement Program to enhance safety in designated school zones through the use of speed detection systems, now codified in Chapter 17, Article IV of the LCC. The code authorizes the use of automated enforcement consistent with Florida Statutes.

On April 14, 2026, the Board approved the draft Request for Proposals for the School Zone Speed Detection and Enforcement Program in conjunction with approval of an interlocal agreement between the County and the Leon County Sheriff's Office to support implementation of the program with the selected qualified vendor.

On April 17, 2026, RFP BC-2026-004 was issued, notifying 9,859 vendors through the County's legal notices and the OpenGov Procurement system. The County received six responsive proposals by May 2, 2026. In accordance with the Leon County Purchasing Policy, a three-member evaluation committee reviewed and ranked the proposals; Redspeed Florida, LLC was determined to be the highest ranked respondent and a notice of intended decision to award to Redspeed was posted on June 16, 2026.

Analysis:

Implementation of school zone speed detection and enforcement programs has been met with legal challenges in other Florida jurisdictions, and the County Attorney's Office has continued to monitor cases in this area. In a challenge to a red-light camera program with procedures similar to school zone speed enforcement, a Broward County judge found that Section 316.0083, Florida Statutes, is unconstitutional, ruling that it impermissibly shifts the burden of proof onto the registered owner of the vehicle to disprove guilt, rather than requiring the government to prove who was operating the vehicle at the time of the offense. As a result of this ruling, the Board of County Commissioners of Okaloosa County adopted a resolution banning red light and speed detection systems within Okaloosa County, and the Palm Beach County Commission voted to deny approval of a similar ordinance pending resolution of the litigation.

The County Attorney's Office notes that the Broward County case is currently under appeal at the Fourth District Court of Appeal, Case No. 4D2026-1207, and any decision finding the statute unconstitutional is subject to mandatory review by the Supreme Court. It is uncertain when the appellate court will render a decision or what its scope will be; however, the appellate court's opinion and any subsequent Supreme Court decision will very likely impact whether the County's school speed zone enforcement program is constitutional. It is anticipated that alleged violators will continue to raise similar constitutional challenges in other jurisdictions currently operating a school speed zone enforcement program until this issue is finally resolved.

Given the pending litigation and the approach taken by other Florida jurisdictions facing the same constitutional question, staff recommends the Board defer the award and execution of the contract until the litigation is resolved. Under this option, the contract award and execution would be deferred pending resolution of the litigation challenging the constitutionality of camera-enforced school zone speed enforcement, with the recommended award to Redspeed Florida, LLC, withheld until that time. The County Attorney's Office will continue to monitor the legal proceedings, and staff will return to the Board with an update and recommendation once the legal issues have been resolved.

Options:

1. Defer the School Zone Speed Detection and Enforcement Program contract award and execution, pending resolution of litigation challenging the constitutionality of camera-enforced school zone speed enforcement.
2. Notwithstanding the pending litigation, award the contract to Redspeed Florida, LLC, for the School Zone Speed Detection and Enforcement Program (Attachment #1) and authorize the County Administrator to execute the agreement and any amendments or associated agreements thereto, subject to legal review by the County Attorney.
3. Reject all bids/responses and do not proceed with the School Zone Speed Detection and Enforcement Program.
4. Board direction.

Recommendation:

Option #1

Leon County
Board of County Commissioners

Notes for Agenda Item #27

Leon County Board of County Commissioners

Agenda Item #27

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Consideration of a Leon County Tourism Program to Promote Partnerships with Local Colleges and Universities to Host Large Marquee Events

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Mathieu Cavell, Director, Community Relations & Resilience
Lead Staff / Project Team:	Kerri L. Post, Director, Division of Tourism Scott Lindeman, Senior Marketing Manager Taylor Wheaton, Senior Sports Sales Manager Jonathan LaBarre, Senior Operations Manager

Statement of Issue:

As requested by the Board, this item provides a framework to establish the "Incentive for Marquee event Partnerships At Colleges/Universities for Tourism" (IMPACT) Program to host large marquee events with local colleges and universities to drive significant tourism visibility and economic impact in Leon County, and seeks authorization to finalize and memorialize the IMPACT Program in County Policy to be brought back to the Board for formal adoption on December 8, 2026.

Fiscal Impact:

This item has a fiscal impact. A Budget Amendment is provided for Board approval to allocate $250,000 from available Fiscal Year (FY) 2026 Tourism fund balance to support the Program in FY 2027 (Attachment #1). As proposed, awards are capped at $50,000 per event, consistent with existing Tourism Grant Programs and to allow the County to support multiple major events per fiscal year. All funds are performance-based and disbursed following a post-event audit of deliverables.

Staff Recommendation:

Provided on the following page.

Staff Recommendation:

Option #1: Direct staff to finalize the IMPACT Program to host large marquee events with local colleges and universities including the venue eligibility criteria, seating capacity matrices, out-of-market visitor metrics, repeat event performance standards, and marketing reimbursement guidelines for consideration by the Tourist Development Council, and bring back a formal policy for Board adoption to implement the IMPACT Program.

Option #2: Approve the Resolution and associated Budget Amendment (Attachment #1) providing $250,000 from Tourist Development Tax revenue contingent upon and effective after the Board's adoption of an updated Leon County Tourist Development Plan in Sec. 11-710, Leon County Code (Agenda Item #33), the updates of which would allow for the IMPACT Program as proposed.

Report and Discussion

Background:

As requested by the Board, this item provides a framework to establish the "Incentive for Marquee event Partnerships At Colleges/Universities for Tourism" (IMPACT) Program to host large marquee events with local colleges and universities to drive significant tourism visibility and economic impact in Leon County, and seeks authorization to finalize and memorialize the IMPACT Program in County Policy to be brought back to the Board for formal adoption on December 8, 2026. The program would attract large-scale marquee events at Florida State University (FSU), Florida A&M University (FAMU) and Tallahassee State College (TSC) that generate tourism and economic activity in Leon County.

The establishment of the IMPACT Program advances the following FY 2022 – FY 2026 Strategic Initiative and Bold Goal:

- *Explore opportunities to attract Top 100 Billboard artists for concerts and performances at various local venues throughout the year. (2025-8)*
- *Grow the five-year tourism economy to $5 billion. (BG1)*

This Strategic Initiative and Bold Goal aligns with the Board's Economy Strategic Priority:

- *(EC4) Grow our tourism economy, its diversity, competitiveness, and economic impact.*

As the official Destination Marketing Organization (DMO) for our community, the Leon County Division of Tourism has a history of attracting and supporting large-scale events at local collegiate venues that generate significant tourism and economic activity. Previous events include the FSU Doak After Dark program from 2016 through 2022; the Rock the Roost concert featuring Luke Bryan at TSC in 2022; and the Florida High School Athletic Association (FHSAA) Football State Championships hosted at FAMU in 2023.

More recently, FSU expanded the use of Doak S. Campbell Stadium for major nontraditional events, demonstrating the significant tourism potential of local collegiate venues. In February 2026, the three-day Savannah Bananas event generated an estimated $10.1 million in economic impact for Leon County, with ticket sales spanning 48 states and Washington, D.C. The County Tourism Division invested $50,000 to support FSU's bid to host the Banana's 2026 season-opener event, resulting in nearly half of attendees (48.7%) traveling more than 50 miles. In March 2026, FSU also hosted the two-day Professional Bull Riders (PBR) "Unleash The Beast" tour, accompanied by headlining concerts featuring Miranda Lambert and Jon Pardi, which generated over $2.5 million in estimated economic impact for Leon County. These events generated significant hotel room nights, increased revenue gains across the dining and retail sectors, and increased visibility for Tallahassee-Leon County, demonstrating the tourism value associated with attracting marquee events to collegiate venues.

At the July 14, 2026 meeting, the Board requested an agenda item to consider establishment of a dedicated funding program to attract and support large-scale events at collegiate facilities and venues that drive significant tourism visibility and economic impact in Leon County. A strategic opportunity exists in incentivizing marquee, large attendance events, and/or multi-day events to

utilize local collegiate facilities, particularly during shoulder seasons and other off-peak travel periods. Unlike regularly scheduled collegiate athletics or other recurring campus programming, marquee events are one-time, time-sensitive events that present unique opportunities to attract significant out-of-market attendance, generate overnight visitation, and provide substantial regional or national exposure for the destination. These include large-scale concerts and festivals, as well as exhibition or championship sporting events.

As detailed in the Analysis section, the proposed IMPACT Program would provide performance-based incentives for qualifying entertainment, sporting, and cultural events hosted at FSU, FAMU, and TSC facilities. The IMPACT program would be allocated $250,000 in Tourist Development Tax (TDT) revenues annually, with individual maximum awards in the amount of $50,000 per event allowing the County to support multiple major events per fiscal year. The maximum award amount is also consistent with other existing Tourism Grant programs as well as the County's investment in the three-day Savannah Banana event earlier this year.

Should the Board choose to proceed with the IMPACT Program and proposed annual funding allocation, implementation of the program would also require an update to the Leon County Tourist Development Plan in the Leon County Code. Therefore, during the September 15, 2026 meeting, the Board will also conduct a public hearing (Agenda Item #33) to amend the Tourist Development Plan to include the establishment of the "Targeted Tourism Industry Sector Incentive Programs" category which would authorize the County's TDT revenues be utilized for performance-based incentive programs, such as the proposed IMPACT Program.

Analysis:

To support the Board's consideration of the IMPACT Program, the Analysis provides a high-level summary of how other Florida counties currently utilize TDT revenues to fund large-scale events; an overview of the proposed IMPACT Program; details on proposed eligibility criteria and performance metrics; and a timeline for implementation of the program.

Comparison of Local Structures for Funding Large-Scale Events

Pursuant to the Board's direction, staff evaluated potential event funding frameworks, eligibility and attendance thresholds, performance measures, and comparable incentive programs to develop a framework tailored to Leon County. Across the state, counties use a variety of approaches to attract and support large-scale events that generate visitation, overnight stays, and destination exposure. Staff reviewed comparable programs that support large-scale events using TDT revenue to serve as relevant precedents for the proposed IMPACT Program. Two relevant examples include:

- **Miami Beach Visitor and Convention Authority (VCA) Major Events Grant Program:** The VCA uses TDT revenues to support marquee events that generate significant destination visibility and tourism activity. The program places particular emphasis on the promotional reach of an event, requiring applicants to satisfy at least two of three performance metrics: 1.5 million media impressions, 1.5 million broadcast viewers, or 250+ confirmed hotel room nights. Funding is disbursed following the event and verification of required performance measures, including media exposure, viewership, and hotel room pickup.

- **Pinellas County Elite Event Funding Program:** Pinellas County allocates TDT revenues annually through a tiered program designed to attract major tourism-generating events. Applications are competitively evaluated based on factors including marketing value, projected attendance, sponsorship opportunities, off-peak timing, and event history. Funding is provided as a post-event reimbursement following verification of marketing deliverables, destination exposure, and attendee origin data.

Across these programs and consistent with state law, common accountability mechanisms include maximum awards; tourism-centric deliverables; hotel room night generation; and post-event verification before disbursement. As described further in the following section, these accountability mechanisms were incorporated in the proposed IMPACT program structure.

Proposed IMPACT Program Structure

The proposed IMPACT Program would provide performance-based incentives to attract large-scale marquee events to eligible collegiate venues at FSU, FAMU, and TSC that generate measurable tourism benefits for Leon County. The IMPACT Program is designed to target high-profile, entertainment, sporting, and cultural events that represent large one-time, time-sensitive, new tourism opportunities for Leon County, available throughout the year (or until the funds are depleted). Qualifying events would be expected to attract significant out-of-market attendance, generate overnight stays, and provide regional or national exposure for Leon County as a premier event destination. Examples could include major touring artists and entertainment, championship or exhibition sporting events, large-scale concerts and festivals, and other multi-day events capable of drawing visitors to the destination. If an event receives IMPACT funding and becomes a returning or regularly scheduled event, event organizers would be encouraged to apply for a Tourism Event Grant.

Local collegiate campuses host regularly scheduled athletic competitions, academic conferences, and other institutional programming and events throughout the year. The IMPACT Program would not provide funding for these on-going annual or regularly scheduled activities, which generally generate more localized interest and offer limited opportunities to attract sustained out-of-market visitation, generate overnight stays, or showcase Leon County as a tourism destination. Currently, many of these forms of campus events already participate in the established Tourism Event Grant Programs.

For the IMPACT Program, an annual allocation of $250,000 in TDT revenues is recommended with maximum individual incentive awards of $50,000 per event. Awards would be based on event attendance, marketing visibility generated by the event, and its anticipated tourism impact. The $50,000 award maximum allows the County to support multiple major events per fiscal year. The maximum award amount is also consistent with other existing Tourism Grant programs as well as the County's investment in the three-day Savannah Bananas event earlier this year. In addition to the financial incentive, the Division of Tourism would integrate IMPACT-awarded events across all Tourism marketing platforms (i.e., website, print, social media, etc.) to increase visibility and destination exposure for greater visitor awareness and attraction.

Proposed IMPACT Program Eligibility and Performance Metrics

The Division of Tourism is developing the IMPACT Program Guidelines that incorporate the following eligibility criteria and performance metrics which would be memorialized upon formal Board adoption at its meeting on December 8, 2026:

- **Eligible Venues.** To ensure public TDT dollars incentivize new marquee tourism event creation rather than supplementing routine or regularly scheduled collegiate programming, eligible events must be hosted at qualifying facilities owned and operated by Leon County's collegiate partners, including, but not limited to:
  - *FSU:* Doak S. Campbell Stadium, Dick Howser Stadium, Donald L. Tucker Civic Center, Langford Green, FSU Main Campus Intramural Fields, and FSU Rec SportsPlex.
  - *FAMU:* Bragg Memorial Stadium, Alfred Lawson Jr. Multipurpose Center, and campus athletic fields.
  - *TSC:* Bill Hebrock Eagledome and TSC Intramural Fields.
- **Eligible Events and Required Performance Measures.** To qualify for funding, an event must demonstrate the potential to generate significant out-of-market visitation, overnight stays, and destination exposure for Leon County. Eligible events must also include substantial out-of-market marketing and provide opportunities to promote Tallahassee-Leon County to regional or national audiences. Priority would be given to events held during shoulder seasons and other off-peak travel periods. However, it is important to note that the Tourism Development Council (TDC) establishes annual blackout dates for TDT-funded event support if a high-demand event is already scheduled that is projected to fill existing hotel room and vacation rental inventory.

  Specifically, to qualify for and receive incentive funding, events must meet the following required performance measures:
  - *Out-of-Market Attendance:* At least 20% of total ticket purchasers or participants must originate from outside a 50-mile radius of Leon County (verified via box office zip-code audits).
  - *Lodging Impact:* Events must generate documented and trackable hotel room nights at lodging properties within Leon County.
  - *Off-Peak Scheduling:* Priority would be given to events held during shoulder seasons and other off-peak travel periods, including summer months, non-home football weekends, and academic breaks.
- **Tiered Seating Capacity & Attendance Metrics.** To ensure TDT revenues are directed toward events that maximize venue scale to generate significant tourism activity, the program would establish two funding tiers based on projected attendance and anticipated tourism impact:
  - *Tier 1 (Max Awards of $50,000):* Tier 1 events will include large-scale events which demonstrate projected single-day attendance of at least 30,000 attendees or cumulative multi-day attendance of at least 20,000 attendees, as well as at least 2,000 verified hotel room nights.

- *Tier 2 (Max Awards of $25,000):* Events must demonstrate projected single-day or cumulative multi-day attendance of at least 10,000 attendees, and at least 1,000 verified hotel room nights.

- **Tourism-Weighted Evaluation.** Event evaluation would emphasize projected out-of-market attendance and hotel room-night generation, the scale and reach of committed out-of-market marketing, Leon County Tourism/Visit Tallahassee co-branding and destination visibility, and the event's overall potential to generate measurable tourism activity in Leon County.

- **Performance-Based Disbursement.** Incentive funding would be provided as a single post-event reimbursement, with no advance payments. Every funded event must satisfy established performance measures, including verified out-of-market marketing, attendee audits, documented hotel room-night generation, and Leon County Tourism/Visit Tallahassee co-branding. Funds would be disbursed only after the event has concluded and the Division of Tourism verifies that all required performance measures and eligible expenditures have been satisfied. This structure ensures that TDT revenues are not disbursed until the event demonstrates the tourism outcomes required under the Program. Failure to satisfy the required performance measures would result in a reduction or forfeiture of the approved incentive, as provided in the finalized Program guidelines executed and funding agreement.

- **Recognized Categories of Qualifying Expenditure.** Consistent with Section 125.0104(5)(a)3., Florida Statutes, incentive funding would be limited to qualifying expenditures associated with securing and hosting an eligible event. Required tourism marketing, co-branding, and promotional activities would serve as conditions of funding rather than reimbursable expenses under the Program. General corporate overhead, marketing or advertising expenses incurred by the collegiate institution, and undocumented or unverifiable costs would not be eligible for reimbursement.

- **Review and Oversight.** The Leon County Division of Tourism staff would score applications against the criteria, and report Program activity to the TDC as part of the Council's regular review of tourism expenditures.

Table #1 reflects how the Program would operate at the recommended scale. The details are illustrative and subject to refinement. Final tiers, thresholds, rates and caps will be finalized based on input from the TDC and formal adoption by the Board on December 8, 2026.

Table #1: Proposed Program Tiered Structure

Evaluation Criteria	Tier 1:	Tier 2:
Max. Incentive Award	Up to $50,000	Up to $25,000
Attendance Threshold	30,000+ Single-Day OR 20,000+ Multi-Day Cumulative	10,000+ Single-Day OR Multi-Day Cumulative
Lodging Benchmark	2,000+ Trackable Hotel Room Nights	1,000+ Trackable Hotel Room Nights

Implementation Timeline

This item provides a Budget Amendment to allocate $250,000 from available Fiscal Year (FY) 2026 Tourism fund balance to support the Impact Program immediately upon Board adoption on December 8, 2026. Implementation of the IMPACT Program also requires a public hearing to revise the County's Tourist Development Plan. A separate agenda item (Agenda Item #33) already scheduled for the September 15, 2026 meeting, provides a public hearing to amend the Tourist Development Plan related to the administration and oversight structure for the County's Cultural Tourism Grant programs. The proposed revisions also include the establishment of the "Targeted Tourism Industry Sector Incentive Programs" which would authorize the County's TDT revenues to be utilized for performance-based incentive programs, such as the proposed IMPACT Program.

Staff will finalize the program guidelines (qualifying criteria, scoring methodology, application guidelines, and standard agreement templates) to be presented to the TDC for consideration at its next meeting on November 12, 2026. The IMPACT Program will be brought back to the Board on December 8, 2026 for formal adoption in County policy.

Subsequently, the Division of Tourism will engage with Colleges and Universities on the approved IMPACT program guidelines and application process. Upon receipt of an IMPACT application, staff will review to ensure compliance with the eligibility criteria and program guidelines. Recommendation for funding award would be presented to the TDC for final approval. As presented earlier in the item, funding would be disbursed at the conclusion of the event for cost reimbursement (no advance payments) and require submittal of performance measures (i.e., out-of-market marketing, attendee audits, hotel room-night generation, etc.). The program funding would be included in the Tourism budget through the County's annual budget process in subsequent cycles.

Conclusion

The proposed IMPACT Program would provide a dedicated performance-based incentive to attract large-scale marquee events to collegiate venues at FSU, FAMU, and TSC. By leveraging the capacity of these facilities, the IMPACT Program would provide a new tool for the Division of Tourism and its collegiate partners to compete for high-profile entertainment, sporting, and cultural events that generate out-of-market visitation, hotel room nights, and increased destination exposure for Tallahassee-Leon County.

The recommended annual investment of $250,000 in TDT revenues, with individual incentives capped at $50,000 per event, would be tied to measurable tourism outcomes and provided only after required performance measures are achieved and verified. As described in this agenda item, utilization of TDT for this purpose is contingent upon Board approval of a separate public hearing item (Agenda Item #33) on the County's Tourist Development Plan to establish the "Targeted Tourism Industry Sector Incentive Programs" as an eligible TDT allocation. This would authorize the County's TDT revenues be utilized for performance-based incentive programs, such as the proposed IMPACT Program.

The recommended actions provide the necessary revisions to the County Tourist Development Plan to utilize TDT for performance-based incentive programs (Agenda Item #33), allocate $250,000 in TDT revenues to be immediately available upon the Board's formal adoption of the IMPACT Program, and seeks to finalize the program guidelines at the next TDC meeting to be brought back to the Board on December 8, 2026. Following Board adoption, the Division of Tourism will engage with Colleges and Universities on the approved IMPACT program guidelines and application process. Upon receipt of an IMPACT application, staff will review to ensure compliance with the eligibility criteria and program guidelines. The program performance, economic impact, and budget reconciliations will be reviewed annually by the TDC and through the annual budget development process. The program funding would be included in the Tourism budget through the County's annual budget process in subsequent cycles.

Options:

1. Direct staff to finalize the IMPACT Program to host large marquee events with local colleges and universities including the venue eligibility criteria, seating capacity matrices, out-of-market visitor metrics, repeat event performance standards, and marketing reimbursement guidelines for consideration by the Tourist Development Council, and bring back a formal policy for Board adoption to implement the IMPACT Program.
2. Approve the Resolution and associated Budget Amendment (Attachment #1) providing $250,000 from Tourist Development Tax revenue contingent upon and effective after the Board's adoption of an updated Leon County Tourist Development Plan in Sec. 11-710, Leon County Code (Agenda Item #33), the updates of which would allow for the IMPACT Program as proposed.
3. Do not direct staff to finalize the IMPACT Program to host large marquee events with local colleges and universities.
4. Board direction.

Recommendation:

Options #1 and #2

Attachment:

1. Resolution and associated Budget Amendment Request

RESOLUTION NO.

WHEREAS, the Board of County Commissioners of Leon County, Florida, approved a budget for fiscal year 2025/2026; 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 15th day of September, 2026.

LEON COUNTY, FLORIDA

By:_____
Christian Caban, Chairman
Board of County Commissioners

ATTESTED BY:
Gwen Knight, Clerk of Court
& Comptroller, Leon County, Florida

By:_____

APPROVED AS TO FORM:
Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

By:_____

FISCAL YEAR 2025/2026
BUDGET AMENDMENT REQUEST

No: BAB26026
Date: 9/1/2026

Agenda Item No:
Agenda Item Date: 9/15/2026

County Administrator
Vincent S. Long

Assistant County Administrator
Ken Morris

Request Detail

Revenues

Account Information					Current Budget	Change	Adjusted Budget
Fund	*Org*	*Acct*	*Prog*	*Title*			
160	000	399900	000	Appropriated Fund Balance	3,212,415	250,000	3,462,415
				Subtotal:		250,000	

Expenditures

Account Information					Current Budget	Change	Adjusted Budget
Fund	*Org*	*Acct*	*Prog*	*Title*			
160	302	54900	552	Other Current Charges & Obligations	150,000	250,000	400,000
				Subtotal:		250,000	

Purpose of Request

This budget amendment appropriates $250,000 from the Division of Tourism's fund balance to promote partnerships with local colleges and universities to host large marquee events to drive significant tourism visibility and economic impact in Leon County.

Division/Department
1102/11

Georgette Daniels, Budget Manager

Roshaunda Bradley, Budget Director

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

Leon County
Board of County Commissioners

Notes for Agenda Item #28

Leon County Board of County Commissioners

Agenda Item #28

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Placement of a Commemorative Marker Honoring Dr. Charles Evans on Courthouse Grounds

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Nawfal Ezzagaghi, Assistant County Administrator
Lead Staff / Project Team:	Maggie Theriot, Director, Office of Resource Stewardship

Statement of Issue:

This item seeks Board direction on placement of a commemorative marker on the Leon County Courthouse grounds recognizing Dr. Charles Evans.

Fiscal Impact:

This item has no fiscal impact to the County. The Florida Civil Rights Museum will cover all costs associated with the design, fabrication, and installation of the marker.

Staff Recommendation:

Option #3: Board Direction.

Report and Discussion

Background:

At its July 14, 2026, meeting, the Board requested an agenda item providing options for the placement of a marker on the Leon County Courthouse grounds recognizing Dr. Charles Evans.

Dr. Evans served the community over multiple decades as a FAMU Professor, President of the NAACP, and civil rights advocate. He was trained as a Navy pilot before completing his service as a computer-programming officer, then earned his MBA and PhD from Syracuse University. He arrived in Tallahassee in 1982 and joined Florida A&M University's School of Business and Industry, serving as a full professor and Associate Dean for over thirty years, until 2013.

Alongside his academic work, Dr. Evans held a series of leadership roles within the Tallahassee Branch of the NAACP before being elected its President in 1990, serving 14 years. He also chaired the Education Committee for the Florida State Conference of NAACP Branches from 1989 to 2008. During this period, he brought two lawsuits against the Leon County School District (District): one that initiated the single-member district system for School Board elections, replacing an at-large system that had prevented African American from being elected to the Board until 1990, and another over hiring and promotion inequities within the District. He was also appointed to several state bodies, including the Judicial Council and Physical Therapy Board for the State of Florida, and he contributed to the City of Tallahassee (City) hiring its first Black City Manager and Police Chief in 1997. While Dr. Evans did not serve within the court system, his decades of advocacy reflected a career dedicated to justice and equal access under the law.

The City and the NAACP have each recognized Dr. Evans in ways tied to his work and residence. The City renamed Chapman Pond in his honor in 2020. In May 2026, the City also authorized Circle Drive to be designated as the "Drs. Charles & Connie Evans Honorary Roadway." Both sites are in the Myers Park neighborhood, where the Evans family lived. Separately, in December 2025, the NAACP unveiled a mural at its area headquarters titled "Legacy in Motion," featuring Dr. Evans alongside other civic leaders.

The Florida Civil Rights Museum (FCRM) is a nonprofit organization dedicated to preserving and presenting the history of Florida's civil rights and education pioneers. Its Florida Civil Rights and Education Heritage Trail (Heritage Trail) is one of its initiatives. FCRM's operations are funded through State appropriations. Within its most recent allotment, the Legislature designated $71,000 specifically to support the Heritage Trail's marker initiative. To date, FCRM has released two volumes of the Heritage Trail, featuring places and individuals from across Florida, and has selected approximately a dozen of those featured to receive physical markers, with the potential for future volumes and additional markers. Area markers include one placed by the City at the corner of FAMU Way and Eugenia Street honoring E. Lilyan Spencer, and four placed through the Leon County School Board.

Through the Heritage Trail, FCRM will provide for this marker's design, fabrication, installation, and replacement as needed (Attachment #1). These terms would be governed through a license agreement with FCRM, to be executed following Board approval of the marker's placement.

County Policy 97-3 governs the naming of County-owned spaces, buildings, and structures. Generally, Policy 97-3 allows the Board to recognize individuals for significant contributions to the County based on criteria such as local or state significance, provided the honoree is not currently serving in public office or as a County employee. However, the policy is not applicable to FCRM's request for the placement of a marker as it does not involve naming or renaming any County-owned property.

FCRM's request also differs from a formal historical marker issued through the Florida Division of Historical Resources (DHR). The Division's program designates Official Florida Historical Markers, with Florida Heritage Marker as one category within that designation, used for people, events, and places of local, regional, or statewide significance. Markers under the DHR program are reviewed by the state's Historic Marker Council and require the honoree to have been deceased at least 30 years. Dr. Evans passed in 2013, thirteen years ago. The Heritage Trail is FCRM's own initiative, and the content of the proposed marker was developed by FCRM (Attachment #2).

Analysis:

At the Board's request, staff conducted a review of the Courthouse grounds to identify a suitable placement location for the marker. The grounds host several existing features, including a state historical marker addressing Leon County's founding and early history, a veteran's memorial, a memorial to victims of drunk driving, and way-finding signage. Underground infrastructure – including below-grade parking garage electrical infrastructure and irrigation lines – further limits where a marker's footer can be structurally supported.

Taking these factors into account, along with the need for adequate space for visitors to safely access and read the marker, the northwest corner of the grounds was identified as suitable. This site, which is naturally shaded and proximate to existing seating and walkways, was reviewed in person with a representative of FCRM, who expressed support for the location (Attachment #3).

Should the Board approve the placement of this commemorative marker on the Courthouse grounds, FCRM intends to host an unveiling ceremony within 45 days. FCRM has requested County support for the ceremony in the form of a tent, chairs, and audio equipment.

In summary, staff evaluated the Courthouse grounds – accounting for existing memorials and signage, underground utility and electrical infrastructure, and the need for safe visitor access – and identified the northwest corner as the most suitable location for the marker. Since the request does not seek to name a County structure or property as provided for in Policy 97-3, this item seeks Board direction on placement of a commemorative marker on the Courthouse grounds. Upon Board direction, County Facilities Management will work alongside FCRM on their project's design, fabrication, and installation, ensuring seamless site access and coordination.

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Options:

1. Approve the placement of this commemorative marker at the northwest corner of the Courthouse grounds.
2. Do not approve the placement of this commemorative marker at the northwest corner of the Courthouse grounds.
3. Board direction.

Recommendation:

Option #3

Attachments:

1. Florida Civil Rights Museum Letter of Request
2. Proposed Commemorative Marker
3. Proposed Site Map

FLORIDA CIVIL RIGHTS MUSEUM, INC™
www.floridacivilrightsmuseum.org

July 6, 2026

The Honorable Members of the
Leon County Board of County Commissioners
301 South Monroe Street, Leon County Courthouse, 5th Floor
Tallahassee, Florida 32301

Dear Members of the Board of County Commissioners:

On behalf of the Florida Civil Rights Museum, Inc.℠ (FCRM), we extend our sincere appreciation to each of you for your leadership, public service, and continued commitment to the citizens of Leon County.

The Florida Civil Rights Museum respectfully submits for the Board's consideration and support a request to authorize the placement of the official Dr. Charles L. Evans Florida Civil Rights and Education Heritage Trail Historical Marker on the grounds of the Leon County Courthouse.

We believe the Leon County Courthouse is an especially appropriate location to honor a man whose life was devoted to justice, education, public service, civic leadership, and the advancement of constitutional rights.

Dr. Charles Leonard Evans, Sr. devoted his life to advancing education, public service, and community leadership throughout Leon County and the State of Florida. Raised in segregated Durham, North Carolina, he became active in the NAACP as a young man and helped organize student participation in the historic 1963 March on Washington. After graduating as valedictorian of Merrick-Moore High School, he earned a degree in Engineering Mathematics from North Carolina A&T State University before serving his country with distinction as a United States Navy pilot, retiring with the rank of Lieutenant.

Following his military service, Dr. Evans pursued an exceptional professional career, serving as a systems analyst with General Electric before earning both a Master of Business Administration and a Doctor of Philosophy from Syracuse University. In 1982, he joined the faculty of Florida A&M University's School of Business and Industry, where he served for more than thirty years as Professor and Associate Dean. During his distinguished tenure, he mentored thousands of students and helped prepare generations of future business and community leaders.

Beyond academia, Dr. Evans distinguished himself as one of Leon County's foremost community and civic leaders. During his fourteen-year tenure as President of the Tallahassee Branch of the NAACP, he strengthened the organization through visionary leadership, helped secure its first permanent headquarters, authored strategic plans at the state and

national levels, expanded voter registration efforts, mentored emerging leaders, and championed numerous historic preservation initiatives.

His influence extended throughout Leon County through his service with numerous civic, educational, religious, and nonprofit organizations, including the FAMU Federal Credit Union Board and Bethel African Methodist Episcopal Church, where he faithfully served as a Trustee and Founding Chairman of its Community Development Corporation.

The Leon County Courthouse stands as one of our community's foremost symbols of justice, public service, and the rule of law. Placing Dr. Evans' historical marker on the courthouse grounds would permanently recognize an individual whose life's work embodied these principles. It would also provide an important educational resource for residents, students, visitors, and future generations seeking to understand the people whose leadership helped shape Leon County.

Importantly, the Florida Civil Rights Museum wishes to emphasize that the historical marker will be designed, fabricated, and installed at no cost whatsoever to Leon County or its taxpayers. The project is being funded by the Florida Civil Rights Museum via the Florida Legislature, specifically dedicated to preserving and commemorating Florida's civil rights and educational history.

Because these appropriated funds are subject to legislative expenditure deadlines, timely consideration and approval are essential to ensure that this important project can move forward within the required funding period. Accordingly, we respectfully request that the Leon County Board of County Commissioners approve the placement of the Dr. Charles L. Evans Florida Civil Rights and Education Heritage Trail Historical Marker on the grounds of the Leon County Courthouse and authorize the appropriate County staff to work with the Florida Civil Rights Museum to identify and approve a suitable location for its installation.

Enclosed for your review is a conceptual rendering of the proposed historical marker. We would welcome the opportunity to appear before the Board and to meet with the appropriate County officials and staff to discuss the proposal, answer any questions, and coordinate the marker's placement and installation.

The life and legacy of Dr. Charles L. Evans represent an important chapter in the history of Leon County. As an educator, veteran, civil rights leader, mentor, churchman, and community servant, Dr. Evans dedicated decades of his life to strengthening the institutions and people of this community. We believe placing his historical marker at the Leon County Courthouse would provide a fitting and lasting tribute to that extraordinary legacy.

Thank you for your leadership and your continued dedication to preserving the history and honoring the individuals whose contributions have strengthened Leon County and the State of Florida. We deeply appreciate your consideration of this request and look forward to the opportunity to work with the Leon County Board of County Commissioners in recognizing the remarkable life and legacy of Dr. Charles L. Evans.

With sincere appreciation and highest regard, we remain,

Respectfully yours,

Sincerely,

Jacqueline Y. Perkins

Jacqueline Y. Perkins
Co-Executive Director

Delaitre J. Hollinger

Delaitre J. Hollinger
Co-Executive Director

Contact Information:
Florida Civil Rights Museum, Inc.℠
Email: floridacivilrightsmuseum@gmail.com
Jacqueline Y. Perkins: (850) 294-3768
Delaitre J. Hollinger: (850) 296-5590
www.floridacivilrightsmuseum.org

FLORIDA CIVIL RIGHTS MUSEUM INC

DR. CHARLES L. EVANS

(JULY 23, 1945 - AUGUST 21, 2013)



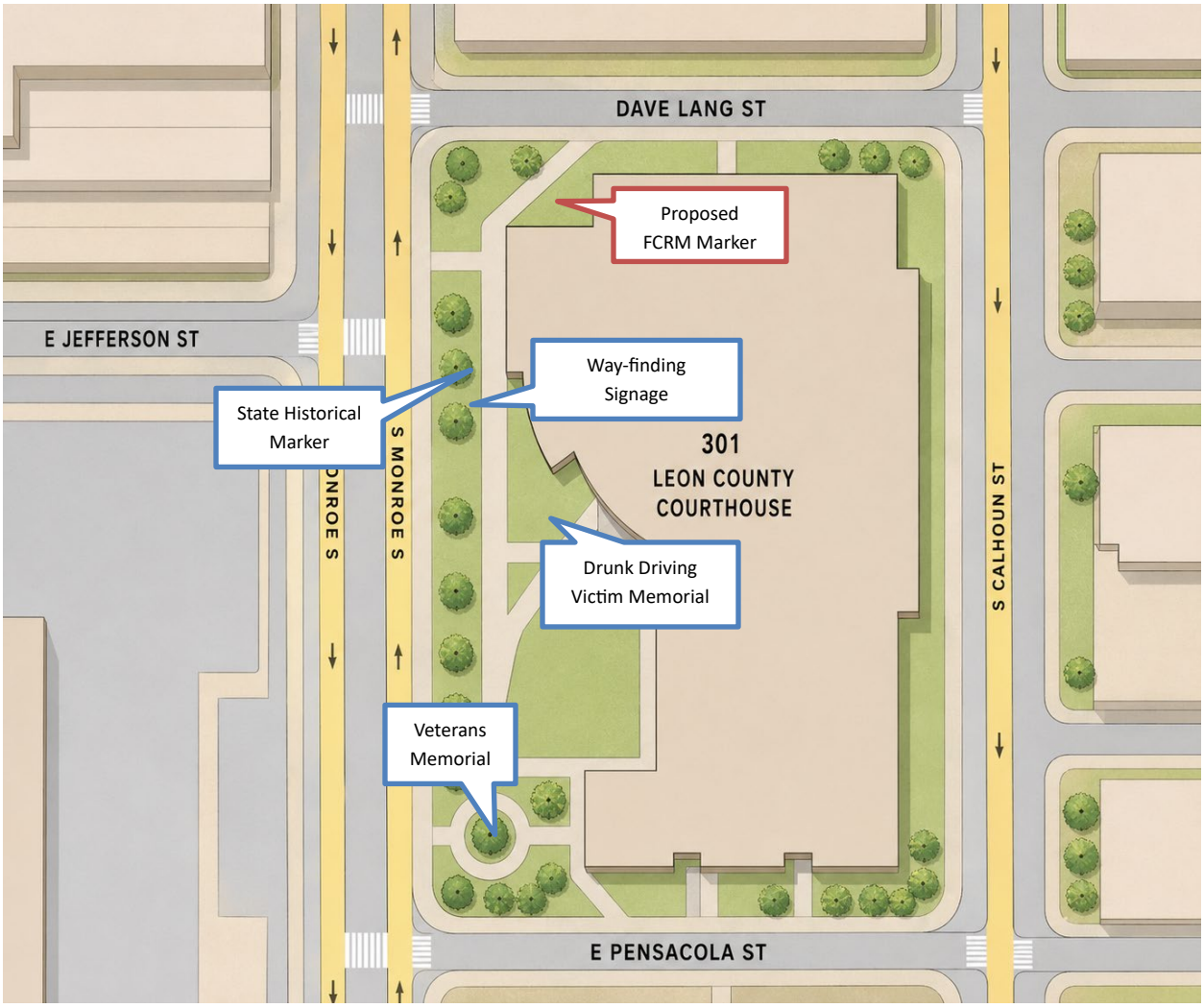
DR. CHARLES LEONARD EVANS SR. WAS A CIVIL RIGHTS LEADER, EDUCATOR, AND COMMUNITY PILLAR. RAISED IN SEGREGATED DURHAM, NC, EVANS JOINED NAACP YOUTH CAMPAIGNS, HELPING ORGANIZE STUDENT TRAVEL TO THE 1963 MARCH ON WASHINGTON. HE WAS VALEDICTORIAN OF MERRICK-MOORE HIGH, A GRADUATE OF NORTH CAROLINA A&T STATE UNIVERSITY IN ENGINEERING MATHEMATICS, NAVY PILOT (RETIRED AS LIEUTENANT), SYSTEMS ANALYST AT GENERAL ELECTRIC, AND EARNED MBA AND PH.D. DEGREES FROM SYRACUSE UNIVERSITY. IN 1982, DR. EVANS JOINED FLORIDA A&M UNIVERSITY'S SCHOOL OF BUSINESS AND INDUSTRY, SERVING 32 YEARS AS PROFESSOR AND ASSOCIATE DEAN. PRESIDENT OF THE TALLAHASSEE BRANCH NAACP FOR 14 YEARS, HE SECURED ITS FIRST HEADQUARTERS, AUTHORED STATE AND NATIONAL STRATEGIC PLANS, LED VOTER REGISTRATION DRIVES, YOUTH MENTORSHIP PROGRAMS, AND HISTORIC PRESERVATION EFFORTS. HE WAS A STAUNCH MEMBER OF BETHEL A.M.E. CHURCH, WHERE HE SERVED AS A TRUSTEE AND FOUNDING CHAIRMAN OF THE COMMUNITY DEVELOPMENT CORPORATION AND A MEMBER OF KAPPA ALPHA PSI FRATERNITY, INCORPORATED. HE SERVED ON NUMEROUS BOARDS IMPACTING EDUCATION, CIVIL RIGHTS, AND COMMUNITY DEVELOPMENT INCLUDING CHAIRING THE FAMU CREDIT UNION BOARD. EVANS LEFT AN ENDURING LEGACY OF LEADERSHIP, ACTIVISM, AND SERVICE TO TALLAHASSEE AND BEYOND.

SPONSORED BY:
THE FLORIDA CIVIL RIGHTS MUSEUM, INC.℠,
THE FLORIDA DEPARTMENT OF STATE

122877655 KP 2/23/26 30x30 DL CUSTOM SHAPE

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Location of proposed Florida Civil Rights and Education Heritage Trail commemorative marker



Leon County
Board of County Commissioners

Notes for Agenda Item #29

Leon County Board of County Commissioners

Agenda Item #29

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Full Board Appointments to the Animal Shelter Advisory Board and the Council on Culture and Arts Board

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator
Lead Staff / Project Team:	Lisa Davis, Agenda Coordinator

Statement of Issue:

This item seeks the full Board's consideration of the appointment of citizens to the Animal Shelter Advisory Board and the Council on Culture and Arts Board.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

Option #1: Appoint three citizens, Dr. Shanna Autry, Tiffany Santner, and James Melin, to the Animal Shelter Advisory Board for three-year terms ending September 30, 2029 (Attachments #1, #2, and #3).

Option #2: Appoint one citizen to the Practicing Artist seat on the Council on Culture and Arts Board for a four-year term ending September 30, 2030, from the slate of three COCA nominees (Attachment #4). The eligible applicants are: Ann Kozeliski, Walter Liebrich, and Dr. Lisa Waxman.

Option #3: Appoint one citizen to the At-Large seat on the Council on Culture and Arts Board for a four-year term ending September 30, 2030, from the slate of three COCA nominees (Attachment #5). The nominees are: Erika Branchcomb, Robert Buccellato, and Erika Zambello.

Report and Discussion

Background:

Pursuant to Policy No. 03-15, "Board-Appointed Citizen Committees", a General Business item is presented to fill vacancies for full Board appointments of citizens to Authorities, Boards, Committees, and Councils.

Analysis:

Animal Shelter Advisory Board (ASAB)

Purpose: The ASAB is a citizen board in support of the Tallahassee-Leon Community Animal Services Center. Responsibilities include assisting in the development of Animal Services' mission and policies; reviewing and recommending long range planning and budgeting for Animal Services; providing research, guidance, advice, sponsor reports, and contributing information relevant to Animal Services program development, policies, and procedures; and serving as liaisons to the community, increasing support and awareness of Animal Services, and assisting in the resolution of citizen concerns, issues, and grievances.

Composition: The membership is comprised of twelve (12) members: nine (9) members appointed by the Mayor of the City of Tallahassee and three (3) members appointed by the Board of County Commissioners. Members appointed by the Board of County Commissioners must be County residents or County property owners per the ASAB bylaws. Members serve three-year terms and are limited to no more than two full consecutive terms. Vacancies are filled for the remainder of the unexpired term.

Vacancies: In July of 2026, Board-appointed members Dr. Shanna Autry and Tiffany Santner were appointed to two seats for the remainder of unexpired terms ending September 30, 2026. Both members are eligible for and are seeking reappointment. Their applications and resumes are included as Attachments #1, and #2, respectively. Board-appointed member Jamie Clift Rager also has a term expiring on September 30, 2026 but has served two full terms and is not eligible for reappointment. The City of Tallahassee also has two vacant seats. All eligible applicants for Board consideration are listed in Table #1.

Table #1: Animal Shelter Advisory Board

Vacancies *Term Status*	**Term Expiration**	**Eligible Applicants** **Application Attachment #**	**Recommended Action**
Dr. Shanna Autry *Served 1 partial term* *Seeking reappointment* Tiffany Santner *Served 1 partial term* *Seeking reappointment* Jamie Clift Rager *Served 2 full terms* *Not eligible for reappointment*	9/30/2026	1. Dr. Shanna Autry 2. Tiffany Santner 3. James Melin	Appoint **three** citizens for three-year terms ending September 30, 2029.

Council on Culture & Arts Board (COCA)

Purpose: The responsibility of COCA is to stimulate greater awareness and appreciation of the importance of the arts; encourage and facilitate greater and more efficient use of governmental and private resources for the development and support of the arts; and promote the development of resident artists, art institutions, community organizations sponsoring art activities and audiences.

Composition: In accordance with Section 265.32(2)(b), Florida Statutes, COCA is comprised of 15 members appointed by the Board and two ex officio members: one County Commissioner and one City Commissioner. On October 14, 2003, the Board authorized the Mayor of the City of Tallahassee (Mayor) to recommend seven COCA members in consideration for the City's contribution to COCA. Of the 15 Board appointments, eight members are appointed by the Board from a list of recommended applicants from COCA, while seven members are recommended by the Mayor, also from a list of recommended applicants from COCA, and appointed by the Board. In addition, there are five nonvoting ex officio members serving as liaisons, including representatives from FSU, FAMU, TSC, Leon County Schools, and the Tourist Development Council.

Currently, Commissioner Brian Welch is serving as the Board's ex officio member on the COCA Board.

Per COCA's bylaws, the 15 Council members shall include two Practicing Artists, two members from the Heritage Community, and at least one member each from Volunteer, Business/ Economic Development, Tourism, Finance, or Marketing.

Pursuant to Section 265.32, Florida Statutes, members are appointed for a four-year term, and no Council member may serve more than two full terms without a two-year period of non-membership following the expiration of the members' second term. Members must be qualified electors residing in the County. In filling a vacancy, the replacement Council member shall be selected by the Board from a list of three candidates submitted by the remaining members of the Council. The Council considers suggestions or recommendations made by members of the public; representative civic, labor, and cultural associations; and groups concerned with encouraging the development and appreciation of the arts before submitting the list of candidates to the Board. In the event that none of the three candidates nominated by the Council meets Board approval, the Council shall submit another and entirely different list for Board consideration to fill the vacancy.

Vacancies: The terms of two members, Dan Taylor (County Practicing Artist seat) and Rachelle McClure (County At-Large seat), are set to expire on September 30, 2026.

Dan Taylor has served one full term and one partial term and is not seeking reappointment. The COCA Board has recommended three applicants for the Practicing Artist seat. The recommendation letter along with applications for those three applicants are included as Attachment #4. Rachelle McClure has served one full term and one partial term and is not seeking reappointment. The COCA Board has recommended three applicants for the County At-Large seat. The recommendation letter along with applications for those three applicants are included as Attachment #5.

Table #3: Council on Culture & Arts Board

Vacancies Category *Status*	**Term Expiration**	**Nominees** **Application Attachment #**	**Recommended Action**
Dan Taylor County Practicing Artist *Served one full and one partial term* *Not seeking reappointment*	9/30/2026	4. Ann Kozeliski; Walter Liebrich; Dr. Lisa Waxman	Appoint **one** citizen to the County Practicing Artist seat for a four-year term ending September 30, 2030.
Rachelle McClure County At-Large seat *Served one full and one partial term* *Not Seeking reappointment*	9/30/2026	5. Erika Branchcomb; Robert Buccellato; Erika Zambello	Appoint **one** citizen to the County At-Large seat for a four-year term ending September 30, 2030.

Options:

1. Appoint three citizens, Dr. Shanna Autry, Tiffany Santner, and James Melin, to the Animal Shelter Advisory Board for three-year terms ending September 30, 2029.
2. Appoint one citizen to the Practicing Artist seat on the Council on Culture and Arts Board for a four-year term ending September 30, 2030, from the slate of three COCA nominees (Attachment #4). The eligible applicants are: Ann Kozeliski, Walter Liebrich, and Dr. Lisa Waxman.
3. Appoint one citizen to the At-Large seat on the Council on Culture and Arts Board for a four-year term ending September 30, 2030, from the slate of three COCA nominees (Attachment #5). The nominees are: Erika Branchcomb, Robert Buccellato, and Erika Zambello.
4. Board Direction.

