BOARD OF COUNTY COMMISSIONERS
LEON COUNTY, FLORIDA

INSTALLATION, REORGANIZATION AND REGULAR MEETING AGENDA

Tuesday, November 17, 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
Installation, Reorganization and Regular Public Meeting
Tuesday, November 17, 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, 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.

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Leon County Board of County Commissioners
Installation and Board Reorganization

- **Invocation**

  Provided by Pastor Eulie Brookins, The Vine Community Church, Ocala, Florida

- **Pledge of Allegiance**

  Chairman Christian Caban

- **Remarks and Presentations**
  - Presentation of Years of Service Pins to County Commissioners
    - Commissioner Proctor, District 1 30 Years
  - Presentation to Outgoing Chair
  - Remarks by Outgoing Chair

- **Installation of Commissioners and Administration of Oath of Office**

  The Honorable Chief Judge Francis J. Allman presiding

- **Reorganization**

  The Honorable Clerk of the Court Gwen Knight presiding
  - Election of Chairman and Vice-Chairman
  - Administration of the Oath of Office to the newly-elected Chairman
  - Remarks by Incoming Chairman

- **Closing Prayer**

  Provided by Reverend Dr. Kim Buchanan, Pastor, United Church of Tallahassee

- **Recess for Reception**

- **Official Board Photo**

The regular public meeting will reconvene following the recess.

AWARDS AND PRESENTATIONS

- Proclamation Recognizing the 125th Anniversary of the Children's Home Society
  (Commissioner Caban)
- Proclamation Recognizing the Florida Agricultural & Mechanical University Women's Softball Team as Southwestern Athletic Conference Champions
  (Commissioner Proctor)
- Proclamation Recognizing the Leon County Citizen Charter Review Committee
  (Commissioner O'Keefe)

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

1. Minutes: September 15, 2026 Regular Meeting, September 22, 2026 Legislative Priorities Workshop, and September 22, 2026 Second Budget Public Hearing
   (Clerk of Court)
2. Payment of Bills and Vouchers
   (County Administrator / Office of Management & Budget)
3. Fiscal Year 2026 Year-End Budget Adjustments
   (County Administrator / Office of Management & Budget)
4. Commissioner Appointments to the Public Safety Coordinating Council and the Water Resources Committee
   (County Administrator / County Administration)
5. Ratification of Board Actions Taken at the Fire Rescue Services Workshop
   (County Administrator / Administration / Emergency Medical Services / Office of Management and Budget)
6. Fiscal Year 2027 Healthcare Services (CareNet) Program Agreements
   (County Administrator / Human Services and Community Partnerships)
7. Fiscal Year 2027 Agreement for the Provision of State-Mandated Baker Act and Marchman Act Services
   (County Administrator / Human Services and Community Partnerships)
8. Proposed Revisions to Policy No. 16-5, "Real Estate Policy", to Prohibit the Installation and Use of Automated License Plate Recognition Systems on County Property
   (County Administrator / Real Estate)
9. Driver Education Program Agreement with the Leon County School Board
   (County Administrator / Office of Intervention and Detention Alternatives)
10. Request to Schedule the First and Only Public Hearing to Consider Abandoning a Portion of Felkel Street for January 26, 2027
    (County Administrator / Development Support & Environmental Management)
11. Request to Schedule the First and Only Public Hearing Regarding Intent to Use the Uniform Method for the Levy, Collection, and Enforcement of Non-Ad Valorem Assessments for the Purpose of Collecting the Full Amount of all Charges Related to Sewer Service Imposed on a Certain Real Property Located on Lewis Boulevard South for December 8, 2026