Recommendation:

Options #1 through #3

Attachments:

1. Dr. Shanna Autry application and CV
2. Tiffany Santner application and resume
3. James Melin application
4. COCA Board nomination letter for the Practicing Artist seat and applications for Ann Kozeliski, Walter Liebrich, and Dr. Lisa Waxman.
5. COCA Board nomination letter for the At-Large seat and applications for Erika Branchcomb, Robert Buccellato, and Erika Zambello.

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
ANIMAL SHELTER ADVISORY BOARD

It is the applicant's responsibility to keep this information current. To advise the County of any changes please contact Lisa Davis by telephone at (850) 606-5300 or by e-mail at DavisLis@leoncountyfl.gov.

Applications will be discarded if no appointment is made after two years.

Name: Dr. Shanna Autry | **Date:** 5/7/2026 4:11:21 PM

Home Address:	2343 Lake Hall Rd Tallahassee, FL 32309	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	Yes
Home Phone:	(850) 212-2691	**Do you own property in the Tallahassee City Limits?**	Yes
Primary Email:	shanna.l.autry@gmail.com	**How many years have you lived in Leon County?**	25

(EMPLOYMENT INFORMATION)

Employer:	Florida Legislature	**Work Address:**	Pepper Building 111 W Madison St, Suite 312, Tallahassee, FL 32309
Occupation:	Senior Legislative Education Policy Analyst		
Work/Other Phone:	(850) 717-0509	**Work Email:**	autry.shanna@oppaga.fl.gov

(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: White **Gender:** F **Age:** 50

District: District II **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Abbey Ivey, Ed.D.	**Name:**	Carrie E. Henderson, Ph.D.
Address:	9833 Thunder Hill Trail Tallahassee, FL 32312	**Address:**	851 E Call St Tallahassee, FL 32301
Phone:	(954) 254-7333	**Phone:**	(239) 590-5626

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

I am interested in serving on the Leon County Animal Control Advisory Committee because I value the important role animal welfare organizations play in supporting both animals and the community. Through my volunteer work with Feline Advocates of Leon County, I have seen the impact of collaboration among shelters, rescue organizations, local government, and community members.

My background in public policy, stakeholder engagement, strategic planning, and organizational leadership would allow me to contribute thoughtfully to committee discussions and community-focused solutions related to animal welfare and public service.

(COMMITTEE QUESTIONNAIRE)

IMPORTANT LEGAL REQUIREMENTS FOR COMMITTEE/BOARD/AUTHORITY MEMBERSHIP

Citizen participation is important in developing Leon County's programs and policies, and in providing quality public services to the community. We appreciate your interest in serving on a committee and would like to bring a few items to your attention. As a member of a committee/board/authority, 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 for violating these applicable laws include criminal penalties, civil fines, and the voiding of any committee/board/authority 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, please take a few minutes to complete the mandatory orientation. Your application will not be deemed complete until you have completed the orientation.

Have you completed the Applicant Orientation for membership on Citizen Committees, Board & Authorities?* *Yes*

Are you currently serving on a County Advisory Committee or other Committee/Authority/Board?* *No*

Have you served on any previous Leon County committees?* *No*

Are you willing to complete a financial disclosure form if applicable?* *Yes*

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*

Are you or your employer, or your spouse or child or their employers, currently doing business with Leon County?* *No*

Are you or your employer, or your spouse or child or their employers, currently doing business with the Committee/Board/Authority to which you are applying for membership?* *No*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on a Committee/Board/Authority? (i.e. would you have frequent or reoccurring voting conflicts?)* *No*

Do you foresee participating in any competitive bid process for Leon County business during your time serving on this committee/board/authority?* *No*

Do you foresee participating in any competitive bid process involving business with the Committee/Board/Authority to which you are applying, during your time serving on that entity?* *No*

Is your personal information exempt from public records disclosure in accordance with FS 119.071(2)(j)1 or FS 119.071(4)? *No*

Members on this Board must be a Leon County resident or Leon County property owner.

All statements and information provided in this application are true to the best of my knowledge.

Signature: *Dr. Shanna Autry*

The application was electronically sent: 5/7/2026 4:11:21 PM

SHANNA AUTRY, ED.D.

TALLAHASSEE, FL | 850.212.2691 | SHANNA.L.AUTRY@GMAIL.COM | LINKEDIN.COM/IN/SHANNA-AUTRY/

PROFESSIONAL SUMMARY

Strategic public sector leader with more than 20 years of experience in policy analysis, organizational leadership, stakeholder engagement, and community-focused program development. Experienced in governance, strategic planning, budgeting, cross-agency collaboration, and translating complex public policy issues into actionable solutions. Strong background working with underserved populations, facilitating community partnerships, and leading initiatives focused on access, support, and long-term outcomes.

AREAS OF EXPERTISE

Strategic Planning | Public Policy & Governance | Community Partnerships | Budget Oversight | Program Evaluation | Stakeholder Engagement | Organizational Leadership | Grant Administration | Facilitation & Public Engagement

COMMUNITY LEADERSHIP & SERVICE

Feline Advocates of Leon County | *Volunteer*
Girls on the Run | *Former Board Member*
Junior League of Tallahassee | *Sustaining Member*
Florida Association for Student Success – *Former Board Member*
National Association of Student Personnel Administrators (NASPA) | *Member*
National Academic Advising Association (NACADA) | *Member*

PROFESSIONAL DEVELOPMENT

Institutional Research, Florida State University**,** *Tallahassee, FL*
Social/Behavioral Research, CITI Program, *Ft. Lauderdale, FL*
Certified Contract Manager, State of Florida
Inclusive and Ethical Leadership, University of South Florida
Diversity, Equity, and Inclusion in the Workplace*,* University of South Florida

PROFESSIONAL EXPERIENCE

Senior Legislative Education Policy Analyst, Florida Legislature Office of Program Policy Analysis and Government Accountability (OPPAGA), *Tallahassee, FL* | April 2024 - Present

- Lead statewide partnerships with public institutions, government agencies, and community organizations to evaluate and improve public programs and services.
- Manage complex, multi-stakeholder initiatives involving strategic planning, policy analysis, public engagement, and implementation support.
- Develop data-informed recommendations for executive and legislative decision-makers on issues impacting Florida residents and public systems.
- Facilitate collaboration across agencies and organizations to align priorities, build consensus, and improve outcomes.
- Design and oversee surveys, focus groups, and evaluation strategies to support evidence-based decision-making.

Policy Development and Research Consultant, Downs & St. Germain Research, *Tallahassee, FL* | June 2021 – April 2024

- Partnered with government agencies, nonprofits, and community organizations on research, planning, and organizational improvement initiatives.
- Led stakeholder engagement efforts, including workshops, focus groups, and strategic planning sessions.
- Developed actionable recommendations, implementation frameworks, and evaluation tools to support long-term organizational goals.
- Conducted mixed-methods research and translated findings into accessible reports for leadership teams and community stakeholders.

Leadership Training Consultant, JP Enterprises, *Remote* | August 2023 – April 2024

- Designed and delivered leadership development workshops and training programs, equipping organizations to navigate change and strengthen organizational effectiveness.

Contracted Consultant, TSG Advisors, *Tallahassee, FL*| September 2023 – December 2023

- Conducted institutional assessments of academic and career readiness programs, benchmarking practices to identify gaps and opportunities for improvement.

Adjunct Professor, Tallahassee State College, *Tallahassee, FL*| August 2016 – April 2024

- Designed and taught College Success (SLS1510), integrating academic planning, career readiness, and student success strategies to support diverse and first-generation students.

Director of Student Affairs, Division of Florida Colleges, Florida Department of Education, *Tallahassee, FL*| April 2019 – July 2023

- Directed statewide initiatives serving Florida's 28-college system and more than 650,000 students.
- Led policy development, compliance oversight, and strategic initiatives focused on access, support services, and student success.
- Managed collaboration among institutional leaders, state agencies, and community stakeholders to support statewide initiatives.
- Conducted stakeholder-driven research that informed statewide policy changes impacting vulnerable populations.
- Provided strategic guidance and technical assistance to institutional leadership teams across Florida.

Dean of Advising and Retention, Tallahassee State College, *Tallahassee, FL*| July 2016 – March 2019
Director of Student Success and Retention, Tallahassee State College, *Tallahassee, FL*| June 2013 – June 2016

- Oversaw eight student support departments, supervising more than 50 staff and managing a $1.4 million operational budget.
- Led institutional initiatives focused on retention, student support, and operational improvement.
- Implemented proactive intervention and case management systems to improve service delivery and outcomes.
- Secured and managed grant funding supporting workforce readiness and student success initiatives.
- Built partnerships across departments and external organizations to expand support services and community engagement.

Additional Higher Education & Policy Experience

Coordinator of Academic Program Support, Division of Florida Colleges, Florida Department of Education, *Tallahassee, FL*| September 2011 – June 2013
Educational Policy Analyst, Board of Governors, State University System of Florida, *Tallahassee, FL*| July 2010 – September 2011
Program Coordinator, College of Social Work, Florida State University, *Tallahassee, FL*| July 2008 – July 2010
Academic Advisor, Florida State University, *Tallahassee, FL*| June 2004 – July 2008
Adjunct Instructor, Florida State University, *Tallahassee, FL*| May 2007 – August 2009

Education

DOCTOR OF EDUCATION (ED.D.) Educational Leadership and Policy Studies**,** Florida State University**,** *Tallahassee, FL*
MASTER OF ARTS (M.A.), Education, University of Georgia**,** *Athens, GA*
BACHELOR OF ARTS (B.A.), Psychology, University of Georgia**,** *Athens, GA*

Awards

Tallahassee Community College Eagle Award for Employee Excellence
Florida State University Hardee Center for Leadership & Ethics in Higher Education Fellow
Florida State University Advising Award

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
ANIMAL SHELTER ADVISORY BOARD

It is the applicant's responsibility to keep this information current. To advise the County of any changes please contact Lisa Davis by telephone at (850) 606-5300 or by e-mail at DavisLis@leoncountyfl.gov.

Applications will be discarded if no appointment is made after two years.

Name: Ms. Tiffany Renee Santner | **Date:** 6/2/2026 1:55:50 AM

Home Address:	1973 Huckabee Road Tallahassee, FL 32311	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	No
		Do you own property in Leon County?	Yes
Home Phone:	(850) 830-1553	**Do you own property in the Tallahassee City Limits?**	No
Primary Email:	Tiffany.santner@gmail.com	**How many years have you lived in Leon County?**	14

(EMPLOYMENT INFORMATION)

Employer:	Self	**Work Address:**	1973 Huckabee Road Tallahassee, FL 32311
Occupation:	Graphic Designer		
Work/Other Phone:	(850) 830-1553	**Work Email:**	Tiffany.santner@gmail.com

(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: White **Gender:** F **Age:** 36

District: District V **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Lindsey Williams	**Name:**	Rebekah Faulk
Address:	1973 Huckabee Road	**Address:**	
Phone:	(850) 225-7580	**Phone:**	(850) 841-0090

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

(COMMITTEE QUESTIONNAIRE)

IMPORTANT LEGAL REQUIREMENTS FOR COMMITTEE/BOARD/AUTHORITY MEMBERSHIP

Citizen participation is important in developing Leon County's programs and policies, and in providing quality public services to the community. We appreciate your interest in serving on a committee and would like to bring a few items to your attention. As a member of a committee/board/authority, 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 for violating these applicable laws include criminal penalties, civil fines, and the voiding of any committee/board/authority 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, please take a few minutes to complete the mandatory orientation. Your application will not be deemed complete until you have completed the orientation.

Have you completed the Applicant Orientation for membership on Citizen Committees, Board & Authorities?* *Yes*

Are you currently serving on a County Advisory Committee or other Committee/Authority/Board?* *No*

Have you served on any previous Leon County committees?* *No*

Are you willing to complete a financial disclosure form if applicable?* *Yes*

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*

Are you or your employer, or your spouse or child or their employers, currently doing business with Leon County?* *No*

Are you or your employer, or your spouse or child or their employers, currently doing business with the Committee/Board/Authority to which you are applying for membership?* *No*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on a Committee/Board/Authority? (i.e. would you have frequent or reoccurring voting conflicts?)* *No*

Do you foresee participating in any competitive bid process for Leon County business during your time serving on this committee/board/authority?* *No*

Do you foresee participating in any competitive bid process involving business with the Committee/Board/Authority to which you are applying, during your time serving on that entity?* *No*

Is your personal information exempt from public records disclosure in accordance with FS 119.071(2)(j)1 or FS 119.071(4)? *No*

Members on this Board must be a Leon County resident or Leon County property owner.

All statements and information provided in this application are true to the best of my knowledge.

Signature: *Ms. Tiffany Renee Santner*

The application was electronically sent: 6/2/2026 1:55:50 AM

Tiffany Santner

Your Marketing Coach

Tallahassee, FL 32311

tiffany.santner@gmail.com

+1 850 830 1553

Professional Summary

Creative Graphic Designer with 10+ years of experience blending art and analytics to deliver impactful visual solutions. Expert in Adobe Creative Suite, Figma, Canva, Procreate, and Corel, with a strong background in branding, layout design, and digital marketing. Adept at cross-functional collaboration, project leadership, and mentoring, seeking to leverage design expertise to elevate brand identity and user experience.

Work Experience

Graphic Designer/Owner
Graphics in Bloom
Tallahassee, FL
April 2025 to Present
*Discuss, Create, and Execute various projects suiting clients graphic design needs
*Create and/or Manage client websites from SEO to functionality
*Manage and monitor client social media presence
*Maintain relationships and contracts between clients and third party vendors
*Assist in Event Marketing

President (Volunteer/Elected)
Ochlockonee River Kennel Club
Havana, FL
January 2025 to Present
* Collaborated with Board of Directors to create and maintain club marketing goals
* Coordinated with Treasurer and Financial Committee to establish and manage annual budget
* Planned, promoted, and executed various club and community events
* Maintained and updated ORKC's website for SEO and managed third-party scheduling applications
* Managed and promoted ORKC's social media accounts to increase engagement
* Organized and executed community outreach events, educational programs, and fundraisers
* Assisted in coordinating two annual dog shows, including scheduling, contracts, and advertising
* Created digital and print co-op advertising with third-party teams
* Designed and distributed a quarterly newsletter featuring ads, content, and event promotions

Account Executive
Local iQ | USA Today Network | LOCALiQ
Tallahassee, FL

March 2023 to April 2025
* Managed full sales cycle from prospecting to closing and reporting ROI to clients
* Developed custom marketing packages and visual graphics for clients using Adobe Creative Suite
* Collaborated with creative teams to finalize designs for social media, websites, and event materials
* Designed flyers, one-sheets, and brochures using proper branding themes
* Assisted businesses in optimizing their online presence with digital and print marketing strategies
* Conducted client meetings, presentations, and design demonstrations
* Maintained client relationships and managed account revenue
* Utilized Salesforce CRM and collaborative software for project management
Sales Executive
InvestorsHub.com-Tallahassee, FL
June 2019 to February 2023* Managed full sales cycle and created custom packages for clients
* Designed and oversaw external ad campaigns for NewsWire products
* Provided customer support and upsold advertising and NewsWire services
* Managed a book of 50+ clients, exceeding annual revenue goals
* Distributed press releases and ensured legal compliance
* Managed and maintained client campaigns using reporting tools
* Led project management for development of new user and client-facing products, managing design
and marketing teams
Sales Associate/Custom Framer
Michaels Arts and Crafts / Aaron Brothers Custom Framing-Tallahassee, FL
June 2015 to June 2019
* Provided custom framing services and analyzed quality before sale
* Conducted sales transactions and met/exceeded six-figure sales goals
* Managed administrative paperwork and job assignments
* Contacted customers regarding quality issues and event notifications
* Delivered excellent customer service during high-stress periods
Photographer and Owner
Dreamer's Eye Photography
January 2012 to June 2019
* Provided digital and film photography services for weddings, portraits, and products
* Edited photography sessions using Adobe Photoshop and Lightroom
* Prepared lighting, posing, and backdrops for shoots
* Managed client requests and business operations
Photography Intern/Second Photographer
Sands of Time Photography
January 2011 to December 2012
* Assisted in wedding photoshoots and solo portraits
* Edited wedding sessions using Adobe Photoshop and Lightroom
* Supported lighting, posing, and backdrops during shoots
Education
Commercial Foods and Culinary Arts (Certificate)
Lively Technical College-Tallahassee, FL
2015 to 2016
Art History (Bachelor's degree)
Florida State University-Tallahassee, FL
August 2012 to May 2014

Associates
Northwest Florida State College-Niceville, FL
2008 to 2012Skills
Slack Project management Digital design Adobe Creative Suite Sales pipeline Jira Social media management Organizational skills Microsoft Office B2B marketing Email marketing Adobe InDesign Salesforce Web Development Procreate Software (Art tool) Vector graphics Branding PPC Campaign Management Events Management User Interface (UI) Layout design Figma Brand identity design Digital Marketing SharePoint Photography HubSpot Cold Calling SEO MailChimp Adobe Photoshop B2B Sales Project Management Software Google AdWords Web design Marketing WordPress Graphic design Google Analytics AI Content Development CRM software Framing Computer Networking Adobe Lightroom Adobe Illustrator Social media marketing Canva User Experience (UX) Press releases Analytics Sales Management
Additional Information
• Expert in Microsoft Office Programs
• Expert in Adobe Creative Suite Programs
• Expert in Canva
• Google Search Certified
• Proficient in Google Advertising
• Proficient in Atlassian Jira
• Proficient using AI such as ChatGPT for Marketing purposes
• Experience using Monday, Salesforce, Pipedrive, and Asana
• Critical Thinking
• Web and tech savvy
• Excellent communication skills
• Multi-Tasking
• Highly motivated self-starter
• Innovative problem-solving
• Enthusiastic learner

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
ANIMAL SHELTER ADVISORY BOARD

It is the applicant's responsibility to keep this information current. To advise the County of any changes please contact Lisa Davis by telephone at (850) 606-5300 or by e-mail at DavisLis@leoncountyfl.gov.

Applications will be discarded if no appointment is made after two years.

Name: Mr. James M Melin | **Date:** 11/20/2025 6:59:32 PM

Home Address:	5035 Louvinia Drive Tallahassee, FL 32311	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	No
		Do you own property in Leon County?	Yes
Home Phone:	(850) 445-1415	**Do you own property in the Tallahassee City Limits?**	No
Primary Email:	jmeltlh@gmail.com	**How many years have you lived in Leon County?**	10

(EMPLOYMENT INFORMATION)

Employer:	NWF Health Network	**Work Address:**	1000 West Tharpe Street Tallahassee, FL 32311
Occupation:	Fatherhood Peer Specialist		
Work/Other Phone:		**Work Email:**	jimmy.melin@nwfhealth.org

(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: White **Gender:** M **Age:** 62

District: District II **Disabled?** Yes

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Claudia Hysa	**Name:**	Michael Wright
Address:	20311 Central Avenue West, Blountstown, FL 32424	**Address:**	2756 Morgan Whiddon Road, Perry FL 32347
Phone:	(404) 488-7619	**Phone:**	(386) 853-0676

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

(COMMITTEE QUESTIONNAIRE)

IMPORTANT LEGAL REQUIREMENTS FOR COMMITTEE/BOARD/AUTHORITY MEMBERSHIP

Citizen participation is important in developing Leon County's programs and policies, and in providing quality public services to the community. We appreciate your interest in serving on a committee and would like to bring a few items to your attention. As a member of a committee/board/authority, 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 for violating these applicable laws include criminal penalties, civil fines, and the voiding of any committee/board/authority 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, please take a few minutes to complete the mandatory orientation. Your application will not be deemed complete until you have completed the orientation.

Have you completed the Applicant Orientation for membership on Citizen Committees, Board & Authorities?* *Yes*

Are you currently serving on a County Advisory Committee or other Committee/Authority/Board?* *No*

Have you served on any previous Leon County committees?* *No*

Are you willing to complete a financial disclosure form if applicable?* *Yes*

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*

Are you or your employer, or your spouse or child or their employers, currently doing business with Leon County?* *No*

Are you or your employer, or your spouse or child or their employers, currently doing business with the Committee/Board/Authority to which you are applying for membership?* *No*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on a Committee/Board/Authority? (i.e. would you have frequent or reoccurring voting conflicts?)* *No*

Do you foresee participating in any competitive bid process for Leon County business during your time serving on this committee/board/authority?* *No*

Do you foresee participating in any competitive bid process involving business with the Committee/Board/Authority to which you are applying, during your time serving on that entity?* *No*

Is your personal information exempt from public records disclosure in accordance with FS 119.071(2)(j)1 or FS 119.071(4)? *No*

Members on this Board must be a Leon County resident or Leon County property owner.

All statements and information provided in this application are true to the best of my knowledge.

Signature: Mr. James M Melin

The application was electronically sent: 11/20/2025 6:59:32 PM

JAMES MELIN

jmeltlh@gmail.com (850) 445-1415

Education

BS in Psychology, Liberty University, Lynchburg VA December 2022

- **Specialization**: Addictions & Recovery
- **Relevant Coursework**: General Psychology, Social Psychology, Overview of Theory and Treatment of Substance Abuse, Treatment & Recovery of Addiction

MA in Applied Catholic Theology, University of Mary, Bismarck ND April 2025

Experience

Fatherhood Initiative Peer Specialist – NWF Health Network 03/2025-Present

- Serve as a Recovery Ambassador, by promoting positive recovery message and services of NWF Health Network.
- Effectively communicate individualized resources, supports and services to fathers as they request this information and other support systems of those persons
- Assist fathers in articulating personal goals for recovery
- Work with fathers individually and in group
- Assist fathers with problem solving techniques and other essential life skills
- Assist fathers in their recovery process by engaging them in meaningful dialogues
- Assist fathers in working with their child welfare case manager and/or treatment team in determining the steps necessary to achieving their own reunification and recovery goals
- Share lived experience of any child welfare or substance use and co-occurring mental health recovery

Case Manager/Recovery Residence Specialist - DISC Village, Inc. 07/2023-03/2025

- Assist individuals to connect to needed services
- Support individuals in transition from residential to transitional care
- Educate and empower persons in transition into community

Therapeutic Assistant/Peer Specialist - DISC Village, Inc. 02/2019-07/2023

- Assist counselors in daily duties
- Monitor clients
- Transport clients to appointments
- Conduct urinalyses
- Advocate for clients
- Share resources and help in skill building

Data Entry/Custodian - Florida Catholic Conference 07/2018-02/2019

- Enter parish data into database
- Light custodial work

Social Services Worker/Front Desk Worker The Salvation Army 03/2016-06-2018

- Provide clients with clothing vouchers, food bags, and utility assistance
- Maintain client databases; maintain Emergency Disaster Services volunteer database, and communicate with volunteers
- Greet all visitors entering establishment, determine nature and purpose of visit, and direct or escort them to specific destinations, or provide social services assistance
- Operate multi-line phone to answer, screen, or forward calls, and provide information, take messages, or schedule appointments

Data Entry Operator - Florida Department of Health (through Manpower) 05/2015-03/2016

- Enter data into database
- Maintain records

Guest Services Representative - Motel 6 (San Francisco, CA 06/2014-02/2015

- Maintain positive guest relations
- Provide hotel information
- Register guests
- Make guests aware of room rates, special packages and promotions

Front Desk Worker - The Salvation Army Harbor Light Center (San Francisco, CA) 06/2012-06/2014

- Greet all visitors
- Provide security and safety for lobby
- Maintain schedule for counselors
- Answer multi-line phone
- Make announcements on PA

Skills

- Problem Solving
- Interpersonal Communication
- Critical Thinking
- Active Listening
- Social Perceptiveness
- Teamwork

Community Service

Homeless Outreach Volunteer The Salvation Army, San Francisco, CA June 2012-February 2015

Certifications

- Certified Recovery Peer Specialist December 2019-Present
- CPR & First Aid September 2023

COUNCIL ON CULTURE & ARTS
The Arts Live Here

August 10, 2026

Commissioner Christian Caban
Chairman, Leon County Commission
Office of the County Commission
301 S. Monroe Street, 5th Floor
Tallahassee, FL 32301

Dear Chairman Caban,

The Council on Culture & Arts Board of Directors will have a vacant Practicing Artist seat created by the end of Dan Taylor's term.

Due to County requirements and COCA's bylaws, COCA is required to put forth three names for each vacancy. As recommended by COCA's Nominating Committee, approved unanimously by COCA's Board of Directors, and in accordance with our organization's bylaws, the Board submits the following individuals for your consideration. Careful thought was given to the skills and influence this appointee will need to complement both the current membership of the Board, as well as the demographic composition of the Board as a whole.

Practicing Artist Seat (currently filled by Dan Taylor)
Ann Kozeliski, Artist, Self-Employed
Walter Liebrich, Senior Utility Analyst with the City of Tallahassee Electric and Gas Utility
Dr. Lisa Kinch Waxman, Artist, Self-Employed

We look forward to hearing from you soon regarding the Commission's actions. As always, please feel free to contact us if you have any questions.

Sincerely,

Kathleen Spehar
Executive Director

Cc: Lisa Davis, Agenda Coordinator

COUNCIL ON CULTURE & ARTS
The Arts Live Here

Board Applicants – Practicing Artist (County)

Name	Occupation	Ethnicity	Gender
Ann Kozeliski	Self-employed as an artist	White	Female
Walter Liebrich	Senior Utility Analyst at City of Tallahassee Electric and Gas Utility	White	Male
Dr. Lisa Kinch Waxman	Self-employed as an artist	White	Female

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
COUNCIL ON CULTURE AND ARTS BOARD

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Applications will be discarded if no appointment is made after two years.

Name: Ms. Ann Kozeliski

Date: 2/22/2026 9:57:12 AM

Home Address:	114 Reece Park Lane Tallahassee, FL 32301	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	Yes
Home Phone:	(850) 228-4873	**Do you own property in the Tallahassee City Limits?**	Yes
Primary Email:	aekoz@yahoo.com	**How many years have you lived in Leon County?**	39

(EMPLOYMENT INFORMATION)

Employer:	Self	**Work Address:**	114 Reece Park Lane Tallahassee, FL 32301
Occupation:	Artist		
Work/Other Phone:	(850) 228-4873	**Work Email:**	aekoz@yahoo.com

(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: White **Gender:** F **Age:** 72

District: District II **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Beth LaCivita	**Name:**	Carol Jones
Address:	1484 Mitchel Avenue, Tallahassee, FL 32301	**Address:**	Mor Bahan Court, Tallahassee, FL 32301
Phone:	(850) 212-2063	**Phone:**	(850) 545-7499

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

(COMMITTEE QUESTIONNAIRE)

IMPORTANT LEGAL REQUIREMENTS FOR COMMITTEE/BOARD/AUTHORITY MEMBERSHIP

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Are you currently serving on a County Advisory Committee or other Committee/Authority/Board?* *No*

Have you served on any previous Leon County committees?* *No*

Are you willing to complete a financial disclosure form if applicable?* *Yes*

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*

Are you or your employer, or your spouse or child or their employers, currently doing business with Leon County?* *No*

Are you or your employer, or your spouse or child or their employers, currently doing business with the Committee/Board/Authority to which you are applying for membership?* *No*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on a Committee/Board/Authority? (i.e. would you have frequent or reoccurring voting conflicts?)* *No*

Do you foresee participating in any competitive bid process for Leon County business during your time serving on this committee/board/authority?* *No*

Do you foresee participating in any competitive bid process involving business with the Committee/Board/Authority to which you are applying, during your time serving on that entity?* *No*

Is your personal information exempt from public records disclosure in accordance with FS 119.071(2)(j)1 or FS 119.071(4)? *No*

Per section 265.32 Florida Statutes, each council member will be charged with the responsibility of serving the best interests of the arts in the county and no council member shall view his or her role as that of representing any particular geographic area of the county, interest group, arts institution, community organization, or audience. No individual committed to, or owing allegiance to, any particular arts faction shall be eligible to serve on the council.

If appointed, I agree to comply with the above statutory regulation. *Yes*

All members must be qualified electors residing in Leon County.

Are you a registered voter in Leon County? *Yes*

Members must meet one of the membership eligibility criteria listed below. Please indicate your area of expertise.

- [ ] Business/Economic Development
- [ ] Historic Preservation / Ethnic Heritage
- [ ] Marketing
- [x] Practicing Artist

Please explain: *I have been an art director for three state agencies, the executive director of LeMoyne Center for the Visual Arts and Executive Director for Havana Main Street. I am the founder and President of Artists Helping Artists with a gallery in Havana, FL. I currently am focusing on my art work and currently have a solo show at the Appleton Museum of Art in Ocala and will be showing at the Chinese Culture and Community Center in Gaithersburg, MD. I am a national award winning Sumi-e Artist and have shown locally, nationally and have had a solo show in Tianjin, China*

- ☐ Tourism Industry
- ☐ Community Volunteerism
- ☐ Resident of Leon County (At-large seat)

All statements and information provided in this application are true to the best of my knowledge.

Signature: *Ms. Ann Kozeliski*

The application was electronically sent: 2/22/2026 9:57:12 AM



Sumi-e by Ann Kozeliski
850-228-4873 • aekoz@yahoo.com
Tallahassee, FL 32301
www.inkbrushart.com

Artist Statement:

I have embraced an ancient art form and through the depiction of contemporary subject matter I have made it my own while respecting its traditions.

I have always been intrigued by the Asian esthetic, the strength and simplicity of its' minimalism breaks from the strong, sometime, heavy brushwork of western teaching.

Sumi-e, works the soft contemplative tones of sumi ink with the unique construction of handmade paper and eastern watercolors, creating an image that provides a space for the viewer to reflect. What my work "says" is not fixed, it is left open to the sensibility of each person that stands before it. In this way my work resonates with the spirit of sumi-e, not by imitating tradition, but by capturing a sense of life's impermanence, fragility and hope.

My work focuses on people of the streets. I don't intrude on their lives, I don't photograph them, nor do I sketch them. When I paint them, something about their energy, their chi, has locked into my minds' eye and it comes out through my brush.

The trappings of their existence; shopping carts, bicycles and cardboard signs have become a mainstay on the urban landscape, a statement of the transient life. The repurposing of an everyday item, many of us take for granted, is transformed into a portable reliquary of a persons' life.

A lifetime career in graphic art provided a vocation to support myself to further pursue my advocation of creative expression and to ultimately find my path to Sumi-e and Chinese Brush Painting approximately 30 years ago.

EDUCATION; AWARDS, VOCATION/ADVOCATION

Illinois State University, Normal Illinois,
Bachelor of Science with a concentration in Art 1976

The Mrs. F. Lewis Hoover Memorial Award in Jewelry Design.

Delphi Glass National Design Competition 1984 – Second Place

National Education Association (NEA) National Conference 1990 – First Place Membership Materials Package

LeMoyne Center for the Visual Arts (LCAV) 2010-2019
Executive Director –
expanded profile of LCVA to include national, international exhibitions and historic community celebration affiliation. Invited Judge at nationally recognized festivals in the southeast.
Presented international exchanges:

International Snow Leopard Association affiliated with a juried Cat Life Art Exhibit. My work was selected by the organization as their purchase prize to auction at their national organization meeting

Carlisle Floyd, International Composer of American Opera –
Discussion of his last opera, **Prince of Players**

Artists Helping Artists (AHA) 2020
Founder and President
Local and area Arts organization to support the creative community through sales, exhibition and workshop opportunities. Providing mentoring connections helping experienced artists and those just getting started.

Rivers Edge Gallery -since 2019 - Apalachicola, FL

EXHIBITIONS AND AWARDS

- **Portraits in Passing - Selected Works – A Solo Show – 2026**
  The Appleton Museum of Art, Ocala, FL
- **Unfinished Woman: Who am I beyond the roles I play? – 2025**
  Cultural Center of Cape Cod, South Yarmouth, MA
- **63rd Annual Sumi- é Society of America National Juried Exhibition – 2025**
  Spirit of Sumi-e Awards
- **The Gap Between Art and Life Biennial – 2025 –Juried Exhibition**
  Webber Gallery, College of Central Florida
- **Vitality of Ink – 2025 – Six Award Winners from the 60th SSA Annual Juried Exhibition**
  Chinese Culture and Community Center **–** Gaithersburg, MD
- **Portraits in Passing, Solo Exhibit – 2025 - Turner Fine Arts Gallery –** Tallahassee State College, Tallahassee Florida
- **Annual Regional Juried Show, 2023 – HONORABLE MENTION -** Art Center Sarasota FL
- **60th Annual Sumi- é Society of America National Juried Exhibition – 2023**
  SHOZO & ALICE SOTO ALL INK AWARD - Chinese American Museum, Washington DC
- **Things Unseen – 2022 -** Gainesville Fine Arts Association, Installation, Gainesville, FL
- **National Association of Women Artist – Annual Membership Show – 2022**
  NAWA AWARD OF MERIT – New York, NY
- **Sumi- é Society of America National Juried Exhibition – 2022**
  FOUNDERS AWARD
- **ArtFields – 2022 -** Lake City, SC
- **4th LaGrange Southeast Regional – JUDGES AWARD OF MERIT- 2022**
  LaGrange Art Museum, LaGrange, GA
- **29th Annual Emerald Coast National Juried Exhibition – 2021**
  Mattie Kelly Arts Center, Northwest Florida State College, Niceville FL
- **Loss – 2020 -** Woman Made Gallery, Chicago, IL
- **Solo Show – 2020 -** Apalachicola History and Culture Center**,** Apalachicola, FL
- **57th Annual Juried Competition– PEOPLES CHOICE AWARD – 2020 -** Masur Museum, Monroe, LA
- **ArtFields – 2020 -** Lake City, SC

- **Ms Conception - National Association of Women Artists - FL– 2019-2020**

Marco Island Historic Museum, Marco Island, FL
- **7 Art Angels of the Sub-tropics – NAWA - FL – 2019**
  Anne Kolb Nature Center, Hollywood, FL
- **All Florida Juried Exhibition – 2019 0** Arts in Lee, Ft. Myers, FL
- **Portraits in Passing – Solo Show – 2019 -** Jefferson Arts, Monticello, FL
- **Solo Show – 2019 -** Westminster Oaks - Perry Center, Tallahassee, FL
- **National Sumi- é Society of America National Juried Exhibition – 2018**
  Manatee Center for the Arts, Sarasota, FL
- **129th Annual Members Exhibition – 2018 National Association of Women Artists – 104 South Gallery, New York NY**
- **As We See it – Artist League of Tallahassee – 2018**
  Florida State Capitol Building 22nd FL Gallery, Tallahassee, FL
- **Natl. Juried Exhibit – Portraits in Passing Installation - 2018**
  621 Gallery, Tallahassee, FL
- **National Sumi- é Society of America Juried Exhibition - 2017**
  LeMoyne Center for the Visual Arts, Tallahassee, FL
- **48th River Road Show – FIRST PLACE – 2017**
  Louisiana Artist League, Baton Rouge, LA
- **Pinnacle, National Juried Art Exhibition – 2017**
  Foster Tanner Gallery, Florida A & M University, Tallahassee, FL
- **Artful Nude – 2016**
  Artist League at FSU, Tallahassee, FL
- **Portraits in Passing – 2015** - **Jiusi International Art Exchange Center -Tianjin China**
- **Human Figure – 2013** – **Gallery Choice Award**
  Old Capitol Artist League, Woodmont, Il
- **Nature and Wildlife – 2013**
  St. Augustine Artist League, St. Augustine FL
- **Cat Life – 2011** - **Purchase Award** by the National Snow Leopard Organization
  LeMoyne Center for the Visual Arts, Tallahassee FL
- **Brushstroke Path – 2009,2010**
  Sumi- é show and benefit, Tallahassee FL
- **International Group Show - July 2009** - Cealum Gallery, New York, NY
- **Fourth Annual All Media International Show- July 2009**
  621 Gallery, Tallahassee, FL
- **20th Annual Summer Showcase - June 2009**
  Thomasville Cultural Art Center, Thomasville GA
- **Art Walk – 2007 - 2016** - Apalachicola FL
- **Champagne & Chapeau's- 2009** - Benefit and Show, St. George Island, FL
- **Creative Light the Art of the Swamp Buddha Sumi-é Group - 2009**
  Foster Tanner Gallery, Florida A & M University, Tallahassee, FL
- **Florida Women in the Arts Museum, Group Show - 2008**
  ArtPort, Tallahassee, FL
- **Brushstroke Path - 2008**
  Sumi-é' show and benefit, Tallahassee FL
- **Essential Nature - 2008**
  A two person show, Sumi-é and Asian influenced stoneware
  Turner Arts Center, Valdosta GA

- **Portraits in the Capitol - July 2007**
  Solo show, Florida State Capitol, Tallahassee, FL
- **Brushstroke Path - 2006**

Sumi- é show and benefit, Tallahassee FL

- **Portraits in Passing - 2006**
  Sumi-é portraits and other captured moments - 1123@Midtown, Tallahassee FL
- **Essential Nature - 2006**
  A two-person show, Sumi-é and Asian influenced stoneware
  Colquitt County Arts Center, Moultrie GA
- **A Brushstroke Path - 2005**
  A Sumi- é show and benefit, Tallahassee FL
- **Live Art for Lake Jackson - 2005**
  Art Awareness Demonstration and sale, Tallahassee FL
- **Brushstroke Path - 2004**
  A Sumi-é show and benefit, Tallahassee FL
- **Artistre Gallery - 2003**
  A two-person show, Sumi-é and Asian influenced stoneware, Tallahassee, FL
- **Insider Show - 2002**
  2nd place in Sumi-é category - Tallahassee Senior Center, Tallahassee, FL
- **Insider Show - 2001**
  1st place – Sumi-é category - Tallahassee Senior Center, Tallahassee, FL

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
COUNCIL ON CULTURE AND ARTS BOARD

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Applications will be discarded if no appointment is made after two years.

Name: Mr. Walter G Liebrich

Date: 4/12/2026 9:34:04 AM

Home Address:	2912 Pound Drive Tallahassee, FL 32312	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	Yes
Home Phone:	(850) 521-0948	**Do you own property in the Tallahassee City Limits?**	Yes
Primary Email:	wliebrich@gmail.com	**How many years have you lived in Leon County?**	25

(EMPLOYMENT INFORMATION)

Employer:	City of Tallahassee Electric and Gas Utility	**Work Address:**	2602 Jackson Bluff Road Tallahassee, FL 32312
Occupation:	Senior Utility Analyst		
Work/Other Phone:		**Work Email:**	walter.liebrich@talgov.com

(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: White **Gender:** M **Age:** 45

District: District I **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Kim Ross	**Name:**	Rob Schoen
Address:	919 Old Bainbridge Road	**Address:**	2902 Woodside Dr
Phone:	(850) 766-1300	**Phone:**	(850) 766-1333

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

(COMMITTEE QUESTIONNAIRE)

IMPORTANT LEGAL REQUIREMENTS FOR COMMITTEE/BOARD/AUTHORITY MEMBERSHIP

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Have you completed the Applicant Orientation for membership on Citizen Committees, Board & Authorities?* *Yes*

Are you currently serving on a County Advisory Committee or other Committee/Authority/Board?* *No*

Have you served on any previous Leon County committees?* *No*

Are you willing to complete a financial disclosure form if applicable?* *Yes*

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*

Are you or your employer, or your spouse or child or their employers, currently doing business with Leon County?* *No*

Are you or your employer, or your spouse or child or their employers, currently doing business with the Committee/Board/Authority to which you are applying for membership?* *No*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on a Committee/Board/Authority? (i.e. would you have frequent or reoccurring voting conflicts?)* *No*

Do you foresee participating in any competitive bid process for Leon County business during your time serving on this committee/board/authority?* *No*

Do you foresee participating in any competitive bid process involving business with the Committee/Board/Authority to which you are applying, during your time serving on that entity?* *No*

Is your personal information exempt from public records disclosure in accordance with FS 119.071(2)(j)1 or FS 119.071(4)? *No*

Per section 265.32 Florida Statutes, each council member will be charged with the responsibility of serving the best interests of the arts in the county and no council member shall view his or her role as that of representing any particular geographic area of the county, interest group, arts institution, community organization, or audience. No individual committed to, or owing allegiance to, any particular arts faction shall be eligible to serve on the council.

If appointed, I agree to comply with the above statutory regulation. *Yes*

All members must be qualified electors residing in Leon County.

Are you a registered voter in Leon County? *Yes*

Members must meet one of the membership eligibility criteria listed below. Please indicate your area of expertise.

- [ ] Business/Economic Development
- [ ] Historic Preservation / Ethnic Heritage
- [ ] Marketing
- [x] Practicing Artist

Please explain: *Here is my artist website: https://www.twistedupwithwallyg.com/ I currently have an exhibit in the Creative Tallahassee exhibition in City Hall.*

- [ ] Tourism Industry
- [ ] Community Volunteerism
- [ ] Resident of Leon County (At-large seat)

All statements and information provided in this application are true to the best of my knowledge.

Signature: Mr. Walter G Liebrich

The application was electronically sent: 4/12/2026 9:34:04 AM

WALTER LIEBRICH

2912 Pound Drive
Tallahassee, FL 32312
850-521-0948
Email: WLiebrich@gmail.com

EDUCATION

Florida State University

Master of Arts, Reubin D. Askew School of Public Administration and Policy, 2004

- Pi Alpha Alpha Academic Honors Society
- Specialization in Leadership and Strategic Management
- Master's Thesis on Florida's Energy Policies, including advocating for solar net metering policies before any Floridian could legally be allowed to interconnect to the grid

University of Florida

Bachelor of Arts, Political Science, 2002

CAREER HISTORY

City of Tallahassee Electric and Gas Utility

Senior Grid-Edge Utility Analyst

02/2026-present

In this position, I am responsible for grid-edge demand side management for the City of Tallahassee Electric and Gas Utility. This includes streamlining the permitting process, testing and fixing city solar projects and ushering in the City of Tallahassee Clean Energy Plan that was unanimously adopted by the City of Tallahassee City Commission.

Owner of Twisted Up with WallyG, LLC

07/2019- Present

Creating unique fabric art made with commercial grade Procion MX dyes. **www.twistedupwithwallyg.com**
I have five different pieces of art that were displayed in a public art gallery at the Columbus Learning Center in Columbus Indiana from March 2023- October 2023. https://educationcoalition.com/learning-spaces/ You can view the pieces and descriptions on my webpage here: https://www.twistedupwithwallyg.com/public-art-displays
Currently, I have a piece in the Creative Tallahassee art exhibition at City Hall.

2024 National Tie Dye Cup 1st Place Judge's Choice Award
2023 National Tie Dye Cup 2nd Place People's Choice Award
2021 National Tie Dye Cup 6th Place People's Choice Award &
2021 National Tie Cye Cup 3rd Place Judge's Choice Award

Fiddlehead Agrivoltaic Farms

Executive Director

11/2024-Present

As the Executive Director of Fiddlehead Agrivoltaic Farms, I have built relationships to bring the first public/private partnership to Tallahassee that combines the dual land use of solar energy while growing crops under the solar. This position has allowed me to combine my life long passions of growing food with my deep understanding of solar development. While building this not-for-profit, I have developed relationships with many community stakeholders and key governmental officials, which has allowed me to leverage discussions around new regulatory structures for farmers to embrace net metering and Power Purchase Agreements. I am leading the charge on the ground to allow for expanded roles of agrivoltaics in our community. I am an intellectually curious community leader on the solar energy front and am actively involved with multiple organizations to bridge the food/energy gap in our community. Here is the website for Fiddlehead Agrivoltaic Farms. https://www.fiddleheadfarmstlh.com/.

As the Executive Director, I am focused on daily operations of the farm, building community networks, organizing volunteers and interfacing with multiple organizations to ensure the food is distributed timely. I am also working closely with the City of Tallahassee Utilities to build the first agrivoltaic solar project in Tallahassee.

IGT Solar

Solar Energy Specialist

8/2021- 11/2024

I engage in community outreach and education about solar energy and energy independence and provide direct sales and customer service of residential and commercial solar energy systems, including off grid battery backup applications.

Treasurer on the Board of Directors for ReThink Energy

02/2022- 03/2025

ReThink Energy Florida's Mission is to educate, engage, and empower Floridians to take action and achieve a just transition to clean energy for a healthier, more sustainable environment through youth education, adult engagement, and community organizing. In this role, long term strategy is required to build community coalitions. My governmental advocacy actively opposes legislation aimed at changing status quo net metering policies.

Executive Office of the Governor- Office of Policy and Budget

Senior Policy and Budget Analyst

01/2007- 08/2021

I was the Governor's Senior analyst on all budget and policy issues related to the Department of Health, and the Department of Financial Services including all budgetary and policy issues related to the Office of Medical Marijuana Use (OMMU) and the development of its regulatory compliance structure. I specialized in analyzing all legislative and budgetary issues relating to the development of the vertical integration for the seed to sale regulatory structure in Florida or Chapter 381.986, Florida Statutes. Both the policy and budget issues must be distilled and clearly articulated for briefing the Governor.

Florida Solar Energy Industries Association

12/2003- 12/2006

My primary responsibilities included tracking legislative and budget issues related to renewable and solar energy. I also wrote the weekly FLASEIA legislative updates to the members.

AWARDS AND RECOGNITIONS

- 2024-25 Leadership Tallahassee Class 42
- Eagle Scout, Boy Scouts of America
- Finalist for the Presidential Management Fellows Program, 2004
- State Champion, Policy Debate Florida Forensics League, 1998

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
COUNCIL ON CULTURE AND ARTS BOARD

It is the applicant's responsibility to keep this information current. To advise the County of any changes please contact Lisa Davis by telephone at (850) 606-5300 or by e-mail at DavisLis@leoncountyfl.gov.

Applications will be discarded if no appointment is made after two years.

Name: Dr. Lisa Kinch Waxman | **Date:** 2/9/2026 4:14:17 PM

Home Address:	1411 Avondale Way Tallahassee, FL 32317	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	No
		Do you own property in Leon County?	Yes
Home Phone:	(850) 443-0789	**Do you own property in the Tallahassee City Limits?**	No
Primary Email:	lwaxman@fsu.edu	**How many years have you lived in Leon County?**	53

(EMPLOYMENT INFORMATION)

Employer:	Self-Employed	**Work Address:**	1411 Avondale Way Tallahassee, FL 32317
Occupation:	Artist		
Work/Other Phone:	(850) 443-0789	**Work Email:**	lwaxman@fsu.edu

(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: White **Gender:** F **Age:** 67

District: District II **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Jane Johnson	**Name:**	Debra Lachter
Address:	7184 Ox Bow Circle Tallahassee FL 32312	**Address:**	5650 Tortoise Crossing Tallahassee, FL 32309
Phone:	(850) 445-6340	**Phone:**	(850) 545-6094

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

(COMMITTEE QUESTIONNAIRE)

IMPORTANT LEGAL REQUIREMENTS FOR COMMITTEE/BOARD/AUTHORITY MEMBERSHIP

Citizen participation is important in developing Leon County's programs and policies, and in providing quality public services to the community. We appreciate your interest in serving on a committee and would like to bring a few items to your attention. As a member of a committee/board/authority, 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 for violating these applicable laws include criminal penalties, civil fines, and the voiding of any committee/board/authority 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, please take a few minutes to complete the mandatory orientation. Your application will not be deemed complete until you have completed the orientation.

Have you completed the Applicant Orientation for membership on Citizen Committees, Board & Authorities?* *Yes*

Are you currently serving on a County Advisory Committee or other Committee/Authority/Board?* *No*

Have you served on any previous Leon County committees?* *No*

Are you willing to complete a financial disclosure form if applicable?* *Yes*

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*

Are you or your employer, or your spouse or child or their employers, currently doing business with Leon County?* *No*

Are you or your employer, or your spouse or child or their employers, currently doing business with the Committee/Board/Authority to which you are applying for membership?* *No*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on a Committee/Board/Authority? (i.e. would you have frequent or reoccurring voting conflicts?)* *No*

Do you foresee participating in any competitive bid process for Leon County business during your time serving on this committee/board/authority?* *No*

Do you foresee participating in any competitive bid process involving business with the Committee/Board/Authority to which you are applying, during your time serving on that entity?* *No*

Is your personal information exempt from public records disclosure in accordance with FS 119.071(2)(j)1 or FS 119.071(4)? *No*

Per section 265.32 Florida Statutes, each council member will be charged with the responsibility of serving the best interests of the arts in the county and no council member shall view his or her role as that of representing any particular geographic area of the county, interest group, arts institution, community organization, or audience. No individual committed to, or owing allegiance to, any particular arts faction shall be eligible to serve on the council.

If appointed, I agree to comply with the above statutory regulation. *Yes*

All members must be qualified electors residing in Leon County.

Are you a registered voter in Leon County? *Yes*

Members must meet one of the membership eligibility criteria listed below. Please indicate your area of expertise.

- [ ] Business/Economic Development
- [ ] Historic Preservation / Ethnic Heritage
- [ ] Marketing
- [x] Practicing Artist

Please explain: *I am a retired FSU Professor (College of Fine Arts) and watercolor artist living in Tallahassee. I serve on the board for the Tallahassee Watercolor Society and I'm the current chair of the Tri-State (FL, GA, AL) Watercolor Exhibition. I participate in an ongoing experimental watercolor class at the Tallahassee Senior Center.*

- ☐ Tourism Industry
- ☐ Community Volunteerism
- ☐ Resident of Leon County (At-large seat)

All statements and information provided in this application are true to the best of my knowledge.

Signature: *Dr. Lisa Kinch Waxman*

The application was electronically sent: 2/9/2026 4:14:17 PM

Resume: Lisa K. Waxman

General Information

Address and Phone: 1411 Avondale Way, Tallahassee, Florida 32317 Phone: (850) 443-0789
E-mail address: lkwaxman@gmail.com

Education

2004	Ph.D., Florida State University, Major: Art Education
1982	M.S., Oregon State University, Major: Interior Design
1980	B.S., Florida State University, Major: Interior Design

Primary Work Experience

2020- present	Professor Emerita, Florida State University, Department of Interior Architecture & Design, College of Fine Arts (retired, January 2020)
1984-2020	Professor, Department of Interior Architecture & Design, College of Fine Arts, Florida State University (Department Chair, 2012-2020)

Recent Work Experience

2020-present	Practicing Watercolor Artist, Tallahassee, FL

Recent Arts-Related Memberships, Acceptances, and Awards

2024-present:	Signature Member, Tallahassee Watercolor Society
2024-present:	Artist Guild Member, Gadsden Arts, Quincy
2026-present:	LeMoyne Arts Member, LeMoyne Arts, Tallahassee
Winter 2026:	*Frank May's Digestive Tonic* exhibited at the Gadsden Art Museum, Quincy, FL.
Fall 2025:	*Cade's Cove* and *Bradley's* accepted into the Brush Strokes Watercolor Show, City Hall
Spring 2025:	*Montreat* accepted into the Tri-State Watercolor Show at LeMoyne Arts, Tallahassee
Fall 2024**:**	*Just Over the Hill* received the Second Award of Excellence, Brush Strokes Watercolor Show, City Hall, Tallahassee
Fall 2024:	*Denise Gets It Done* accepted into the Brush Strokes Watercolor Show, Tallahassee
Spring 2024:	*Blooming Magn*olias and *Pickens Railroad* accepted into the Tri-State Watercolor Show, FSU Museum of Fine Arts
Fall, 2023:	*Pilsner Urquell* accepted into the Brush Strokes Watercolor Show, City Hall, Tallahassee

Art-Related Service

- Board of Directors, Tallahassee Watercolor Society 92025- present)
- Art and Design for Social Justice Symposium Co-Chair, Florida State University College of Fine Arts, (10 years)
- Artwork regularly displayed at the TMH Rehabilitation Center and TMH Cancer Center as part of the art in community enrichment program sponsored by the Tallahassee Watercolor Society. (ongoing)

Select Prior Board Service

- Council for Interior Design Accreditation (CIDA), Board of Directors (6 years) and Standards Committee (6 years)
- American Society of Interior Designers North Florida Chapter (ASID), Board of Directors- Legislative Chair (2 years)
- Interior Design Educators Council (IDEC), Board of Directors- President, Treasurer/Secretary, Educational Services Director, Director of South Region (12 years)
- Interior Design Educators Council Foundation, Board of Directors (4 years)
- Florida State University Museum of Fine Arts Advisory Committee (7 years)
- Florida State University William Johnston Gallery Advisory Committee (10 years; chair for 6)
- FSU Council on Research and Creativity (CRC) (3 years)

- Young Actors Theatre ACT Board, Tallahassee (4 years); Prop Mistress (2 years)

Editorial Board Membership

- *Architecture, Media, Politics, & Society* (6 years)
- *Journal of Interior Design* (Board Member, 4 years; Reviewer, many years)

Books Published

Waxman, L. K. (2022). *Designing Coffee Shops and Cafes for Community.* New York: Routledge.
Waxman, L. K. (2009). *Designing the Coffee Shop: Implications for People, Place, and Community.* VDM Verlag.

Select Book Chapters Published

Waxman, L. (2017). The Role of Place in Well-being. In D. Kopec (Ed.), *Health & Well-Being for Interior Architecture* (pp. 159-168). New York: Routledge.

McLane, Y., & Waxman, L. K. (2014). Designing for Good. In Graham Cairns (Ed.), *Designing for a Complex World* (pp. 77-98). Libir.

Pable, J., & Waxman, L. (2014). The Importance of Interior Design Professionals' Engagement in Policy Development to Effect Change for Underprivileged Individuals. In Dianne Smith, Marina Lommerse, & Priya Metcalfe (Eds.), *Perspectives on Social Sustainability and Interior Architecture* (pp. 79-86). New York: Springer

Podcasts

Waxman, L. (2023, "April 4) Monocle on Design, Coffee and Community, https://monocle.com/radio/shows/monocle-on-design/599/

Waxman, L. (2022, September) Designing Your Coffee Shop for Community, https://keystotheshop.com/2022/09/367-designing-your-coffee-shop-for-community-w-dr-lisa-waxman/

Waxman, L. (2019, August). Designing the Guest Experience, Podcast. *Keys to the Shop*, https://keystotheshop.com/2019/08/169-designing-the-guest-experience-w-dr-lisa-waxman/

Select Academic Honors and Awards

- Interior Design Educators Council (IDEC) Book Award (2023), for Designing Coffee Shops and Cafes for Community
- Arnold Friedmann Educator of Distinction, Interior Design Educators Council (2019) (This award is the lifetime achievement award for interior design educators.)
- FSU Undergraduate Teaching Award, Florida State University (2012, 2018)
- Distinguished Teaching Award, College of Visual Arts, Theatre, and Dance (2012)
- 25 Most Admired Educators, *Design Intelligence: America's Best Architecture and Design Schools* (2012)
- Guardian of the Flame Award, FSU Burning Spear Society (2010) Awarded to a faculty member who "Embodies the Seminole spirit and engages the university community …"
- Elected as a Fellow of Interior Design Educators Council of Fellows (2008)
- Graduate Faculty Mentor Award, Florida State University (2006)

A complete curriculum vita is available upon request.

COUNCIL ON CULTURE & ARTS
The Arts Live Here

August 10, 2026

Commissioner Christian Caban
Chairman, Leon County Commission
Office of the County Commission
301 S. Monroe Street, 5th Floor
Tallahassee, FL 32301

Dear Chairman Caban,

The Council on Culture & Arts Board of Directors will have a vacant At-Large seat created by the end of Rachelle McClure's term.

Due to County requirements and COCA's bylaws, COCA is required to put forth three names for each vacancy. As recommended by COCA's Nominating Committee, approved unanimously by COCA's Board of Directors, and in accordance with our organization's bylaws, the Board submits the following individuals for your consideration. Careful thought was given to the skills and influence this appointee will need to complement both the current membership of the Board, as well as the demographic composition of the Board as a whole.

At-Large Seat (currently filled by Rachelle McClure)
Erika Branchcomb, Senior Communications Specialist at the Florida League of Cities*
Robert Buccellato, Program Specialist / Writer at the Florida Department of Education
Erika Zambello, Communications Director at Audubon Florida

* COCA Board of Directors recommendation

We look forward to hearing from you soon regarding the Commission's actions. As always, please feel free to contact us if you have any questions.

Sincerely,

Kathleen Spehar
Executive Director

Cc: Lisa Davis, Agenda Coordinator

COUNCIL ON CULTURE & ARTS
The Arts Live Here

Board Applicants – At-Large (County)

Name	Occupation	Ethnicity	Gender
Erika Branchcomb*	Senior Communications Specialist at the Florida League of Cities	Asian	Female
Robert Buccellato	Program Specialist / Writer at the Florida Department of Education	White	Male
Erika Zambello	Communications Director at Audubon Florida	White	Female

* COCA Board of Directors recommendation

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
COUNCIL ON CULTURE AND ARTS BOARD

It is the applicant's responsibility to keep this information current. To advise the County of any changes please contact Lisa Davis by telephone at (850) 606-5300 or by e-mail at DavisLis@leoncountyfl.gov.

Applications will be discarded if no appointment is made after two years.

Name: Mrs. Erika Michelle Branchcomb

Date: 4/28/2025 12:25:24 PM

Home Address:	2115 Lake Forest Drive Tallahassee, FL 32303	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	No
		Do you own property in Leon County?	Yes
Home Phone:	(850) 556-2717	**Do you own property in the Tallahassee City Limits?**	No
Primary Email:	erika.branchcomb@gmail.com	**How many years have you lived in Leon County?**	40

(EMPLOYMENT INFORMATION)

Employer:	Florida League of Cities	**Work Address:**	301 S Bronough Street Suite 300, Tallahassee, FL 32303
Occupation:	Senior Communications Specialist		
Work/Other Phone:	(850) 701-3653	**Work Email:**	ebranchcomb@flcities.com

(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: Asian **Gender:** F **Age:** 44

District: District II **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Betsy Couch	**Name:**	Dan Taylor
Address:	P.O. Box 10352 Tallahassee, Florida 32302	**Address:**	
Phone:	(850) 509-3767	**Phone:**	(850) 443-1963

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

I'm passionate about connecting art and community. As a 2021 KCCI Community Catalyst, I helped bring the Art of the Box project to life, turning everyday spaces into public art. With leadership experience at 2-1-1 Big Bend and the Children's Home Society, plus a career in communications and civic engagement, I'm excited to help COCA champion creative projects that inspire, connect, and strengthen our community.

(COMMITTEE QUESTIONNAIRE)

IMPORTANT LEGAL REQUIREMENTS FOR COMMITTEE/BOARD/AUTHORITY MEMBERSHIP

Citizen participation is important in developing Leon County's programs and policies, and in providing quality public services to the community. We appreciate your interest in serving on a committee and would like to bring a few items to your attention. As a member of a committee/board/authority, 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 for violating these applicable laws include criminal penalties, civil fines, and the voiding of any committee/board/authority 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, please take a few minutes to complete the mandatory orientation. Your application will not be deemed complete until you have completed the orientation.

Have you completed the Applicant Orientation for membership on Citizen Committees, Board & Authorities?* *Yes*

Are you currently serving on a County Advisory Committee or other Committee/Authority/Board?* *No*

Have you served on any previous Leon County committees?* *No*

Are you willing to complete a financial disclosure form if applicable?* *Yes*

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*

Are you or your employer, or your spouse or child or their employers, currently doing business with Leon County?* *No*

Are you or your employer, or your spouse or child or their employers, currently doing business with the Committee/Board/Authority to which you are applying for membership?* *No*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on a Committee/Board/Authority? (i.e. would you have frequent or reoccurring voting conflicts?)* *No*

Do you foresee participating in any competitive bid process for Leon County business during your time serving on this committee/board/authority?* *No*

Do you foresee participating in any competitive bid process involving business with the Committee/Board/Authority to which you are applying, during your time serving on that entity?* *No*

Is your personal information exempt from public records disclosure in accordance with FS 119.071(2)(j)1 or FS 119.071(4)? *No*

Per section 265.32 Florida Statutes, each council member will be charged with the responsibility of serving the best interests of the arts in the county and no council member shall view his or her role as that of representing any particular geographic area of the county, interest group, arts institution, community organization, or audience. No individual committed to, or owing allegiance to, any particular arts faction shall be eligible to serve on the council.

If appointed, I agree to comply with the above statutory regulation. *Yes*

All members must be qualified electors residing in Leon County.

Are you a registered voter in Leon County? *Yes*

Members must meet one of the membership eligibility criteria listed below. Please indicate your area of expertise.

☑ Business/Economic Development

Please explain: *Through communications and marketing roles at the Florida League of Cities and Florida Chamber of Commerce, I've supported business growth, promoted local economic initiatives, and built partnerships that strengthen communities. My work highlights how strategic outreach and engagement drive economic development and create lasting community impact.*

- [ ] Historic Preservation / Ethnic Heritage
- [x] Marketing

  Please explain: *I have more than 15 years of experience leading marketing efforts for organizations like the Florida League of Cities and Florida Chamber of Commerce. I've developed campaigns, managed publications, and built brand visibility to support community and business initiatives, using strategic messaging to engage audiences, drive action, and strengthen organizational impact.*
- [ ] Practicing Artist
- [ ] Tourism Industry
- [x] Community Volunteerism

  Please explain: *Through leadership roles with 2-1-1 Big Bend, the Children's Home Society, and the Knight Creative Communities Institute, I've helped guide community projects, support nonprofit missions, and foster civic engagement. My volunteer work reflects a strong commitment to building stronger communities through service, collaboration, and creative problem-solving.*
- [x] Resident of Leon County (At-large seat)

All statements and information provided in this application are true to the best of my knowledge.

Signature: Mrs. Erika Michelle Branchcomb

The application was electronically sent: 4/28/2025 12:25:24 PM

Erika Branchcomb

COMMUNICATIONS | MARKETING | BRANDING

ABOUT ME

Accomplished, results-driven communications professional with proven writing, editing and project management expertise and a successful track record overseeing special projects and coordinating marketing initiatives. Highly experienced in managing websites, publications, marketing materials and app development.

EXPERIENCE

SENIOR COMMUNICATIONS SPECIALIST

Florida League of Cities | October 2012 - Present

- Manage websites and mobile apps for Florida League of Cities and Quality Cities online magazine.
- Develop, edit, and oversee League and FMIT publications, marketing materials, and projects.
- Execute successful email campaigns, including newsletters and eblasts.
- Ensure unwavering brand consistency and top-notch quality.

MARKETING & COMMUNICATIONS CONSULTANT

Florida Certification Board/Freelance | Dec 2011 – October 2012

MARKETING COMMUNICATIONS MANAGER

Florida Chamber of Commerce | March 2010 – November 2011

- Developed and executed targeted member communications, marketing plans, campaigns, and initiatives.
- Served as writer and editor for electronic newsletters and annual publications, driving engagement.
- Crafted persuasive scripts for special events and presentations, enhancing brand messaging.

COMMUNICATIONS SPECIALIST

Capital City Bank | February 2006 – March 2010

- Implemented successful promotional campaigns to enhance brand visibility.
- Managed content creation for intranet and developed corporate communications.
- Oversaw print advertising and served as editor and contributor for printed and electronic newsletters.

CONTACT

erika.branchcomb@gmail.com
850.556.2717
linkedin.com/in/ebranchcomb
Tallahassee, FL

EDUCATION

Certificate in AI
Ragan Communications

Certificate in Editing
ACES/Poynter News University

Bachelor of Arts, Communications
University of West Florida

SKILLS

Writing/Editing
Project Management
Web Development/Management
Publications
App Development/Management
Direct Email Marketing
Brand Management
Corporate Communications
Content Management Systems

COMMUNITY

Board of Directors, 2-1-1 Big Bend, 2022-24 Chair

2021 Community Catalyst, Knight Creative Communities Institute

Board of Directors, Children's Home Society, Jun 2011 – Feb 2017

Posted on September 8, 2026

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
COUNCIL ON CULTURE AND ARTS BOARD

It is the applicant's responsibility to keep this information current. To advise the County of any changes please contact Lisa Davis by telephone at (850) 606-5300 or by e-mail at DavisLis@leoncountyfl.gov.

Applications will be discarded if no appointment is made after two years.

Name: Mr. Robert Buccellato

Date: 4/10/2026 3:20:47 PM

Home Address:	2131 Victory Garden Ln Tallahassee, FL 32301-8507	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	Yes
Home Phone:	(850) 408-0832	**Do you own property in the Tallahassee City Limits?**	Yes
Primary Email:	bobbybuccellato49@gmail.com	**How many years have you lived in Leon County?**	20

(EMPLOYMENT INFORMATION)

Employer:	Florida Department of Education	**Work Address:**	
Occupation:	Program Specialist/Writer		
Work/Other Phone:	(850) 245-1899	**Work Email:**	Robert.Buccellato@fldoe.org

(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: White **Gender:** M **Age:** 39

District: District V **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Gary Yordon	**Name:**	Bert Hartsfield
Address:	118 N Gadsden St Tallahassee Fl 32301	**Address:**	656 Capital Cir NE Suite F Tallahassee FL 32301
Phone:	(850) 345-6411	**Phone:**	(850) 545-2714

Resume Uploaded? No

If no resume is available, 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. Please attach your resume, if one is available.

Florida-based historian, author, and filmmaker who specializes in the state's political history and the American presidency. Author of 8 published books, former Clerk Historian to Leon County Clerk of Courts, Director of New Documentary Carter Country.

(COMMITTEE QUESTIONNAIRE)

IMPORTANT LEGAL REQUIREMENTS FOR COMMITTEE/BOARD/AUTHORITY MEMBERSHIP

Citizen participation is important in developing Leon County's programs and policies, and in providing quality public services to the community. We appreciate your interest in serving on a committee and would like to bring a few items to your attention. As a member of a committee/board/authority, 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 for violating these applicable laws include criminal penalties, civil fines, and the voiding of any committee/board/authority 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, please take a few minutes to complete the mandatory orientation. Your application will not be deemed complete until you have completed the orientation.

Have you completed the Applicant Orientation for membership on Citizen Committees, Board & Authorities?* *Yes*

Are you currently serving on a County Advisory Committee or other Committee/Authority/Board?* *No*

Have you served on any previous Leon County committees?* *Yes*

If Yes, on what Committee(s) have you served? *Canopy Roads citizen Advisory Board*

Are you willing to complete a financial disclosure form if applicable?* *Yes*

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*

Are you or your employer, or your spouse or child or their employers, currently doing business with Leon County?* *No*

Are you or your employer, or your spouse or child or their employers, currently doing business with the Committee/Board/Authority to which you are applying for membership?* *No*

Do you currently have any employment or contractual relationship that would create a continuing or frequently recurring conflict with regard to your participation on a Committee/Board/Authority? (i.e. would you have frequent or reoccurring voting conflicts?)* *No*

Do you foresee participating in any competitive bid process for Leon County business during your time serving on this committee/board/authority?* *No*

Do you foresee participating in any competitive bid process involving business with the Committee/Board/Authority to which you are applying, during your time serving on that entity?* *No*

Is your personal information exempt from public records disclosure in accordance with FS 119.071(2)(j)1 or FS 119.071(4)? *No*

Per section 265.32 Florida Statutes, each council member will be charged with the responsibility of serving the best interests of the arts in the county and no council member shall view his or her role as that of representing any particular geographic area of the county, interest group, arts institution, community organization, or audience. No individual committed to, or owing allegiance to, any particular arts faction shall be eligible to serve on the council.

If appointed, I agree to comply with the above statutory regulation. *Yes*

All members must be qualified electors residing in Leon County.

Are you a registered voter in Leon County? *Yes*

Members must meet one of the membership eligibility criteria listed below. Please indicate your area of expertise.

- [ ] Business/Economic Development
- [ ] Historic Preservation / Ethnic Heritage
- [ ] Marketing

- [ ] Practicing Artist
- [ ] Tourism Industry
- [ ] Community Volunteerism
- [x] Resident of Leon County (At-large seat)

All statements and information provided in this application are true to the best of my knowledge.

Signature: Mr. Robert Buccellato

The application was electronically sent: 4/10/2026 3:20:47 PM

Robert Buccellato

2131 Victory Garden Lane
Tallahassee Fl 32301
(850) - 408 - 0832
bobbybuccellato49@gmail.com

EXPERIENCE

Office of Student Financial Assistance

Program Specialist III

August 2024- Present

Office of Student Financial Assistance

Program Specialist II

May 2023- August 2024

Leon County Schools, Tallahassee

Social Studies/ Science Teacher

November 2020-May 2023

Leon County Clerk of Courts, Tallahassee

Official Records Clerk

November 2013 – November 2020

Issuing Passports, Marriage License, Recording deeds, plats, and other documents. Answering phone, indexing and verifying official court documents. Performing Marriage ceremonies.

Leon County Clerk of Courts, Tallahassee

Executive Assistant to the Clerk

June 2017- November 2017

Preparing the Clerk's daily schedule, dictating executive meeting minutes, logistical support to the Clerk, Handling the complete communication and public relations for the office of Clerk.

Leon County Clerk of Courts, Tallahassee

Official Records Clerk/Clerk Historian

March 2015 - June 2017

Position created for me to provide an entire history of the Clerk's office.

Dual Position title when along with my other duties as Records Clerk.

SKILLS

Extensive Knowledge of Microsoft Word and Excel

Self-motivation.

Adaptability and effective Time Management

Publications (Select)

Florida Governors Lasting Legacies. Arcadia Publishing 2015

Jimmy Carter In Plains. 2016 Arcadia Publishing.

Governmental Appointments

Canopy Roads Citizens Advisory Board (One Term)

Appointed By Tallahassee Mayor Andrew Gillum
2017-2019

Clerk Historian for Leon County Clerk of Courts

2015-2017

EDUCATION

Florida State University, Tallahassee — BS *Degree*

Graduation Spring 2013

Bachelor of Science degree - Social Sciences

Tallahassee Community College, Tallahassee — AA *Degree*

Graduation Summer 2010

Associate Degree - General Transfer

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
COUNCIL ON CULTURE AND ARTS BOARD

It is the applicant's responsibility to keep this information current. To advise the County of any changes please contact Lisa Davis by telephone at (850) 606-5300 or by e-mail at DavisLis@leoncountyfl.gov.

Applications will be discarded if no appointment is made after two years.

Name: Ms. Erika Zambello | **Date:** 5/8/2025 11:38:04 AM

Home Address:	3217 heather hill lane Tallahassee, FL 32309	**Do you live in Leon County?**	Yes
		Do you live within the City limits?	Yes
		Do you own property in Leon County?	Yes
Home Phone:	(207) 522-0783	**Do you own property in the Tallahassee City Limits?**	Yes
Primary Email:	eaz26@cornell.edu	**How many years have you lived in Leon County?**	6

(EMPLOYMENT INFORMATION)

Employer:	Audubon Florida	**Work Address:**	
Occupation:	Communications Director		
Work/Other Phone:		**Work Email:**	

(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: White **Gender:** F **Age:** 35

District: District IV **Disabled?** No

(RESUME AND REFERENCES)

References (you must provide at least one personal reference who is not a family member):

Name:	Sam Joslin	**Name:**	Kristen Kosik
Address:	914 Railroad Ave, Tallahassee, FL 32310	**Address:**	
Phone:	(850) 224-2500 Ext.2006	**Phone:**	(770) 722-4884

Resume Uploaded? Yes

If no resume is available, 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. Please attach your resume, if one is available.

(COMMITTEE QUESTIONNAIRE)

IMPORTANT LEGAL REQUIREMENTS FOR COMMITTEE/BOARD/AUTHORITY MEMBERSHIP

Citizen participation is important in developing Leon County's programs and policies, and in providing quality public services to the community. We appreciate your interest in serving on a committee and would like to bring a few items to your attention. As a member of a committee/board/authority, 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 for violating these applicable laws include criminal penalties, civil fines, and the voiding of any committee/board/authority 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, please take a few minutes to complete the mandatory orientation. Your application will not be deemed complete until you have completed the orientation.

Have you completed the Applicant Orientation for membership on Citizen Committees, Board & Authorities?* *Yes*

Are you currently serving on a County Advisory Committee or other Committee/Authority/Board?* *No*

Have you served on any previous Leon County committees?* *No*

Are you willing to complete a financial disclosure form if applicable?* *Yes*

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*

Are you or your employer, or your spouse or child or their employers, currently doing business with Leon County?* *No*

Are you or your employer, or your spouse or child or their employers, currently doing business with the Committee/Board/Authority to which you are applying for membership?* *No*

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Do you foresee participating in any competitive bid process involving business with the Committee/Board/Authority to which you are applying, during your time serving on that entity?* *No*

Is your personal information exempt from public records disclosure in accordance with FS 119.071(2)(j)1 or FS 119.071(4)? *No*

Per section 265.32 Florida Statutes, each council member will be charged with the responsibility of serving the best interests of the arts in the county and no council member shall view his or her role as that of representing any particular geographic area of the county, interest group, arts institution, community organization, or audience. No individual committed to, or owing allegiance to, any particular arts faction shall be eligible to serve on the council.

If appointed, I agree to comply with the above statutory regulation. *Yes*

All members must be qualified electors residing in Leon County.

Are you a registered voter in Leon County? *Yes*

Members must meet one of the membership eligibility criteria listed below. Please indicate your area of expertise.

- [ ] Business/Economic Development
- [ ] Historic Preservation / Ethnic Heritage
- [x] Marketing

Please explain: *I'm a Communications Director who does extensive marketing*

- [x] Practicing Artist

  Please explain: *I am a practicing fiber artist*

- [x] Tourism Industry

  Please explain: *I have previously worked for a TDC and I work with TDCs in my communications job.*

- [ ] Community Volunteerism
- [x] Resident of Leon County (At-large seat)

All statements and information provided in this application are true to the best of my knowledge.

Signature: *Ms. Erika Zambello*

The application was electronically sent: 5/8/2025 11:38:04 AM



ERIKA ZAMBELLO

MULTI-MEDIA COMMUNICATION AND ART. FORMER NATIONAL GEOGRAPHIC YOUNG EXPLORER.

PROFILE

I am a writer, artist, and communications specialist focused on science, nature, outdoor recreation, and fiber arts.

EDUCATION

2012 Cornell University, *magna cum laude*
Bachelor of Science
Majors: Government & Anthropology
Minor: French GPA: 3.91

2015
Duke University
Master of Environmental Management
Concentration: Ecosystem Science & Conservation GPA: 4.0

2019 University of West Florida
Master of Strategic Communication
GPA: 3.94

JOB HISTORY

2019-current Communications Director, Audubon Florida

2017-2019 Communications & Marketing Coordinator, Choctawhatchee Basin Alliance

2016-2019 Co-Founder, TerraCommunications, LLC
Associate Editor, National Parks Traveler

2015-2017 Marine Economic and Tourist Resource Development Coordinator, Okaloosa County

CONTACT

eaz26@cornell.edu

zambellophotography.com

Instagram: @knittingzdaily

CERTIFICATES

Community-based Environmental Management
Duke University, 2015

University of Florida, Natural Resources Leadership Institute Fellow, 2017

Environmental Communications
Duke University, 2018

Destin Forward Fellow, 2018

AWARDS/EXHIBITS

2025 621 Gallery

Solo show at the 621 Gallery featuring a variety of fiber works using knitting and embroidery techniques.

2023 and 2025 COCA Awards

Honorable mentions in Photofest and Creative Tallahassee for photography and embroidery works.

Posted on September 8, 2026

Leon County
Board of County Commissioners

Notes for Agenda Item #30

Leon County
Board of County Commissioners

Notes for Agenda Item #31

Leon County Board of County Commissioners

Agenda Item #31

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: First Public Hearing for Adoption of the Fiscal Year 2026 – 2027 Tentative Millage Rates and Tentative Budgets

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Roshaunda Bradley, Director, Office of Management and Budget
Lead Staff / Project Team:	Georgette Daniels, Budget Manager Amy Weeks, Senior Management & Budget Analyst Demetrius Jones, Management & Budget Analyst

Statement of Issue:

This item requests the Board conduct the first of two public hearings required by Florida Statutes for the adoption of the Leon County Fiscal Year (FY) 2026 – 2027 tentative budget.

Fiscal Impact:

This item has a fiscal impact. If adopted, the Leon County FY 2026 – 2027 tentative budget is $421,023,701, which includes the Emergency Medical Services budget of $44,733,614.

Staff Recommendation:

Option #1: Adopt, via Resolution, the tentative FY 2026 – 2027 Countywide millage rate of 8.3144 mills (Attachment #1).

Option #2: Adopt, via Resolution, the tentative FY 2026 – 2027 Countywide budget (Attachment #2).

Option #3: Adopt, via Resolution, the tentative FY 2026 – 2027 Emergency Medical Services MSTU millage rate of 0.7500 mills (Attachment #3).

Option #4: Adopt, via Resolution, the tentative FY 2026 – 2027 Emergency Medical Services MSTU budget (Attachment #4).

Option #5: Direct staff to advertise, in accordance with the Florida Statutes, the tentative millage rates and budgets for FY 2026 – 2027, and the date, time, and place of the public hearing to adopt the final millage rates and budgets for FY 2026 – 2027.

Report and Discussion

Background:

This item requests the Board conduct the first of two public hearings required by Florida Statutes for the adoption of the Leon County FY 2026 – 2027 Tentative Budget.

Pursuant to Sections 129.03 and 200.065, Florida Statutes, the County Property Appraiser certified to the County Budget Officer the taxable value against which taxes may be levied in the entire County and in each district in the County in which taxes are authorized by law to be levied by the Board. The certification of property values provided this year were $28,735,422,474, an increase of $1.393 billion or 5.10% more than the previous year. In preparing the tentative budgets, this certified figure was used as the basis for estimating the millage rates required to be levied.

At its July 14, 2026 meeting, the Board approved and adopted the 8.3144 Countywide and 0.7500 Emergency Medical Services (EMS) Municipal Services Taxing Unit (MSTU) millage rates for the purposes of the statutory Truth-in-Millage (TRIM) public notification process. These rates cannot be increased, only decreased during the public hearing.

On July 22, 2026, the Board advised the Property Appraiser and the Tax Collector of its proposed millage rates, rolled-back rates, and the date, time, and place at which a public hearing would be held to consider the tentative millage rates and the tentative budgets in accordance with Sections 129.03 and 200.065, Florida Statutes. Subsequently, the Property Appraiser used this information in preparing the notice of proposed property taxes pursuant to Section 200.069, Florida Statutes. These notices were then mailed to all respective property owners in Leon County.

Analysis:

In accordance with Sections 129.03 and 200.065, Florida Statutes, after discussion and public comment regarding the tentative millage rates and budgets, the Board is required to adopt its tentative millage rates prior to adopting its tentative budgets.

At its July 14, 2026 meeting, the Board set the Countywide tentative millage rate (8.3144) above the rolled-back rate and above the majority vote maximum millage rate. This requires a statutory voting threshold of a ***super majority (two-thirds) vote of the Board for adopting the Countywide tentative millage rate***.

The EMS MSTU tentative millage rate (0.7500) was set above the rolled-back rate and above the majority vote maximum millage rate. This requires a statutory voting threshold of a ***super majority (two-thirds) vote of the Board for adopting the EMS MSTU tentative millage rate.***

The proposed FY 2026/2027 County tentative aggregate millage rate of 9.0644 (Countywide – 8.3144 and EMS – 0.7500) is the same as the previous year's aggregate millage rate. The proposed aggregate millage rate of 9.0644 is 1.94% more than the aggregate rolled-back rate of 8.8918 (the rate the County can levy to collect the same property tax revenue as the prior year, excluding new construction).

The second and final public hearing on the FY 2026/2027 budget is scheduled for Tuesday, September 22, 2026 at 6:00 p.m. If the FY 2026/2027 tentative budget is adopted, the hearing to adopt the final millage rates and budgets will be advertised in accordance with TRIM statutory requirements.

Options #1 through #5 need to be voted on separately and in the order presented. Florida Statutes require the Board to address the millage rates before addressing the associated budgets.

Options:

1. Adopt, via Resolution, the tentative FY 2026 – 2027 Countywide millage rate of 8.3144 mills (Attachment #1).
2. Adopt, via Resolution, the tentative FY 2026 – 2027 Countywide budget (Attachment #2).
3. Adopt, via Resolution, the tentative FY 2026 – 2027 Emergency Medical Services MSTU millage rate of 0.7500 mills (Attachment #3).
4. Adopt, via Resolution, the tentative FY 2026 – 2027 Emergency Medical Services MSTU budget (Attachment #4).
5. Direct staff to advertise, in accordance with the Florida Statutes, the tentative millage rates and budgets for FY 2026 – 2027 and the date, time, and place of the public hearing to adopt the final millage rates and budgets for FY 2026 – 2027.
6. Board direction.

Recommendation:

Options #1 through #5

Attachments:

1. Resolution adopting tentative FY 2026/2027 Countywide millage rate
2. Resolution adopting tentative FY 2026/2027 Countywide budget
3. Resolution adopting tentative FY 2026/2027 Emergency Medical Services MSTU millage rate
4. Resolution adopting tentative FY 2026/2027 Emergency Medical Services MSTU budget

LEON COUNTY RESOLUTION NO. _____

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, ADOPTING THE TENTATIVE FY 2026/2027 COUNTYWIDE MILLAGE RATE; AND PROVIDING AN EFFECTIVE DATE.

RECITALS

WHEREAS, the Board of County Commissioners of Leon County, Florida, pursuant to Section 129.03, Florida Statutes, has received and examined the Fiscal Year 2026/2027 tentative budget; and

WHEREAS, the gross taxable value for operating purposes not exempt from taxation within Leon County has been certified by the County Property Appraiser to the Board of County Commissioners as $28,735,422,474; and

WHEREAS, the Board of County Commissioners of Leon County, Florida, pursuant to Section 200.065, Florida Statutes, has computed a proposed millage rate necessary to fund the tentative Countywide budget other than the portion of the budget to be funded from sources other than this ad valorem tax; and

WHEREAS, the Board of County Commissioners of Leon County, Florida, pursuant to Section 200.065, Florida Statutes, has advised the County Property Appraiser of its proposed millage rate, of its rolled-back rate, and of the date, time, and place at which a public hearing will be held to consider the proposed millage rate; and

WHEREAS, the Board of County Commissioners of Leon County, Florida, pursuant to Section 200.065, Florida Statutes, has held a public hearing on September 15, 2026 for the purpose of hearing requests and complaints from the public regarding the proposed tax levies.

BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, that:

The Fiscal Year 2026/2027 tentative aggregate millage rate is 9.0644 mills *(8.3144 – Countywide and 0.7500 – Emergency Medical Services MSTU)*, which is above the aggregate rolled-back rate of 8.8918 by 1.94%.

DONE, ADOPTED AND PASSED by the Board of County Commissioners of Leon County, Florida, this 15th day of September, 2026.

LEON COUNTY, FLORIDA

By:_____
Christian Caban, Chairman
Board of County Commissioners

ATTESTED BY:
Gwen Knight, Clerk of Court
& Comptroller, Leon County, Florida

By:_____

APPROVED AS TO FORM:
Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

By:_____

LEON COUNTY RESOLUTION NO. _____

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, ADOPTING THE TENTATIVE FY 2026/2027 COUNTYWIDE BUDGET; AND PROVIDING AN EFFECTIVE DATE.

RECITALS

WHEREAS, the Board of County Commissioners of Leon County, Florida, on September 15, 2026, held a public hearing as required by Section 200.065, Florida Statutes; and

WHEREAS, the Board of County Commissioners of Leon County, Florida, set forth the appropriations and revenue estimate for the tentative Countywide budget for Fiscal Year 2026/2027, attached hereto as Exhibit A, in the amount of $376,290,087.

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

1. The Fiscal Year 2026/2027 tentative Countywide budget be adopted by fund as it appears in the attached Exhibit B.

2. This resolution shall take effect immediately upon its adoption.

DULY ADOPTED at a public hearing this the 15th day of September, 2026.

LEON COUNTY, FLORIDA

By:_____
Christian Caban, Chairman
Board of County Commissioners

ATTESTED BY:
Gwen Knight, Clerk of Court
& Comptroller, Leon County, Florida

By:_____

APPROVED AS TO FORM:
Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

By:_____

Exhibit A

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Summary of All Funds

		FY 2025 Actual	FY 2026 Adopted	FY 2027 Requested	FY 2027 Budget	FY 2028 Planned	FY 2029 Planned	FY 2030 Planned	FY 2031 Planned
Millage Rates									
General Countywide		8.3144	8.3144	8.3144	8.3144	8.3144	8.3144	8.3144	8.3144
General Fund	001	**101,596,918**	**102,485,097**	**108,135,120**	**108,715,115**	**110,531,124**	**116,035,323**	**119,187,818**	**122,280,505**
Special Revenue Funds									
Supervisor of Elections	060	6,237,703	6,906,851	6,931,851	6,416,300	8,071,974	6,750,371	7,176,068	6,950,714
Transportation Trust	106	21,849,790	20,665,829	20,699,223	21,838,469	25,174,131	24,976,340	25,512,238	26,069,773
Fine and Forfeiture	110	127,680,880	132,356,205	135,109,023	140,681,910	150,612,276	160,289,650	170,844,697	182,274,290
Probation Services	111	3,617,115	4,402,469	4,402,469	4,635,263	4,759,592	4,879,671	4,952,910	5,130,583
Teen Court	114	61,327	64,363	64,363	65,360	66,690	68,970	71,440	72,865
Drug Abuse Trust	116	0	98,135	98,135	98,135	98,135	98,135	98,135	98,135
Judicial Programs	117	187,377	215,099	215,099	230,678	235,638	240,834	236,198	251,642
Opioid Litigation Settlement	118	2,106,730	0	2,418,654	0	0	0	0	0
Building Inspection	120	2,810,948	3,380,390	3,530,070	3,103,595	3,138,844	3,224,117	3,302,645	3,404,642
Dvlpmt Srvcs & Environ. Mgmt.	121	4,116,137	5,093,777	5,093,777	5,456,268	5,610,240	5,766,852	5,918,532	6,096,693
Stormwater Utility	123	7,850,605	7,666,832	7,666,832	7,727,412	7,870,025	7,891,661	8,018,627	8,267,723
SHIP Trust	124	1,627,056	759,786	1,545,558	760,744	783,566	807,073	831,286	856,224
Grants	125	20,839,396	1,063,478	27,526,899	1,041,764	1,063,348	1,084,416	1,106,168	1,128,647
Non-Countywide General Revenue	126	26,990,687	25,451,954	25,451,954	26,050,188	27,228,476	28,304,363	29,423,284	30,586,820
Grants	127	1,757,613	60,000	598,246	60,000	60,000	60,000	60,000	60,000
9-1-1 Emergency Communications	130	1,527,576	1,632,166	2,062,166	1,534,295	1,557,960	1,582,298	1,606,221	1,631,056
American Rescue Plan (ARPA)	137	2,547,932	0	614,861	0	0	0	0	0
Municipal Services	140	12,306,250	12,254,963	12,277,963	12,081,049	13,362,480	13,737,006	14,122,743	14,520,017
Fire Rescue Services	145	11,877,059	12,014,843	12,357,493	11,921,996	12,149,086	12,380,718	12,616,983	12,857,973
Tourism	160	10,281,549	10,507,198	13,006,560	9,759,527	10,060,996	10,131,423	10,335,855	10,422,478
Special Assessment Paving	162	138,245	72,013	72,013	70,541	59,135	54,513	54,513	54,513
Special Assessment Sewer	164	575,435	629,954	629,954	666,943	666,943	666,943	666,943	666,943
County Government Annex	165	1,411,835	1,366,772	2,667,611	1,349,133	1,316,482	1,398,938	1,419,289	1,440,380
Huntington Oaks Plaza	166	197,054	263,893	764,405	340,742	433,414	896,397	800,447	342,103
Subtotal		**268,596,298**	**246,926,970**	**285,805,179**	**255,890,312**	**274,379,431**	**285,290,690**	**299,175,222**	**313,184,215**
Debt Service Funds									
Series 2014	222	3,270,583	0	0	0	0	0	0	0
Bond Series 2020-Capital Equipment	223	257,601	71,781	71,781	0	0	0	0	0
Supervisor of Elections Building	224	417,788	421,590	421,590	420,208	418,733	417,165	420,505	418,660
ESCO Lease	225	1,255,119	1,256,892	1,256,892	1,258,314	1,254,427	1,255,232	1,255,685	1,255,786
800 MHz Radios	226	511,734	510,542	510,542	509,286	512,965	511,515	0	0
Subtotal		**5,712,824**	**2,260,805**	**2,260,805**	**2,187,808**	**2,186,125**	**2,183,912**	**1,676,190**	**1,674,446**
Capital Project Funds									
Capital Improvements	305	19,627,280	12,209,921	49,312,235	15,467,537	16,794,186	17,862,591	16,923,656	18,198,094
Transportation Improvements	306	4,835,559	1,630,703	9,287,841	1,455,210	4,301,791	3,614,080	3,652,302	3,691,480
Sales Tax	308	797,920	0	1,906,478	0	0	0	0	0
Sales Tax - Extension	309	111,362	0	613,039	0	0	0	0	0
9-1-1 Capital Projects	330	607,128	371,041	551,041	182,255	183,310	165,848	147,971	129,106
Sales Tax - Extension 2020	351	6,272,280	6,586,757	19,400,009	6,572,792	6,702,380	6,834,560	6,969,384	7,106,904
Sales Tax - Extension 2020 JPA	352	1,098,442	5,232,632	17,345,129	5,232,632	5,260,403	5,288,747	5,317,676	5,347,205
Subtotal		**33,349,971**	**26,031,054**	**98,415,772**	**28,910,426**	**33,242,070**	**33,765,826**	**33,010,989**	**34,472,789**
Enterprise Funds									
Solid Waste	401	18,260,489	21,920,504	34,913,450	23,719,012	23,833,724	24,325,797	24,437,072	24,835,330
Subtotal		**18,260,489**	**21,920,504**	**34,913,450**	**23,719,012**	**23,833,724**	**24,325,797**	**24,437,072**	**24,835,330**
Internal Service Funds									
Insurance Service	501	6,138,865	7,336,840	7,499,461	7,045,007	7,856,555	8,765,980	9,785,587	10,929,295
Communications Trust	502	1,441,661	2,187,202	2,307,202	2,155,277	2,167,419	2,176,569	2,179,436	2,179,436
Motor Pool	505	5,028,160	4,881,684	4,881,684	4,947,964	4,999,463	5,058,209	5,118,237	5,148,667
Subtotal		**12,608,686**	**14,405,726**	**14,688,347**	**14,148,248**	**15,023,437**	**16,000,758**	**17,083,260**	**18,257,398**
TOTAL		**440,125,187**	**414,030,156**	**544,218,673**	**433,570,921**	**459,195,910**	**477,602,305**	**494,570,551**	**514,704,683**
Less Interfund Transfers		70,293,585	53,654,188	57,280,834	57,280,834	60,328,461	64,563,071	66,067,109	68,456,862
NET TOTAL		**369,831,602**	**360,375,968**	**486,937,839**	**376,290,087**	**398,867,449**	**413,039,234**	**428,503,442**	**446,247,821**

Exhibit B

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

General Fund (001)

Fund Type: General Fund

The General Fund is the general operating fund of the County established by F.S. 129.02(1). Major revenue sources for the County's General Fund include proceeds from ad valorem and other taxes, charges for services, fees, and other miscellaneous revenues. The General Fund is used to account for financial resources and expenditures of general government (except those required to be accounted for in another fund) such as libraries, management information systems, facilities management, etc.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Ad Valorem - General Fund	311110	81,356,997	85,268,884	93,248,385	88,585,966	92,901,723	95,074,217	96,970,756	98,624,447
Delinquent Taxes	311200	-	118,750	125,000	118,750	118,750	118,750	118,750	118,750
Delinquent Taxes 2004	311204	2	-	-	-	-	-	-	-
Delinquent Taxes 2007	311207	-	-	-	-	-	-	-	-
Delinquent Taxes 2009	311209	3	-	-	-	-	-	-	-
Delinquent Taxes 2010	311210	3	-	-	-	-	-	-	-
Delinquent Taxes 2011	311211	3	-	-	-	-	-	-	-
Delinquent Taxes 2012	311212	3	-	-	-	-	-	-	-
Delinquent Taxes 2013	311213	1	-	-	-	-	-	-	-
Delinquent Taxes 2014	311214	1,742	-	-	-	-	-	-	-
Delinquent Taxes 2015	311215	664	-	-	-	-	-	-	-
Delinquent Taxes 2016	311216	3,235	-	-	-	-	-	-	-
Delinquent Taxes 2017	311217	3,387	-	-	-	-	-	-	-
Delinquent Taxes 2018	311218	4,109	-	-	-	-	-	-	-
Delinquent Taxes 2019	311219	3,433	-	-	-	-	-	-	-
Delinquent Taxes 2020	311220	3,759	-	-	-	-	-	-	-
Delinquent Taxes 2021	311221	10,195	-	-	-	-	-	-	-
Delinquent Taxes 2022	311222	18,095	-	-	-	-	-	-	-
Delinquent Taxes 2023	311223	99,474	-	-	-	-	-	-	-
Tourist Development (4 Cents)	312100	78,464	69,106	75,123	71,367	72,794	74,250	75,735	77,250
Tourist Development (1 Cent)	312110	19,609	17,277	18,781	17,842	18,199	18,563	18,934	19,313
Process Server Fees	329300	9,050	9,025	10,000	9,500	9,500	9,500	9,500	9,500
Hermine-FEMA Reimbursement	331319	15,643	-	-	-	-	-	-	-
COVID FEMA Reimbursement	331322	16,328	-	-	-	-	-	-	-
Hurricane Idalia Reimbursement	331324	285,618	-	-	-	-	-	-	-
Federal Payments in Lieu of Taxes	333000	309,874	293,455	287,600	273,220	281,417	289,859	298,555	307,512
State Library Aid	334710	85,843	90,250	80,000	76,000	77,520	79,070	80,652	82,265
COT Reimbursement for PSC	337220	1,266,145	1,575,327	2,174,112	2,174,112	2,521,335	2,389,515	2,375,711	2,446,982
GIS	337300	1,714,913	1,700,000	2,200,000	2,200,000	2,266,000	2,333,980	2,403,999	2,476,119
Blueprint 2000 Reimbursement	337402	99,802	104,601	110,069	110,069	113,371	116,772	120,275	123,884
Payments In Lieu Of Taxes	339100	23,750	23,750	25,000	23,750	23,750	23,750	23,750	23,750
$2.00 IT Added Court Cost FS 28.24(12)	341160	344,363	311,125	367,100	348,745	352,260	355,775	359,385	362,995
Zoning Fees	341200	11,100	3,800	4,000	3,800	3,800	3,800	3,800	3,800
Medical Examiner Facility Use Fee	343800	250,536	218,507	239,847	227,855	227,855	227,855	227,855	227,855
Parking Facilities	344500	122,840	124,450	125,000	118,750	121,125	123,548	126,018	128,539
Library Parking	344510	71	6,261	-	-	-	-	-	-
Library Fees	347100	61,771	57,614	62,000	58,900	58,900	58,900	58,900	58,900
Library Printing	347101	23,039	18,106	18,500	17,575	17,575	17,575	17,575	17,575
FS 29.0085 Court Facilities	348930	594,237	534,850	647,007	614,657	620,803	639,427	658,610	678,368

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

General Fund (001)

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Civil Fee - Circuit Court	349200	4	-	-	-	-	-	-	-
GAL / Ciruit-wide Reimbursement	349501	19,103	31,253	36,389	34,570	35,261	35,966	36,685	37,420
Radio Communications Program	351600	193,407	174,990	195,200	185,440	187,294	189,167	191,059	192,970
Pool Interest Allocation	361111	2,383,896	1,815,735	1,889,200	1,794,740	1,848,582	1,904,040	1,961,161	2,019,996
Net Incr(decr) In Fmv Of Investment	361300	20,100	-	-	-	-	-	-	-
Rents And Royalties	362000	122,449	152,982	149,595	142,115	144,957	144,957	144,957	144,957
Gain (loss) On Sale Land	364300	20,601	-	-	-	-	-	-	-
Other Scrap Or Surplus	365900	276,212	275,500	215,000	204,250	210,378	216,689	223,189	229,885
Public Defender Liens	369500	1,025	-	-	-	-	-	-	-
Other Miscellaneous Revenue	369900	135,322	130,625	140,500	133,475	134,691	135,919	137,160	138,412
Volunteer Certificate Training Fees	369930	2,100	1,425	1,500	1,425	1,425	1,425	1,425	1,425
Transfer From Fund 106	381106	55,372	73,791	83,483	83,483	83,483	83,483	83,483	83,483
Transfer From Fund 126	381126	5,802,127	8,182,702	9,748,683	9,748,683	6,753,478	10,048,202	11,139,570	12,323,784
Transfer From Fund 137	381137	1,955,725	-	-	-	-	-	-	-
Transfer From Fund 140	381140	165,458	187,628	220,317	220,317	220,317	220,317	220,317	220,317
Transfer From Fund 145	381145	4,307	3,337	5,921	5,921	5,921	5,921	5,921	5,921
Transfer From Fund 160	381160	40,121	30,959	39,485	39,485	39,485	39,485	39,485	39,485
Transfer From Fund 162	381162	135,684	70,603	69,130	69,130	57,952	53,423	53,423	53,423
Transfer From Fund 165	381165	206,644	197,177	270,885	270,885	270,885	270,885	270,885	270,885
Transfer from Fund 166	381166	83,255	68,133	78,304	78,304	78,304	78,304	78,304	78,304
Transfer From Fund 401	381401	50,581	43,119	52,034	52,034	52,034	52,034	52,034	52,034
Clerk Excess Fees	386100	487,245	-	-	-	-	-	-	-
Property Appraiser	386600	435,328	-	-	-	-	-	-	-
Tax Collector	386700	977,703	500,000	600,000	600,000	600,000	600,000	600,000	600,000
Supervisor Of Elections	386800	257,422	-	-	-	-	-	-	-
Total Revenues		100,669,292	102,485,097	113,613,151	108,715,115	110,531,124	116,035,323	119,187,818	122,280,505

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Non Departmental	000-000	(112,248)	-	-	-	-	-	-	-
County Commission	100-511	2,070,780	2,112,596	2,119,776	2,122,521	2,157,017	2,192,547	2,229,345	2,267,455
Commissioner Office Budget	101-511	17,242	23,500	24,135	24,135	24,154	24,174	24,194	24,215
Commissioner Office Budget	102-511	19,672	23,500	24,135	24,135	24,154	24,174	24,194	24,215
Commissioner Office Budget	103-511	20,252	23,500	24,135	24,135	24,154	24,174	24,194	24,215
Commissioner Office Budget	104-511	13,195	23,500	24,135	24,135	24,154	24,174	24,194	24,215
Commissioner Office Budget	105-511	15,936	23,500	24,135	24,135	24,154	24,174	24,194	24,215
Commissioner Office Budget	106-511	17,298	23,500	24,135	24,135	24,154	24,174	24,194	24,215
Commissioner Office Budget	107-511	10,489	23,500	24,135	24,135	24,154	24,174	24,194	24,215

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

General Fund (001)

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Commissioners' Account	108-511	34,163	24,530	24,530	25,286	25,296	25,307	25,318	25,330
County Administration	110-512	1,884,640	1,733,293	1,765,695	1,775,788	1,822,526	1,872,755	1,924,589	1,978,090
Volunteer Services	113-513	146,091	132,884	137,272	137,248	140,825	144,525	148,365	152,350
Strategic Initiatives	115-513	792,107	839,193	833,456	834,953	850,501	866,513	883,050	900,145
Community and Media Relations	116-513	1,132,767	1,304,919	1,314,646	1,228,448	1,256,353	1,285,165	1,315,003	1,345,909
County Attorney	120-514	1,933,144	2,389,761	2,384,402	2,385,637	2,438,763	2,493,548	2,550,182	2,608,735
Office of Sustainability	127-513	257,267	309,179	322,337	321,468	335,075	331,486	345,392	342,136
Office of Management & Budget	130-513	966,604	1,111,717	1,136,528	1,174,225	1,209,292	1,245,474	1,280,904	1,317,565
Clerk - Finance Administration	132-586	3,037,119	3,289,395	3,449,652	3,428,295	3,612,827	3,793,021	3,982,211	4,180,847
Procurement	140-513	566,708	647,515	655,238	659,657	679,888	700,762	722,361	743,529
Warehouse	141-513	116,647	139,154	146,473	148,107	153,000	157,799	162,759	167,885
Facilities Management	150-519	9,874,338	10,256,146	10,831,616	10,874,555	11,132,888	11,397,127	11,651,137	11,965,604
Facilities - Detention Center	152-519	3,017,054	3,357,708	3,421,545	3,428,786	3,487,397	3,524,220	3,572,347	3,621,457
Real Estate Management	156-519	479,066	592,058	603,677	605,861	617,588	629,698	642,235	655,218
Human Resources	160-513	1,656,167	1,922,377	1,944,255	1,941,716	1,995,301	2,048,685	2,103,801	2,158,534
Management Information Services	171-513	9,754,018	11,074,991	12,282,984	11,957,208	12,265,758	12,616,010	13,447,946	13,699,817
Health Department	190-562	247,381	252,260	252,260	256,161	256,161	256,161	256,161	256,161
Mosquito Control	216-562	652,767	847,967	930,989	867,965	884,529	898,807	913,568	928,835
Lib - Policy, Planning, & Operations	240-571	666,299	708,981	739,769	780,725	801,104	821,912	843,438	865,733
Library Public Services	241-571	6,226,829	6,684,724	6,820,045	6,934,650	7,137,606	7,342,493	7,510,730	7,765,479
Summer Youth Employment	278-551	65,099	80,178	80,178	80,178	80,178	80,178	80,178	80,178
Cooperative Extension	361-537	527,806	534,652	555,879	560,648	582,746	605,726	629,625	654,478
Medical Examiner	370-527	1,097,089	1,056,480	1,065,480	1,107,624	1,107,624	1,107,624	1,107,624	1,107,624
Tubercular Care & Child Protection Exams	370-562	35,250	36,000	27,000	27,000	27,000	27,000	27,000	27,000
Baker Act & Marchman Act	370-563	741,883	829,598	829,598	829,598	829,598	829,598	829,598	829,598
Medicaid & Indigent Burials	370-564	4,462,943	5,038,421	5,124,059	4,965,330	5,569,881	5,575,910	5,857,719	5,977,444
CHSP & Emergency Assistance	370-569	2,030,717	2,182,333	2,194,114	2,196,455	2,210,409	2,224,763	2,239,602	2,254,936
Housing Services	371-569	580,493	642,856	639,759	656,934	674,448	692,549	701,301	730,580
Affordable Housing Gap Financing Program	379-554	-	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Veteran Services	390-553	340,527	429,615	438,583	437,333	445,780	454,491	463,504	472,829
Blueprint	403-515	94,809	743,148	661,715	658,160	678,605	699,662	721,392	734,254
Public Safety Complex Facilities	410-529	1,864,182	2,256,559	2,326,262	2,329,178	2,368,870	2,409,205	2,477,485	2,503,451
Public Safety Complex Technology	411-529	220,499	253,941	266,662	280,749	287,341	294,169	301,267	308,642
Geographic Info. Systems	421-539	2,315,505	2,419,253	2,518,372	2,528,847	2,593,464	2,742,212	2,838,374	2,901,344
MIS Automation - General Fund	470-519	499,823	507,811	510,744	508,328	511,930	515,567	515,567	515,567
General Fund - Risk	495-519	805,109	931,737	935,182	775,141	775,141	775,141	775,141	775,141
Indirect Costs - General Fund	499-519	(9,624,000)	(11,576,173)	(11,930,938)	(12,974,000)	(13,370,000)	(13,781,000)	(14,204,000)	(14,642,000)
Property Appraiser	512-586	6,689,507	6,875,966	7,363,794	7,034,773	7,394,340	7,764,057	8,152,260	8,559,873
Tax Collector	513-586	6,959,452	7,334,300	7,701,100	7,701,100	8,086,100	8,490,400	8,914,900	8,914,900
Radio Communication Systems (800 MHZ)	529-519	2,170,756	2,009,992	2,168,247	2,221,443	2,230,804	2,230,804	2,230,804	2,230,804

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

General Fund (001)

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Court Administration	540-601	312,246	379,773	419,215	382,250	393,609	405,350	407,513	430,122
Court Information Systems	540-713	2,720	2,718	2,718	12,850	12,850	12,850	12,850	12,850
Guardian Ad Litem	547-685	12,892	20,238	20,238	20,238	20,238	20,238	20,238	20,238
GAL Information Systems	547-713	420	419	419	505	505	505	505	505
Planning Department	817-515	805,217	1,001,228	1,041,277	1,041,277	1,082,928	1,126,245	1,171,295	1,171,295
Non-Operating General Fund	820-519	1,228,593	1,281,321	1,241,110	1,256,872	1,242,361	1,243,129	1,243,905	1,244,689
Tax Deed Applications	831-513	(16,354)	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Line Item - Detention/Correction	888-523	247,759	247,759	247,759	247,759	247,759	247,759	247,759	247,759
COCA Contract	888-573	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Transfers	950-581	23,987,144	20,566,627	24,245,494	24,582,847	23,675,771	26,926,073	27,077,087	28,262,094
Primary Health Care	971-562	2,060,829	1,858,683	1,861,727	1,862,217	1,865,258	1,868,395	1,871,636	1,874,986
CRA-Payment	972-559	3,614,189	4,018,816	4,602,520	4,700,275	4,851,812	5,008,489	5,170,489	5,338,005
Budgeted Reserves - General Fund	990-599	1,800,023	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Total Appropriations		101,596,918	102,485,097	110,069,358	108,715,115	110,531,124	116,035,323	119,187,818	122,280,505
Revenues Less Appropriations		(927,627)	-	3,543,794	-	-	-	-	-

Notes:

The Leon County budget is balanced without increasing the current 8.3144 millage rate. For FY 2027 property values increased by 5.10%, providing an additional $11 million in property tax revenue. Last year taxable values increased 7.87%. The decline in growth can be attributed to a number of factors, including, but not limited to: a reduction in the Save-Our-Homes cap ; reduction in net new taxable values; and the implementation and impacts of a constitutional amendment approved by voters in November 2024 providing an annual inflationary adjustment to the exempt value of homestead properties.

Property taxes growth was offset by increases in personnel costs for retirement and healthcare, funding for 4% raises for all employees, including Constitutional Officers, and inflationary costs for contractual services, fuel, and materials and supplies.

To ensure some capital projects are not delayed due to current supply chain difficulties, especially with vehicles and construction materials, the Board appropriated $3.6 million in general fund capital reserves in FY 2026. As a result, the total FY 2027 general fund transfer to the capital fund (Fund 305) is $14.5 million ($14 million coming from the general fund and $543,775 from the Municipal Services Fund).

With increased property tax revenue, and constraining expenditures to the greatest extent possible, there was no use of general fund balance for FY 2027. Outyears reflect maintaining the millage rate at the existing 8.3144, and increased property values providing the necessary revenue growth to fund increases in operational expenses. However, if the proposed constitutional amendment on property tax reform is passed by voters in November, the County would lose approximately $64 million in general fund property tax revenue in the first two years of implementation (FY 2028 and FY 2029), which would result in significant reductions in County services.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Supervisor of Elections (060)

Fund Type: General Fund

The Supervisor of Elections Fund is a general fund established as part of the FY 2002 budget process. The Supervisor of Elections requested their appropriation be established in a separate fund to provide discrete accounting of their budget. The revenue is transferred from the General Fund. At the conclusion of the fiscal year, any funds available in the Supervisor of Elections fund are returned to the General Fund as excess fees.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Supervisor Of Elections	341550	28,230	-	-	-	-	-	-	-
Transfer From Fund 001	381001	6,209,473	6,906,851	6,416,300	6,416,300	8,071,974	6,750,371	7,176,068	6,950,714
Total Revenues		6,237,703	6,906,851	6,416,300	6,416,300	8,071,974	6,750,371	7,176,068	6,950,714

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
MIS Automation-SOE	470-513	47,625	47,625	47,625	27,740	27,740	27,740	27,740	27,740
Supervisor of Elections - Risk	495-513	42,070	44,608	44,831	41,361	41,361	41,361	41,361	41,361
Voter Registration	520-513	3,994,457	4,143,654	4,102,878	4,134,001	4,267,048	4,431,923	4,510,329	4,682,775
Elections	520-586	58,997	-	-	-	-	-	-	-
Elections	521-513	1,924,359	2,670,964	2,181,154	2,213,198	3,735,825	2,249,347	2,596,638	2,198,838
Elections	521-586	170,195	-	-	-	-	-	-	-
Total Appropriations		6,237,703	6,906,851	6,376,488	6,416,300	8,071,974	6,750,371	7,176,068	6,950,714
Revenues Less Appropriations		-	-	39,812	-	-	-	-	-

Notes:

The Supervisor of Elections budget varies year to year depending on the election cycles. Funding for the Supervisor of Elections increases for Presidential Preference Primary elections cycles and decreases in general election and off year election cycles. The upcoming FY 2027 cycle includes a general election.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Transportation Trust (106)

Fund Type: Special Revenue

The Transportation Trust Fund is a special revenue fund established by F.S. 129.02(2). Major revenue sources for the Transportation Trust Fund include proceeds from local and state gas taxes. Leon County imposes a total of twelve cents in gas taxes. The County Ninth-Cent, Local Option and Second Local Option are local county taxes. Of those, the Local Option and Second Local Option revenues are split with the City of Tallahassee. The 20% Surplus, 5th & 6th Cent and Gas Tax Pour-Over Trust are State gas tax revenues. The fund is used to account for resources dedicated and expenditures restricted to the maintenance/construction of roads and bridges.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
County Ninth-Cent Voted Fuel Tax	312300	1,431,213	1,388,615	1,574,700	1,495,965	1,525,884	1,556,402	1,587,530	1,619,281
Local Option Gas Tax	312410	3,715,836	3,657,785	4,017,000	3,816,150	3,911,554	4,009,343	4,109,576	4,212,316
2nd Local Option Gas Tax	312420	2,895,952	2,791,005	3,063,600	2,910,420	2,983,181	3,057,760	3,134,204	3,212,559
Federal Payments in Lieu of Taxes	333000	20,433	47,025	43,900	41,705	41,705	41,705	41,705	41,705
20% Surplus Gas Tax	335420	586,271	594,700	625,000	593,750	602,656	611,696	620,872	630,185
5th & 6th Cent Gas Tax	335430	2,345,083	2,286,650	2,550,000	2,422,500	2,453,993	2,485,894	2,518,211	2,550,948
Gas Tax Pour-Over Trust	335440	1,284,447	1,278,700	1,350,000	1,282,500	1,314,563	1,347,427	1,381,112	1,415,640
Other Transportation	335490	-	4,465	2,000	1,900	1,900	1,900	1,900	1,900
Service Area App Fees	343651	5,936	1,330	2,000	1,900	1,900	1,900	1,900	1,900
FDOT NPDES Reimbursement	343901	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
DOT Reimbursement-Landscape	343917	72,658	70,000	65,750	65,750	67,700	69,700	71,800	73,903
Grading Fee Public Works	343920	55,632	62,320	62,000	58,900	59,489	60,084	60,685	61,292
FDOT Street Lighting Reimbursement	344909	142,872	110,045	156,087	156,087	160,770	165,593	170,560	175,677
Traffic Signs	344910	-	950	1,000	950	950	950	950	950
Subdivision Fees	344911	8,038	1,425	1,500	1,425	1,425	1,425	1,425	1,425
R-O-W Placement Fees	344913	32,915	21,470	37,200	35,340	35,693	36,050	36,411	36,775
Pool Interest Allocation	361111	334,281	372,115	313,600	297,920	297,920	297,920	297,920	297,920
Net Incr(decr) In Fmv Of Investment	361300	(1,176)	-	-	-	-	-	-	-
Other Scrap Or Surplus	365900	-	89,870	130,600	124,070	118,750	95,000	95,000	95,000
Transfer From Fund 123	381123	1,724,735	1,770,470	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Transfer From Fund 126	381126	6,415,898	5,580,889	6,095,237	6,095,237	9,158,098	8,799,591	9,044,477	9,304,397
Appropriated Fund Balance	399900	-	500,000	600,000	600,000	600,000	500,000	500,000	500,000
Total Revenues		21,107,025	20,665,829	22,527,174	21,838,469	25,174,131	24,976,340	25,512,238	26,069,773

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Support Services	400-541	626,394	766,188	795,884	798,309	817,613	838,029	859,111	880,888
Engineering Services	414-541	4,253,753	5,079,948	5,460,163	5,522,802	5,663,005	5,808,332	5,958,608	6,114,008
Transportation Maintenance	431-541	4,685,780	5,276,619	5,429,776	5,508,014	5,633,637	5,758,479	5,880,337	6,010,242
Right-Of-Way Management	432-541	3,310,459	4,396,543	4,425,175	4,408,130	4,519,532	4,622,312	4,728,772	4,839,047
MIS Automation - Transportation Trust	470-541	61,224	64,432	64,892	65,865	66,414	66,969	66,969	66,969
Transportation Trust - Risk	495-541	104,810	101,265	102,045	106,656	106,656	106,656	106,656	106,656
Indirect Costs - Transportation Trust	499-541	2,329,000	2,678,000	2,758,340	3,080,000	3,172,000	3,268,000	3,366,000	3,467,000
Transfers	950-581	6,478,370	2,292,834	2,119,684	2,338,693	5,185,274	4,497,563	4,535,785	4,574,963

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Transportation Trust (106)

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Budgeted Reserves - Transport. Trust	990-599	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Total Appropriations		21,849,790	20,665,829	21,165,959	21,838,469	25,174,131	24,976,340	25,512,238	26,069,773
Revenues Less Appropriations		(742,765)	-	1,361,215	-	-	-	-	-

Notes:

Gasoline taxes are estimated to increase by 4% or $518,511. Gas taxes, which are consumption based (taxes are per gallon, not a percentage of cost), are only slightly increasing year-over-year due to better vehicle fuel efficiencies and an increase in the use of hybrid and electric vehicles. As a result, $600,000 in available Transportation Fund balance is appropriated in FY 2027 to provide continued support for roadway maintenance.

Additionally, a review of fund reserves in FY 2025 indicated that $3.9 million in Transportation Trust fund balance above policy minimums were available to support the transportation capital program in FY 2026 and FY 2027. To ensure infrastructure improvements continue and heavy equipment and vehicle purchases are not delayed due to supply chain issues, $2.4 million in funding was advanced funded in FY 2026.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Fine and Forfeiture (110)

Fund Type: Special Revenue

The Fine and Forfeiture Fund is a special revenue fund established by F.S. 129.02(3) and F.S. 142.01. Major revenue sources for the County Fine and Forfeiture Fund include proceeds from ad valorem taxes and other miscellaneous revenues. The fund is used to account for revenues collected in support of and expenditures dedicated to criminal prosecution, court operations, and operations of the Sheriff's Department.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Ad Valorem - Fine/Fore. Fund	311120	122,121,951	130,698,962	145,669,412	138,385,941	147,688,499	157,545,515	168,279,963	179,888,808
Child Support Enforcement	331240	15,180	11,020	14,800	14,060	14,250	14,345	14,535	14,630
Title IV - Child Support Enforcement	331691	4,148	3,980	4,020	3,819	3,876	3,934	3,993	4,053
Sheriff Fees-Warrants, Fingerprints, Records	341520	370,975	327,275	392,000	372,400	377,986	383,656	389,411	395,252
Sheriff Wrecker Services	341525	7,569	62,415	39,200	37,240	37,799	38,366	38,941	39,525
Room And Board - Prisoners	342300	188,506	235,220	202,100	191,995	194,875	197,798	200,765	203,776
Court Fines	351120	22,577	29,355	20,300	19,285	19,475	19,665	19,855	20,140
Crime Prevention (fs 775.083(2))	351150	37,968	40,850	32,000	30,400	30,704	31,011	31,321	31,634
School Zone Speed Violations	354101	-	-	750,000	712,500	1,330,000	1,140,000	950,000	760,000
Pool Interest Allocation	361111	1,436,287	860,985	905,300	860,035	860,035	860,035	860,035	860,035
Net Incr(decr) In Fmv Of Investment	361300	(7,811)	-	-	-	-	-	-	-
Sheriff F.S. 125.315	361330	-	86,143	57,089	54,235	54,777	55,325	55,878	56,437
Sheriff Excess Fees	386400	2,738,718	-	-	-	-	-	-	-
Total Revenues		126,936,068	132,356,205	148,086,221	140,681,910	150,612,276	160,289,650	170,844,697	182,274,290

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
MIS Automation - State Attorney	470-602	65,769	69,590	69,992	76,678	77,276	77,880	77,880	77,880
MIS Automation - Public Defender	470-603	94,521	98,897	98,897	80,441	80,441	80,441	80,441	80,441
Fine & Forfeiture - Risk	495-689	831,117	971,770	973,343	611,658	611,658	611,658	611,658	611,658
School Zone Cameras	506-529	-	-		712,500	1,330,000	1,140,000	950,000	950,000
Consolidated Dispatch Agency (CDA)	507-529	3,920,075	4,351,564	4,530,831	4,620,760	4,717,270	4,911,165	5,112,817	5,112,817
Diversionary Programs	508-569	32,059	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Law Enforcement	510-586	65,634,849	66,499,381	69,799,844	71,097,696	76,175,688	81,518,221	87,343,309	93,694,980
Detention	511-586	48,872,114	52,198,282	54,058,010	54,997,671	58,575,878	62,334,884	66,433,838	70,903,733
Judicial	516-586	6,159,553	5,953,822	6,431,604	5,876,213	6,364,205	6,876,176	7,434,070	8,042,083
State Attorney	532-602	99,090	98,600	98,600	98,600	98,600	98,600	98,600	98,600
State Attorney	532-713	1,425	1,426	1,426	5,195	5,195	5,195	5,195	5,195
Public Defender	533-603	94,762	118,525	118,525	118,525	118,525	118,525	118,525	118,525
Public Defender	533-713	1,665	1,667	1,667	17,385	17,385	17,385	17,385	17,385
Clerk - Article V Expenses	537-614	498,919	504,822	529,973	575,127	604,055	634,248	665,952	665,966
Legal Aid	555-715	257,500	257,500	257,500	257,500	257,500	257,500	257,500	257,500
Juvenile Detention Payment - State	620-689	1,117,462	1,110,359	1,137,874	1,415,961	1,458,600	1,487,772	1,517,527	1,517,527
Total Appropriations		127,680,880	132,356,205	138,228,086	140,681,910	150,612,276	160,289,650	170,844,697	182,274,290
Revenues Less Appropriations		(744,812)	-	9,858,135	-	-	-	-	-

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Notes:

The County maintained the countywide millage rate of 8.3144 for FY 2027. Additional information regarding this levy for recurring operating expenditures is located on the general fund page (Fund 001).

The largest expenditure appropriations in this fund are the Sheriff Law Enforcement, Detention and Judicial budgets. The overall increase to the Sheriff's budget is 6% or $7.3 million. The increase is attributed to normal personnel costs which are driven by the negotiated collective bargaining agreement for sworn officers and the statutory Florida Retirement Service (FRS) contribution rates for special risk members, and contractual services for medical and food services to operate the Leon County Detention Facility.

Other budget increases include personnel costs related to the Consolidated Dispatch Agency (CDA), of which the County pays 33% per the interlocal CDA agreement, and the County's statutory required payment to the State Department of Juvenile Justice.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Probation Services (111)

Fund Type: Special Revenue

The Probation Services Fund is a special revenue fund established in support of the administration of County Probation programs. Major revenue sources for the Probation Services Fund include fees related to pretrial costs, other probation related services, and a transfer from the General Fund. The fund is used to account for resources and expenditures related to the alternative Community Service Work Program, the Pretrial Release Program, urinalysis testing fees and other County Probation programs and services.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Sheriff Fees-Warrants, Fingerprints, Records	341520	(90)	-	-	-	-	-	-	-
County Court Probation Fees	349120	167,176	152,950	179,000	170,050	171,950	173,850	174,800	176,700
Community Service Fees	349122	78,223	68,400	84,000	79,800	81,700	84,550	86,450	89,300
Probation-no Show Fees	349125	120	380	100	95	95	95	95	95
Pre-trial Fees	349130	100,311	94,905	100,800	95,760	96,710	97,660	98,610	99,560
SCRAM Unit User Fees	349135	16,415	12,255	6,900	6,555	6,650	6,745	6,745	6,840
GPS	349136	12,955	19,000	5,500	5,225	5,415	5,510	5,700	5,890
Alternative Community Service Fees	349140	350	190	200	190	190	190	190	190
UA Testing Fees	349147	97,015	85,500	68,000	64,600	66,500	68,400	70,300	72,200
Alcohol Testing Fees	349148	58,973	42,655	60,000	57,000	58,710	60,515	62,320	64,220
Pool Interest Allocation	361111	97,533	89,775	85,800	81,510	81,510	81,510	81,510	81,510
Net Incr(decr) In Fmv Of Investment	361300	(2,129)	-	-	-	-	-	-	-
Transfer From Fund 001	381001	3,887,826	3,236,459	3,274,478	3,274,478	3,390,162	3,500,646	4,366,190	4,534,078
Appropriated Fund Balance	399900	-	600,000	800,000	800,000	800,000	800,000	-	-
Total Revenues		4,514,677	4,402,469	4,664,778	4,635,263	4,759,592	4,879,671	4,952,910	5,130,583

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
MIS Automation - Probation Services	470-523	23,669	24,632	24,733	21,206	21,336	21,466	21,466	21,466
Probation Services - Risk	495-523	29,827	28,931	29,173	29,956	29,956	29,956	29,956	29,956
Indirect Costs - Probation Services	499-523	696,000	800,000	824,000	881,000	907,000	935,000	963,000	992,000
County Probation	542-523	1,236,009	1,584,833	1,375,637	1,575,976	1,621,612	1,664,382	1,708,707	1,754,674
Pretrial Release	544-523	1,465,396	1,744,065	1,843,946	1,889,592	1,937,250	1,981,818	1,987,949	2,075,690
Drug & Alcohol Testing	599-523	166,214	220,008	205,042	237,533	242,438	247,049	241,832	256,797
Total Appropriations		3,617,115	4,402,469	4,302,531	4,635,263	4,759,592	4,879,671	4,952,910	5,130,583
Revenues Less Appropriations		897,563	-	362,247	-	-	-	-	-

Notes:

The FY 2027 Probation Services revenues are only estimated to increase slightly from FY 2026 due primarily to increased number of pre and post assignments such as alcohol and urinalysis tests being administered. However, the Courts continue to authorize the fees to accrue, be waived, or for the probationers to be civil judged which reduces collections. As a result of these revenue declines, the general revenue subsidy to the fund has continued to increase. The FY 2027 Budget reflects the use of $800,000 in available Probation fund balance to support the Probation and Pretrial program. The use of these dedicated reserves allows for reduced general revenue support in FY 2027. If revenues continue to decline, the Board may wish to consider future adjustments to fees or services, or a combination of both.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Teen Court (114)

Fund Type: Special Revenue

Effective July 1, 2005, the Board of County Commissioners authorized a $3 fee be imposed for certain Court proceedings; the revenue will be used to support the Teen Court program.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Mediation Fees	349310	-	-	-	-	-	-	-	-
Teen Court Fees	351500	59,098	64,363	68,800	65,360	66,690	68,970	71,440	72,865
Total Revenues		59,098	64,363	68,800	65,360	66,690	68,970	71,440	72,865

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Teen Court - Risk	495-662	1,678	1,351	1,356	968	968	968	968	968
Indirect Costs - Teen Court	499-662	12,000	14,000	14,420	15,000	15,000	16,000	16,000	17,000
Court Administration - Teen Court	586-662	47,649	49,012	73,243	49,392	50,722	52,002	54,472	54,897
Total Appropriations		61,327	64,363	89,019	65,360	66,690	68,970	71,440	72,865
Revenues Less Appropriations		(2,230)	-	(20,219)	-	-	-	-	-

Notes:

FY 2027 estimated revenues are anticipated to meet program costs. Outyear revenue projections are anticipated to remain steady.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Drug Abuse Trust (116)

Fund Type: Special Revenue

The Drug Abuse Trust Fund is a special revenue fund established as the repository for the collection of court costs from felony fines. Funding is used to support drug intervention programs.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
County Alcohol Tf (fs 938.13)	348125	3,466	2,945	2,600	2,470	2,565	2,565	2,660	2,660
Felony Drug Intervention	348241	18,478	27,170	18,900	17,955	18,335	18,715	19,095	19,475
Pool Interest Allocation	361111	10,519	5,700	5,800	5,510	5,510	5,510	5,510	5,510
Appropriated Fund Balance	399900	-	62,320	72,200	72,200	71,725	45,735	-	-
Total Revenues		32,463	98,135	99,500	98,135	98,135	72,525	27,265	27,645

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Drug Abuse	800-562	-	98,135	98,135	98,135	98,135	98,135	98,135	98,135
Total Appropriations		-	98,135	98,135	98,135	98,135	98,135	98,135	98,135
Revenues Less Appropriations		32,463	-	1,365	-	-	(25,610)	(70,870)	(70,490)

Notes:

The FY 2027 Drug Court program is experiencing a decline in court costs collected for misdemeanor and felony drug cases. Available Drug Abuse Trust fund balance is used to support the program through FY 2029. FY 2029 through FY 2031 reflect a deficit in supporting program expenditures as fund balance will be depleted in FY 2029. A reduction in services may need to be considered if revenues do not increase to support the program.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Judicial Programs (117)

Fund Type: Special Revenue

On June 8, 2004, the Board of County Commissioners authorized the imposition of a $65.00 criminal violation court costs. In accordance with Florida Statutes and the enabling County Ordinance, the proceeds from the $65.00 fine are to be used as follows: 25% to supplement State funding requirements related to the implementation of a Statewide court system or to pay for local requirements; 25% to be used to fund legal aid programs; 25% to be used to fund law library personnel and materials; and 25% to be used to fund alternative juvenile programs. At the end of the fiscal year, any fund balance remaining shall be utilized in subsequent fiscal years for the funding of either the State or local requirements.

Revenue Sources	**Acct #**	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Court Innovations Local Requirement	348921	32,649	31,540	27,100	25,745	26,220	26,790	27,360	27,835
Legal Aid Local Ordinance	348922	32,649	31,540	27,100	25,745	26,220	26,790	27,360	27,835
Law Library Local Ordinance	348923	32,649	31,540	27,100	25,745	26,220	26,790	27,360	27,835
Juvenile Alternative Local Ordinance	348924	32,649	31,540	27,100	25,745	26,220	26,790	27,360	2,785
Leon County	349510	207	-	-	-	-	-	-	-
Fees	349600	-	-	-	-	-	-	-	-
Pool Interest Allocation	361111	20,792	-	-	-	-	-	-	-
Appropriated Fund Balance	399900	-	88,939	127,698	127,698	130,758	133,674	126,758	165,352
Total Revenues		151,594	215,099	236,098	230,678	235,638	240,834	236,198	251,642

Appropriations by Department/Division	**Acct #**	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Judicial Programs - Risk	495-569	1,519	1,654	1,670	2,124	2,124	2,124	2,124	2,124
Indirect Costs - Judicial Programs	499-601	1,000	1,000	1,030	1,000	1,000	1,000	1,000	1,000
Alternative Juvenile Programs	509-569	61,098	49,605	51,653	52,124	53,815	55,556	47,362	59,234
Law Library	546-714	-	28,595	28,595	25,745	26,220	26,790	27,360	27,835
Judicial Programs/Article V	548-662	79,760	90,245	103,135	105,685	108,479	111,365	114,352	117,449
Legal Aid - Court	555-715	44,000	44,000	44,000	44,000	44,000	44,000	44,000	44,000
Total Appropriations		187,377	215,099	230,083	230,678	235,638	240,834	236,198	251,642
Revenues Less Appropriations		(35,783)	-	6,015	-	-	-	-	-

Notes:

A decrease in revenues for court required programs are necessitating the use of accumulated fund balance to support these programs. The current use of fund balance is within policy limits. However, the outyears show only nominal increases in revenue and a continued use of fund balance to support programs. A reduction in programs may need to be considered if revenues do not increase to support these discrete programs.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Opioid Litigation Settlement (118)

Fund Type: Special Revenue

The Opioid Litigation Settlement Fund is a special revenue fund established to account for settlement proceeds associated with the multidistrict opioid litigation (MDL).

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Pool Interest Allocation	361111	89,088	-	-	-	-	-	-	-
Net Incr(decr) In Fmv Of Investment	361300	807	-	-	-	-	-	-	-
Lawsuit Settlements	369350	198,895	-	-	-	-	-	-	-
Opioid Settlement NWFHN	369351	924,539	-	-	-	-	-	-	-
Total Revenues		1,213,329	-	-	-	-	-	-	-

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Opioid Settlement NWFHN	925019-569	794,230	-	-	-	-	-	-	-
Opioid Settlement CORE	925020-569	1,312,500	-	-	-	-	-	-	-
Total Appropriations		2,106,730	-	-	-	-	-	-	-
Revenues Less Appropriations		(893,401)	-	-	-	-	-	-	-

Notes:

In 2018, the Board authorized the County's participation in multidistrict opioid litigation (MDL) against opioid manufacturers, resulting in significant settlement funds allocated to mitigate opioid impacts. On September 14, 2021, the Board approved a Memorandum of Understanding with the Attorney General to participate in settlement negotiations collectively with the State and other local governments. Based on the litigation and subsequent settlements, the County would receive approximately $1.9 million over an 18-year period directly from opioid manufacturers and pharmaceutical companies.

The Northwest Florida Health Network (NWFHN) notified the County in 2023 that the County would receive an additional $11.6 million in settlement funds through the State over an 18-year period for a total of $13.5 million. Pursuant to the settlement agreement, all proceeds are restricted to abatement and treatment of opioid use disorder and other limited uses such as mental health and substance abuse recovery and support.

The annual amount of funds distributed to the County will vary each year. Due to this uncertainty, anticipated revenues are not included in the adopted budget and settlement proceeds will be realized as received throughout the fiscal year. Actual revenues and expenditures are reflected annually.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Building Inspection (120)

Fund Type: Special Revenue

The Building Inspection Fund is a special revenue fund established to account for fees collected on building permits issued within the unincorporated area of Leon County. The fees are used to fund the operation of the Building Plans Review and Inspection Division.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Building Permits	322000	2,208,199	1,866,750	1,755,895	1,668,100	1,721,053	1,775,595	1,831,772	1,889,636
Manufactured Homes	322005	49,677	58,235	42,500	40,375	41,586	42,834	44,119	45,442
Contractor's Licenses	329140	-	190	200	190	190	190	190	190
Electronic Document Recording Fee	329290	4,495	4,940	6,400	6,080	6,262	6,450	6,644	6,843
Notice of Commencement Fee	329291	18,270	-	-	-	-	-	-	-
State Surcharge Retention	335291	5,037	3,990	4,500	4,275	4,318	4,361	4,405	4,449
Technology Fee	341111	67,835	63,270	61,560	61,560	63,407	65,309	67,268	69,286
Pool Interest Allocation	361111	111,568	75,525	54,500	51,775	51,775	51,775	51,775	51,775
Net Incr(decr) In Fmv Of Investment	361300	(565)	-	-	-	-	-	-	-
Appropriated Fund Balance	399900	-	1,307,490	1,271,240	1,271,240	-	-	-	-
Total Revenues		2,464,516	3,380,390	3,196,795	3,103,595	1,888,591	1,946,514	2,006,173	2,067,621

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Building Inspection Technology	076055-524	65,814	63,270	124,170	61,650	63,407	65,309	67,268	69,286
Building Plans Review and Inspection	220-524	2,149,879	2,514,349	2,359,908	2,359,601	2,424,971	2,490,218	2,547,787	2,627,766
MIS Automation - Building Inspection	470-524	12,035	12,618	12,724	13,385	13,507	13,631	13,631	13,631
Building Inspection	495-524	18,220	18,153	18,329	20,959	20,959	20,959	20,959	20,959
Indirect Costs - Building Inspections	499-524	519,000	597,000	614,910	598,000	616,000	634,000	653,000	673,000
Transfers	950-581	46,000	175,000	-	50,000	-	-	-	-
Total Appropriations		2,810,948	3,380,390	3,130,041	3,103,595	3,138,844	3,224,117	3,302,645	3,404,642
Revenues Less Appropriations		(346,432)	-	66,754	-	(1,250,253)	(1,277,603)	(1,296,472)	(1,337,021)

Notes:

In February 2022, the Board adopted a revised fee schedule based on a 2021 building plan review and inspections fee study. The study found that overall permit costs were commensurate with the services provided but recommended a revenue-neutral transition to a flat fee structure and the implementation of a technology fee to support demands for greater digital services.

For FY 2027, revenues are estimated to decline slightly from FY 2026 based on a reduction in single family permitting and large residential development projects in the unincorporated Leon County area. To ensure Building Inspection continues to provide prompt permitting services, $1.3 million in fund balance is budgeted in FY 2027. The outyears reflect only nominal increases in revenues and depletion of the Building fund balance in FY 2027. A reduction in services may need to be considered if these revenues do not increase to support these services.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Development Support & Environ. Mgmt. Fund (121)

Fund Type: Special Revenue

The Development Support and Environmental Management Fund is a special revenue fund established to account for the activities related to Development Support and Environmental Management in accordance with the City of Tallahassee/Leon County Comprehensive Plan. The fund is supported by both permitting fees and general revenue. The functions supported by this Fund include Environmental Services, Development Services, Code Compliance Services, and Support Services.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Licenses And Permits	322100	-	1,045,000	1,344,000	1,276,800	1,340,640	1,407,672	1,478,056	1,551,958
Stormwater - Standard Form	329100	150,976	-	-	-	-	-	-	-
Stormwater - Short Form B-Low	329111	26,280	-	-	-	-	-	-	-
Stormwater - Short Form A	329112	187,199	-	-	-	-	-	-	-
New Address Assignments	329113	21,996	-	-	-	-	-	-	-
Tree Permits	329120	1,998	-	-	-	-	-	-	-
Vegetative Management Plans	329121	720	-	-	-	-	-	-	-
Landscape Permit Fees	329130	10,245	-	-	-	-	-	-	-
Amend/Resubmittal/Extensions	329150	19,768	-	-	-	-	-	-	-
Operating Permit	329170	54,876	-	-	-	-	-	-	-
Communications Tower Bonds	329171	7,560	-	-	-	-	-	-	-
Subdivision Exemptions	329200	23,424	-	-	-	-	-	-	-
Certificate Of Concurrency	329210	9,456	-	-	-	-	-	-	-
Project Status	329240	76,800	-	-	-	-	-	-	-
PUV - Permitted Use Verification	329250	16,985	-	-	-	-	-	-	-
Site Plan Review	329260	106,181	-	-	-	-	-	-	-
Other Development Review Fees	329270	36,700	-	-	-	-	-	-	-
Electronic Document Recording Fee	329290	798	-	-	-	-	-	-	-
Code or Lien Cost Recovery Fee	341300	15,300	15,675	14,500	13,775	14,602	15,478	16,406	17,391
Driveway Permit Fees	343930	24,560	25,175	25,400	24,130	25,337	26,603	27,933	29,330
Environmental Analysis	343941	38,638	-	-	-	-	-	-	-
Boaa Variance Requests	343950	1,500	-	-	-	-	-	-	-
Reinspection Fees	349100	4,392	-	-	-	-	-	-	-
Code Enforcement Board Fines	354100	117,320	48,450	19,900	18,905	19,472	20,056	20,658	21,278
Pool Interest Allocation	361111	152,305	140,790	121,400	115,330	115,330	115,330	115,330	115,330
Net Incr(decr) In Fmv Of Investment	361300	(2,117)	-	-	-	-	-	-	-
Other Miscellaneous Revenue	369900	7,818	-	-	-	-	-	-	-
Abandon Property Registration Fee	369905	13,650	20,425	21,400	20,330	20,737	21,151	21,574	22,006
Transfer From Fund 126	381126	3,543,490	2,998,262	3,011,998	3,011,998	4,074,122	4,160,562	4,238,575	4,339,400
Appropriated Fund Balance	399900	-	800,000	975,000	975,000	-	-	-	-
Total Revenues		4,668,817	5,093,777	5,533,598	5,456,268	5,610,240	5,766,852	5,918,532	6,096,693

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Environmental Services	420-537	1,324,695	1,787,992	1,802,799	1,803,517	1,854,138	1,904,528	1,946,686	2,010,683

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Development Support & Environ. Mgmt. Fund (121)

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Development Services	422-537	836,466	1,047,634	1,058,959	1,068,268	1,099,661	1,131,807	1,165,041	1,199,402
Code Compliance Services	423-537	429,593	538,362	676,826	703,220	722,285	741,914	762,241	783,281
DS Support Services	424-537	548,541	605,068	784,726	789,210	810,853	833,047	856,008	879,771
MIS Automation - Growth Management	470-537	39,154	40,351	40,568	36,730	36,980	37,233	37,233	37,233
Growth Management - Risk	495-537	24,687	24,370	24,594	15,323	15,323	15,323	15,323	15,323
Indirect Costs - Growth Management	499-537	913,000	1,050,000	1,081,500	1,040,000	1,071,000	1,103,000	1,136,000	1,171,000
Total Appropriations		4,116,137	5,093,777	5,469,972	5,456,268	5,610,240	5,766,852	5,918,532	6,096,693
Revenues Less Appropriations		552,680	-	63,626	-	-	-	-	-

Notes:

In FY 2027, permit fee revenue is estimated to increase slightly from FY 2026 due to new anticipated commercial development, including the Buc-ee's Travel Center. However, to maintain service levels for the development support and environmental management program, an increase in general revenue support and $975,000 in available DSEM fund balances are required in FY 2027. The outyears reflect general fund support increasing incrementally to maintain service levels and is anticipated to increase up to $4.3 million in FY 2031.

During FY 2026, the Board authorized a rate study to adjust DSEM development review and permitting fees to reflect actual service delivery costs, thereby reducing the general revenue subsidy to the fund.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Stormwater Utility (123)

Fund Type: Special Revenue

The Stormwater Utility Fund is a special revenue fund established in support of the administration of the unincorporated areas Stormwater Maintenance, Engineering, Facility Improvements, and Water Quality Monitoring programs. Major revenue sources for the Stormwater Utility Fund include: the non ad valorem assessment for stormwater utility and non-restricted revenues (i.e. local half-cent sales, State revenue sharing, etc.).

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Non Ad-valorem Assessment	319100	3,711,781	3,776,250	3,899,128	3,704,172	3,778,255	3,853,820	3,930,897	4,009,514
Delinquent Assessments-2015	319215	106	-	-	-	-	-	-	-
Delinquent Assessments-2016	319216	409	-	-	-	-	-	-	-
Delinquent Assessments-2017	319217	274	-	-	-	-	-	-	-
Delinquent Assessments - 2018	319218	441	-	-	-	-	-	-	-
Delinquent Assessments	319219	290	-	-	-	-	-	-	-
Delinquent Assessments - 2020	319220	95	-	-	-	-	-	-	-
Delinquent Assessments - 2021	319221	447	-	-	-	-	-	-	-
Delinquent Assessments - 2022	319222	1,101	-	-	-	-	-	-	-
Delinquent Assessments - 2023	319223	3,137	-	-	-	-	-	-	-
Pool Interest Allocation	361111	181,088	167,675	149,900	142,405	142,405	142,405	142,405	142,405
Net Incr(decr) In Fmv Of Investment	361300	(55)	-	-	-	-	-	-	-
Transfer From Fund 106	381106	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Transfer From Fund 126	381126	2,485,009	2,922,907	3,080,835	3,080,835	3,149,365	3,095,436	3,145,325	3,315,804
Total Revenues		7,184,123	7,666,832	7,929,863	7,727,412	7,870,025	7,891,661	8,018,627	8,267,723

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Stormwater Maintenance	433-538	3,767,990	5,245,708	5,072,137	5,217,118	5,341,626	5,345,157	5,453,015	5,682,111
MIS Automation - Stormwater	470-538	185	8,478	8,561	10,595	10,700	10,805	10,913	10,913
Stormwater Utility - Risk	495-538	22,453	22,408	22,632	27,931	27,931	27,931	27,931	27,931
Indirect Costs - Stormwater Utility	499-538	474,000	545,000	561,350	597,000	615,000	633,000	652,000	672,000
Tax Collector	513-586	74,180	74,768	74,768	74,768	74,768	74,768	74,768	74,768
Transfers	950-581	3,511,797	1,770,470	1,814,055	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Total Appropriations		7,850,605	7,666,832	7,553,503	7,727,412	7,870,025	7,891,661	8,018,627	8,267,723
Revenues Less Appropriations		(666,482)	-	376,360	-	-	-	-	-

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Notes:

In FY 2014, the County implemented the first increase to the stormwater non ad valorem assessment in 23 years from $20 to $85 for each single-family equivalent unit. This allowed for the general revenue subsidy to decrease by $2.5 million. As specified in the adopted ordinance, the current general revenue subsidy covers the cost of the fee discount for low-income seniors, disabled veterans and properties that receive a stormwater credit discount. The remaining general revenue transfer covers the operating deficit in the program. The transfer of $800,000 from the Transportation Trust fund provides funding for stormwater maintenance activity related to roadways.

The increase in general revenue support in FY 2027 is related to no growth in the non-ad valorem assessment due to the issuance of more stormwater credit discounts and increases in program expenditures. These expenses include personnel and inflationary costs associated with fuel and vehicle repair costs. To ensure the continued long-term fiscal viability of the County and eliminate the general revenue subsidy, during FY 2026 the Board approved a stormwater fee study to determine the appropriate stormwater non-ad valorem levels which reflect the actual cost of services and thereby reduce the general revenue subsidy to the fund.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

SHIP Trust (124)

Fund Type: Special Revenue

The State Housing Initiatives Partnership (SHIP) Trust Fund is a special revenue fund established in accordance with F.S. 420.9075(5) to account for the distribution of State funds to local housing programs. Expenditures are limited to the administration and implementation of local housing programs.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
SHIP - Doc Stamp Revenue	345100	1,512,611	698,493	699,742	699,742	720,734	742,356	764,627	787,566
SHIP Loan Repayment	345150	50,863	61,293	61,002	61,002	62,832	64,717	66,659	68,658
Pool Interest Allocation	361111	63,581	-	-	-	-	-	-	-
Total Revenues		1,627,056	759,786	760,744	760,744	783,566	807,073	831,286	856,224

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
SHIP 2022-2025	932059-554	552,742	-	-	-	-	-	-	-
SHIP 2023-2026	932080-554	1,005,285	-	-	-	-	-	-	-
SHIP 2024-2027	932081-554	69,028	-	71,548	-	-	-	-	-
SHIP 2025-2028	932082-554	-	759,786	725,473	-	-	-	-	-
SHIP 2026-2029	932083-554	-	-		760,744	783,566	807,073	831,286	856,224
Total Appropriations		1,627,056	759,786	797,021	760,744	783,566	807,073	831,286	856,224
Revenues Less Appropriations		-	-	(36,277)	-	-	-	-	-

Notes:

The State Housing Initiatives Partnership (SHIP) program allocated $699,742 for local housing programs to Leon County during the FY 2026 legislative session. The County allocates approximately $125,000 annually in SHIP funds for the Rental Development Program, which provides gap financing to developers that build new affordable rental units for very low- and low-income renters.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Grants (125)

Fund Type: Special Revenue

The Grants Fund is a special revenue fund established to account for grants that are consistently received on an annual basis. The fund also accounts for other restricted revenues such as Friends of the Library and the Driver Education funding. As new grants are received during the fiscal year, appropriate action is taken by the Board of County Commissioners to realize these additional grant proceeds into the budget. This fund includes the corresponding County matching funds for the various grants.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
EMPG Federal Grant	331271	118,716	85,821	86,531	86,531	86,531	86,531	86,531	86,531
SHSGP Cybersecurity Grant	331274	98,723	-	-	-	-	-	-	-
Law Enforcement Block Grant	331280	50,000	50,000	-	-	-	-	-	-
HMGP LCSO Grant	331399	740,909	-	-	-	-	-	-	-
Silver Lake to SR20 Blountstown Hwy	331419	(18,371)	-	-	-	-	-	-	-
FDOT Miccosukee Rd Bridge Grant	331420	2,131,709	-	-	-	-	-	-	-
Small Cities CDBG-CV	331512	2,000,852	-	-	-	-	-	-	-
NG911 Grant	334218	780,499	-	-	-	-	-	-	-
EMPA State Grant	334271	196,508	105,806	105,806	105,806	105,806	105,806	105,806	105,806
Waste Tire Grant	334324	19,321	-	-	-	-	-	-	-
Woodville Sewer Grant	334354	4,306,821	-	-	-	-	-	-	-
NE Lake Munson Septic to Sewer Grant	334357	1,636,826	-	-	-	-	-	-	-
FDEP - Willkinson Woods Sewer Project	334368	807,492	-	-	-	-	-	-	-
Dep Storage Tank Program	334392	178,592	174,571	187,522	187,522	191,272	195,098	199,000	202,980
Mosquito Control	334610	68,808	38,026	67,479	67,479	67,479	67,479	67,479	67,479
FDEP Resiliency Grant	334616	264,953	-	-	-	-	-	-	-
Library Construction Grant	334754	88,343	-	-	-	-	-	-	-
Boating Improvement	334792	48,450	-	-	-	-	-	-	-
City Start Grant	336314	3,355	-	-	-	-	-	-	-
Blueprint 2000 Reimbursement	337402	22,345	-	-	-	-	-	-	-
BP 2000 Magnolia Dr Multiuse Trail	337406	6,164,558	-	-	-	-	-	-	-
HFA Emergency Repairs	337502	80,567	75,000	75,000	75,000	75,000	75,000	75,000	75,000
BP 2000 St. Marks Greenway	337702	286,933	-	-	-	-	-	-	-
Library of Things	337712	3,110	-	-	-	-	-	-	-
Friends Of The Library	337714	128,819	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Slosberg $3 Driver Education	348531	79,362	83,600	82,840	82,840	84,455	85,300	86,153	87,014
Capacity Fee	363244	256,110	-	-	-	-	-	-	-
Contributions And Donations	366000	986	-	-	-	-	-	-	-
Other Miscellaneous Revenue	369900	248	-	-	-	-	-	-	-
Library E-Rate Program	369910	29,773	-	-	-	-	-	-	-
Transfer From Fund 126	381126	428,949	435,654	421,586	421,586	437,805	454,202	471,199	488,837
Total Revenues		21,004,266	1,063,478	1,041,764	1,041,764	1,063,348	1,084,416	1,106,168	1,128,647

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Grants (125)

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Significant Benefit District 1 - Northeast Quadrant	009010-541	149,040	-	-	-	-	-	-	-
Significant Benefit District 4	009012-541	107,070	-	-	-	-	-	-	-
Springhill Road Bridge Rehabilitation	051008-541	22,345	-	-	-	-	-	-	-
St. Marks Headwaters Greenways	047001-572	286,933	-	-	-	-	-	-	-
Silver Lake to SR20 Blountstown Hwy	053012-541	(18,371)	-	-	-	-	-	-	-
Magnolia Drive Multi-Use Trail	055010-541	5,640,303	-	-	-	-	-	-	-
Miccosukee Road Bridge Replacement	057918-541	2,131,709	-	-	-	-	-	-	-
Woodville Sewer Project	062003-535	4,306,821	-	-	-	-	-	-	-
NE Lake Munson Septic to Sewer	062008-535	2,259,070	-	-	-	-	-	-	-
NG911 Grant	096021-525	780,499	-	-	-	-	-	-	-
Mosquito Control Grant	214-562	68,808	38,026	38,026	67,479	67,479	67,479	67,479	67,479
Grants - Risk	495-595	4,088	1,807	1,825	3,548	3,548	3,548	3,548	3,548
Emergency Management	864-525	125,302	130,698	130,762	151,284	151,867	152,473	153,087	153,727
DEP Storage Tank	866-524	241,744	266,733	275,279	278,903	287,594	296,177	305,046	314,210
Library E-Rate Program	912013-571	29,773	-	-	-	-	-	-	-
Main Library Construction Grant	912085-571	88,343	-	-	-	-	-	-	-
Patron Donations-Library	913023-571	986	-	-	-	-	-	-	-
Friends Literacy Contract 2005	913045-571	28,819	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Library of Things	913075-571	3,110	-	-	-	-	-	-	-
City Start Grant	914025-525	3,355	-	-	-	-	-	-	-
Slosberg Drivers Education Grant	915013-529	79,610	81,225	82,840	82,840	84,455	85,300	86,153	87,014
FDEP Resiliency Grant	917017-538	264,953	-	-	-	-	-	-	-
Boating Improvement	921043-572	48,450	-	-	-	-	-	-	-
Waste Tire Grant FY25 - DEP	922050-534	19,321	-	-	-	-	-	-	-
FDEP Springs Restoration	927128-535	27,492	-	-	-	-	-	-	-
FDEP Springs Restoration Incentive Project	927130-535	780,000	-	-	-	-	-	-	-
HFA Emergency Repairs Program	932019-554	80,567	75,000	75,000	75,000	75,000	75,000	75,000	75,000
CDBG-CV Concord School Grant	932157-572	2,000,852	-	-	-	-	-	-	-
Transfers	950-581	100,000	-	-	-	-	-	-	-
HMGP LCSO Building	951066-523	740,909	-	-	-	-	-	-	-
EMPA State Grant	952032-525	170,056	-	191,254	-	-	-	-	-
EMPG Federal Grant	952033-525	118,716	-	132,147	-	-	-	-	-
SHSGP Cybersecurity Grant	952034-525	98,723	-	-	-	-	-	-	-
EMPG Federal Grant	952035-525	-	128,557	1,260	-	-	-	-	-
EMPA State Grant	952036-525	-	186,432	1,785	-	-	-	-	-
EMPA State Grant	952040-525	-	-		193,873	200,139	206,602	213,287	220,204
EMPG Federal Grant	952041-525	-	-		133,837	138,266	142,837	147,568	152,465

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Grants (125)

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
FDLE JAG FY22-23	982067-521	50,000	-	-	-	-	-	-	-
FDLE JAG SFY25-26	982069-521	-	50,000	50,000	-	-	-	-	-
Grant Match Funds	991-595	-	90,000	90,000	40,000	40,000	40,000	40,000	40,000
Total Appropriations		20,839,396	1,063,478	1,085,178	1,041,764	1,063,348	1,084,416	1,106,168	1,128,647
Revenues Less Appropriations		164,870	-	(43,414)	-	-	-	-	-

Notes:

Grant program expenditures for Emergency Management and the Storage Tank Program are greater than the grant allocations, which require increasing the general revenue transfer to maintain program service levels. Since 2012, the Board has allocated additional funding for the Storage Tank Program to ensure all local petroleum facilities are inspected on an annual basis, which is in excess of the Florida Department of Environmental Protection's 50% requirement.

As allowed by the Dori Slosberg Driver Education Safety Act, the Board amended the Leon County Code of Laws related to civil traffic penalties at the January 28, 2020 meeting and increased the civil traffic penalty from $3 to $5 to support high school driver education programs. The additional funding supports Leon County Schools' Drivers Education Program.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Non-Countywide General Revenue (126)

Fund Type: Special Revenue

The Non Countywide General Revenue Fund is a special revenue fund originally established as part of the FY 2002 budget process. Prior to FY 2002, the 1/2 Cent Sales Tax, State Revenue Sharing, and other unrestricted resources were directly budgeted into the specific funds they supported. Beginning in FY 2002, the revenues were brought into this fund and budgetary transfers were established to the funds supported by these revenues. This approach allows for the entire revenue to be shown in one place and all funds being supported to be similarly reflected. These revenues are not deposited directly into the General Fund in order to discretely show support for activities not eligible for Countywide property tax revenue.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Local Communication Svcs Tax	315000	2,496,256	2,440,550	2,659,000	2,526,050	2,627,092	2,732,176	2,841,463	2,955,121
State Revenue Sharing	335120	7,999,638	7,009,489	8,549,000	8,121,550	8,446,412	8,784,268	9,135,639	9,501,065
Insurance Agents County	335130	86,355	78,755	95,000	90,250	91,125	92,000	92,985	93,859
Mobile Home Licenses	335140	40,396	40,309	40,000	38,000	38,760	39,535	40,326	41,132
Alcoholic Beverage Licenses	335150	125,144	109,535	125,000	118,750	122,324	125,994	129,749	133,680
Racing Tax F.S. 212.20 (6)	335160	223,250	212,088	223,251	212,088	212,088	212,088	212,088	212,088
Local 1/2 Cent Sales Tax	335180	15,609,898	15,561,228	15,730,000	14,943,500	15,690,675	16,318,302	16,971,034	17,649,875
Total Revenues		26,580,938	25,451,954	27,421,251	26,050,188	27,228,476	28,304,363	29,423,284	30,586,820

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Transfers	950-581	26,990,687	25,451,954	26,207,566	26,050,188	27,228,476	28,304,363	29,423,284	30,586,820
Total Appropriations		26,990,687	25,451,954	26,207,566	26,050,188	27,228,476	28,304,363	29,423,284	30,586,820
Revenues Less Appropriations		(409,749)	-	1,213,685	-	-	-	-	-

Notes:

The State Shared and ½ Cent Sales Tax revenues are projected to increase slightly by $580,000 for FY 2027. The fluctuation in growth for these revenues is attributed to continued economic uncertainty associated with shifts in consumer spending, continued enforcement of tariffs, and the ongoing military conflict in Iran.

Effective July 1, 2021, internet sales retailers and marketplace providers with no physical presence in Florida were required to collect the Florida sales tax on sales of taxable items delivered to purchasers in Florida if the out-of-state retailer or marketplace provider makes a substantial number of sales into Florida.

The Communication Services Tax (CST) has been in decline statewide the past five years due to a decline in cable services as consumers "cord cut" in favor of streaming, and certain demographics and small businesses abandoning telephone landlines. FY 2027 revenues anticipate only a nominal increase from FY 2026.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Grants - Interest Bearing (127)

Fund Type: Special Revenue

This fund was established independently of the reimbursement grant fund (Fund 125) in order to post interest to grants as may be required by the grant contract and/or special endowment.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
US Treasury - Emergency Rental Assistance	331612	1,175,000	-	-	-	-	-	-	-
DOH-Emergency Medical Services	334201	-	60,000	60,000	60,000	60,000	60,000	60,000	60,000
DOH-State EMS Matching Grant	334202	45,858	-	-	-	-	-	-	-
Tree Bank Donations	337410	6,015	-	-	-	-	-	-	-
Friends Endowment	337716	107,937	-	-	-	-	-	-	-
Van Brunt Library Trust	337725	2,128	-	-	-	-	-	-	-
Parks And Recreation	347200	95,973	-	-	-	-	-	-	-
Pool Interest Allocation	361111	58,090	-	-	-	-	-	-	-
Sidewalk Fees	363243	254,775	-	-	-	-	-	-	-
Transfer From Fund 135	381135	31,375	-	-	-	-	-	-	-
Total Revenues		1,777,151	60,000	60,000	60,000	60,000	60,000	60,000	60,000

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Sidewalk Program District 1	001000-541	30,021	-	-	-	-	-	-	-
Sidewalk Program District 2	002000-541	22,922	-	-	-	-	-	-	-
Sidewalk Program District 3	003000-541	11,272	-	-	-	-	-	-	-
Sidewalk Program District 4	004000-541	181,530	-	-	-	-	-	-	-
Sidewalk Program District 5	005000-541	15,315	-	-	-	-	-	-	-
US Treasury - Emergency Rental Assistance	932079-554	1,175,000	-	-	-	-	-	-	-
Friends Endowment 2005	913115-571	107,937	-	-	-	-	-	-	-
Van Brunt Library Trust	913200-571	2,128	-	-	-	-	-	-	-
Tree Bank	921053-541	6,015	-	-	-	-	-	-	-
Miccosukee Community Center	921116-572	30,026	-	-	-	-	-	-	-
Miccosukee Community Center	921126-572	9,154	-	-	-	-	-	-	-
Woodville Community Center	921136-572	11,905	-	-	-	-	-	-	-
Ft. Braden Community Center	921146-572	44,698	-	-	-	-	-	-	-
Lake Jackson Community Center	921166-572	190	-	-	-	-	-	-	-
EMS/DOH Matching Grant M2437	961086-526	62,000	-	-	-	-	-	-	-
EMS/DOH Matching Grant M2438	961087-526	47,500	-	-	-	-	-	-	-
EMS/DOH - EMS Equipment	961088-526	-	60,000	60,000	-	-	-	-	-

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Grants - Interest Bearing (127)

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
EMS/DOH - EMS Equipment	961090-526	-	-		60,000	60,000	60,000	60,000	60,000
Total Appropriations		1,757,613	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Revenues Less Appropriations		19,538	-	-	-	-	-	-	-

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

9-1-1 Emergency Communications (130)

Fund Type: Special Revenue

The 9-1-1 Emergency Communications Fund is a special revenue fund established in accordance with the Florida Emergency Telephone Act F.S. 365.171. Major revenue sources of the 9-1-1 Emergency Communications Fund include proceeds from the wireless Enhanced 9-1-1 fee (50 cents/month per service subscriber) pursuant to F.S. 365.172 - 365.173 and the 9-1-1 fee (50 cents/month per service line) pursuant to F.S. 365.171(13). The fund is used to account for resources and expenditures associated with 9-1-1 emergency services within Leon County.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
State Revenue Sharing Enhanced 911 Fee	335220	187,165	209,950	187,400	178,030	189,050	194,750	200,450	206,150
State Revenue Sharing Enhanced 911 DMS	335221	1,239,381	1,051,175	1,235,800	1,174,010	1,185,600	1,221,700	1,257,800	1,295,800
Pool Interest Allocation	361111	3,195	-	-	-	-	-	-	-
Transfer From Fund 330	381330	607,128	371,041	182,255	182,255	183,310	165,848	147,971	129,106
Total Revenues		2,036,869	1,632,166	1,605,455	1,534,295	1,557,960	1,582,298	1,606,221	1,631,056

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Enhanced E-911-Administration	180-525	1,328,340	1,409,209	1,287,917	1,290,905	1,308,957	1,327,676	1,346,599	1,366,434
MIS Automation	470-525	74,828	78,124	78,645	76,381	76,994	77,613	77,613	77,613
Insurance for E-911	495-525	3,408	5,833	5,892	7,009	7,009	7,009	7,009	7,009
Indirect Costs - Emergency 911	499-525	121,000	139,000	143,170	160,000	165,000	170,000	175,000	180,000
Total Appropriations		1,527,576	1,632,166	1,515,624	1,534,295	1,557,960	1,582,298	1,606,221	1,631,056
Revenues Less Appropriations		509,293	-	89,831	-	-	-	-	-

Notes:

For FY 2027, revenue for this fund is projected to increase slightly, as the number of wireless phone lines and customers continues to grow. This increase is offset by the recent loss of revenue realized as consumers switched from landlines to wireless devices. The fund reflects a transfer from the 9-1-1 Capital Project fund to maintain current service levels.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

American Rescue Plan Act (ARPA) (137)

The American Rescue Plan Act (ARPA) Fund is a special revenue fund established to account for funding provided by the Federal Government to remedy the increasing costs to provide critical local government services and the decline in revenues as a result of the COVID pandemic.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Pool Interest Allocation	361111	154,261	-	-	-	-	-	-	-
Total Revenues		154,261	-	-	-	-	-	-	-

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Transfers	950-581	1,955,725	-	-	-	-	-	-	-
American Rescue Plan Act	952021-525	592,207	-	-	-	-	-	-	-
Total Appropriations		2,547,932	-	-	-	-	-	-	-
Revenues Less Appropriations		(2,393,671)	-	-	-	-	-	-	-

Notes:

In May 2021, Leon County received $57.02 million in ARPA funding. Accordingly, as part of the FY 2022 budget process, the Board approved a multi-year ARPA expenditure plan. The plan provided funding to address community nonprofit and human services assistance, public health support, targeted support for the local business community, and funding to complete major wastewater projects.

The expenditure plan also allocated $25 million of the ARPA funding as revenue replacement to mitigate revenue losses incurred by the County due to the pandemic. These funds were used to support general government services and the capital program from FY 2022 through FY 2025. All remaining ARPA funds will be expended by December 31, 2026.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Municipal Services (140)

Fund Type: Special Revenue

The Municipal Services Fund is a special revenue fund established in support of various municipal services provided in the unincorporated area of Leon County. These services include: parks and recreation, and animal control. The major revenue sources for the Municipal Services Fund are transfers from the Non-Restricted Revenue Fund (i.e. State revenue sharing, the local cent sales tax, etc.) and the Public Services Tax.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Public Service Tax - Electric	314100	8,906,197	9,186,081	9,414,673	8,943,939	9,866,136	10,152,620	10,447,604	10,751,341
Public Service Tax - Water	314300	1,472,426	1,441,417	1,654,162	1,571,454	1,792,527	1,843,452	1,895,877	1,949,846
Public Service Tax - Gas	314400	837,705	850,451	875,500	831,725	959,994	986,894	1,014,582	1,043,082
Public Service Tax - Fuel Oil	314700	492	2,708	1,500	1,425	1,425	1,425	1,425	1,425
Public Service Tax - 2% Discount	314999	(31,040)	(28,500)	(31,000)	(29,450)	(29,450)	(29,450)	(29,450)	(29,450)
DOT-Reimbursement Route 27	343913	5,741	5,741	5,741	5,741	5,741	5,741	5,741	5,741
Parks And Recreation	347200	12	-	-	-	-	-	-	-
Coe's Landing Park	347201	102,895	101,460	112,600	106,970	112,385	117,990	123,880	130,055
Animal Control Education	351310	140	-	-	-	-	-	-	-
Pool Interest Allocation	361111	165,647	195,605	157,100	149,245	153,722	158,334	163,084	167,977
Net Incr(decr) In Fmv Of Investment	361300	(1,327)	-	-	-	-	-	-	-
Contributions And Donations	366000	8,190	-	-	-	-	-	-	-
Other Miscellaneous Revenue	369900	(100)	-	-	-	-	-	-	-
Transfer From Fund 352	381352	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Total Revenues		11,966,978	12,254,963	12,690,276	12,081,049	13,362,480	13,737,006	14,122,743	14,520,017

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Animal Control	201-562	2,195,513	2,565,066	2,611,009	2,401,662	3,223,804	2,798,023	2,625,038	2,704,975
Parks and Recreation Services	436-572	4,115,034	4,976,794	5,238,934	5,176,043	5,290,413	5,396,198	5,411,250	5,574,129
MIS Automation - Animal Control	470-562	8,683	8,858	8,877	6,476	6,499	6,522	6,522	6,522
MIS Automation - Parks and Recreation	470-572	10,094	26,815	27,057	24,723	24,953	25,190	25,190	25,190
Municipal Services - Risk	495-572	61,508	63,140	63,405	56,972	56,972	56,972	56,972	56,972
Indirect Costs - Municipal Services (Animal Control)	499-562	314,000	361,000	371,830	415,000	427,000	440,000	453,000	467,000
Indirect Costs - Municipal Services (Parks & Recreation)	499-572	987,000	1,135,000	1,169,050	1,305,000	1,344,000	1,384,000	1,426,000	1,469,000
Payment to City- Parks & Recreation	838-572	1,729,969	1,852,356	1,931,081	1,931,081	2,013,152	2,098,711	2,187,906	2,280,892
Transfers	950-581	2,884,448	1,265,934	1,073,150	764,092	975,687	1,531,390	1,930,865	1,935,337
Total Appropriations		12,306,250	12,254,963	12,494,393	12,081,049	13,362,480	13,737,006	14,122,743	14,520,017
Revenues Less Appropriations		(339,271)	-	195,883	-	-	-	-	-

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Notes:

For FY 2027, Public Services Tax (PST) revenues are projected to decrease slightly. Due to its consumption base, these revenues are subject to many variables including rates and usage. Expense increases to the fund are primarily related to inflationary operating costs of trail, playground and ballfield maintenance, increase acreage for mowing contracts, tree trimming on greenway and park trails, and increased capital maintenance needs at the Animal Services Center which is jointly funded with the City of Tallahassee.

The transfer to Fund 305 (the Capital Improvement Fund) was decreased by approximately $535,000 from the previous fiscal year ($1.08 million in FY 2026 to $543,775 in FY 2027). This is part of the total $14.5 million general revenue transfer to the capital fund. The remaining transfer is from the General Fund.

The $500,000 transfer of revenue from the Sales Tax Extension Joint Project Agreement Fund (Fund 352) assists in funding the maintenance of parks constructed with previous local infrastructure sales tax dollars. This is a level transfer that will occur until 2039.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Fire Rescue Services (145)

Fund Type: Special Revenue

The Fire Services Fund is a special revenue fund established in FY 2010 as a method to fund enhanced fire protection services in the unincorporated area of Leon County. The funding is derived from a fire service assessment and fee levied on single family, commercial and governmental properties in the unincorporated area of the County. Homes are charged a flat rate, and commercial and governmental properties pay per square foot. Square footage associated with the worship area of a church is excluded from the fee. In addition, the County provides support to the Volunteer Fire Departments.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Fire Service Fee - City Billing	325201	7,038,681	-	-	-	-	-	-	-
Fire Service Fee	325202	3,895,988	11,532,364	11,952,123	11,354,517	11,581,607	11,813,239	12,049,504	12,290,494
Delinquent Fees	325203	6,938	-	-	-	-	-	-	-
City VFD Payment	337407	482,479	482,479	482,479	482,479	482,479	482,479	482,479	482,479
Pool Interest Allocation	361111	128,866	-	-	-	-	-	-	-
Net Incr(decr) In Fmv Of Investment	361300	(616)	-	-	-	-	-	-	-
Transfer From Fund 001	381001	352,859	-	85,000	85,000	85,000	85,000	85,000	85,000
Total Revenues		11,905,195	12,014,843	12,519,602	11,921,996	12,149,086	12,380,718	12,616,983	12,857,973

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Undefined	185-526	840,642	-	-	-	-	-	-	-
VFD Fire Services - Risk	495-552	1,275	1,466	1,466	944	944	944	944	944
Indirect Costs - Fire Services	499-522	54,000	62,000	63,860	71,000	73,000	75,000	78,000	80,000
Tax Collector	513-586	77,865	75,049	75,049	239,051	243,832	248,709	253,683	258,756
Fire Services Payment	838-522	10,376,180	11,318,512	11,497,009	11,050,601	11,260,110	11,472,445	11,686,453	11,903,945
Volunteer Fire Department	843-522	462,790	482,479	482,479	482,479	482,479	482,479	482,479	482,479
Transfers	950-581	64,307	75,337	86,137	77,921	88,721	101,141	115,424	131,849
Total Appropriations		11,877,059	12,014,843	12,206,000	11,921,996	12,149,086	12,380,718	12,616,983	12,857,973
Revenues Less Appropriations		28,136	-	313,602	-	-	-	-	-

Notes:

With the implementation of the fire service fee the City initially billed all affected properties in the unincorporated area. In FY 2010, the Board approved placing this assessment on the tax bill for property owners who did not pay the fee via the established billing system. As reflected in prior years, direct billing by the City of Tallahassee was the primary source for the collection for this fee, but non-ad valorem assessment collections continued to increase as property owners became delinquent in their payments or chose to have their fee placed on the tax bill. At the September 15, 2025 meeting, the Board approved changes to the methods for collecting the fire services charges for nongovernmental properties in the unincorporated area. Effective FY 2026, the use of the uniform method for the levy, collection, and enforcement of fire services assessments (property tax bill) will be the exclusive method of collection by the County in the unincorporated area for these properties.

In FY 2024, a new fire services fee was implemented to adequately fund the County's share of the Fire Department. Increasing the fire services fee eliminated the general revenue subsidy that was provided to assist funding these services. This fee will remain unchanged for FY 2027.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Tourism (160)

Fund Type: Special Revenue

The Tourism Fund is a special revenue fund established as the repository for the collection of the 5% Local Option Tourist Development Tax on transient lodging sales in Leon County (bed tax). Expenditure of these revenues, as limited by law, is to support tourist development initiatives.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Tourist Development (4 Cents)	312100	7,610,563	7,218,100	7,512,651	7,137,018	7,279,758	7,425,353	7,573,860	7,725,337
Tourist Development (1 Cent)	312110	1,902,634	1,897,150	1,877,920	1,784,024	1,819,704	1,856,099	1,893,221	1,931,085
Pool Interest Allocation	361111	389,184	236,550	286,500	272,175	272,175	272,175	272,175	272,175
Net Incr(decr) In Fmv Of Investment	361300	(2,176)	-	-	-	-	-	-	-
Tax Collector F.S. 125.315	361320	26,780	-	-	-	-	-	-	-
Merchandise Sales	365000	22,514	9,795	47,111	44,755	46,097	47,480	48,904	50,371
Special Event Grant Reimbursements	366500	-	150,000	12,000	12,000	12,000	12,000	12,000	12,000
Other Miscellaneous Revenue	369900	47,890	407,550	77,891	73,996	76,215	78,502	80,857	83,283
Appropriated Fund Balance	399900	-	588,053	435,559	435,559	555,047	439,814	454,838	348,227
Total Revenues		9,997,389	10,507,198	10,249,631	9,759,527	10,060,996	10,131,423	10,335,855	10,422,478

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Advertising	302-552	1,239,451	1,500,000	1,500,000	1,625,000	1,625,000	1,500,000	1,500,000	1,500,000
Marketing	303-552	3,312,915	4,533,656	4,008,690	4,005,725	4,224,979	4,348,958	4,474,767	4,518,286
Administration	301-552	647,246	862,365	857,395	858,694	883,092	896,006	913,507	931,611
Special Projects	304-552	713,142	800,000	980,000	980,000	980,000	980,000	980,000	980,000
1 Cent Expenses	305-552	547,488	-	-	-	-	-	-	-
MIS Automation - Tourism	470-552	18,231	18,973	19,094	17,787	17,924	18,063	18,063	18,063
Tourism - Risk	495-552	14,996	20,095	20,224	18,812	18,812	18,812	18,812	18,812
Indirect Costs - Tourism	499-552	325,000	374,000	392,700	430,000	452,000	474,000	498,000	523,000
Council on Culture & Arts (COCA)	888-573	1,902,639	1,897,150	1,935,093	1,784,024	1,819,704	1,856,099	1,893,221	1,893,221
Transfers	950-581	1,560,440	500,959	30,959	39,485	39,485	39,485	39,485	39,485
Total Appropriations		10,281,549	10,507,198	9,744,155	9,759,527	10,060,996	10,131,423	10,335,855	10,422,478
Revenues Less Appropriations		(284,160)	-	505,476	-	-	-	-	-

Notes:

The decline in Tourism revenue is due, in part to, economic uncertainty (tariffs, gas prices, etc.) changing consumer spending habits. The remaining decline is attributed to a reduction in Tourism miscellaneous revenue budgeted in FY 2026 for anticipated sponsorships for the World's Cross-Country Championships held in January 2026. The FY 2027 expenditures also reflects a corresponding reduction from costs budgeted to host the event in FY 2026. Leon County continues to target events that attract overnight stays, which will continue to result in greater tourism revenue collection in future years.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

County Accepted Roadways and Drainage Systems Program (162)

Fund Type: Special Revenue

The County Accepted Roadways and Drainage Systems Program (CARDS) Fund is a special revenue fund established to account for the repayment of special assessments associated with the County's CARDS program (formerly the 2/3 2/3 paving program). The revenue received into this fund is collected as a non ad valorem special assessment on the annual tax bill. These revenues are repaying the County for loans utilized to construct special assessment paving projects. The revenues are transferred annually to the General Fund (001).

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Pool Interest Allocation	361111	-	500	-	-	-	-	-	-
Other Interest Earnings	361390	17,776	1,000	516	490	110	-	-	-
Special Assessments	363000	123,878	70,513	73,738	70,051	59,025	54,513	54,513	54,513
Total Revenues		141,654	72,013	74,254	70,541	59,135	54,513	54,513	54,513

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Tax Collector	513-586	2,561	1,410	1,418	1,411	1,183	1,090	1,090	1,090
Transfers	950-581	135,684	70,603	70,595	69,130	57,952	53,423	53,423	53,423
Total Appropriations		138,245	72,013	72,013	70,541	59,135	54,513	54,513	54,513
Revenues Less Appropriations		3,409	-	2,241	-	-	-	-	-

Notes:

This fund will continue to see a decline in revenue as special assessments are paid in full and the lack of new assessments being levied due to a decline in projects.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Special Assessment - Sewer (164)

Fund Type: Special Revenue

This Special Assessment Fund was established to account for revenues and expenditures associated with the special assessment levied on property owners to pay for the costs of maintaining the new City of Tallahassee sewer service distribution system. These assessments are collected and remitted to the City of Tallahassee in accordance with interlocal agreements with the City of Tallahassee. Areas include Killearn Lakes Units I and II completed in 2006, Annawood subdivision completed in 2022, and Woodville Phase 1 and Northeast Lake Munson completed in 2025.

Revenue Sources	**Acct #**	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Pool Interest Allocation	361111	22,017	-	-	-	-	-	-	-
Special Assessment - Killearn Lakes Sewer	363230	568,001	620,347	652,608	619,978	619,978	619,978	619,978	619,978
Special Assessment - Annawood Sewer	363231	7,434	9,607	9,353	8,885	8,885	8,885	8,885	8,885
Special Assessment - Woodville Sewer	363234	-	-	22,326	21,210	21,210	21,210	21,210	21,210
Special Assessment - Northeast Lake Munson	363235	-	-	17,758	16,870	16,870	16,870	16,870	16,870
Total Revenues		597,452	629,954	702,045	666,943	666,943	666,943	666,943	666,943

Appropriations by Department/Division	**Acct #**	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Tax Collector	513-586	11,481	12,599	12,599	13,340	13,340	13,340	13,340	13,340
Payment to City - Sewer Services	838-535	563,954	617,355	617,355	653,603	653,603	653,603	653,603	653,603
Total Appropriations		575,435	629,954	629,954	666,943	666,943	666,943	666,943	666,943
Revenues Less Appropriations		22,017	-	72,091	-	-	-	-	-

Notes:

The amount of sewer special assessments is established by the City of Tallahassee's sewer service rate ordinances, which are adjusted annually based on changes in Consumer Price Index (CPI). FY 2027 revenue reflects CPI rate adjustments and the addition of assessments for the Woodville Phase 1 and Northeast Lake Munson areas.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

County Government Annex (165)

Fund Type: Special Revenue

On June 26, 2003, the Board of County Commissioners purchased the County Government Annex on Calhoun Street. The operating fund facilitates and account for the ongoing operations of this building. Revenues for this fund are primarily generated by leases associated with the tenants of the building. Expenses associated with this fund are comprised of the upkeep, maintenance, and management of the facility.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Parking Facilities	344500	79,409	59,326	97,455	92,582	84,426	76,067	76,067	76,067
Pool Interest Allocation	361111	125,829	88,065	93,200	88,540	88,540	88,540	88,540	88,540
Net Incr(decr) In Fmv Of Investment	361300	(1,699)	-	-	-	-	-	-	-
Rents And Royalties	362000	1,648,376	1,035,102	1,229,485	1,168,011	757,834	731,356	746,579	746,579
Appropriated Fund Balance	399900	-	184,279	-	-	385,682	502,975	508,103	529,194
Total Revenues		1,851,914	1,366,772	1,420,140	1,349,133	1,316,482	1,398,938	1,419,289	1,440,380

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
County Government Annex	086025-519	526,561	401,511	246,557	246,557	188,905	252,794	252,794	252,794
County Government Annex	154-519	581,832	665,852	762,880	757,374	781,375	799,942	819,293	839,384
County Government Annex - Risk	495-519	72,798	78,232	78,241	50,317	50,317	50,317	50,317	50,317
Indirect Costs - County Government Annex	499-519	24,000	24,000	24,720	24,000	25,000	25,000	26,000	27,000
Transfers	950-581	206,644	197,177	197,177	270,885	270,885	270,885	270,885	270,885
Total Appropriations		1,411,835	1,366,772	1,309,575	1,349,133	1,316,482	1,398,938	1,419,289	1,440,380
Revenues Less Appropriations		440,079	-	110,565	-	-	-	-	-

Notes:

Funding is allocated for general building maintenance and repairs including renovations, mechanical and electrical upgrades, and safety improvements at the Leon County Government Annex. Specific project details are in the Capital Improvements Project Section. In addition, FY 2027 and outyear transfers reflect utility payments to the General Fund (001).

The additional rental revenue in FY 2027 is due to an increase in leasing activity at the Leon County Government Annex. Outyears reflect the programmed expiration of leases, which may or may not be extended or renegotiated. Revenue is only contemplated when a lease is active. FY 2028 through FY 2031 reflect the use of accumulated fund balance to support expenditures, however, based on current leasing trends, it is anticipated that leasing revenue will increase. If lease activity does not increase, expenditure reductions and/or general revenue support may be needed after FY 2031 as fund balance will be depleted.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Huntington Oaks Plaza (166)

Fund Type: Special Revenue

This fund was established to account for the maintenance of the Huntington Oaks Plaza purchased by the County in FY 2010 for the expansion of the Lake Jackson store front library and the construction of a community center. Revenue from this fund is derived from lease payments from space rentals and are used for maintaining the property.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Pool Interest Allocation	361111	38,825	24,890	29,100	27,645	27,645	27,645	27,645	27,645
Net Incr(decr) In Fmv Of Investment	361300	(670)	-	-	-	-	-	-	-
Rents And Royalties	362000	425,606	239,003	329,576	313,097	313,097	313,097	313,094	313,094
Appropriated Fund Balance	399900	-	-	-	-	92,672	555,655	459,708	1,364
Total Revenues		463,760	263,893	358,676	340,742	433,414	896,397	800,447	342,103

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Huntington Oaks Plaza Bldg Improvement	083002-519	-	20,916	18,244	78,938	167,645	627,645	527,645	66,184
Huntington Oaks Plaza Operating	155-519	46,208	97,178	115,680	115,680	117,645	119,628	121,678	123,795
Huntington Oaks - Risk	495-519	17,591	27,666	27,666	17,820	17,820	17,820	17,820	17,820
Indirect Costs - Huntington Oaks Plaza	499-519	50,000	50,000	51,500	50,000	52,000	53,000	55,000	56,000
Transfers	950-581	83,255	68,133	68,133	78,304	78,304	78,304	78,304	78,304
Total Appropriations		197,054	263,893	281,223	340,742	433,414	896,397	800,447	342,103
Revenues Less Appropriations		266,706	-	77,453	-	-	-	-	-

Notes:

FY 2027 reflects a increase in leasing activity at the Huntington Oaks Plaza. The expenditure transfers are utility payments to the General Fund (001) for building utilities.

Leasing activity is anticipated to remain relatively flat in the outyears. Revenue is only contemplated when a lease is active. If lease activity does not increase expenditure reductions and/or general revenue support may be needed in the outyears.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Local Provider Participation (167)

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
LPPF Non Ad Valorem Assessment	329501	26,066,988	-	-	-	-	-	-	-
Pool Interest Allocation	361111	397,406	-	-	-	-	-	-	-
Total Revenues		26,464,394	-	-	-	-	-	-	-

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Local Provider Participation Fund	365-564	26,192,915	-	-	-	-	-	-	-
Total Appropriations		26,192,915	-	-	-	-	-	-	-
Revenues Less Appropriations		271,479	-	-	-	-	-	-	-

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

2017 Capital Improvement Revenue Refinancing (222)

Fund Type: Debt Service

The Debt Series 2014 Fund is a debt service fund established to account for the debt service associated with the refinancing of the non taxable portion of the Capital Improvement Revenue Refunding Bond Series 2005 with a bank loan. The original bond was issued to fully refund the Parks and Recreation Bond Series 1998A, a portion of the Stormwater Bond Series 1997 and a portion of the Capital Improvement Revenue Bond Series 1999.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Transfer From Fund 126	381126	3,270,583	-	-	-	-	-	-	-
Total Revenues		3,270,583	-	-	-	-	-	-	-
Appropriations by Department/Division	**Acct #**	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
2014 Debt Series	979-582	3,270,583	-	-	-	-	-	-	-
Total Appropriations		3,270,583	-	-	-	-	-	-	-
Revenues Less Appropriations		-	-	-	-	-	-	-	-

Notes:

At the April 26, 2017 workshop, the Board approved the refinancing of a FY 2014 bank loan which saved $489,075 over the life of the loan. The loan reached maturity in FY 2025.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Bond Series 2020-Capital Equipment Financing (223)

Fund Type: Debt Service

The Bond Series 2020 Fund is a debt service fund established to account for the debt service associated with the financing of the purchase of a new helicopter for the Sheriff's office.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
COT Capital Reimbursement	337304	130,000	35,890	-	-	-	-	-	-
Transfer From Fund 126	381126	127,601	35,891	-	-	-	-	-	-
Total Revenues		257,601	71,781	-	-	-	-	-	-

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Bond Series 2020	979-582	257,601	71,781	-	-	-	-	-	-
Total Appropriations		257,601	71,781	-	-	-	-	-	-
Revenues Less Appropriations		-	-	-	-	-	-	-	-

Notes:

The Bond Series 2020 Capital Equipment Financing Fund was established in FY 2020 to pay the debt service payment for a new Sheriff helicopter over a six-year term. Funding for the repayment of the debt service was split evenly between the County and the City of Tallahassee. The County billed the City for their half of the debt service payment. The loan reached maturity in FY 2026.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Supervisor of Elections Building (224)

Fund Type: Debt Service

The Bond Series 2021 Fund is a debt service fund for the Supervisor of Elections Voting Operations Center Building. The purchase and building improvements was made from loan proceeds to be paid back over 15 years. The repayment of the loan is established in a debt service fund beginning in FY 2022 to coincide with the first debt service payment due on December 1, 2021.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Transfer From Fund 126	381126	417,788	421,590	420,208	420,208	418,733	417,165	420,505	418,660
Total Revenues		417,788	421,590	420,208	420,208	418,733	417,165	420,505	418,660

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Bond Series 2021	979-582	417,788	421,590	420,208	420,208	418,733	417,165	420,505	418,660
Total Appropriations		417,788	421,590	420,208	420,208	418,733	417,165	420,505	418,660
Revenues Less Appropriations		-	-	-	-	-	-	-	-

Notes:

The Bond Series 2021 Supervisor of Elections Building Fund was established during the FY 2022 budget to account for the debt service payment for the purchase and renovations of the Supervisor or Elections' Voter Operations Center Building.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

ESCO Lease (225)

Fund Type: Debt Service

The ESCO Lease Fund is a debt service fund established to account for the debt service associated with the obligations relating to the County's Energy Performance Contract with Energy Savings Group (ESG). This lease was entered into to fund upgrades and replacements of critical building infrastructure at County facilities, including the Detention Center, Courthouse and Sheriff's Administration building relating to the County's Energy Performance Contract. These energy efficiency improvements will offset the cost of the lease. Energy Savings Group will pay any balance on the lease not offset by these energy cost savings.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Transfer From Fund 001	381001	721,652	743,302	765,601	765,601	788,569	812,226	836,593	861,690
Transfer From Fund 126	381126	533,467	513,590	492,713	492,713	465,858	443,006	419,092	394,096
Total Revenues		1,255,119	1,256,892	1,258,314	1,258,314	1,254,427	1,255,232	1,255,685	1,255,786

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
ESCO Lease	977-582	1,255,119	1,256,892	1,258,314	1,258,314	1,254,427	1,255,232	1,255,685	1,255,786
Total Appropriations		1,255,119	1,256,892	1,258,314	1,258,314	1,254,427	1,255,232	1,255,685	1,255,786
Revenues Less Appropriations		-	-	-	-	-	-	-	-

Notes:

The ESCO Lease fund (225) was established during the FY 2022 Budget to account for the debt service related to the County's Energy Performance Contract with Energy Savings Group (ESG). The savings generated from this contract for FY 2027 is reflected in the Facilities Management and Facilities Detention Center operating budgets in the General Fund (001).

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

800 MHz Radios (226)

Fund Type: Debt Service

The 800 MHz Radios Fund is a debt service fund established to account for the debt service associated with the replacement of the County's 800 MHz radios. The loan will be paid back over seven years.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Transfer From Fund 126	381126	511,734	510,542	509,286	509,286	512,965	511,515	-	-
Total Revenues		511,734	510,542	509,286	509,286	512,965	511,515	-	-

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
800 MHz Radios	949-582	511,734	510,542	509,286	509,286	512,965	511,515	-	-
Total Appropriations		511,734	510,542	509,286	509,286	512,965	511,515	-	-
Revenues Less Appropriations		-	-	-	-	-	-	-	-

Notes:

The 800 MHz Fund was established during the FY 2023 budget to account for the debt service related to the County's purchase of replacement radios for the Leon County Sheriff's Office, Emergency Medical Services (EMS), Animal Control and the Volunteer Fire Departments. FY 2029 will be the last year of payment.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Capital Improvements (305)

Fund Type: Capital Projects

The Capital Improvements Fund is a capital project fund established in support of the County's Capital Improvement Program. A major revenue source of the Capital Improvement Fund is a transfer from general revenue dollars. The fund is used to account for resources and expenditures associated with the acquisition or construction of major non-transportation related capital facilities and/or projects other than those financed by Proprietary Funds.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
COT Reimbursement for PSC	337220	100,000	-	-	-	-	-	-	-
Pool Interest Allocation	361111	1,510,487	501,600	428,731	407,294	498,750	523,688	549,872	577,365
Net Incr(decr) In Fmv Of Investment	361300	(18,345)	-	-	-	-	-	-	-
Transfer From Fund 001	381001	12,815,334	9,680,015	14,041,468	14,041,468	11,340,066	15,777,830	14,613,236	15,855,709
Transfer From Fund 120	381120	46,000	175,000	50,000	50,000	-	-	-	-
Transfer From Fund 123	381123	1,787,062	-	-	-	-	-	-	-
Transfer From Fund 125	381125	100,000	-	-	-	-	-	-	-
Transfer From Fund 135	381135	-	305,000	425,000	425,000	200,000	250,000	50,000	50,000
Transfer From Fund 140	381140	2,718,990	1,078,306	543,775	543,775	755,370	1,311,073	1,710,548	1,715,020
Transfer From Fund 160	381160	1,520,319	470,000	-	-	-	-	-	-
Transfer From Fund 501	381501	1,100,000	-	-	-	-	-	-	-
Appropriated Fund Balance	399900	-	-	-	-	4,000,000	-	-	-
Total Revenues		21,679,847	12,209,921	15,488,974	15,467,537	16,794,186	17,862,591	16,923,656	18,198,094

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
General Vehicle & Equipment Replacement	026003-519	498,497	-	500,000	-	450,000	300,000	350,000	350,000
Stormwater Vehicle & Equipment Replacement	026004-538	206,759	-	400,000	-	500,000	500,000	500,000	500,000
Fleet Management Shop Equipment	026010-519	-	-	-	-	37,000	-	-	-
Apalachee Regional Park	045001-572	371,026	450,000	1,275,000	500,000	100,000	100,000	-	50,000
Parks Capital Maintenance	046001-572	322,715	-	1,160,000	1,920,000	491,193	395,000	805,000	724,230
New Vehicles and Equipment for Parks/Greenways	046007-572	118,289	-	-	-	-	-	-	-
Greenways Capital Maintenance	046009-572	117,474	-	518,000	341,000	342,000	343,000	344,000	345,000
Dog Parks - Unincorporated Area	046013-572	-	90,000	-	-	-	-	-	-
Woodville Sewer Project	062003-535	1,130,590	-	-	-	-	-	-	-
Belair-Annawood Septic to Sewer	062007-535	73,731	-	-	-	-	-	-	-
NE Lake Munson Septic to Sewer	062008-535	2,334,457	-	-	-	-	-	-	-
Lexington Pond - Ford's Arm	063005-538	16,411	-	-	-	-	-	-	-
Undefined	065001-538	2,747	-	-	-	-	-	-	-

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Capital Improvements (305)

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Stormwater Pond Repairs	066026-538	5,658	100,000	200,000	200,000	350,000	100,000	100,000	100,000
Antlers Subdivision Pond Dam Repair	067007-538	-	-	1,500,000	-	-	-	-	-
Leon County Basin Management Plan Updates	067009-538	-	-	250,000	250,000	750,000	750,000	750,000	750,000
Financial Hardware and Software	076001-519	143,206	420,762	604,221	598,335	443,959	386,027	188,158	690,353
Supervisor of Elections Technology	076005-519	49,972	50,000	50,000	50,000	50,000	50,000	50,000	50,000
County Compute Infrastructure	076008-519	289,869	1,070,000	467,500	467,500	723,425	1,129,528	1,135,813	1,542,288
Geographic Information Systems	076009-539	337,275	449,000	646,000	496,000	579,000	555,750	582,788	611,242
Library Services Technology	076011-571	202,903	385,030	625,030	495,030	310,030	270,030	265,000	265,000
Permit & Enforcement Tracking System	076015-537	326,238	260,000	225,600	375,600	342,136	409,664	378,244	447,939
Technology In Chambers	076022-519	43,814	141,480	141,974	141,974	142,484	143,008	143,548	144,104
Courtroom Technology	076023-519	238,234	391,000	367,230	359,230	448,497	524,802	526,146	527,530
User Computer Upgrades	076024-519	510,542	954,000	650,000	650,000	450,000	550,000	350,000	750,000
Mobile Devices	076042-519	6,963	25,000	25,000	25,000	25,000	25,000	25,000	25,000
State Attorney Technology	076047-519	213,758	285,224	187,567	132,585	270,678	354,358	363,335	372,589
Public Defender Technology	076051-519	65,707	136,733	85,975	85,975	159,440	172,172	155,692	171,508
Geographic Information Systems Incremental Basemap Update	076060-539	368,500	333,500	333,500	333,500	333,500	333,500	333,500	333,500
Records Management	076061-519	151,683	157,500	115,375	230,000	235,000	240,000	245,000	250,000
E-Filing System for Court Documents	076063-519	-	-	100,000	-	-	-	-	-
Justice Information System (JIS) Upgrade	076065-519	131,978	335,000	337,550	337,550	840,177	842,882	1,095,668	1,098,538
Large Application Upgrades	076066-519	-	100,000	229,822	143,322	200,667	206,687	212,887	219,273
Public Safety Complex Technology	076069-529	31,015	15,000	15,000	165,000	1,065,000	1,065,000	565,000	465,000
Courtroom Minor Renovations	086007-519	88,793	75,000	75,000	80,000	80,000	80,000	80,000	80,000
Architectural & Engineering Services	086011-519	28,341	120,000	50,000	50,000	50,000	60,000	60,000	60,000
Courthouse Security	086016-519	28,252	110,000	35,000	285,000	35,000	35,000	35,000	35,000
Common Area Furnishings	086017-519	23,158	65,000	35,000	10,000	55,000	55,000	55,000	55,000
Courthouse Renovations	086027-519	34,250	165,000	-	-	-	40,000	40,000	40,000
Sheriff Facilities Capital Maintenance	086031-523	3,861,505	1,867,609	1,947,000	2,510,000	2,490,000	2,880,000	3,035,000	2,205,000
Welcome Center Improvements	086065-519	923,036	-	-	-	-	-	-	-
Medical Examiner Facility	086067-527	14,078	-	-	-	-	-	-	-
Building Roofing Repairs and Replacements	086076-519	303,885	100,000	300,000	100,000	525,000	400,000	975,000	150,000

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Capital Improvements (305)

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Building Mechanical Repairs and Replacements	086077-519	427,984	-	415,000	639,836	1,255,000	1,445,000	1,335,000	1,055,000
Building Infrastructure Improvements	086078-519	666,932	-	725,000	941,136	700,000	1,511,183	950,000	2,275,000
Building General Maintenance and Renovations	086079-519	1,440,982	558,633	785,000	428,964	520,000	600,000	205,000	410,000
Solar Arrays on County Buildings	086081-519	-	80,000	50,000	-	-	-	-	-
Essential Libraries Initiative	086085-571	2,920,479	1,000,000	4,000,000	200,000	-	-	-	-
Serenity Cemetery Expansion	091002-519	-	-	-	-	-	-	-	190,000
Public Safety Complex	096016-529	7,050	1,585,000	1,050,000	1,575,000	1,120,000	1,010,000	688,877	860,000
Voting Equipment Replacement	096028-513	-	334,450	712,550	350,000	325,000	-	-	-
HMGP LCSO Building	951066-523	548,548	-	-	-	-	-	-	-
Total Appropriations		19,627,280	12,209,921	21,189,894	15,467,537	16,794,186	17,862,591	16,923,656	18,198,094
Revenues Less Appropriations		2,052,567	-	(5,700,920)	-	-	-	-	-

Notes:

The FY 2027 general capital improvement program is $15.5 million. The FY 2027 – FY 2031 Capital Improvement Plan is primarily focused on maintaining the County's infrastructure of buildings, roads, stormwater system, parks, information technology and fleet. To maintain the capital program, a consistent amount of recurring general revenue is required to fund these projects. From FY 2021 – FY 2026, the recurring general revenue support for the capital program has ranged from $5 million to $10.8 million. The general revenue transfer increased to $14.5 million for FY 2027.

A review of fund reserves in FY 2025 indicated that the County had $11.4 million in available general revenue fund balances above the policy minimums that were available to support the capital program for FY 2026 and FY 2027. To ensure some capital projects are not delayed due to current supply chain difficulties, especially with vehicles and construction materials, $3.6 million in fund balances were appropriated in FY 2026. This funding will support projects associated with the purchase of County vehicles and heavy equipment, facility improvements, Sheriff Facilities improvements, and park facility improvements.

For FY 2027, additional funding is for IT infrastructure, improvements to critical facilities including the Public Safety Complex, and the Essential Libraries Strategic Initiative to complete renovations of existing restroom facilities at the Main Library required for ADA compliance.

Outyear expenditure projections reflect overall inflation and the rising costs of construction materials and supplies. Due in part to these inflationary pressures, the general revenue transfer is projected to increase to $17 million by FY 2031.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Transportation Improvements (306)

Fund Type: Capital Projects

The Transportation Improvement Fund is a capital project fund established to account for transportation related capital projects. Major revenue sources for the Transportation Improvement Fund include proceeds from local and state gas taxes from the Transportation Trust Fund (106). Leon County imposes a total of twelve cents in gas taxes.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Pool Interest Allocation	361111	410,750	211,660	-	-	-	-	-	-
Net Incr(decr) In Fmv Of Investment	361300	(5,184)	-	-	-	-	-	-	-
Refund Of Prior Year Expenses	369300	22,922	-	-	-	-	-	-	-
Transfer From Fund 106	381106	5,622,998	1,419,043	1,455,210	1,455,210	4,301,791	3,614,080	3,652,302	3,691,480
Total Revenues		6,051,486	1,630,703	1,455,210	1,455,210	4,301,791	3,614,080	3,652,302	3,691,480

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Public Works Vehicle & Equipment Replacement	026005-541	782,968	-	860,000	-	750,000	800,000	800,000	800,000
Arterial & Collector Roads Pavement Markings	026015-541	154,843	135,200	135,200	-	135,200	135,200	135,200	135,200
Baum Road Drainage Improvement	054011-541	633,721	-	-	-	-	-	-	-
Community Safety & Mobility	056005-541	-	-	425,000	-	1,000,000	250,000	250,000	250,000
Public Works Design and Engineering Services	056011-541	137,458	100,000	100,000	-	100,000	100,000	100,000	100,000
Sidewalk Program	056013-541	1,499,878	1,395,503	1,755,210	1,455,210	1,491,591	1,528,880	1,567,102	1,606,280
Intersection & Safety Improvements	057001-541	21,858	-	-	-	-	-	-	-
Miccosukee Road Bridge Replacement	057918-541	820,759	-	-	-	-	-	-	-
Maylor Road Stormwater Improvments	065005-538	(3,041)	-	-	-	-	-	-	-
Stormwater Infrastructure Preventative Maintenance	067006-538	787,115	-	3,925,000	-	825,000	800,000	800,000	800,000
Total Appropriations		4,835,559	1,630,703	7,200,410	1,455,210	4,301,791	3,614,080	3,652,302	3,691,480
Revenues Less Appropriations		1,215,928	-	(5,745,200)	-	-	-	-	-

Notes:

The second local option gas tax is split 50/50 for sidewalk projects and general transportation maintenance. For FY 2027, $1.5 million is allocated for the Sidewalk Program. A review of fund reserves in FY 2025 indicated that $4.3 million in Transportation Trust fund balance above policy minimums were available to support the transportation capital program in FY 2026 and FY 2027. To ensure infrastructure improvements continue and heavy equipment and vehicle purchases are not delayed due to supply chain issues, $2.4 million in funding was advanced funded in FY 2026.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Sales Tax (308)

Fund Type: Capital Projects

The Local Option Sales Tax Fund is a capital project fund established in accordance with a 1989 county-wide referendum, and is used to account for resources and expenditures associated with the construction of transportation and jail facility related projects. The Local Government Infrastructure Surtax includes proceeds from a One-Cent Sales Tax on all transactions up to $5,000. Pursuant to an interlocal agreement with the City of Tallahassee, the revenue generated by the tax will be split between the County and the City. The County's share of the proceeds is equal to 52.84%, and the City's share is equal to 47.16%. The 1989 referendum approved the sales tax levy for a period of fifteen years; however, through a county-wide referendum passed in November 2000, the sales tax was extended for an additional fifteen years (Note: the extended sales tax is accounted for in Fund 309).

Revenue Sources	**Acct #**	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Pool Interest Allocation	361111	62,741	-	-	-	-	-	-	-
Net Incr(decr) In Fmv Of Investment	361300	245	-	-	-	-	-	-	-
Total Revenues		62,986	-	-	-	-	-	-	-
Appropriations by Department/Division	**Acct #**	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Sheriff Facilities Capital Maintenance	086031-523	797,920	-	-	-	-	-	-	-
Total Appropriations		797,920	-	-	-	-	-	-	-
Revenues Less Appropriations		(734,935)	-	-	-	-	-	-	-

Notes:

The current 1-Cent Local Option Sales Tax expired in 2019. On November 4, 2014, Leon County residents approved a ballot initiative to extend the sales tax for another 20 years until 2039. In FY 2020, two new funds (351 and 352) were established for the new sales tax extension that went into effect on January 1, 2020. Previous projects assigned to this fund were moved to Fund 351. This fund is still open due to the accumulated funds in the intersection and safety improvement project to support the reconstruction of the Blair Stone Road and Old St. Augustine intersection and critical maintenance needs at the Sheriff Facilities.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Sales Tax - Extension (309)

Fund Type: Capital Projects

In November of 2000, Leon County residents approved a referendum extending the imposition of the 1 Cent Local Option Sales Tax beginning in FY 2004 for 15 years. The extension commits 80% of the revenues to Blueprint 2000 projects and will be jointly administered and funded by Leon County and the City of Tallahassee. The remaining 20% will be split evenly between the County and the City. The County's share will be used for various road, stormwater and park improvements. The Blueprint 2000 Joint Participation Agreement Revenue supports County projects funded through the County's share of the $50 million water quality/flooding funding.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Pool Interest Allocation	361111	38,881	-	-	-	-	-	-	-
Net Incr(decr) In Fmv Of Investment	361300	(252)	-	-	-	-	-	-	-
Total Revenues		38,629	-	-	-	-	-	-	-

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Fred George Park	043007-572	3,156	-	-	-	-	-	-	-
Community Safety & Mobility	056005-541	110,953	-	-	-	-	-	-	-
Lafayette Street Stormwater	065001-538	(2,747)	-	-	-	-	-	-	-
Total Appropriations		111,362	-	-	-	-	-	-	-
Revenues Less Appropriations		(72,734)	-	-	-	-	-	-	-

Notes:

The current 1-Cent Local Option Sales Tax expired in 2019. On November 4, 2014, Leon County residents approved a ballot initiative to extend the sales tax for another 20 years until 2039. Two new funds (351 and 352) were established for the new sales tax revenue beginning in FY 2020 to account for the projects that were programmed in this fund. This fund remains open for expenditures related to the Lexington Pond Retrofit project.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

9-1-1 Capital Projects (330)

Fund Type: Capital Projects

The 9-1-1 Capital Projects Fund was established to support the capital needs of the emergency communications system. Major revenue sources of the Emergency Communications Fund include proceeds transferred from the 9-1-1 Emergency Communications Fund which includes: wireless Enhanced 9-1-1 fee (50 cents/month per service subscriber) pursuant to F.S. 365.172 - 365.173; and the 9-1-1 fee (50 cents/month per service line) pursuant to F.S. 365.171(13). The fund is used to account for resources and expenditures associated with capital projects related to the provision of 9-1-1 emergency services.

Revenue Sources	**Acct #**	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Pool Interest Allocation	361111	178,056	52,250	55,000	52,250	52,250	52,250	52,250	52,250
Net Incr(decr) In Fmv Of Investment	361300	(956)	-	-	-	-	-	-	-
Appropriated Fund Balance	399900	-	318,791	130,005	130,005	131,060	113,598	95,721	76,856
Total Revenues		177,100	371,041	185,005	182,255	183,310	165,848	147,971	129,106

Appropriations by Department/Division	**Acct #**	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Transfers	950-581	607,128	371,041	198,754	182,255	183,310	165,848	147,971	129,106
Total Appropriations		607,128	371,041	198,754	182,255	183,310	165,848	147,971	129,106
Revenues Less Appropriations		(430,028)	-	(13,749)	-	-	-	-	-

Notes:

Revenues are collected in the operating fund (Fund 130). FY 2027 and outyear transfers reflect support for operating expenses for the E-911 System. Funds not utilized for operating the E 9-1-1 System are transferred at fiscal year end to the capital fund for future expenditure on capital upgrades.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Sales Tax - Extension 2020 (351)

Fund Type: Capital Projects

In November 2014, Leon County residents approved a referendum providing a second extension of the 1998 imposed 1-Cent Local Option Sales Tax beginning in FY 2020 for 20 years. The extension commits 80% of the revenues for Blueprint 2020 infrastructure projects, Blueprint 2020 Economic Development Programs, and Livable Infrastructure For Everyone (L.I.F.E.) projects. The remaining 20% is split evenly between the County and the City. The County's 10% share, accounted for in this fund, will be used for transportation resurfacing and intersection improvement projects and other statutorily authorized uses approved by the County Commission.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
1 Cent Sales Tax	312600	6,723,604	6,479,407	6,820,428	6,479,407	6,608,995	6,741,175	6,875,999	7,013,519
Pool Interest Allocation	361111	594,975	107,350	98,300	93,385	93,385	93,385	93,385	93,385
Net Incr(decr) In Fmv Of Investment	361300	(8,309)	-	-	-	-	-	-	-
Total Revenues		7,310,270	6,586,757	6,918,728	6,572,792	6,702,380	6,834,560	6,969,384	7,106,904

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Open Graded Cold Mix Main/Resurfacing	026006-541	215,606	215,605	215,605	215,605	215,605	215,605	215,605	215,605
DOT Old Bainbridge Road @ CC NW	053011-541	-	-	650,000	-	-	-	-	-
Arterial/Collect/Local Road Resurfacing	056001-541	3,865,288	5,371,152	6,318,755	4,857,187	5,486,775	6,368,955	6,503,779	6,641,299
Intersection and Safety Improvement	057001-541	2,191,386	1,000,000	1,000,000	1,500,000	1,000,000	250,000	250,000	250,000
Total Appropriations		6,272,280	6,586,757	8,184,360	6,572,792	6,702,380	6,834,560	6,969,384	7,106,904
Revenues Less Appropriations		1,037,990	-	(1,265,632)	-	-	-	-	-

Notes:

This fund was established to account for the County's 10% share of the sales tax extension starting January 1, 2020. The 10% share supports the County's annual road resurfacing, OCGM maintenance and intersection/safety capital projects.

The FY 2027 revenue estimates reflect consumer spending remaining flat and no additional growth from FY 2026.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Sales Tax - Extension 2020 JPA Agreement (352)

Fund Type: Capital Projects

In November 2014, Leon County residents approved a referendum providing a second extension of the 1-Cent Local Option Sales Tax beginning in FY 2020 for 20 years. The extension commits 80% of the revenues for Blueprint 2020 infrastructure projects, and will be jointly administered and funded by Leon County and the City of Tallahassee. The Blueprint 2020 Joint Participation Agreement revenue supports County projects funded through the County's share of the sales tax extension. The BP 2020 JPA revenue, accounted for in this fund, will be used for Water Quality and Stormwater, and Sidewalks. The fund also accounts for the 2% portion of the fund dedicated to Liveable Infrastructure For Everyone (L.I.F.E.) projects.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
LIFE Revenue	312601	1,041,831	1,295,882	1,364,086	1,295,882	1,321,800	1,348,236	1,375,200	1,402,704
BP2000 JPA Revenue	343916	3,875,000	3,875,000	3,875,000	3,875,000	3,875,000	3,875,000	3,875,000	3,875,000
Pool Interest Allocation	361111	465,873	61,750	65,000	61,750	63,603	65,511	67,476	69,501
Net Incr(decr) In Fmv Of Investment	361300	(4,531)	-	-	-	-	-	-	-
Total Revenues		5,378,173	5,232,632	5,304,086	5,232,632	5,260,403	5,288,747	5,317,676	5,347,205

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Sidewalk Program	056013-541	6,648	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
BluePrint 2020 Water Quality and Stormwater	067003-538	-	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000	2,125,000
L.I.F.E. Rural Road Safety Stabilization	091003-541	44,403	100,000	100,000	60,000	60,000	60,000	60,000	60,000
L.I.F.E. Miccosukee Sense of Place	091004-519	53,537	-	-	-	-	-	-	-
L.I.F.E. Street Lighting	091005-541	120,428	125,000	125,000	125,000	125,000	125,000	125,000	125,000
L.I.F.E. Neighborhood Enhancements & Transportation Safety	091006-541	232,315	175,000	175,000	150,000	150,000	150,000	150,000	150,000
L.I.F.E. Boat Landing Enhancements & Upgrades	091007-572	87,145	85,000	85,000	70,000	70,000	70,000	70,000	70,000
L.I.F.E. Private to Public Dirt Road Improvement Program	091008-541	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000
L.I.F.E. Stormwater and Flood Relief	091009-538	-	349,810	321,386	110,657	209,285	167,897	196,826	226,355
L.I.F.E. Recreational Amenities	091010-572	53,966	472,822	541,975	541,975	471,118	540,850	540,850	540,850
L.I.F.E Woodville Sense of Place	091011-519	-	-		250,000	250,000	250,000	250,000	250,000
Transfers	950-581	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Total Appropriations		1,098,442	5,232,632	5,273,361	5,232,632	5,260,403	5,288,747	5,317,676	5,347,205
Revenues Less Appropriations		4,279,732	-	30,725	-	-	-	-	-

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Notes:

On November 4, 2014, Leon County residents approved a ballot initiative to extend the current 1-Cent Local Option Sales Tax for another 20 years until 2039. This fund has been established to account for the 2% sales tax share dedicated to the L.I.F.E. program, and the County's share of the Blueprint JPA revenue.

For FY 2027, Sales Tax Extension revenue estimates reflect consumer spending remaining flat and no additional growth from FY 2026. The Blueprint JPA revenue is consistent in FY 2027 and the outyears since this is a lump sum payment from Blueprint specified in the interlocal agreement.

Sales Tax Extension projects in FY 2027 include the Sidewalk program, Water Quality and Stormwater improvements, and L.I.F.E. projects (Rural Road and Safety Improvements, Street Lighting, Neighborhood Enhancements and Transportation Safety, Boat Landing, Private to Public Dirt Road Improvements, Stormwater and Flood Relief, Recreational Amenities, and the Woodville Sense of Place). In addition, the $500,000 transfer to the Municipal Services Fund (Fund 140) will assist in funding the maintenance of parks constructed with previous local infrastructure sales tax dollars.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Solid Waste (401)

Fund Type: Enterprise

The Solid Waste Fund is an enterprise fund established in support of the County's waste management programs. Major revenue sources for the Solid Waste Operations Fund include the Non-Ad Valorem Assessment, and Transfer Station Tipping Fees. The fund is used to account for resources and expenditures related to the operation of the County Solid Waste Management Facility and the provision of the County Waste Management program.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Solid Waste	313700	363,236	379,003	340,860	323,817	326,084	328,367	330,665	332,980
Waste Disposal Special Assessment	319150	1,587,497	1,556,180	3,308,720	3,143,284	3,165,287	4,781,166	4,814,634	5,413,976
Delinquent Assessments-2015	319215	83	-	-	-	-	-	-	-
Delinquent Assessments-2016	319216	321	-	-	-	-	-	-	-
Delinquent Assessments-2017	319217	215	-	-	-	-	-	-	-
Delinquent Assessments - 2018	319218	288	-	-	-	-	-	-	-
Delinquent Assessments	319219	171	-	-	-	-	-	-	-
Delinquent Assessments - 2020	319220	17	-	-	-	-	-	-	-
Delinquent Assessments - 2021	319221	224	-	-	-	-	-	-	-
Delinquent Assessments - 2022	319222	626	-	-	-	-	-	-	-
Delinquent Assessments - 2023	319223	1,162	-	-	-	-	-	-	-
Operating Income - Class I	343410	40,647	-	-	-	-	-	-	-
Transfer Station Receipts	343411	12,785,334	13,386,467	15,712,962	14,927,314	15,225,860	15,530,377	15,840,985	16,157,805
Marpan Administrative Fee	343412	-	950	1,000	950	950	950	950	950
Marpan Class III Residuals	343413	1,580,614	1,605,305	1,738,676	1,651,742	1,663,305	1,674,948	1,686,672	1,698,478
Operating Income - Tires	343415	73,645	74,024	88,273	83,859	84,446	85,037	85,633	86,232
Operating Income - Electronics	343416	-	475	500	475	475	475	475	475
Operating Income - Yard Trash Clean	343417	223,152	234,967	226,498	215,173	216,679	218,196	219,724	221,262
Operating Income - Yard Trash	343418	131,796	103,460	109,667	104,184	104,913	105,648	106,387	107,132
Operating Income - Landfill Yard Trash Bagged	343420	-	393	-	-	-	-	-	-
Resource Recovery (metals, etc)	343451	(459,272)	-	-	-	-	-	-	-
Hazardous Waste	343453	46,968	61,978	47,891	45,496	45,814	46,135	46,458	46,783
Recycling Promotional Services	343461	69,380	33,250	35,000	33,250	33,483	33,717	33,953	34,191
Interest Income - Investment	361110	931,705	-	-	-	-	-	-	-
Pool Interest Allocation	361111	73,463	570,000	450,000	427,500	436,050	444,771	453,666	462,740
Net Incr(decr) In Fmv Of Investment	361300	32	-	-	-	-	-	-	-
Equipment Buyback	364100	-	-	231,579	220,000	-	429,000	-	-
Other Scrap Or Surplus	365900	-	64,125	-	-	-	-	-	-
Transfer From Fund 126	381126	3,454,042	3,849,927	2,269,642	2,269,642	2,258,052	374,684	544,544	-

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Solid Waste (401)

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Appropriated Fund Balance	399900	-	-	272,326	272,326	272,326	272,326	272,326	272,326
Total Revenues		20,905,346	21,920,504	24,833,593	23,719,012	23,833,724	24,325,797	24,437,072	24,835,330

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Solid Waste Facility Heavy Equip. & Vehicle Replacement	036003-534	147,311	100,000	560,000	350,000	85,000	55,000	75,000	75,000
Transfer Station Heavy Equip Replacement	036010-534	-	165,000	535,000	1,070,000	55,000	175,000	200,000	700,000
HHW Collection Center	036019-534	-	80,000	80,000	80,000	500,000	500,000	500,000	-
Transfer Station Improvements	036023-534	411,098	1,255,000	615,000	615,000	695,000	880,000	900,000	1,000,000
Rural Waste Service Center Improvements	036025-534	-	-	885,500	300,250	304,750	373,000	-	-
Rural/Hazardous Waste Vehicle and Equipment Replacement	036033-534	-	142,000	440,000	250,000	650,000	400,000	400,000	400,000
Hazardous Waste Vehicle and Equipment Replacement	036042-534	-	65,000	55,000	-	60,000	55,000	60,000	183,599
Yard Waste	416-534	472,026	548,434	576,299	577,854	604,533	632,218	661,228	691,635
Rural Waste Service Centers	437-534	929,735	1,009,888	1,038,670	1,051,347	1,076,528	1,100,492	1,125,202	1,150,643
Transfer Station Operations	441-534	14,122,638	15,897,351	16,195,656	16,234,647	16,537,699	16,814,589	17,097,614	17,138,069
Solid Waste Management Facility	442-534	621,910	672,264	998,444	1,010,294	1,023,761	1,037,067	1,050,821	1,065,042
Hazardous Waste	443-534	636,754	951,028	969,528	1,006,382	1,037,917	1,067,594	1,099,370	1,130,505
MIS Automation - Solid Waste Fund	470-534	34,853	35,816	36,087	35,460	35,758	36,059	36,059	36,059
Solid Waste - Risk	495-534	33,848	35,891	36,118	34,031	34,031	34,031	34,031	34,031
Indirect Costs - Solid Waste	499-534	768,000	883,000	909,490	1,015,000	1,045,000	1,077,000	1,109,000	1,142,000
Tax Collector	513-586	31,734	36,713	36,713	36,713	36,713	36,713	36,713	36,713
Transfers	950-581	50,581	43,119	43,119	52,034	52,034	52,034	52,034	52,034
Total Appropriations		18,260,489	21,920,504	24,010,624	23,719,012	23,833,724	24,325,797	24,437,072	24,835,330
Revenues Less Appropriations		2,644,857	-	822,969	-	-	-	-	-

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Notes:

The Solid Waste fund is an enterprise fund and is supported by a non-ad valorem assessment and tipping fees collected at the Transfer Station.

During the FY 2020 budget process, the Board adopted a multi-year fiscal plan that reallocated $4.1 million in FY 2021 debt services savings to avoid future tax and fee increases for as long as possible. The plan allowed for the elimination of the rural waste center collection fees and avoided the need to raise the non-ad valorem assessment. For FY 2021, the plan called for the reallocation of $1.11 million in debt service savings to the solid waste fund to support the Rural Waste Service Centers and the recycling contract. This general revenue transfer increased to $3.5 million and $3.8 million in FY 2025 and FY 2026 respectively.

For FY 2027, the general revenue transfer decreased to $2.2 million due to the Board approving a phased increase to the solid waste assessment over the next five years in unincorporated Leon County to support solid waste disposal services and ultimately eliminate the general revenue subsidy to the fund. Outyears reflect additional phased increases to the assessment in FY 2029 and FY 2031 when full general revenue elimination will be realized.

The increase in revenue and expenditures for the Transfer Station is related to a contractual increase in hauling and disposal rates associated with transferring waste from the transfer station to the regional landfill in Jackson County. FY 2027 capital funding is included for Solid Waste Facility, Transfer Station and Rural Waste Heavy Equipment Replacements, Hazardous Waste Collection and Transfer Station Improvements.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Insurance Service (501)

Fund Type: Internal Services

The Insurance Service Fund is an internal service fund established in support of general County operations. Major revenue sources of the Insurance Service Fund include proceeds from interdepartmental billings. The fund is used to account for resources and expenditures associated with assessed premiums, claims, and administration of the County's Risk Management Program related to auto and property liability, workers' compensation, and other types of insurance.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Pool Interest Allocation	361111	356,513	19,845	67,143	63,786	65,062	66,363	67,690	69,044
Transfer From Fund 145	381145	60,000	72,000	72,000	72,000	82,800	95,220	109,503	125,928
Vehicle Insurance	396100	736,367	915,065	1,111,848	1,111,848	1,278,625	1,470,419	1,690,983	1,944,629
General Liability	396200	802,385	901,605	945,662	945,662	1,087,511	1,250,638	1,438,233	1,653,968
Aviation Insurance	396300	105,096	113,500	113,500	113,500	130,525	150,104	172,619	198,512
Property Insurance	396400	2,248,840	1,641,234	1,058,762	1,058,762	1,164,638	1,281,102	1,409,212	1,550,133
Workers Compensation Insurance	396600	2,418,513	3,673,591	3,679,449	3,679,449	4,047,394	4,452,134	4,897,347	5,387,081
Total Revenues		6,727,715	7,336,840	7,048,364	7,045,007	7,856,555	8,765,980	9,785,587	10,929,295

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Non Departmental	000-000	(14,874)	-	-	-	-	-	-	-
Risk Management	132-513	251,001	267,423	276,382	277,188	282,058	287,066	292,245	297,605
MIS Automation-Risk Fund	470-513	555	555	555	320	320	320	320	320
Enterprise Fund Fixed Asset Allocation	494-596	(172,143)	-	-	-	-	-	-	-
Insurance Service - Risk	495-596	681	759	767	874	883	892	901	910
Indirect Costs - Insurance Service	499-596	60,000	69,000	71,070	79,000	81,000	84,000	86,000	89,000
Workers' Comp Risk Management	821-596	4,913,644	6,999,103	6,712,008	6,687,625	7,492,294	8,393,702	9,406,121	10,541,460
Transfers	950-581	1,100,000	-	-	-	-	-	-	-
Total Appropriations		6,138,865	7,336,840	7,060,782	7,045,007	7,856,555	8,765,980	9,785,587	10,929,295
Revenues Less Appropriations		588,850	-	(12,418)	-	-	-	-	-

Notes:

The FY 2027 insurance budget reflects an increase to properly fund the County's insurance premium coverages for property and general liability. Leon County continues to have an aggressive safety and risk avoidance program, which has resulted in reduced workers compensation costs for Leon County Government.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Communications Trust (502)

Fund Type: Internal Services

The Communications Trust Fund is an internal service fund established to account for the resources and expenditures associated with the County's communications network, which includes the telephone and internet systems. The individual departments and agencies are assessed based on the number of internet connections, data lines, and telephone usage within their individual areas.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Pool Interest Allocation	361111	2,493	-	-	-	-	-	-	-
Departmental Billings - MIS Automation	394200	1,147,462	1,084,433	1,263,702	1,263,702	1,275,844	1,284,994	1,287,861	1,287,861
Departmental Billings	394000	1,057,381	1,102,769	891,575	891,575	891,575	891,575	891,575	891,575
Total Revenues		2,207,336	2,187,202	2,155,277	2,155,277	2,167,419	2,176,569	2,179,436	2,179,436

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Enterprise Fund Fixed Asset Allocation	494-590	(159,528)	-	-	-	-	-	-	-
Communications Trust	900-590	1,601,189	2,187,202	2,194,704	2,155,277	2,167,419	2,176,569	2,179,436	2,179,436
Total Appropriations		1,441,661	2,187,202	2,194,704	2,155,277	2,167,419	2,176,569	2,179,436	2,179,436
Revenues Less Appropriations		765,676	-	(39,427)	-	-	-	-	-

Notes:

The FY 2027 communications budget reflects inflationary increases in the cost for communication services (phone and internet) primarily associated with outside billing costs for the Constitutional Officers.

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Motor Pool (505)

Fund Type: Internal Services

The Motor Pool Fund is an internal service fund established to account for the costs associated with operating and maintaining the County's fleet of vehicles and heavy equipment. This internal service fund generates its revenues from direct billings by the Fleet Management Department to other departmental users. Fuel purchased by the Fleet Management Department is supplied to departmental users at cost plus a minor surcharge. Repairs and maintenance performed by the Fleet Management Department are charged to users at the costs of parts plus an applicable shop rate.

Revenue Sources	**Acct #**	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Pool Interest Allocation	361111	29,454	-	-	-	-	-	-	-
Departmental Billings - Fleet	394100	2,520,189	2,245,697	2,328,149	2,328,149	2,351,220	2,369,497	2,387,343	2,404,691
Gas And Oil Sales	395100	1,928,509	2,635,987	2,619,815	2,619,815	2,648,243	2,688,712	2,730,894	2,743,976
Total Revenues		4,478,152	4,881,684	4,947,964	4,947,964	4,999,463	5,058,209	5,118,237	5,148,667

Appropriations by Department/Division	**Acct #**	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Fleet Maintenance	425-591	5,009,173	4,860,563	4,936,353	4,930,882	4,982,344	5,041,050	5,101,078	5,131,508
MIS Automation - Motor Pool Fund	470-519	6,050	6,284	6,316	5,600	5,637	5,677	5,677	5,677
Fleet Maintenance - Risk	495-591	12,937	14,837	14,900	11,482	11,482	11,482	11,482	11,482
Total Appropriations		5,028,160	4,881,684	4,957,569	4,947,964	4,999,463	5,058,209	5,118,237	5,148,667
Revenues Less Appropriations		(550,009)	-	(9,605)	-	-	-	-	-

Notes:

The FY 2027 budget for this fund reflects inflationary growth in the costs of fuel and parts to maintain the County fleet.

LEON COUNTY RESOLUTION NO. _____

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, ADOPTING THE TENTATIVE FY 2026/2027 EMERGENCY MEDICAL SERVICES MUNICIPAL SERVICE TAXING UNIT MILLAGE RATE; AND PROVIDING AN EFFECTIVE DATE.

RECITALS

WHEREAS, the Board of County Commissioners of Leon County, Florida, pursuant to Section 129.03, Florida Statutes, has received and examined the Fiscal Year 2026/2027 tentative budget; and

WHEREAS, the gross taxable value for operating purposes not exempt from taxation with Leon County has been certified by the County Property Appraiser to the Board of County Commissioners for the Emergency Medical Services Municipal Service Taxing Unit as $28,735,422,474; and

WHEREAS, the Board of County Commissioners for the Taxing Unit of Leon County, Florida, pursuant to Section 200.065, Florida Statutes, has computed a proposed millage rate necessary to fund the tentative Emergency Medical Services Municipal Service Taxing Unit budget other than the portion of the budget to be funded from sources other than this ad valorem tax; and

WHEREAS, the Board of County Commissioners for the Emergency Medical Services Municipal Service Taxing Unit of Leon County, Florida, pursuant to Section 200.065, Florida Statues, has advised the County Property Appraiser of its proposed millage rate, of its rolled-back rate, and of the date, time, and place at which a public hearing will be held to consider the proposed millage rate; and

WHEREAS, the Board of County Commissioners for the Emergency Medical Services Municipal Service Taxing Unit of Leon County, Florida, pursuant to Section 200.065, Florida Statutes, has held a public hearing on September 15, 2026 for the purpose of hearing requests and complaints from the public regarding the proposed tax levies.

BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, that:

The Fiscal Year 2026/2027 tentative aggregate millage rate is 9.0644 mills (*0.7500 mills – Emergency Medical Services MSTU and 8.3144 mills – Countywide*), which is above the aggregate rolled-back rate of 8.8918 by 1.94%.

DONE, ADOPTED AND PASSED by the Board of County Commissioners of Leon County, Florida, this 15th day of September, 2026.

LEON COUNTY, FLORIDA

By:_____
Christian Caban, Chairman
Board of County Commissioners

ATTESTED BY:
Gwen Knight, Clerk of Court
& Comptroller, Leon County, Florida

By:_____

APPROVED AS TO FORM:
Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

By:_____

LEON COUNTY RESOLUTION NO. _____

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, ADOPTING THE TENTATIVE FY 2026/2027 EMERGENCY MEDICAL SERVICES MUNICIPAL SERVICE TAXING UNIT BUDGET; AND PROVIDING AN EFFECTIVE DATE.

RECITALS

WHEREAS, the Board of County Commissioners of Leon County, Florida, pursuant to Section 129.03, Florida Statutes, has received and examined the Fiscal Year 2026/2027 tentative budget; and

WHEREAS, the Board of County Commissioners for the Emergency Medical Services Municipal Service Taxing Unit of Leon County, Florida, pursuant to Section 200.065, Florida Statutes, has advised the County Property Appraiser of its proposed millage rate, of its rolled-back rate, and of the date, time, and place at which a public hearing will be held to consider the tentative budget; and

WHEREAS, the Board of County Commissioners for the Emergency Medical Services Municipal Service Taxing Unit of Leon County, Florida, pursuant to Section 200.065, Florida Statutes, has held a public hearing on September 15, 2026 for the purpose of hearing requests and complaints from the public regarding the tentative budget; and

WHEREAS, the Board of County Commissioners for the Emergency Medical Services Municipal Service Taxing Unit of Leon County, Florida, set forth the appropriations and revenue estimate, attached hereto as Exhibit A, for the tentative Emergency Medical Services Municipal Service Taxing Unit budget for Fiscal Year 2026/2027 for the amount of $44,733,614.

BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, that:

The Fiscal Year 2026/2027 tentative Emergency Medical Services Municipal Service Taxing Unit (Fund 135) budget be adopted by fund as it appears in the attached Exhibit A.

DONE, ADOPTED AND PASSED by the Board of County Commissioners of Leon County, Florida, this 15th day of September, 2026.

LEON COUNTY, FLORIDA

By: _____
Christian Caban, Chairman
Board of County Commissioners

ATTESTED BY:
Gwen Knight, Clerk of Court
& Comptroller, Leon County, Florida

By:_____

APPROVED AS TO FORM:
Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

By:_____

Exhibit A

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Emergency Medical Services MSTU (135)

Fund Type: Special Revenue

The Emergency Medical Services MSTU Fund is a special revenue fund established in FY 2004 for emergency medical and transport services. The primary revenue sources are transport fees paid primarily by medical insurance, Medicare and the Emergency Medical Services Municipal Services Taxing Unit.

Revenue Sources	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
MSTU Ad Valorem	311130	18,356,220	19,481,368	21,551,567	20,473,989	21,497,688	22,572,572	23,701,201	24,886,261
Delinquent Taxes 2004	311204	-	-	-	-	-	-	-	-
Delinquent Taxes 2009	311209	-	-	-	-	-	-	-	-
Delinquent Taxes 2010	311210	-	-	-	-	-	-	-	-
Delinquent Taxes 2011	311211	-	-	-	-	-	-	-	-
Delinquent Taxes 2012	311212	-	-	-	-	-	-	-	-
Delinquent Taxes 2013	311213	-	-	-	-	-	-	-	-
Delinquent Taxes 2014	311214	105	-	-	-	-	-	-	-
Delinquent Taxes 2015	311215	40	-	-	-	-	-	-	-
Delinquent Taxes 2016	311216	195	-	-	-	-	-	-	-
Delinquent Taxes 2017	311217	204	-	-	-	-	-	-	-
Delinquent Taxes 2018	311218	247	-	-	-	-	-	-	-
Delinquent Taxes 2019	311219	206	-	-	-	-	-	-	-
Delinquent Taxes 2020	311220	226	-	-	-	-	-	-	-
Delinquent Taxes 2021	311221	613	-	-	-	-	-	-	-
Delinquent Taxes 2022	311222	1,088	-	-	-	-	-	-	-
Delinquent Taxes 2023	311223	7,584	-	-	-	-	-	-	-
Ambulance Fees	342600	17,303,826	17,257,216	18,661,000	17,727,950	18,614,347	19,545,065	20,522,318	21,548,434
Medicaid - Ambulance Fees	342601	-	200,070	210,575	200,046	200,046	200,046	200,046	200,046
Special Events	342604	331,100	347,216	333,891	317,196	326,711	336,513	346,608	357,006
Patient Transports	342605	17,472	18,145	15,600	14,820	15,265	15,723	16,195	16,680
Medicaid - Fee for Service	342607	4,811,073	2,906,565	4,604,821	4,604,821	4,604,821	4,604,821	4,604,821	4,604,821
Pool Interest Allocation	361111	803,778	613,795	761,400	723,330	723,330	723,330	723,330	723,330
Net Incr(decr) In Fmv Of Investment	361300	(12,738)	-	-	-	-	-	-	-
Other Scrap Or Surplus	365900	353,250	39,900	51,500	48,925	-	-	-	-
Other Miscellaneous Revenue	369900	76,791	31,061	31,061	29,508	29,508	29,508	29,508	29,508
Appropriated Fund Balance	399900	-	247,000	593,029	593,029	-	-	-	-
Total Revenues		42,051,281	41,142,336	46,814,444	44,733,614	46,011,716	48,027,578	50,144,027	52,366,086

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Emergency Medical Services Vehicle & Equipment Replacement	026014-526	2,456,402	3,149,000	3,708,000	2,983,000	3,249,354	4,750,000	5,000,000	6,000,000
New Emergency Medical Services Vehicle & Equipment	026021-526	31,570	410,000	-	-	420,000	-	430,000	-
Emergency Medical Services Technology	076058-526	177,291	448,000	476,079	476,079	481,731	487,637	493,810	475,260
Emergency Medical Services	185-526	32,100,735	33,406,070	34,201,001	36,975,311	37,669,084	38,426,064	39,945,266	41,510,875
MIS Automation - EMS Fund	470-526	63,525	68,950	69,521	79,280	80,003	80,733	80,733	80,733
EMS - Risk	495-526	125,026	146,866	148,195	170,444	170,444	170,444	170,444	170,444
Indirect Costs - EMS	499-526	1,977,000	2,794,173	2,877,998	3,213,000	3,309,000	3,409,000	3,511,000	3,616,000
Tax Collector	513-586	342,080	391,200	399,000	411,500	432,100	453,700	462,774	462,774
Transfers	950-581	31,375	305,000	-	425,000	200,000	250,000	50,000	50,000

LEON COUNTY FISCAL YEAR 2027 TENTATIVE BUDGET

Emergency Medical Services MSTU (135)

Appropriations by Department/Division	Acct #	Actual FY 2025	Adopted FY 2026	Requested FY 2027	Budget FY 2027	Planned FY 2028	Planned FY 2029	Planned FY 2030	Planned FY 2031
Budgeted Reserves - EMS Fund	990-599	-	23,077	1,145,366	-	-	-	-	-
Total Appropriations		37,305,005	41,142,336	43,025,160	44,733,614	46,011,716	48,027,578	50,144,027	52,366,086
Revenues Less Appropriations		4,746,275	-	3,789,284	-	-	-	-	-

Notes:

Property valuations for the EMS MSTU increased 5.10% for the FY 2027 budget. During the FY 2024 budget process, the Board approved the planned millage rate increase from 0.50 to 0.75 to eliminate the general revenue subsidy to the EMS fund. Additionally, the 0.75 millage rate provides for reserves to support future increased staffing and equipment requirements for the program over the next five years. However, if the proposed constitutional amendment on property tax reform is passed by voters in November, the County would lose approximately $6 million in EMS MSTU revenue in the first two years of implementation (FY 2028 and FY 2029), which would result in significant reductions in emergency medical services.

In addition to the increase in property values, the growth in EMS revenues also reflects an increase in ambulance fees and Medicaid reimbursements from the State. Most of the increase in expenditures is related to the planned replacement of aging ambulances in the EMS fleet. In addition, to maintain current service levels and ensure adequate resources are available for increased call demand, the FY 2027 budget includes the addition of ten full-time positions. Additional increases are associated with inflationary costs of EMS contracts and medical supplies.

Leon County
Board of County Commissioners

Notes for Agenda Item #32

Leon County Board of County Commissioners

Agenda Item #32

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: First of Two Public Hearings to Adopt an Ordinance to Establish an 18-Month Moratorium on Large-Load Customer Facilities, including Large-Scale Data Centers

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Chasity H. O'Steen, County Attorney Nawfal Ezzagaghi, Assistant County Administrator Scott Brockmeier, Director, Development Support & Environmental Management
Lead Staff / Project Team:	Ryan Culpepper, Director, Development Services Division Gretchen Brantley, Assistant County Attorney Ana Richmond, Development Services Administrator

Statement of Issue:

This agenda item requests the Board conduct the first of two required public hearings to adopt an ordinance establishing an 18-month moratorium pausing the acceptance, review or approval of applications for development permits, development orders, rezoning, or site plans related to large-load customer facilities, including large-scale data centers, consistent with the scope of Senate Bill 484, as enacted in Chapter 2026-65, Laws of Florida, and schedule the second and final public hearing for October 13, 2026 at 6:00 p.m.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

Option #1: Conduct the first of two public hearings to adopt an Ordinance establishing an 18-month moratorium on large-load customer facilities, including large-scale data centers (Attachment #1), and schedule the second and final public hearing for October 13, 2026, at 6:00 p.m.

Report and Discussion

Background:

As directed by the Board at its July 14, 2026 meeting, this item requests that the Board conduct the first of two public hearings to consider an ordinance establishing an 18-month moratorium pausing the acceptance, review or approval of applications for development permits, development orders, rezoning, or site plans related to large-load customer facilities, including large-scale data centers as defined in Chapter 2026-65, Laws of Florida ("Senate Bill 484").

Senate Bill 484 became effective on July 1, 2026, and emphasizes the unique planning, infrastructure, and compatibility considerations that large-load facilities with substantial electric or other utility demands present, including large-scale data centers, and provides that such considerations and the associated impacts shall be addressed through local comprehensive planning and land development regulations. Neither the Leon County Development Code ("Code") nor the Tallahassee-Leon County 2050 Comprehensive Plan ("Comp Plan") contain specific provisions addressing large-load customers or data centers of any size. As a result, the County currently does not have a regulatory framework to evaluate the compatibility, infrastructure, and utility-demand impacts SB 484 directs be addressed through comprehensive planning and land development regulations. This moratorium provides the time necessary for staff to develop Code and Comprehensive Plan amendments establishing such a framework prior to further applications being received, reviewed, or approved.

Consistency with Senate Bill 180 (2025)

In June 2025, the Florida Legislature enacted Senate Bill 180, enacted in Chapter 2025-190, Laws of Florida ("SB 180"). Section 28 of SB 180 applies to counties listed in the Federal Disaster Declaration for Hurricane Debby (DR-4806), Hurricane Helene (DR-4828), or Hurricane Milton (DR-4834). Leon County is listed in the disaster declarations for Hurricanes Debby and Helene, and is therefore subject to Section 28, which through October 1, 2027, prohibits a covered local government from proposing or adopting: a moratorium on the construction, reconstruction, or redevelopment of property damaged by a covered hurricane; a more restrictive or burdensome amendment to its comprehensive plan or land development regulations; or a more restrictive or burdensome procedure concerning the review, approval, or issuance of a site plan, development permit, or development order.

To avoid conflict with Section 28, the proposed moratorium ordinance on large-scale data center development includes an exemption for any property with documented damage from Hurricane Debby or Helene. A property that qualifies for the exemption still requires Board approval through the Planned Unit Development process. This exemption does not establish development rights for a property or determine that a property is an appropriate location for a large-load customer or large-scale data center. While there are no pending applications for large load customer facilities, including large-scale data centers, any application received with a qualifying exemption would remain subject to all requirements of the Code and Comprehensive Plan, including location criteria based on anticipated impacts to infrastructure and utilities and off-site impacts to neighboring properties.

Analysis:

On July 14, 2026, the Board directed an 18-month moratorium on the siting of large-load customer facilities, including large-scale data centers. The moratorium temporarily pauses the acceptance, review, and approval of applicable development applications for the 18-month term. It does not impose a permanent prohibition on large-load customer facilities or large-scale data centers, and it will not interfere with any known projects as there are no approved or pending applications for large-scale data centers. This window gives County staff the necessary time to conduct research, gather public input, evaluate planning considerations, and ultimately bring recommended amendments to the Comprehensive Plan and Code back to the Board to protect public health, safety, and welfare. Staff anticipates returning to the Board with these findings and recommended amendments in September 2027 to seek additional Board guidance before initiating additional public hearings for formal adoption.

A key component of this evaluation is an upcoming independent study that SB 484 directs the Office of Program Policy Analysis and Government Accountability (OPPAGA) to complete. This comprehensive study will evaluate economic development and tax revenue impacts; the consumption of land, water, and natural resources; energy use and associated rate impacts; and public health and safety. OPPAGA must submit the study to the Governor, the President of the Senate, and the Speaker of the House of Representatives by July 1, 2027.

During the June 10, 2026, City of Tallahassee Commission Meeting, City Manager Reese Goad responded to questions about whether the current utility grid could support large-scale data centers.[1] He remarked that neither the Comprehensive Plan nor the City's code permitted large-scale data centers and that the City would have to generate additional capacity in order to accommodate such a facility.

This moratorium ordinance applies to property within unincorporated Leon County. It does not apply County wide.

The enactment of a moratorium requires two public hearings by the Board. This item constitutes the first of those two hearings and requests the Board schedule the second and final public hearing for October 13, 2026, at 6:00 p.m.

Notice of Public Hearing

The public hearing has been advertised consistent with Florida Statutes (Attachment #2). A Business Impact Estimate was also provided online as required by Florida law (Attachment #3).

[1] June 10, 2026, City of Tallahassee Commission Meeting, at timestamp 1:46:18 https://www.youtube.com/watch?v=E6ToItG44RQ

Options:

1. Conduct the first of two public hearings to adopt an ordinance establishing an 18-month moratorium on large-load customer facilities, including large-scale data centers (Attachment #1), and schedule the second and final public hearing for October 13, 2026, at 6:00 p.m.
2. Conduct the first of two public hearings and do not adopt an Ordinance establishing an 18-month moratorium on large-load customer facilities, including large-scale data centers, and do not schedule the second and final public hearing for October 13, 2026, at 6:00 p.m.
3. Board direction.

Recommendation:

Option #1

Attachments:

1. Moratorium Ordinance
2. Legal Advertisement
3. Business Impact Estimate

LEON COUNTY ORDINANCE NO. 2026-_____

AN ORDINANCE OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA; ESTABLISHING A TEMPORARY MORATORIUM FOR A DURATION OF 18 MONTHS PAUSING THE ACCEPTANCE, REVIEW, OR APPROVAL OF APPLICATIONS FOR DEVELOPMENT PERMITS, DEVELOPMENT ORDERS, REZONING, OR SITE PLANS RELATED TO FACILITIES SERVING LARGE LOAD CUSTOMERS, INCLUDING LARGE-SCALE DATA CENTERS, WITHIN UNINCORPORATED LEON COUNTY, FLORIDA; ADOPTING FINDINGS; PROVIDING FOR THE STUDY AND DEVELOPMENT OF APPROPRIATE LAND USE REGULATIONS, INCLUDING COMPREHENSIVE PLAN AMENDMENTS, ADDRESSING SUCH FACILITY USES; PROVIDING FOR CONFLICTING PROVISIONS; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

RECITALS

WHEREAS, the Board of County Commissioners (Board) has the authority pursuant to Chapter 125, Florida Statutes, and Article VIII of the Florida Constitution to protect the public health, welfare, safety, and quality of life of its residents and to enact ordinances for valid governmental purposes that are not inconsistent with general or special law; and

WHEREAS, Senate Bill 484, as enacted in Chapter 2026-65, Laws of Florida, and effective on July 1, 2026, emphasizes the unique planning, infrastructure, and compatibility considerations that facilities with substantial electric or other utility demands may present, such as facilities serving large load customers, including large-scale data centers, and provides that such considerations and their associated impacts shall be addressed through local comprehensive planning and land development regulations; and

WHEREAS, neither the Leon County Development Code ("Code") nor the Tallahassee-Leon County 2050 Comprehensive Plan ("Comp. Plan") directly address facilities serving large load customers or data centers of any size; and

WHEREAS, Leon County features a distinct, environmentally sensitive landscape characterized by extensive karst topography, numerous watersheds, aquifer recharge areas, sinkholes, and direct conduits to the underlying Floridan Aquifer, creating an exceptional vulnerability to groundwater contamination and ecological disruption; and

WHEREAS, state and regional planning efforts emphasize the importance of careful management of large groundwater withdrawals to ensure long-term environmental and economic stability for connected surface waters, natural ecosystems, and the economic well-being of Florida's communities; and

WHEREAS, facilities serving large load customers, including large-scale data centers, are reported to generate significant noise and vibration and are known to require substantial water resources for cooling systems and substantial electrical power to support continuous computing operations, which in some cases require infrastructure demands comparable to small municipalities; and

WHEREAS, such facilities have the potential to place significant demands on regional groundwater supplies, water treatment infrastructure, and electrical grid capacity; and

WHEREAS, Leon County currently lacks specific zoning provisions or development regulations addressing the unique operational characteristics, infrastructure requirements, and environmental considerations associated with facilities serving large load customers, including large-scale data centers; and

WHEREAS, allowing such facilities to proceed without appropriate regulatory standards could create risks to the County's water resources, electrical infrastructure capacity, land use planning objectives, and long-term community development strategy; and

WHEREAS, local governments may enact a moratorium if the moratorium is intended to preserve the status quo and is rationally related to the government's attempt to enact changes to development regulations. *(WCI Communities Inc. v. City of Coral Springs,* 885 So. 2d 912, 915 (Fla. 4th DCA 2004)); and

WHEREAS, Florida courts have held that permissible bases for land use restrictions include concern about the effect of the proposed development on traffic, congestion, surrounding property values, demands for public services, and on other aspects of the general welfare. *(WCI Communities Inc. v. City of Coral Springs,* 885 So.2d 912, 915 (Fla. 4th DCA 2004)(*referencing Corn v. City of Lauderdale Lakes,* 997 F.2d 1369, 1375 (11th Cir. 1993)); and

WHEREAS, local governments are entitled to enact moratoriums as a land-use tool to promote effective planning and preserve the status quo during this change. *(Tahoe-Sierra Pres. Council, Inc. v. Tahoe Reg'l Planning Agency,* 535 U.S. 302, 337, 122 S.Ct. 1465, L.Ed.2d 517 (2002)(holding temporary moratoria are used widely among land use planners to preserve the status quo while formulating a more permanent development strategy)); and

WHEREAS, the County will engage in the process of review, study, and information gathering to prepare and adopt amendments to its Code and/or Comp. Plan as may be necessary to address the demands of facilities serving large load customers, including large-scale data centers; and

WHEREAS, a temporary moratorium on the acceptance, review, or approval of applications for development permits, development orders, rezoning, or site plans related to facilities serving large load customers, including large-scale data centers, within unincorporated Leon County will allow time to review, study, gather information, evaluate the results of the July 1, 2027, interdisciplinary study related to large-scale data centers that the Office of Program Policy Analysis and Government Accountability is undertaking, and prepare and adopt an amendment or amendments to the Code and/or Comp. Plan, as may be required, to address facilities serving large load customers, including large-scale data centers, uses; and

WHEREAS, the Board wishes to establish a temporary moratorium of 18 months on the acceptance, review, or approval of applications for development permits, development orders, rezoning, or site plans related to facilities serving large load customers, including large-scale data centers, within unincorporated areas and such moratorium is reasonable and necessary to accomplish the goal of revising its regulations to ensure the community welfare is well-balanced and the public health, safety and general welfare are preserved; and

WHEREAS, as of the date of the Board's consideration of this ordinance, the Board has not considered any application for a facility serving large load customers, including large-scale data centers; and

WHEREAS, on July 14, 2026, the Board directed staff to prepare an ordinance instituting a temporary moratorium on the acceptance, review, or approval of applications for facilities serving large load customers, including large-scale data centers; and

WHEREAS, public notice of all hearings required by law has been provided in accordance with Chapters 125 and 163, Florida Statutes, and the Leon County Land Development Code; and

WHEREAS, this ordinance imposing an 18-month temporary moratorium on the acceptance, review, or approval of applications for facilities serving large load customers, including large-scale data centers, serves the health, safety, and welfare of the residents of and visitors to Leon County, Florida.

NOW THEREFORE, BE IT ORDAINED by the Board of County Commissioners of Leon County, Florida, as follows:

SECTION 1. FINDINGS OF FACT.

The foregoing recitals are hereby adopted as legislative findings of the Leon County Board of County Commissioners and are ratified and confirmed as being true and correct and are hereby made a specific part of this Ordinance upon adoption thereof.

SECTION 2. PURPOSE.

The purpose of this Ordinance is to allow Leon County sufficient time to review, study, respond to statewide reports and information, gather public input, and prepare and adopt an amendment or amendments to the Code and/or Comp. Plan, relating to facilities serving large load customers, including large-scale data centers.

SECTION 3. TEMPORARY MORATORIUM ESTABLISHED.

A temporary moratorium is hereby established on the acceptance, review, processing, or approval of any rezoning applications, conditional use permits, development permits, site plan approvals, building permits, or other related development approvals for the construction, expansion, or operation of facilities serving large load customers, including large-scale data centers, within the unincorporated areas of Leon County.

SECTION 4. DEFINITIONS.

For the purposes of this moratorium, the following definitions apply:

"large load customer" is defined in section 366.043(2)(d), Florida Statutes, as: a customer with an anticipated monthly peak load of 50 megawatts or more, calculated as the highest average load over a 15-minute interval at a single location. The term does not include a load aggregated across multiple locations owned by the same customer. However, the term includes all customers or other entities that have entered into a colocation or similar agreement at a single location that otherwise meets the anticipated monthly peak load provided in this paragraph.

"data center" is defined in section 373.203(3), Florida Statutes, as: a facility that primarily contains electronic equipment used to process, store, and transmit digital information, which may be:

(a) A free-standing structure; or

(b) A facility within a larger structure which uses environmental control equipment to maintain the proper conditions for the operation of electronic equipment.

"large-scale data center" is defined in section 373.203(4), Florida Statutes, as: a single location, with a data center on site, that has an anticipated monthly peak load of 50 megawatts or more, calculated as the highest average load over a 15-minute interval. The term does not include a load aggregated across multiple locations owned by the same customer. However, the term includes all customers or other entities that have entered into a colocation or similar agreement at a single location that otherwise meets the anticipated monthly peak load provided in this subsection.

SECTION 5. EXEMPTIONS.

In consideration of Section 28 of Senate Bill 180, as enacted in Chapter 2025-190, Laws of Florida, properties within the jurisdiction of Leon County with documented damage from the Federal Disaster Declarations of Hurricanes Debby (DR-4806) or Helene (DR-4828) are exempt from this moratorium. However, any exempted property owner must still comply with federal and state law as well as all Code or Comp. Plan requirements. Leon County is not a county listed in the Federal Disaster Declarations for Hurricane Milton (DR-4834).

SECTION 6. STUDY AND EVALUATION.

During the moratorium period, Leon County staff shall conduct a comprehensive review of the potential impacts associated with facilities serving large load customers, including large-scale data centers, including but not limited to:

1. Groundwater withdrawal impacts, particularly as they relate to the Floridan Aquifer.

2. Water supply and wastewater treatment capacity, including potential impacts on municipal and regional water systems.

3. Electrical grid capacity and infrastructure requirements, including consultation with regional electric utilities regarding potential long-term demand impacts.

4. Land use compatibility, including appropriate zoning classifications and development standards for such facilities.

5. Environmental considerations, including impacts on karst topography, sinkholes, noise, vibrations, lighting, water quality and surrounding land uses.

6. Best practices adopted by other jurisdictions in Florida and throughout the United States for the regulation of data center development, including risk mitigation strategies for expansion, decommissioning, or abandonment.

SECTION 7. DEVELOPMENT OF BOARD UPDATE AND RECOMMENDATION.

County staff will survey lessons learned from other jurisdictions, proposals for related state agency rulemaking, updates to statewide utility tariff requirements and information, results of the statewide study from OPPAGA, and amendments to Florida Statutes; assess potential zoning districts and zoning limitations with input from subject matter experts and the public; and propose draft amendments to the Code and the Comp. Plan, if needed, to bring back to the Board for input and direction at planned intervals.

SECTION 8. DURATION.

This temporary moratorium shall remain in effect for a period of eighteen (18) months or until repealed, whichever first occurs.

SECTION 9. CONFLICT WITH OTHER ORDINANCES AND CODES.

All ordinances or parts of ordinances of the Code of Laws of Leon County, Florida, in conflict with the provisions of this Ordinance are hereby temporarily suspended to the extent of such conflict for the duration of this Ordinance.

SECTION 10. SEVERABILITY.

If any word, phrase, clause, section, or portion of this Ordinance is declared by any court of competent jurisdiction to be void, unconstitutional, or unenforceable, then all remaining provisions and portions of this Ordinance shall remain in full force and effect.

SECTION 11. EFFECTIVE DATE.

This ordinance shall take effect upon filing with the Florida Department of State.

DONE, ADOPTED, AND PASSED by the Board of County Commissioners of Leon County, Florida, this _____ day of _____, 2026.

LEON COUNTY, FLORIDA

By:_____
Christian Caban, Chairman
Board of County Commissioners

ATTESTED BY:
Gwen Knight, Clerk of Court
& Comptroller, Leon County, Florida

By:_____

APPROVED AS TO FORM:
Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

By:_____

NOTICE OF PUBLIC HEARING
NOTICE OF PROPOSED MORATORIUM ORDINANCE REGARDING LARGE LOAD CUSTOMERS, INCLUDING LARGE-SCALE DATA CENTERS

Notice is hereby given that the Board of County Commissioners of Leon County, Florida, will conduct a public hearing on Tuesday, September 15, at 6:00 p.m., or as soon thereafter as such matter may be heard, in 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; ESTABLISHING A TEMPORARY MORATORIUM FOR A DURATION OF 18 MONTHS PAUSING THE ACCEPTANCE, REVIEW, OR APPROVAL OF APPLICATIONS FOR DEVELOPMENT PERMITS, DEVELOPMENT ORDERS, REZONING, OR SITE PLANS RELATED TO FACILITIES SERVING LARGE LOAD CUSTOMERS, INCLUDING LARGE-SCALE DATA CENTERS, WITHIN UNINCORPORATED LEON COUNTY, FLORIDA; ADOPTING FINDINGS; PROVIDING FOR THE STUDY AND DEVELOPMENT OF APPROPRIATE LAND USE REGULATIONS, INCLUDING COMPREHENSIVE PLAN AMENDMENTS, ADDRESSING SUCH FACILITY USES; PROVIDING FOR CONFLICTING PROVISIONS; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

Leon County will also broadcast the public hearing on Comcast channel 16, the Leon County Florida channel on Roku, and the County's Facebook page (https://www.facebook.com/LeonCountyFL/), YouTube channel (https://www.youtube.com/user/LeonCountyFL), and web site (www.LeonCountyFL.gov).

All interested parties are invited to present their comments at the public hearing at the time and place set out above.

Interested parties may also provide virtual real-time public comments during the public hearing. After the Board of County Commissioner's agenda is posted online, interested parties wishing to provide virtual real-time public comments must complete and submit the registration form provided at https://www2.leoncountyfl.gov/coadmin/agenda/ by 8:00 p.m. on Monday, September 14, 2026. Following submittal of the registration form, further instructions for participating in the meeting will be provided. Persons needing assistance with registering or providing real-time comments may contact County Administration via telephone at (850) 606-5300. Please note that Board of County Commissioners Policy 01-05, Article IX., Section E., entitled "Addressing the Board," and Article IX., Section F., entitled "Decorum," shall remain in full force and effect.

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, on behalf of the Chairman, Mathieu Cavell at Leon County Courthouse, 301 South Monroe Street, Tallahassee, Florida 32301 or CMR@leoncountyfl.gov, by written request at least 48 hours prior to the proceeding. Telephone: (850) 606-5300, 1-800-955-8771 (TTY), 1-800-955-8770 (Voice), or 711 via Florida Relay Service.

Copies of the Ordinance may be inspected as part of the agenda package on the County's website (https://www2.leoncountyfl.gov/coadmin/agenda/). To receive copies of the Ordinance by other means, such as email, mail, or facsimile transmittal, contact County Administration at (850) 606-5300.

Advertise: September 4, 2026

LEON COUNTY GOVERNMENT
People Focused. Performance Driven.

Business Impact Estimate

In accordance with Section 125.66(3)(a), Florida Statutes (F.S.), a Business Impact Estimate (BIE) is required to be: 1) prepared before enacting certain ordinances and 2) posted on Leon County's website no later than the date the notice of intent to consider the proposed ordinance is advertised (which, per Section 125.66(2)(a), F.S., is at least ten (10) days before the Public Hearing).

Proposed Ordinance's title in full:

AN ORDINANCE OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA; ESTABLISHING A TEMPORARY MORATORIUM FOR A DURATION OF 18 MONTHS PAUSING THE ACCEPTANCE, REVIEW, OR APPROVAL OF APPLICATIONS FOR DEVELOPMENT PERMITS, DEVELOPMENT ORDERS, REZONING, OR SITE PLANS RELATED TO FACILITIES SERVING LARGE LOAD CUSTOMERS, INCLUDING LARGE-SCALE DATA CENTERS, WITHIN UNINCORPORATED LEON COUNTY, FLORIDA; ADOPTING FINDINGS; PROVIDING FOR THE STUDY AND DEVELOPMENT OF APPROPRIATE LAND USE REGULATIONS, INCLUDING COMPREHENSIVE PLAN AMENDMENTS, ADDRESSING SUCH FACILITY USES; PROVIDING FOR CONFLICTING PROVISIONS; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

Proposed Ordinance Public Hearing Dates: September 15, 2026 & October 13, 2026

Pursuant to Section 125.66(3)(c), F.S., the following types of ordinances are exempt from the BIE requirement. As such, if one or more boxes are checked below, Leon County, Florida, believes that a BIE is not required by state law for the proposed ordinance referenced above. Leon County, Florida, reserves the right to revise this BIE following an initial posting.

- ☐ The proposed ordinance is required for compliance with Federal or State law or regulation;
- ☐ The proposed ordinance relates to the issuance or refinancing of debt;
- ☐ The proposed ordinance relates to the adoption of budgets or budget amendments, including revenue sources necessary to fund the budget;
- ☐ The proposed ordinance is required to implement a contract or an agreement, including, but not limited to, any Federal, State, local, or private grant, or other financial assistance accepted by a county government;
- ☐ The proposed ordinance is an emergency ordinance;
- ☐ The proposed ordinance relates to procurement; or
- ☐ The proposed ordinance is enacted to implement the following:
  a. Development orders and development permits, as those terms are defined in Section 163.3164, F.S., and development agreements, as authorized by the

Florida Local Government Development Agreement Act under Sections 163.3220 – 163.3243, F.S.;

b. Comprehensive plan amendments and land development regulation amendments initiated by an application by a private party other than the County;
c. Sections 190.005 and 190.046, F.S., regarding community development districts;
d. Section 553.73, F.S., relating to the Florida Building Code; or
e. Section 633.202, F.S., relating to the *Florida Fire Prevention Code*.

In accordance with Florida law Leon County, Florida, hereby posts the following BIE information for this proposed Ordinance on its website for public viewing and consideration on this **4th** day of **September, 2026**:

1. Summary of the proposed ordinance (must include statement of the public purpose, such as serving the public health, safety, morals, and welfare):

The proposed ordinance establishes a temporary 18-month moratorium within the unincorporated area of Leon County on the acceptance, review or approval of applications for development permits, development orders, rezoning, or site plans related to large-load customers, including large-scale data centers, as defined in sections 366.043(2)(d) and 373.203(4), F.S., respectively.

The public purpose of the proposed ordinance is to protect the public health, safety, and welfare by allowing the County sufficient time to study, draft, notice, review and adopt appropriate comprehensive plan policies and land development regulations addressing the unique planning infrastructure, compatibility, environmental, water resource, emergency service, and public facility impacts associated with large-load customer facilities and large-scale data centers.

The proposed ordinance is intended as a temporary planning measure. It is not intended to permanently prohibit large load customers or data centers, regulate electric utility rates or tariffs, or regulate matters within the jurisdiction of the Florida Public Service Commission.

2. Estimate of direct economic impact of the proposed ordinance on private, for-profit businesses in the county, including the following (if any):

a.) Estimate of direct compliance costs that businesses may reasonably incur if the ordinance is enacted:

The ordinance does not impose operational compliance standards or recurring regulatory compliance costs on existing businesses. The County does not currently have any pending applications or approvals for large-load customer facilities or large-scale data centers. Businesses seeking to establish a large-load customer facility or large-scale data center during the moratorium period may incur delay-related costs, consultant costs, legal costs, engineering costs, design modification costs, or option and contract extension costs. These costs are project-specific and indeterminate as they cannot be reasonably quantified.

b.) Any new charge or fee imposed by the proposed ordinance for which businesses will be financially responsible:

The proposed ordinance does not create a new charge or fee.

c.) Estimate of Leon County's regulatory costs, including estimated revenues from any new charges or fees to cover such costs:

The County will incur staff time and legal review costs associated with administering the moratorium and preparing any necessary comprehensive plan and land development code amendments. These costs are expected to be absorbed through existing staff resources. The ordinance creates no new charge or fee and therefore will not generate new revenue.

3. Good faith estimate of the number of businesses likely to be impacted by the proposed Ordinance:

Based on the scope of the proposed ordinance and the specialized nature and scale of large-load customer facilities and large-scale data centers, the number of directly impacted businesses is expected to be minimal, if any. The ordinance would apply only to businesses seeking County approval for a large-load customer facility or large-scale data center within the unincorporated area of Leon County. The County does not currently have any pending applications for large-load customer facilities or large-scale data centers. Nor has the County approved any applications that meet the definitions for large-load customer facilities or large scale data centers.

4. Additional information Leon County deems necessary (if any):

The moratorium period is 18 months from the effective date of the ordinance, unless earlier terminated by the Board of County Commissioners. The ordinance directs County staff to review and prepare any necessary comprehensive plan and land development code amendments addressing the siting, design, review, compatibility, infrastructure capacity, environmental, water resource, emergency service, and public facility impacts of large load customer facilities and large-scale data centers.

This Business Impact Estimate is based on information available to the County at the time of preparation and is intended to satisfy the requirements of section 125.66(3), Florida Statutes.

Leon County
Board of County Commissioners

Notes for Agenda Item #33

Leon County Board of County Commissioners

Agenda Item #33

September 15, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: First and Only Public Hearing to Consider an Ordinance Amending the Leon County Tourist Development Plan, Incorporated within Chapter 11, Section 11-710, of the Code of Laws of Leon County

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Chasity H. O'Steen, County Attorney Mathieu Cavell, Director of Community Relations, Resilience, and Innovation
Lead Staff / Project Team:	Kerri L. Post, Director, Division of Tourist Development Jon LaBarre, Senior Operations Manager

Statement of Issue:

This item requests the Board conduct the First and Only Public Hearing to consider an Ordinance amending the Leon County Tourist Development Plan, incorporated within Chapter 11, Section 11-710, of the Code of Laws of Leon County and to repeal Leon County Resolution 15-12. The proposed amendments serve two primary purposes: (1) to provide for a revised administration and oversight structure for the County's Cultural Tourism Grant programs; and (2) to update the Tourist Development Plan to reflect current tourism operations and authorize new programmatic functions, including the new tourism industry incentive program. The item also seeks approval of the second amendment to the Fiscal Year (FY) 2021 – FY 2026 agreement between the County and the Council on Culture and Arts (COCA) for FY 2027 to provide for the transition to the new Cultural Tourism Grant structure.

Fiscal Impact:

This item has a fiscal impact. The Board provided direction to move to a Service and Advisory Model to administer the County's cultural programming and continue the County's annual commitment of $150,000 in General Revenue for program administration. In addition, during the FY 2027 budget process, the Board approved maintaining the funding level for the annual arts and cultural programming and grant program administration utilizing Tourist Development Tax (TDT) funds in the amount of $1.9 million based on current year revenue projections.

Staff Recommendation:

Provided on the following page.

Staff Recommendation:

Option #1: Conduct the First and Only Public Hearing to consider an Ordinance amending the Leon County Tourist Development Plan, incorporated within Chapter 11, Section 11-710, of the Code of Laws of Leon County (Attachment #1).

Option #2: Repeal Leon County Resolution R15-12 (Attachment #3).

Option #3: Approve the draft second amendment to the FY 2021 – FY 2026 agreement between the County and Council on Culture and Arts for FY 2027 and authorize the County Administrator or designee to execute the Agreement when finalized (Attachment #4), and approve and execute any modifications, amendments, or associated agreements thereto, all subject to legal review and revision by the County Attorney.

Report and Discussion

Background:

This item seeks to conduct the First and Only Public Hearing to consider an Ordinance amending the Leon County Tourist Development Plan (Attachment #1), incorporated within Chapter 11, Section 11-710, of the Code of Laws of Leon County and to repeal Leon County Resolution 15-12 (Attachment #3). The proposed amendments serve two primary purposes: (1) to provide for a revised administration and oversight structure for the County's Cultural Tourism Grant programs; and (2) to update the Tourist Development Plan to reflect current tourism operations and authorize new programmatic functions, including the new tourism industry incentive program. The item also seeks approval of the one-year second amendment to the FY 2021 – FY 2026 agreement between the County and COCA for FY 2027 (Attachment #4), to provide for the transition to the new Cultural Tourism Grant structure.

The Leon County Tourist Development Plan, as amended and proposed in this item, advances the following FY 2022 – FY 2026 Strategic Plan Bold Goal:

- *Grow the five-year tourism economy by $5 billion. (BG1)*

This particular Bold Goal aligns with the Board's Economy Strategic Priority:

- *(EC4) Grow our tourism economy, its diversity, competitiveness, and economic impact.*

Additionally, the proposed Leon County Tourist Development Plan aligns with the Board's Five-Year Target in Quality of Life:

- *(T10) Support 900 community events, sporting competitions, festivals, performances, and cultural programming that will attract visitors and residents.*

Leon County's Current Cultural Tourism Grant Structure

Each year, Leon County Government utilizes Tourist Development Tax (TDT) revenues generated from transient lodging sales to promote Leon County as a visitor destination. The Leon County Division of Tourism's budget, as approved by the Board each year, is comprised entirely of TDT revenues and includes funding for grant programs to support events designed to draw visitors to Leon County. In addition to the competitive grant programs administered through the Division of Tourism, TDT revenues have been annually dedicated to COCA for the administration of the Capital Area Cultural Plan and grant programs in support of local cultural arts programs and activities.

In 2014 and 2015, the County undertook a series of actions that established the current framework for County funding of arts and cultural programming. On December 9, 2014, the Board approved an Interlocal Agreement with the City of Tallahassee that provided for each government to contribute not less than $150,000 annually from general revenue to support COCA's operational expenses. The Interlocal Agreement subsequently expired in 2021; however, the County has continued its annual $150,000 General Revenue contribution for administration of arts and cultural programming.

On February 10, 2015, the Board amended County Ordinance 11-46 and 11-47 (the County's Tourist Development Tax Ordinance) and incorporated the dedication of 1¼ cents of TDT in the Tourist Development Plan, estimated at approximately $1.25 million at that time, to support COCA's administration of cultural grant programs, capital matching grants for arts and cultural facilities, and components of the Capital Area Cultural Plan that supported tourism and related marketing, consistent with Section 125.0104, Florida Statutes. This included the dedication of ¼ cent of the TDT for a period of five (5) years beginning in FY 2015.

At the same meeting, the Board adopted Resolution No. 15-12 to establish requirements governing the use of TDT revenues for these purposes. The Resolution described the eligible cultural tourism programs, their relationship to the promotion of tourism, and allowable and non-allowable expenditures. The Tourist Development Plan and Resolution No. 15-12 have remained largely unchanged since 2015, notwithstanding subsequent changes to the County's cultural tourism programs and tourism operations and expiration of the ¼ cent TDT dedication, as detailed in the Analysis section of this item.

New Administration and Oversight Structure for the County's Cultural Tourism Grants

More recently, at its September 9, 2025 meeting, the Board directed staff to conduct a comprehensive analysis of the County's funding and administrative structure for arts and cultural programming during the FY 2027 budget development process.

Staff presented the comprehensive analysis on May 12, 2026, and the Board directed that the structural decision be brought back as part of its June 16, 2026 Budget Workshop. At the Budget Workshop, following consideration of three structural alternatives, the Board approved a Service and Advisory Model for arts and cultural programming including specific direction to:

- Retain County custody of the TDT cultural grant funds in a manner that preserves the Council on Culture and Arts' (COCA's) National Endowment for the Arts funding and required non-federal match;
- Return to the Board with a multi-year service agreement designating COCA as the County's qualified service provider for the administration of the cultural grant program that includes cultural tourism marketing – including application review, scoring, and award recommendations;
- Continue the County's annual commitment of $150,000 in General Revenue for program administration with the Board setting the annual arts and cultural programming funding level through the budget process, maintained at $1.9 million for FY 2027;
- FY 2028 Cultural Grant Guidelines to be developed collaboratively by COCA and the County, with final approval by the County; and
- Schedule the first and only public hearing to consider an ordinance amending the Leon County Tourist Development Plan, incorporated within Chapter 11, Section 11-710, Leon County Code.

The Board also directed that the FY 2021 – FY 2026 funding agreement between the County and COCA, which is set to expire on September 30, 2026, be extended through FY 2027 to maintain existing services and funding during the transition to the new Service and Advisory Model for County arts and cultural programming. The Board's actions from the Budget Workshop were ratified at the July 14, 2026 regular meeting.

Analysis:

At the June 16, 2026 Budget Workshop, following consideration of three structural alternatives, the Board approved a Service and Advisory Model for arts and cultural programming that maintains County custody and oversight of TDT revenues supporting cultural programming utilizes COCA as the County's qualified service provider for administration of the Cultural Tourism Grant program, and provides for the Board to establish the annual funding level for arts and cultural programming through the County's budget process. The Board also directed staff to amend the Tourist Development Plan as necessary to implement the new structure and extend the existing agreement with COCA through FY 2027 to provide for an orderly transition to the new model.

Accordingly, this item seeks to:

- Amend the Leon County Tourist Development Plan (Attachment #1) to implement the revised administration, oversight, and funding structure for the County's Cultural Tourism Grant programs. Separately, this item also seeks to incorporate additional amendments to the County's County Tourist Development Plan to reflect current tourism operations and authorize new programmatic functions, including targeted tourism industry incentive programs, as previously directed by the Board;
- Repeal Leon County Resolution No. 15-12, which established requirements for the previous cultural tourism funding and program structure and contains provisions related to programs and plans that have since concluded or expired; and
- Approve a one-year Second Amendment to the FY 2021–FY 2026 Agreement with COCA through FY 2027 to maintain cultural tourism grant administration and related services during the transition to the Service and Advisory Model.

Each of these actions is discussed in further detail in the Analysis below.

Proposed Amendments to the Tourism Development Plan

A draft Ordinance has been prepared amending the Tourist Development Plan as directed by the Board. Any changes to the Tourist Development Plan must be approved by Ordinance, adopted upon affirmative vote of a majority plus one additional member of the Board, pursuant to section 125.0104(4)(d), Florida Statutes. The proposed Ordinance has been advertised consistent with state law and the Leon County Code of Laws (Attachment #1).

This proposed Ordinance amendment would effectuate the Board approved changes by revising the structural approach to an Advisory and Service Model, as opposed to a direct pass-through, and establishing the new funding mechanism for TDT to support the County's arts and cultural

programming and grant administration by COCA in its mission to serve the arts community. This proposed Ordinance specifies annual appropriations of the TDT dedicated to COCA shall be established by the Board through the County's annual budget process. Expenditure of funds allocated by the Board to be administered by our qualified service provider must be used for arts and cultural programming and administration of the cultural grant program that support economic development through tourism and related marketing, and must be consistent with uses authorized in section 125.0104, Florida Statutes. The proposed Ordinance also updates the 2015 destination overview and objectives, and modifies the Division of Tourism functional areas to accurately reflect the allowable activities conducted in alignment with section 125.0104, Florida Statutes, by the Division of Tourism today.

Additionally, the amendments to the Ordinance and Tourist Development Plan also provided an opportunity to review the 2015 information to update and/or add sections in the Tourist Development Plan to reflect current and new operational functions including:

- Provided a current review of the destination, objectives and governance structure; and
- Established Targeted Tourism Industry-Sector Incentive Programs to align the existing Film & TV Production Incentive Program, and the proposed new Incentive for Marquee Event Partnerships At Colleges/Universities for Tourism (IMPACT Program) as presented in a separate item for Board consideration; and
- Established a section for County concerts at the Adderly Amphitheater and other venues in the community, along with other special events produced and/or supported year-round; and
- Refocused Tourism's Direct Sales Programs for Sports and Meetings & Groups to increase the focus on sports and to reflect the current alignment of sales efforts and outreach to event rights-holders and meeting planners; and
- Updated the Visitor Information Centers and Group Services function to reflect current operational practices serving visitors while in-market.

Repeal of Leon County Resolution No. 15-12

Additionally, the attached Resolution to repeal Leon County Resolution R15-12 is needed as R15-12 contains outdated statutory language and provides findings related to certain grant programs and plans, including the Capital Needs Matching Grant Program and the Capital Area Cultural Plan, which are no longer active or have expired. The revisions made to County Ordinance 11-710 and the repeal of County Resolution R15-12, allow for changes to the Tourist Development Plan to be implemented, enabling the program changes directed by the Board to modify the County's arts and cultural programming administrative structure, oversight and accountability requirements.

One-Year Agreement Extension

Finally, staff was directed to develop a one-year second amendment to the FY 2021 – FY 2026 Agreement (Attachment #4) between the County and COCA through FY 2027, continuing certain annual commitments and funding levels to enable a transition to the new model for administering

the Cultural and Arts Grant programs, and to develop the full reorganization to the Service and Advisory Model for County arts and cultural programming. The one-year second amendment for FY 2027 presented for consideration maintains the funding level including $1,900,000 in TDT and $150,000 in General Revenue, in addition to the following considerations:

- Modifies the Grant Guidelines development and approval process;
- Confirms that up to 10% of TDT allocated to COCA may be used for operating expenses;
- Outlines the quarterly payment schedule and includes a new year-end "carry-forward" funding request document prepared by COCA for the County's consideration and approval;
- Removes the references and attachments of the COCA Cultural Plan and/or Capital Area Cultural Plan, which COCA's Board determined has previously expired.
- Adds new language regarding compliance with Section 125.595, Florida Statutes, regarding new DEI restrictions on uses of County funding, indemnification for non-compliance, and termination for cause.

The amendments to the Leon County Ordinance, the Tourist Development Plan, and repeal of Resolution R15-12 will allow staff to move forward with Board direction to modify the administrative structure, oversight, and accountability requirements for the County's arts and cultural programming. The one-year second amendment to the FY 2021 – FY 2026 agreement between the County and COCA for FY 2027 will allow staff and COCA to continue to work toward a multi-year agreement in alignment with Board direction. The additional revisions to the Tourist Development Plan add new programming and bring the plan up to date to reflect current and new operational functions.

An affirmative vote of a majority plus one would be required to approve changes to the Tourist Development Plan, pursuant to section 125.0104(4)(d), Florida Statutes. A simple majority vote of the Board is needed for repeal of Leon County Resolution R15-12 and approval of the second amendment to the Agreement with COCA.

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Options:

1. Conduct the First and Only Public Hearing to Consider an Ordinance Amending the Leon County Tourist Development Plan, incorporated within Chapter 11, Section 11-710, of the Code of Laws of Leon County (Attachment #1).
2. Repeal Leon County Resolution R15-12 (Attachment #3).
3. Approve the draft second amendment to the FY 2021 – FY 2026 agreement between the County and Council on Culture and Arts (COCA) for FY 2027 and authorize the County Administrator or designee to execute the Agreement when finalized (Attachment #4), and approve and execute any modifications, amendments, or associated agreements thereto, all subject to legal review and revision by the County Attorney.
4. Conduct the First and Only Public Hearing and do not adopt an Ordinance Amending the Leon County Tourist Development Plan.
5. Do not repeal Leon County Resolution R15-12.
6. Do not approve the second Amendment to the FY 2021 – FY 2026 agreement between the County and Council on Culture and Arts (COCA) for FY 2027.
7. Board direction.

Recommendation:

Options #1 through #3.

Attachments:

1. Proposed Amendments to Leon County Ordinance Article XX, Chapter 11, Section 11-710
2. Proposed Amendments to Leon County Ordinance Article XX, Chapter 11, Section 11-710 in Legislative Format
3. Resolution to Repeal Leon County Resolution 15-12
4. Second Amendment to the FY 2021 – FY 2026 Agreement between Leon County and the Council on Culture and Arts
5. Notice of Public Hearing
6. Business Impact Estimate

LEON COUNTY ORDINANCE NO. _____

AN ORDINANCE OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, AMENDING CHAPTER 11, ARTICLE XX, OF THE CODE OF LAWS OF LEON COUNTY, FLORIDA; AMENDING, SECTION 11-710 ENTITLED "TOURIST DEVELOPMENT PLAN FUNDED"; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

RECITALS

WHEREAS, the Leon County Tourist Development Plan serves as the blueprint to guide the activities of the Leon County Tourist Development Council and the expenditure of tourist development tax revenue; and

WHEREAS, the Board of County Commissioners desires to enact an ordinance amending Section 11-710 of the Leon County Code of Laws, relating to Tourist Development Plan Funded; and

WHEREAS, the Board desires to amend the Leon County Tourist Development Plan.

BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, that:

Section 1. Amendments to Code.

Section 11-710 of the Code of Laws of Leon County, Florida, is hereby amended in its entirety to read as follows:

The tax revenues received pursuant to this article shall be used to fund the Leon County Tourist Development Plan dated September 15, 2026, which is attached hereto as Exhibit A, and which is hereby adopted and incorporated into this article by reference.

Section 2. Conflicts.

All ordinances or parts of ordinances 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 2030 Comprehensive Plan as amended, which provisions shall prevail over any parts of this ordinance which are inconsistent, either in whole or in part, with the said Comprehensive Plan.

Section 3. Severability.

If any word, phrase, clause, section, or portion of this ordinance is declared by any court of competent jurisdiction to be void, unconstitutional, or unenforceable, then all remaining provisions and portions of this ordinance shall remain in full force and effect.

Section 5. Effective Date.

This ordinance shall take effect upon being filed with the Florida Department of State.

DONE, ADOPTED AND PASSED by the Board of County Commissioners of Leon County, Florida, this _____ day of _____, 20____.

LEON COUNTY, FLORIDA

By:_____
Christian Caban, Chairman
Board of County Commissioners

ATTESTED BY:
Gwen Knight, Clerk of the Court
& Comptroller, Leon County, Florida

By:_____

APPROVED AS TO FORM:
Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

By:_____

EXHIBIT A
LEON COUNTY TOURIST DEVELOPMENT PLAN
(Date of Adoption: September 15, 2026)

I. Destination Overview and Objectives

Leon County, Florida's Capital County, functions as a primary hub for North Central Florida regional commerce, governance, education, and tourism. The destination possesses year-round tourism assets and attractors, including prominent state government institutions, two NCAA Division 1 universities, and important American history sites.

The County's geographic position provides unique nature-based and outdoor recreation resources, featuring an extensive network of canopy roads, public parks and trails, and protected areas of biological diversity. Culturally, the destination is enhanced by an established arts, culinary, and entertainment ecosystem, highlighted by major regional venues including The Adderley Amphitheater at Cascades Park.

Leon County has established a distinct competitive advantage in sports tourism through premier, dedicated public athletic infrastructure—including the world championship-caliber cross-country course at Leon County's Apalachee Regional Park. Collectively, these assets form a robust visitor economy that drives consistent, non-seasonal overnight visitation, expands the local tax base, and directly enhances the quality of life and economic resilience for all County residents.

The Tourist Development Plan constitutes the official framework to guide the activities and the expenditure of Tourist Development Tax (TDT) revenues collected pursuant to Section 125.0104, Florida Statutes. The objective of this plan is to increase visitor volume, extend the length of visitor stays, and expand visitor spending and the economic impact of tourism in Leon County across sports, recreational, leisure, festivals/events, arts, meetings/conferences/groups, educational, and film-related travel sectors.

Revenues expended under this Plan shall be directed toward activities and initiatives that generate direct economic impact with documented return-on-investment (ROI) supporting the quality of life of County residents by growing the tourism economy.

II. Statutory Governance and Administrative Structure

Pursuant to Section 125.0104, Florida Statutes, the Leon County Tourist Development Council (TDC) shall serve as the official advisory body to the Board of County Commissioners (BOCC) on all matters pertaining to the expenditure of TDT proceeds. The TDC shall meet at least quarterly to review County TDT revenues and expenditure reports, evaluate marketing data, and, from time to time, submit formal recommendations to the BOCC regarding the effective operation

of the special projects or for uses of the tourist development tax revenue and perform such other duties as may be prescribed by county ordinance or resolution. The TDC shall continuously review expenditures of revenues from the tourist development trust fund and shall receive, at least quarterly, expenditure reports from the County. Contractors and qualified service providers may be retained by the County to provide professional services that may include, but not limited to, tourism marketing research, advertising/marketing/public relations, arts programming and County concerts/events, and they may also make periodic presentations to the TDC, in addition to any tourism industry issues/updates as identified by the TDC. Expenditures which the TDC believes to be unauthorized shall be reported to the BOCC and the Florida Department of Revenue.

Administrative support to the TDC and the execution of programs authorized under this Plan shall be provided by County employees within the Division of Tourism, operating publicly as Visit Tallahassee, under the direction of the County Administrator or their designee, on behalf of the BOCC. In support of County Tourism Strategic Plan Goals and Objectives, staff shall develop an annual destination Marketing and Sales Plan and budget utilizing tourism research data and industry input, as approved by the Division of Tourism Director. Following review and approval by the TDC, the recommended budget associated with the annual Marketing and Sales Plan shall be provided to the BOCC for final approval and appropriation within the annual County budget process.

As established by the BOCC through the annual budget process, the TDT revenues shall be 100% allocated toward promoting, advertising and marketing Leon County as a destination through the following allowable uses of tax revenues: (1) Advertising/Marketing; (2) Public Relations/Promotions; (3) Direct Sales – Sports Event Sales and Meeting/Conference/Group Sales; (4) County Concerts and Special Events; (5) Tourism Event Grants Programs; (6) Targeted Tourism Industry-Sector Incentive Programs; (7) Visitor Information Centers and Group Services; (8) Administration; (9) Research and Analysis; and (10) Arts and Cultural Programming that supports tourism, economic development, and tourism marketing.

It is the intent of the BOCC that excess TDT revenues accumulated annually in the Fund Balance may be used for planned County Tourism related Strategic Initiatives as approved annually during the budget process or in non-budgeted tourism promotion situations, such as unanticipated events and/or opportunistic initiatives, or following natural disasters or other emergencies, subject to the approval of the BOCC.

III. Core Operational Framework and Major Functional Areas

To advance County Tourism Strategic Plan Goals and Objectives, the Division of Tourism shall organize its administration and execute TDT allocations across the following areas of operation as presented in the annual Marketing and Sales Plan:

- **Advertising and Marketing:** Advertising and marketing is an important component of the destination TDC's Marketing and Sales Plan. After a search process of appropriate firms is conducted in a manner consistent with the County's adopted purchasing policies and procedures, the County may secure an advertising agency or agencies. The agency will work with staff on visitor-related advertising and marketing as established per agreement, including the creation, production, and placement of multi-channel destination marketing advertising and media campaigns utilizing print, broadcast, digital, programmatic, paid search, and streaming media platforms, etc., to maintain destination awareness and consideration. Advertising, marketing and media buys will also target vertical markets including, but not limited to, leisure travel, family, sports, adventure/recreation/outdoor, businesses, groups, culinary, arts and culture, film and other niche markets as appropriate. Tourism staff may directly manage the social media channels and procurement, development, and maintenance of web-based applications, including itinerary builders, print and digital publications, asset maps, mobile applications and promotions, designed to facilitate real-time user engagement.

- **Public Relations/Promotions:** PR/promotions is an important element for generating earned media for the destination. An agency or agencies may be retained by the County after a search process is conducted in a manner consistent with the County's adopted purchasing policies and procedures.. As established by agreement, the management of media relations in both the consumer and travel trade space, conducting press tours, promotional activations and events, leveraging content creators, and utilizing publicity strategies and communications is essential to generate earned media coverage regionally, domestically and internationally in key media outlets, target feeder markets, and to communicate local achievements.

- **Direct Sales:** Direct sales efforts and outreach to sports event rights-holders and meeting/event planners is an important component of the destination's Marketing and Sales Plan. Direct sales and service activities are critical to success in identification, bid development, securing and supporting/delivering sports competitions and meeting/conference/group events. Activities may include stakeholder sales missions, targeted B2B industry events, sales event promotions, trade association deployments and activations, targeting key sports/industry/group travel markets, tour operators, and strategic affinity group segments.

    - **Sports Event Sales:** Sports event sales leverage public sports infrastructure to bid for, secure, and host local, state, regional, national, and international athletic competitions. The marketing, administrative execution, and operational coordination of sports tourism initiatives as a primary, year-round economic driver and source of non-seasonal overnight visitation. Sports events sales staff are also responsible for the management and coordination of the Tallahassee Sports Council, a County established focus group supporting the work of sports event sales.

- **Meeting/Conference/Group Sales:** Meeting/Conference/Group sales targets meetings, conferences, conventions, and groups to leverage existing hotels, meeting space, public and private venues/facilities to host functions in the destination. Sales and service activities may include direct corporate, educational, and association group identification and solicitation, trade show representations, conducting site inspections, and assistance in securing local lodging and meeting facilities, logistics and other group support services.

- **County Concerts and Special Events**: The Division produces and/or supports numerous concerts at The Adderley Amphitheater and other local venues, and special events throughout the year to drive visitation, elevate destination awareness, showcase Tallahassee-Leon County as a vibrant community, generate economic impact and quality of life benefits for Leon County residents. A contractor(s) and/or event planner(s) may be secured and retained with event services established per agreement.

- **Tourism Event Grant Programs:** The administration of performance-based event grant funding to support community festivals, events, and sports competitions that demonstrate a documented capacity or verified potential to generate overnight lodging stays and measurable economic impact within the County, in addition to providing marketing visibility for Tallahassee-Leon County regionally, domestically, and internationally.

- **Targeted Tourism Industry-Sector Incentive Programs:** The administration of strategically-targeted performance-based funding programs to significantly expand the destination's visibility and visitation including, but not limited to, film and TV production, large-scale marquee events with collegiate partners, major conferences/groups and/or sports tournaments that leverage partner resources and demonstrate a documented capacity or verified potential to generate significant overnight lodging stays, significant destination marketing exposure, and measurable economic impact within the County as approved by the TDC.

- **Visitor Information Centers and Group Services:** This component focuses on servicing the visitors currently in the destination to enhance the visit by highlighting local experiences and products, extend visitor stays, and encourage repeat visitation. Operational funding, staffing, procurement, and inventory management of the physical visitor information centers and associated retail operations to provide direct-to-consumer services, collateral distribution, and regional destination navigation.

- **Administration**: The County will hire professional staff as necessary to manage the operations of the Division and handle administrative matters carrying out its policies. Responsibilities of the Division Director shall include, but not be limited to: directing and ensuring all programs comply with state and federal statutes and local ordinances and executing tourism initiatives as assigned by the BOCC; direct, coordinate and monitor all professional staff and tourism-related firms and vendors under contract with the County; direct

management, coordination and oversight of all communications, meetings and activities of the TDC and Tallahassee Sports Council; Coordinate and act as liaison to all local and regional stakeholders involved with tourist development including Chambers of Commerce, universities/colleges, hotels, attractions, restaurant groups, arts groups, state and regional destination marketing organizations; in coordination with relevant County departments, work with local, state, and regional media to effectively communicate County tourism programs to the public and convey the importance of increased visitor spending and impact to the local economy; and all other duties as assigned.

- **Tourism Research and Data Analysis:** After a search process of appropriate firms is conducted in a manner consistent with the County's adopted purchasing policies and procedures, the County may secure and retain a professional Tourism research firm(s) to conduct scientifically valid ongoing visitor data collection and regular detailed reporting. As established by agreement, the data and strategic insights provided may include but not limited to, demographic, psychographic, behavioral, motivation/intention, economic, and statistical analysis of visitors, and targeted initiatives to inform destination marketing decision-making and economic impact modeling and reporting for verified return-on-investment tracking to justify the expenditure of public funds.

- **Arts and Cultural Programming:** Commencing October 1, 2026, the County will contract with the Council on Culture & Arts (COCA), or another qualified service provider, to implement arts and cultural tourism marketing strategies and administer a Cultural Grant Program which includes tourism marketing that supports tourism economic development as established by agreement. Annual appropriations for these programs shall be funded from TDT collections in the Tourism budget to be established annually by the Board of County Commissioners through the budget process. All programs, projects, activities and expenditures funded must comply with uses authorized in Section 125.0104, Florida Statutes, and all other applicable laws. Leon County shall retain financial oversight of all TDT revenues allocated under this section.

LEON COUNTY ORDINANCE NO. _____

AN ORDINANCE OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, AMENDING CHAPTER 11, ARTICLE XX, OF THE CODE OF LAWS OF LEON COUNTY, FLORIDA; AMENDING, SECTION 11-710 ENTITLED "TOURIST DEVELOPMENT PLAN FUNDED"; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

RECITALS

WHEREAS, the Leon County Tourist Development Plan serves as the blueprint to guide the activities of the Leon County Tourist Development Council and the expenditure of tourist development tax revenue; and

WHEREAS, the Board of County Commissioners desires to enact an ordinance amending Section 11-710 of the Leon County Code of Laws, relating to Tourist Development Plan Funded; and

WHEREAS, the Board desires to amend the Leon County Tourist Development Plan.

BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, that:

Section 1. Amendments to Code.

Section 11-710 of the Code of Laws of Leon County, Florida, is hereby amended in its entirety to read as follows:

The tax revenues received pursuant to this article shall be used to fund the Leon County Tourist Development Plan dated September 15, 2026 ~~February 10. 2015~~, which is attached hereto as Exhibit A, and which is hereby adopted and incorporated into this article by reference.

Section 2. Conflicts.

All ordinances or parts of ordinances 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 2030 Comprehensive Plan as amended, which provisions shall prevail over any parts of this ordinance which are inconsistent, either in whole or in part, with the said Comprehensive Plan.

Section 3. Severability.

If any word, phrase, clause, section, or portion of this ordinance is declared by any court of competent jurisdiction to be void, unconstitutional, or unenforceable, then all remaining provisions and portions of this ordinance shall remain in full force and effect.

Section 5. Effective Date.

This ordinance shall take effect upon being filed with the Florida Department of State.

DONE, ADOPTED AND PASSED by the Board of County Commissioners of Leon County, Florida, this _____ day of _____, 20____.

LEON COUNTY, FLORIDA

By:_____
Christian Caban, Chairman
Board of County Commissioners

ATTESTED BY:
Gwen Knight, Clerk of the Court
& Comptroller, Leon County, Florida

By:_____

APPROVED AS TO FORM:
Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

By:_____

EXHIBIT A

LEON COUNTY TOURIST DEVELOPMENT PLAN

(Date of Adoption: ~~February 10, 2015~~ September 15, 2026)

I. Destination Overview and Objectives

Leon County, Florida's Capital County, functions as a primary hub for North Central Florida regional commerce, governance, education, and tourism. The destination possesses year-round tourism assets and attractors, including prominent state government institutions, two NCAA Division 1 universities, and important American history sites.

The County's geographic position provides unique nature-based and outdoor recreation resources, featuring an extensive network of canopy roads, public parks and trails, and protected areas of biological diversity. Culturally, the destination is enhanced by an established arts, culinary, and entertainment ecosystem, highlighted by major regional venues including ~~such as~~ The Adderley Amphitheater at Cascades Park.

Leon County has established a distinct competitive advantage in sports tourism through premier, dedicated public athletic infrastructure—including the world championship-caliber cross-country course at Leon County's Apalachee Regional Park. Collectively, these assets form a robust visitor economy that drives consistent, non-seasonal overnight visitation, expands the local tax base, and directly enhances the quality of life and economic resilience for all County residents.

The Tourist Development Plan ~~contained herein will serve as a blueprint~~ constitutes the official framework to guide the activities ~~of the Leon County Tourist Development Council (TDC)~~ and the expenditure of ~~t~~Tourist ~~d~~Development ~~t~~Tax (TDT) revenues collected pursuant to Section 125.0104, Florida Statutes. The ~~goal~~ objective of this plan is to increase visitor volume, extend the length of visitor stays, and expand visitor spending and the economic impact of tourism in Leon County across sports, recreational, leisure, festivals/events, arts, meetings/conferences/groups, educational, and film-related travel sectors.~~, including but not limited to: increasing the number, length of stay and expenditures of visitors to the County in pursuit of business, conference/convention, leisure, educational, sports or film related travel.~~

Revenues expended under this Plan shall be directed toward activities and initiatives that generate direct economic impact with documented return-on-investment (ROI) supporting the quality of life of County residents by growing the tourism economy.

II. Statutory Governance and Administrative Structure

~~As designed in~~ Pursuant to Section 125.0104, Florida Statutes, the Leon County Tourist Development Council (TDC) shall ~~act~~ serve as ~~an~~ the official advisory ~~council~~ body to the Board of County Commissioners (BOCC) on all matters pertaining to the expenditure of ~~tourist development tax~~ TDT proceeds. ~~This body~~ The TDC shall meet at least quarterly to review

County TDT revenues and expenditure reports, evaluate marketing data, and, from time to time, ~~shall make~~ submit formal ~~-~~recommendations to the BOCC ~~County Commission for~~ regarding the effective operation of the special projects or for uses of the tourist development tax revenue and perform such other duties as may be prescribed by county ordinance or resolution. The TDC shall continuously review expenditures of revenues from the tourist development trust fund and shall receive, at least quarterly, expenditure reports from the County. Contractors and qualified service providers may be retained by the County to provide professional services that may include, but not limited to, tourism marketing research, advertising/marketing/public relations, arts programming and County concerts/events, and they may also make periodic presentations to the TDC, in addition to any tourism industry issues/updates as identified by the TDC. Expenditures which the TDC believes to be unauthorized shall be reported to the BOCC ~~County Commission~~ and the Florida Department of Revenue.

Administrative support to the TDC and the execution of programs authorized under this Plan shall be provided by County employees within the Division of Tourism, operating publicly as Visit Tallahassee, under the direction of the County Administrator or their designee, on behalf of the BOCC. In support of County Tourism Strategic Plan Goals and Objectives, staff shall develop an annual destination Marketing and Sales Plan and budget utilizing tourism research data and industry input, as approved by the Division of Tourism Director. Following review and approval by the TDC, the recommended budget associated with the annual Marketing and Sales Plan shall be provided to the BOCC for final approval and appropriation within the annual County budget process.

~~An annual Marketing Plan and budget will be developed by County staff, utilizing industry stakeholder input, and thereafter presented to the TDC for its consideration. The TDC will then issue a recommended budget in support of the Marketing Plan to the County Commission.~~

~~Expenditures which the TDC believes support an optimum Marketing Plan for Tourist Development may be allocated to the following elements: ~~As established by the BOCC through the annual budget process, the TDT revenues shall be 100% allocated toward promoting, advertising and marketing Leon County as a destination through the following allowable uses of tax revenues: (1) A~~a~~dvertising/Marketing; (2) P~~p~~ublic R~~r~~elations/P~~p~~romotions; (3) Direct Sales – Sports Event Sales and Meeting/Conference/Group Sales ~~research and analysis~~; (4) ~~direct sales~~ County Concerts and Special Events; (5) ~~convention and visitor services~~ Tourism Event Grants Programs; (6) ~~special events~~ Targeted Tourism Industry-Sector Incentive Programs; ~~and~~ (7) ~~administration~~ Visitor Information Centers and Group Services; ~~and~~ (8) ~~the cultural grant program, the capital needs matching grants for arts and cultural facilities program, and components of the Capital Area Cultural Plan that support economic development through tourism and related marketing~~ Administration; (9) Research and Analysis; and (10) Arts and Cultural Programming that supports tourism, economic development, and tourism marketing. ~~Effective October 1, 2014, the one-cent tourist development tax which had been dedicated to the performing arts center(s) shall no longer be dedicated for such purpose and shall be retained by the County to be utilized in~~

~~accordance with Florida law.~~

~~All expenditures of tourist development tax revenues, including the Marketing Plan shall be presented to the County Commission as annual recommendations of the TDC, but in no case, shall the total of all budget allocations exceed 100 percent of the annual estimated revenue budget.~~

It is the intent of the BOCC ~~County Commission~~ that excess ~~funds~~ TDT revenues accumulated annually in the Fund Balance may be used for planned County Tourism related Strategic Initiatives as approved annually during the budget process or in non-budgeted tourism promotion situations, such as unanticipated events and/or opportunistic initiatives, or following natural disasters or other~~,~~ emergencies, ~~or other unanticipated events,~~ subject to the approval of the BOCC ~~County Commission~~.

III. Core Operational Framework and Major Functional Areas

~~Staff assistance to the TDC shall be provided by Leon County employees in the Department of Tourism Development under the direction of the County Administrator or his designee, on behalf of the Board of County Commissioners.~~

~~In order for the TDC to have best possible information to serve as an advisory council to the County Commission, tourism development staff will provide at least quarterly reports to the TDC on its activities. In addition, the contractors providing services for marketing research, advertising and public relations/promotions will also make similar reports. Periodic issues relating to the tourism industry will be presented and discussed as desired or necessary.~~

~~The TDC will recommend expenditure of available tourist development tax dollars in the following categories:~~

To advance County Tourism Strategic Plan Goals and Objectives, the Division of Tourism shall organize its administration and execute TDT allocations across the following areas of operation as presented in the annual Marketing and Sales Plan:

~~**Advertising**~~

- **Advertising and Marketing:** Advertising and marketing is an important component of the destination ~~in the~~ TDC's Marketing and Sales Plan. ~~An advertising agency or agencies may be retained by the County after a thorough search of appropriate firms is conducted~~. After a search process of appropriate firms is conducted in a manner consistent with the County's adopted purchasing policies and procedures, the County may secure an advertising agency or agencies. The agency will work with staff ~~and the TDC's advertising committee and be responsible for developing an image of the County that will be uniformly projected in all the visitor related advertising including TV, radio, print, internet, etc.~~ on visitor-related advertising and marketing as established per agreement, including the creation, production, and placement of multi-channel destination marketing advertising and media campaigns utilizing print, broadcast, digital, programmatic, paid search, and streaming media platforms, etc. to maintain destination awareness and consideration. Advertising, marketing and media buys will also

target vertical markets including, but not limited to, leisure travel, family, sports, adventure/recreation/outdoor, businesses, groups, culinary, arts and culture, film and other niche markets as appropriate. Tourism staff may directly manage the social media channels and procurement, development, and maintenance of web-based applications, including itinerary builders, print and digital publications, asset maps, mobile applications and promotions, designed to facilitate real-time user engagement.

~~The agency, as directed and coordinated by staff, will be responsible for the following tasks:~~

~~1. Create, produce and place advertising messages that increase awareness of the County as a destination for business, convention, sports, film, leisure travel and other niche markets once identified.~~
~~2. Develop a media plan that identifies the optimum utilization of available advertising dollars to both leisure and various trade markets.~~
~~3. Develop cooperative advertising programs with hotels, airlines, attractions and other industry stakeholders.~~
~~4. Maximize the reach and effectiveness of www.visittallahassee.com and any other Web sites that may be utilized by the County for tourism promotion.~~
~~5. Provide support in the development and production of targeted collateral materials such as the Visitor Guide.~~
~~6. Other tasks as assigned.~~

~~Public Relations/Promotions~~

~~A public relations firm may be retained by the County to perform the following functions:~~

~~1. Develop a public relations strategy consistent with the goals of the Marketing Plan for Tourist Development.~~
~~2. Develop and coordinate promotions to support advertising efforts.~~
~~3. Develop and implement publicity strategies for key markets and targeted media.~~
~~4. Design and implement strategies to communicate with local citizens the achievements and goals of the TDC.~~
~~5. Develop and coordinate strategies to support advertising and publicity efforts.~~
~~6. Other tasks as assigned.~~

- **Public Relations/Promotions:** PR/promotions is an important element for generating earned media for the destination. An agency or agencies may be retained by the County after a search process is conducted in a manner consistent with the County's adopted purchasing policies and procedures.. As established by agreement, the management of media relations in both the consumer and travel trade space, conducting press tours, promotional activations and events, leveraging content creators, and utilizing publicity strategies and communications is essential to generate earned media coverage regionally, domestically and internationally in key media outlets, target feeder markets, and to communicate local achievements.

~~Research and Analysis~~

~~Research will help provide a clear understanding of who is the County's core customer and identify the size and scope of certain target markets to help to refine the creative message intended to be conveyed. The research firm of record will seek to generate information from visitors and potential visitors which can be utilized in developing marketing strategies. The information will be gathered by interviews with visitors at hotels, airports, attractions and other businesses frequented by tourists, business conferences and conventions, and special events. Interviews may also be conducted with visitors in key target cities and via the Internet to determine their perceptions of Tallahassee as a destination for convention, vacation, business, etc. Questions will be asked and research analyzed on items such as length of stay, money spent, demographic considerations and interest in specific activities, etc. Research and analysis will be utilized to help establish benchmarks from which to measure the TDC's success with advertising, promotion and direct sales strategies. Research will provide the necessary information to make course corrections in marketing strategy.~~

~~Direct Sales~~

~~Direct sales shall comprise a very important component of the Marketing Plan. It is vital to effectively mesh the direct sales efforts with the advertising and public relations strategies in order to be successful in winning leisure, sports and convention and conference business. Direct sales involves a host of activities directed at conference planners, travel agents, tour operators, consumers, film producers, sports promoters and others as identified including attending related trade and consumer shows, conducting sales missions, direct mail and email, and joining and becoming active in trade associations. It also involves doing a good job of servicing these groups when they come to Leon County. The advertising and public relations agencies will be supportive and ensure printed materials, ads, and publicity are cohesive and effectively communicate the tourism related messages of the TDC and County.~~

- **Direct Sales:** Direct sales efforts and outreach to sports event rights-holders and meeting/event planners is an important component of the destination's Marketing and Sales Plan. Direct sales and service activities are critical to success in identification, bid development, securing and supporting/delivering sports competitions and meeting/conference/group events. Activities may include stakeholder sales missions, targeted B2B industry events, sales event promotions, trade association deployments and activations, targeting key sports/industry/group travel markets, tour operators, and strategic affinity group segments.
    - **Sports Event Sales:** Sports event sales leverage public sports infrastructure to bid for, secure, and host local, state, regional, national, and international athletic competitions. The marketing, administrative execution, and operational coordination of sports tourism initiatives as a primary, year-round economic driver and source of non-seasonal overnight visitation. Sports events sales staff are also responsible for the management and coordination of the Tallahassee Sports Council, a County established focus group supporting the work of sports event sales.

- **Meeting/Conference/Group Sales:** Meeting/Conference/Group sales targets meetings, conferences, conventions, and groups to leverage existing hotels, meeting space, public and private venues/facilities to host functions in the destination. Sales and service activities may include direct corporate, educational, and association group identification and solicitation, trade show representations, conducting site inspections, and assistance in securing local lodging and meeting facilities, logistics and other group support services.

- **County Concerts and Special Events**: The Division produces and/or supports numerous concerts at The Adderley Amphitheater and other local venues, and special events throughout the year to drive visitation, elevate destination awareness, showcase Tallahassee-Leon County as a vibrant community, generate economic impact and quality of life benefits for Leon County residents. A contractor(s) and/or event planner(s) may be secured and retained with event services established per agreement.

- **Tourism Event Grant Programs:** The administration of performance-based event grant funding to support community festivals, events, and sports competitions that demonstrate a documented capacity or verified potential to generate overnight lodging stays and measurable economic impact within the County, in addition to providing marketing visibility for Tallahassee-Leon County regionally, domestically, and internationally.

- **Targeted Tourism Industry-Sector Incentive Programs:** The administration of strategically-targeted performance-based funding programs to significantly expand the destination's visibility and visitation including, but not limited to, film and TV production, large-scale marquee events with collegiate partners, major conferences/groups and/or sports tournaments that leverage partner resources and demonstrate a documented capacity or verified potential to generate significant overnight lodging stays, significant destination marketing exposure, and measurable economic impact within the County as approved by the TDC.

~~Convention and Visitor Services~~

~~An essential ingredient in marketing conventions to prospects is the quality of services rendered. Details must be efficiently handled to make a convention a success, such as: hotel rooms, air and ground transportation, support services, catering, etc. A welcoming and informative visitor services program is also important in making all guests feel that the County is a special destination and one worth returning to on a regular basis.~~

- **Visitor Information Centers and Group Services:** This component focuses on servicing the visitors currently in the destination to enhance the visit by highlighting local experiences and products, extend visitor stays, and encourage repeat visitation. Operational funding, staffing, procurement, and inventory management of the physical visitor information centers and associated retail operations to provide direct-to-consumer services, collateral distribution, and regional destination navigation.

~~Special Events~~

~~The Marketing Plan shall also recognize the importance of special events in drawing visitors to the destination, especially in shoulder months. The TDC will recommend a grant program to assist groups and organizations in marketing new and existing events that are proven or have the potential to draw overnight visitation to the County.~~

~~Administration~~

- **Administration**: The County will hire professional staff as necessary to manage ~~handle administrative matters and to carry out its policies.~~ the operations of the Division and handle administrative matters carrying out its policies. ~~The~~ R~~r~~esponsibilities of the Division D~~d~~irector shall include, but not be limited to ~~the following~~: directing and ensuring all programs comply with state and federal statutes and local ordinances and executing tourism initiatives as assigned by the BOCC; direct, coordinate and monitor all professional staff and tourism-related firms and vendors under contract with the County; direct management, coordination and oversight of all communications, meetings and activities of the TDC and Tallahassee Sports Council; Coordinate and act as liaison to all local and regional stakeholders involved with tourist development including Chambers of Commerce, universities/colleges, hotels, attractions, restaurant groups, arts groups, state and regional destination marketing organizations; in coordination with relevant County departments, work with local, state, and regional media to effectively communicate County tourism programs to the public and convey the importance of increased visitor spending and impact to the local economy; and all other duties as assigned.

~~1. Ensure all programs and activities comply with state and federal statutes and local ordinances.~~
~~2. Direct, coordinate and monitor activities of all professional staff and tourism related firms or vendors under contract with the County.~~
~~3. Develop, direct, coordinate and monitor the annual Marketing Plan as recommended by the TDC and approved by the County Commission.~~
~~4. Direct, coordinate and monitor the marketing grant program as approved by the TDC.~~
~~5. Coordinate and act as liaison to all local and regional stakeholders involved with tourist related development including the Chambers of Commerce, universities, arts groups, state and local tourist agencies, hotels, attractions and restaurant associations, etc. Also work with local, state and regional media to effectively communicate TDC and County programs to the public and to convey the importance of increased visitor business to the local economy.~~
~~6. All other duties as assigned.~~

- **Tourism Research and Data Analysis:** After a search process of appropriate firms is conducted in a manner consistent with the County's adopted purchasing policies and procedures, the County may secure and retain a professional Tourism research firm(s) to conduct scientifically valid ongoing visitor data collection and regular detailed reporting. As

established by agreement, the data and strategic insights provided may include but not limited to, demographic, psychographic, behavioral, motivation/intention, economic, and statistical analysis of visitors, and targeted initiatives to inform destination marketing decision-making and economic impact modeling and reporting for verified return-on-investment tracking to justify the expenditure of public funds.

~~Cultural Grant Programs~~

- Arts and Cultural Programming: Commencing October 1, ~~2014~~2026, ~~one cent of the tourist development tax may be allocated to support the cultural grant program, the capital needs matching grants for arts and cultural facilities program, and components of the Capital Area Cultural Plan that support economic development through tourism and related marketing~~ the County will contract with the Council on Culture & Arts (COCA), or another qualified service provider, to implement arts and cultural tourism marketing strategies and administer a Cultural Grant Program which includes tourism marketing that supports tourism economic development as established by agreement. Annual appropriations for these programs shall be funded from TDT collections in the Tourism budget to be established annually by the Board of County Commissioners through the budget process. All programs, projects, activities and expenditures funded must comply with uses authorized in Section 125.0104, Florida Statutes, and all other applicable laws. Leon County shall retain financial oversight of all TDT revenues allocated under this section.

~~In addition, for five years commencing October 1, 2014, the County may dedicate an additional~~

~~¼ cent of the tourist development tax to support the cultural grant program, the capital needs matching grants for arts and cultural facilities program, and components of the Capital Area Cultural Plan that support economic development through tourism and related marketing. Monies accrued from the ¼ cent tourist development tax during Fiscal Year 2015 shall be held in arrears by the County and distributed to the Council on Culture and Arts (COCA) in each subsequent fiscal year.~~

~~The funds described above shall be utilized by COCA for the support of the cultural grant program, the capital needs matching grants for arts and cultural facilities program, and implementation of components of the Capital Area Cultural Plan, provided such projects, programs and expenses associated therewith are consistent with the uses authorized in section 125.0104, Florida Statutes. The TDC shall make recommendations to the County Commission on appropriate requirements for the capital needs matching grants for arts and cultural facilities program, if any. Commencing October 1, 2019, the ¼ cent tourist development tax described in the second subparagraph above shall be reallocated to the Tourism Development Division to fund expenditures consistent with those authorized uses set forth in section 125.0104, Florida Statutes.~~

~~Summary~~

~~The goal of the Tourist Development Council is to be a respected and trusted advisory council to~~

~~the County Commission on matters relating to the expenditure of tourist development tax proceeds. It is the intention of the TDC to maximize the involvement and coordination among local stakeholders for the overall achievement of our community visitor goals. The TDC will work closely with staff and the contractors to develop and recommend the best possible annual Marketing Plan and budget with the understanding that maximizing the amount of tourist development tax dollars available for marketing is a vital consideration.~~

~~The County Commission shall adopt, upon recommendation of the TDC, a tourism vision statement and a tourism mission statement that will provide additional guidance for all TDC recommendations.~~

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LEON COUNTY RESOLUTION NO. 26-____

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, REPEALING RESOLUTION NO. 15-12 TO REMOVE EXPIRED AND NO LONGER NEEDED REQUIREMENTS; AND PROVIDING AN EFFECTIVE DATE.

RECITALS

WHEREAS, the cited 2014 version of section 125.0104, Florida Statutes, is outdated and many of programs addressed in Resolution 15-12 have expired or are no longer implemented and are not in alignment with amendments to the Leon County Tourist Development Plan, Incorporated within Chapter 11, Section 11-710, Leon County Code; and

WHEREAS, this Resolution repeals Resolution 15-12;

BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, that:

Section 1. Recitals

The Recitals to this Resolution are incorporated herein and made a part heron as if fully set forth below.

Section 2. Reasons for Repeal

Resolution 15-12 was adopted by the Board in conjunction with the adoption of the February 10, 2015, Tourist Development Plan. Resolution 15-12 provided Board findings related to certain grant programs and plans, including the Capital Needs Matching Grants program and the Capital Area Cultural Plan, which are no longer active or have expired.

At its September 15, 2026 Public Hearing, the Board of County Commissioners passed amendments to the Leon County Tourist Development Plan, Incorporated within Chapter 11, Section 11-710, Leon County Code. Based on the updates to the Tourist Development Plan, and the expiration of certain references and programs addressed therein, Resolution 15-12 is no longer needed.

Section 2. Effective Date.

This resolution shall become effective immediately upon its adoption.

DONE, ADOPTED AND PASSED by the Board of County Commissioners of Leon County, Florida, this 15th day of September, 2026.

LEON COUNTY, FLORIDA

By:_____
Christian Caban, Chairman
Board of County Commissioners

ATTESTED BY:
Gwen Knight, Clerk of Court
& Comptroller, Leon County, Florida

By:_____

APPROVED AS TO FORM:
Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

By:_____

**Second Amendment to the
FY 2020-2025 Council on Culture & Arts Program Funding
Agreement Between the Council on Culture & Arts and Leon
County**

The Program Funding Agreement ("Agreement" or "Original Agreement") was executed February 12, 2021 between the Council on Culture & Arts (hereinafter referred to as "COCA") and Leon County, Florida, a charter county and a political subdivision of the State of Florida (hereinafter referred to as the "County"), collectively, the "Parties", and is incorporated herein by reference and attached hereto as part of Exhibit A. The Agreement was amended by a First Amendment to the FY 2020-2025 Council on Culture & Arts Program Funding Agreement, executed September 30, 2025, which is incorporated herein by reference and attached hereto as Exhibit A ("First Amendment"), the Agreement and the First Amendment will collectively be referred to herein as "the Agreement, as amended" or "the Agreement, as amended by the First Amendment". The Agreement, as amended, is hereby further amended as follows:

All recitals, whereas clauses, and terms and conditions set forth in the Agreement, as amended by the First Amendment, shall remain in full force and effect, except as specifically modified herein, and all new whereas clauses and terms and conditions added herein are mutually agreed to and shall also apply to the parties as specified.

1. The second WHEREAS paragraph in the RECITALS of the Agreement is hereby amended for FY 2027 in its entirety to read:

   WHEREAS, COCA receives funding in an amount established by the Board of County Commissioners through the annual budget process, on a not-to-exceed basis, and remains an important stakeholder in drawing visitors to the destination through cultural and arts tourism promotion; and

2. The following WHEREAS paragraphs are hereby added to the RECITALS of the Agreement, as amended:

   WHEREAS, on September 15, 2026, the Board of County Commissioners approved including in the annual budget funding for the program for FY 2027, running October 1, 2026, through September 30, 2027, comprising Tourist Development Tax funding of $1,900,000 and General Revenue funding of $150,000; and

   WHEREAS, for FY 2027, the County designates COCA as the County's qualified service provider for the administration of a Cultural Grant program funded with Tourist Development Tax dollars, including but not limited to developing grant guidelines in collaboration with and approval of County staff, grant application review, scoring, and award recommendations provided to the Leon County Tourist Development Council for final approval, and COCA's administration of approved awards to grantees; and

   WHEREAS, on June 16, 2026, the Board of County Commissioners directed the development of a Model 2 (Service & Advisory) structure for the administration of the County′s Tourist Development Tax-funded cultural grant program, which the County intends to implement for FY 2028, effective October 1, 2027; and

WHEREAS, the Parties intend this Agreement, as amended through this Second Amendment, to remain in effect for one-year only, solely as a transitional bridge to the Model 2 structure, and not as a continuation of the current administration model beyond FY 2027; and

WHEREAS**,** the Florida Legislature recently passed Florida Senate Bill 1134, which was subsequently signed into law as Chapter 2026-43, Laws of Florida, creating sections 125.595 and 287.139, Florida Statutes, (effective January 1, 2027), thereby necessitating a certification regarding COCA's use and COCA's further distribution of County funds to its grantees and their use of such funds; and

3. Section II. of the Agreement, as amended, titled "**Effective Date and Term**" is amended in its entirety to read:

   This Program Funding Agreement shall be for a seven-year term. It shall commence on October 1, 2020, and shall end at midnight, local time in Tallahassee, Florida, on September 30, 2027.

4. Section III. of the Agreement, as amended by the First Amendment, titled "**Services to be Provided**" is amended as follows:

   A. Section III, Paragraph A no changes.

   B. Section III, Paragraph B, is amended to include the following paragraph: For FY 2027, COCA shall submit a County Contract Service Deliverables Plan, in a format collaboratively developed by the parties and approved by the County, by November 1, 2026. The County Contract Service Deliverables Plan will identify specific services and program activities planned, and the budget allocation for each, delineating the plan for expenditure of County funds (both Leon County Tourist Development Tax "TDT" and General Revenue "GR") contemplated by this Agreement.

   C. Section III, Paragraph C, is amended in its entirety to read: Beginning in FY 2026, and each year thereafter, COCA shall submit a detailed annual Marketing and Advertising/ Media Plan with a detailed budget by marketing tactic and geographic target audience to the County by November 1 for review and approval. Up to 70% of COCA's Board-approved Marketing/Advertising budget for the fiscal year (for example if the approved M/A budget is $73,500 x .7% = $51,450) may be funded with TDT for marketing/advertising expenses that are in COCA's annual Marketing and Advertising/Media Plan approved and verified by the County to be eligible uses of TDT. Any additional expenditure of TDT or interest earned on TDT in COCA Reserve and/or investment accounts, for marketing/advertising or other purposes, requires advanced written approval by the County to verify any expenditure as an eligible use of TDT and must be reported in COCA's required quarterly Marketing and Advertising/Media financial report to the County as outlined in Section V, paragraph B.1. of the Agreement, as amended.

D. Section III, Paragraph, D is hereby amended, for purposes of FY 2027, to remove all references to and attachments of the COCA Cultural Plan and/or the Capital Area Cultural Plan, which COCA's Board determined has previously expired.

E. Section III, Paragraph E, no changes.

F. The existing language of Section III, Paragraph F., relating to the services provided by COCA for FY 2026, remains as written, but the paragraph is hereby amended at the end to include the specific services COCA will provide for FY 2027, which reads as follows:

For FY 2027, the services to be provided by COCA and supported with County funding shall include:

1. Arts and Cultural advertising and marketing communication services targeting both out-of-area tourists and Leon County residents, including creative asset development, promotion and publication across all media platforms.
2. COCA shall also produce a print collateral piece (brochure or rack cards) promoting the arts and cultural sites and attractions in Leon County for tourists to visit, for distribution at visitor information centers, local organizations, and events.
3. Granting services include creating, implementing and managing the existing grant programs, the Cultural Grant Program (which must include out-of-county cultural tourism marketing activities) & the Cultural Tourism Marketing, to ensure all grant program applications comply with Section 125.0104, Florida Statutes.
4. Support services for artists, cultural organizations, and the general public.
    a. Grant Program Guidelines for grants funded with TDT collections shall contain the statutory language defining "Tourist" found in Section 125.0104(2)(b)2., Florida Statutes, and shall be restricted to allowable uses set forth in section 125.0104(5)(a), Florida Statutes, including that if tax revenues are expended for an activity, service, venue, or event, the activity, service, venue, or event must have as one of its main purposes the attraction of tourists as evidenced by the promotion of the activity, service, venue, or event to tourists. Grant Program Guidelines shall also provide that marketing to visitors is required and also include a requirement for a sub-grantee to report the estimated number of room nights and out-of-market visitors served by the project and program.
        i. COCA will, prior to their release to the public/possible applicants, submit their draft FY 2028 Grant Program Guidelines to the County's Director of Tourism who will review, discuss, and provide any necessary edits to COCA. COCA will obtain final approval from the County's Director of Tourism, prior to COCA releasing the guidelines for use in any grant cycle. COCA will also provide copies of the submitted grant applications to the County's Director of Tourism for verification of eligibility and compliance with Section 125.0104, Florida Statutes, prior to scoring the grant applications. If COCA has questions regarding the application of Section 125.0104, Florida statutes, it is directed to contact the appropriate Tourism staff.

ii. Members of the COCA TDT Grant Review Panel(s) that review and make recommendations on the TDT-funded COCA grants must include a TDC member or their designee.

iii. In compliance with section 125.0104, Florida Statutes, the Leon County Tourist Development Council shall have final approval of the annual COCA Grant awards recommended by the COCA Board of Directors.

iv. COCA agrees to provide full contact information for grantees funded with TDT to the Division of Tourism upon request.

5. An active role in supporting major community programs or special initiatives, such as sporting, cultural and commemorative events of regional or national significance, by facilitating, coordinating, implementing, and promoting an annual plan of activities for cultural organizations.

6. Strategic partnership activities with the Leon County Division of Tourism/Visit Tallahassee, including bi-annual leadership meetings and the exploration of marketing communications collaborations on targeted promotional programs.

G. Section III, Paragraph G, is amended in its entirety to read: COCA shall be responsible for all expenses associated with the performance and delivery of services required by this Program Funding Agreement.

H. Section III, Paragraph H, is amended to require all portions of Paragraph H and H.1., to apply to FY 2027 in addition to FY 2026.

5. Section IV., Paragraph A. of the Agreement, titled "Grant Funds Amount:" subparagraphs 1. and 3., as amended by the First Amendment, remains as written, but only applies to FY 2026 funds. For the avoidance of doubt, Section IV., Paragraph A., subparagraph 2., of the Original Agreement, providing One Hundred Fifty Thousand Dollars ($150,000.00) from the County's General Revenue Fund, continues to apply for FY 2027. Section IV., paragraph A, is further amended by the addition of new language, as numbered subparagraphs 4 and 5, to be included after the existing language in Section IV., Paragraph A., 1., 2., and 3., and the following new language only applies to FY 2027, and reads as follows:

4. The County agrees to provide to COCA $1,900,000 of Tourist Development Tax revenue, as established by the Board of County Commissioners through the annual budget process and consistent with the Leon County Tourist Development Plan as amended, for Services further described in Section III, herein. The amount so established is the amount of TDT the County is obligated to provide for FY 2027, and COCA is entitled to no amount in excess of it, without regard to the amount of Tourist Development Tax actually imposed or collected during any fiscal year.

5. For FY 2027, up to 10% of TDT allocated to COCA may be used to offset COCA's operating expenses.

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Eligible Category	Percentage of Total Expenditures in COCA's Annual Budget
Eligible Marketing and Advertising/Media Expenditures	Up to 70% as approved in COCA's annual Marketing and Advertising/Media Plan
Marketing Staff Person Salary	Up to 60%
Grant Staff Person Salary	Up to 90%
Eligible Professional Services for Content Creators	Up to 25% as included in COCA's annual marketing and media plan

6. Section IV., subparagraphs B.1. and B.1.a. of the Agreement, titled "Distribution": remain as written, but only apply to funds and the distribution of funds through September 30, 2026.

7. Section IV., subparagraph B.2. of the Agreement, titled "Distribution" remains as written, with no changes, but upon execution of this Second Amendment also applies to FY 2027.

8. Section IV., Paragraph B., of the Agreement, as amended above, and by the First and Amendment, titled "Distribution," is hereby further amended by the addition of new language, numbered as subparagraphs 3., to be included after the existing language in Section IV., Paragraph B., subparagraph 2., and the following new language of 3. only applies to FY 2027, and reads as follows:

   3. For FY 2027 COCA shall receive four partial disbursements, of a combined total of $1,900,000, in funds from the County's Tourist Development 5-Cent Fund in the following manner:

      a. COCA shall receive such funds in quarterly payments of 25% percent of the amount described herein to occur not later than November 1, February 1, May 1, and August 1. Receipt of such funds is contingent upon and appropriate invoice, Mid-Year Report, and Annual Report provided to and approved by the County.

      b. A new "Carry-Forward" section to be added to the FY26 Financial Report of the Annual Report due to the County on or before October 31, 2026, that clearly delineates COCA's requested TDT-funding proposed to be carried forward with a detailed statement of the anticipated project purposes and/or activity uses of the TDT carry-forwards funds with the associated ledger account, to be approved and verified to be eligible uses by the County.

      c. COCA shall provide a Year-End Cash Flow Statement (in a format determined jointly by the County and COCA staff) that details the TDT expenditures for the year and includes all itemizing all interest earned on TDT in reserves or in investment accounts.

9. Subparagraph C.2 of Section IV. of the agreement, titled "Restrictive Uses:", is amended for FY 2027 to remove any and all reference and requirements of Resolution R15-12 of the Board of County Commissioners. All the remaining terms and requirements found within Paragraph C. remain in effect for all fiscal years.

10. Section IV., Paragraphs D. and E. of the Agreement, remain as written and apply to FY 2027 as well as to all previous fiscal years.

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11. Section V., entitled "**Audits, Records and Reports**", paragraph B. of the Agreement, as amended by the First Amendment, is hereby further amended to require that all paragraphs found in Section V., as amended, including those identified as applying specifically to FY 2026, hereby apply to FY 2027 as well. In addition, for FY 2027 the quarterly Marketing and Advertising/Media report required under Section V., paragraph B., shall be submitted within thirty (30) days after the end of each quarter.

12. Section X., entitled "General Provisions" in the Agreement, as amended, is hereby further amended to include the following additional clauses:

Z. Reservation of Rights; No Waiver. This Second Amendment does not waive, limit, delay, or modify, the County's direction to implement the Model 2 (Service & Advisory) structure, which the County intends to have in place prior to any funding agreement relating to funds beyond FY 2027. Neither the Parties' entrance into, nor performance under, this Second Amendment, nor the County's participation in any COCA eligibility-verification and grant-review process for a yet to be funded fiscal year (FY 2028 for example), shall be construed as (a) acceptance of, or agreement to continue, the current administration model beyond FY 2027, or (b) a course of dealing, waiver, or estoppel affecting the transition to the Model 2 structure. Further, nothing herein constitutes a promise or agreement by the County to enter into a 2028 funding agreement, nor is it a promise by either party relating to their position(s) concerning the structure or administration of the program after FY 2027, and the terms of any potential successor agreement remain subject to negotiation between the Parties and approval by the Board. Nothing in this Second Amendment amends the Parties' rights or obligations except as expressly set forth herein.

AA. Compliance with Section 125.595, Florida Statutes. COCA acknowledges that all the funds provided under this Agreement are County funds and, beginning on January 1, 2027, such funds are subject to Sections 125.595, and 287.139, Florida Statutes (2026), and, therefore, COCA agrees and certifies that funding from the County will not be used on or after January 1, 2027, directly or indirectly to fund or promote, any policies, programming, promotion, materials, or training as it relates to diversity, equity, or inclusion ("DEI").

1. "DEI" is defined by 125.595, F.S, and includes, in summary:
    a. Any effort to influence or manipulate the composition of employees with reference to race, color, ethnicity, gender identity, or sexual orientation, or any effort to promote or provide preferential treatment or special benefits to a person or group based on their race, color, ethnicity, gender identity, or sexual orientation, or promote or adopt any training, programming, or activity designed or implemented with reference to race, color, ethnicity, gender identity, or sexual orientation
2. Continuing Warranty of Compliance. COCA warrants that throughout the term of this Agreement, including any renewals or extensions, COCA shall remain in compliance with the above certifications and shall not permit or authorize County funds to be used in a manner prohibited by either section 125.595 or 287.139, Florida Statutes.
3. COCA shall obtain from all persons or entities receiving County funds dispersed by COCA an acknowledgement of the prohibitions and limitations in sections 125.595, F.S. and 287.139, F.S. (2026), and the following two certifications:

a. Any recipient of County funds shall acknowledge in writing the prohibitions and limitations of section 125.595, F.S., and further certify that no County funds will be used on or after January 1, 2027, by the recipient in any manner that would violate section 125.595, F.S.

b. For any contract executed on or after January 1, 2027, a recipient of County funds shall certify, before being awarded County funds, that the recipient does not and will not use County funds in requiring its employees, contractors, volunteers, venders or agents to ascribe to, study, or be instructed using materials relating to DEI as defined by section 125.595(1), F.S. (2026);

4. Upon reasonable request of the County, COCA shall provide records, certifications, or other documentation reasonably necessary to demonstrate compliance with this provision.

5. Indemnification for Noncompliance. To the fullest extent permitted by law, COCA shall indemnify, defend, and hold harmless the County and its officers, employees, agents, and representatives from and against any and all claims, actions, causes of action, damages, losses, liabilities, judgments, penalties, fines, costs, and expenses, including reasonable attorney's fees and court costs, arising out of or relating to any one or more of the following:

   a. A breach by COCA of the certifications or warranties contained in this Agreement; or

   b. A failure of COCA to require or receive the acknowledgements and continuing warrant of compliance language from any individual or entity that COCA distributed County funds to; or

   c. A violation by COCA of Sections 125.595 and 287.139, Florida Statutes (2026); or

   d. Any claim, investigation, administrative proceeding, or civil action arising from COCA's use of County funds in a manner prohibited by Florida law; or

   e. Any false, misleading, or inaccurate certification made by COCA pursuant to this Agreement; or

6. The obligations contained in this section, A.A. Compliance with Section 125.595, Florida Statutes, shall survive expiration or termination of the Agreement.

7. Termination for Cause. COCA acknowledges that the above certifications and warranty are material representations upon which the County has relied in entering into this Agreement and that any false certification, material breach of these provisions, or violation of Sections 125.595 and 287.139, Florida Statutes, shall constitute a material breach of the Agreement and shall entitle the County, in its sole discretion, to terminate the Agreement immediately upon written notice.

13. The Parties expressly agree that notwithstanding any language to the contrary, the amendments effected by this Second Amendment apply to FY 2027 (October 1, 2026 through September 30, 2027) and thereafter. All obligations of the Parties related to prior fiscal years, including FY 2026, under the Agreement, as amended by the First Amendment, including the FY 2026 quarterly Marketing and Advertising/Media reports, the FY 2026 Annual Report and its Financial Reports section, the FY 2026 marketing and advertising expenditure limits, and the invoice and report conditions applicable to the payment due November 1, 2026, survive the execution of this Second Amendment and remain enforceable according to their terms.

WHERETO, the Parties have set their hands and seals effective October 1, 2026, or the date whereon the last Party executes this Program Funding Agreement Second Amendment, whichever is later.

LEON COUNTY, FLORIDA

By: _____

Vincent S Long,
County Administrator

Date: _____

COUNCIL ON CULTURE & ARTS

By: _____

Kathleen Spehar, Executive Director

As Its:

Date:

DRAFT

APPROVED AS TO LEGAL SUFFICIENCY:
Chasity H. O'Steen, County Attorney Leon County Attorney's Office

By: _____

ATTEST:
Gwen Knight, Clerk of the Court & Comptroller, Leon County, Florida

By: _____

NOTICE OF PUBLIC HEARING
NOTICE OF AMENDMENT TO CHAPTER 11 OF THE CODE OF LAWS OF LEON COUNTY, FLORIDA

Notice is hereby given that the Board of County Commissioners of Leon County, Florida, will conduct a public hearing on Tuesday, September 15, at 6:00 p.m., or as soon thereafter as such matter may be heard, in 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 11, ARTICLE XX, OF THE CODE OF LAWS OF LEON COUNTY, FLORIDA; AMENDING, SECTION 11-710 ENTITLED "TOURIST DEVELOPMENT PLAN FUNDED"; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

Leon County will also broadcast the public hearing on Comcast channel 16, the Leon County Florida channel on Roku, and the County's Facebook page (https://www.facebook.com/LeonCountyFL/), YouTube channel (https://www.youtube.com/user/LeonCountyFL), and web site (www.LeonCountyFL.gov).

All interested parties are invited to present their comments at the public hearing at the time and place set out above.

Interested parties may also provide virtual real-time public comments during the public hearing. After the Board of County Commissioner's agenda is posted online, interested parties wishing to provide virtual real-time public comments must complete and submit the registration form provided at https://www2.leoncountyfl.gov/coadmin/agenda/ by 8:00 p.m. on Monday, September 14, 2026. Following submittal of the registration form, further instructions for participating in the meeting will be provided. Persons needing assistance with registering or providing real-time comments may contact County Administration via telephone at (850) 606-5300. Please note that Board of County Commissioners Policy 01-05, Article IX., Section E., entitled "Addressing the Board," and Article IX., Section F., entitled "Decorum," shall remain in full force and effect.

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, on behalf of the Chairman, Mathieu Cavell at Leon County Courthouse, 301 South Monroe Street, Tallahassee, Florida 32301 or CMR@leoncountyfl.gov, by written request at least 48 hours prior to the proceeding. Telephone: (850) 606-5300, 1-800-955-8771 (TTY), 1-800-955-8770 (Voice), or 711 via Florida Relay Service.

Copies of the Ordinance may be inspected as part of the agenda package on the County's website (https://www2.leoncountyfl.gov/coadmin/agenda/). To receive copies of the Ordinance by other means, such as email, mail, or facsimile transmittal, contact County Administration at (850) 606-5300.

Advertise: September 4, 2026

LEON COUNTY GOVERNMENT
People Focused. Performance Driven.

Business Impact Estimate

In accordance with Section 125.66(3)(a), Florida Statutes (F.S.), a Business Impact Estimate (BIE) is required to be: 1) prepared before enacting certain ordinances; and 2) posted on Leon County's website no later than the date the notice of intent to consider the proposed ordinance is advertised (which, per Section 125.66(2)(a), F.S., is at least ten (10) days before the Public Hearing).

Proposed Ordinance's title in full:

AN ORDINANCE OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, AMENDING CHAPTER 11, SECTION 11-710, LEON COUNTY CODE ENTITLED "TOURIST DEVELOPMENT PLAN FUNDED": PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; PROVIDING FOR APPLICABILITY; AND PROVIDING AN EFFECTIVE DATE.

Proposed Ordinance Public Hearing Date: September 15, 2026

Pursuant to Section 125.66(3)(c), F.S., the following types of ordinances are exempt from the BIE requirement. As such, if one or more boxes are checked below, Leon County, Florida, believes that a BIE is not required by state law for the proposed ordinance referenced above. Leon County, Florida, reserves the right to revise this BIE following an initial posting.

- ☐ The proposed ordinance is required for compliance with Federal or State law or regulation;
- ☐ The proposed ordinance relates to the issuance or refinancing of debt;
- ☐ The proposed ordinance relates to the adoption of budgets or budget amendments, including revenue sources necessary to fund the budget;
- ☐ The proposed ordinance is required to implement a contract or an agreement, including, but not limited to, any Federal, State, local, or private grant, or other financial assistance accepted by a county government;
- ☐ The proposed ordinance is an emergency ordinance;
- ☐ The proposed ordinance relates to procurement; or
- ☐ The proposed ordinance is enacted to implement the following:
  a. Development orders and development permits, as those terms are defined in Section 163.3164, F.S., and development agreements, as authorized by the Florida Local Government Development Agreement Act under Sections 163.3220 – 163.3243, F.S.;
  b. Comprehensive plan amendments and land development regulation amendments initiated by an application by a private party other than the County;
  c. Sections 190.005 and 190.046, F.S., regarding community development districts;
  d. Section 553.73, F.S., relating to the Florida Building Code; or
  e. Section 633.202, F.S., relating to the *Florida Fire Prevention Code*.

In accordance with Florida law Leon County, Florida, hereby posts the following BIE information for this proposed Ordinance on its website for public viewing and consideration on this **4th day of September, 2026**:

1. Summary of the proposed ordinance (must include statement of the public purpose, such as serving the public health, safety, morals, and welfare):

The proposed Ordinance revises the Leon County Tourist Development Plan to reflect current programs and major functional areas for the County's use of Tourist Development Tax funds to enhance visitation and economic benefit to our community, updates required statutory citations, and provides for greater fiscal transparency and accountability for Tourist Development Tax funds.

2. Estimate of direct economic impact of the proposed ordinance on private, for-profit businesses in the county, including the following (if any):

a.) Estimate of direct compliance costs that businesses may reasonably incur if the ordinance is enacted: None

b.) Any new charge or fee imposed by the proposed ordinance for which businesses will be financially responsible: None

c.) Estimate of Leon County's regulatory costs, including estimated revenues from any new charges or fees to cover such costs: None

The funding levels for tourism programs to enhance visitation, and thereby generate a positive economic impact on businesses are determined through the County's annual budget process.

3. Good faith estimate of the number of businesses likely to be impacted by the proposed Ordinance: Indeterminate.

4. Additional information Leon County deems necessary (if any): N/A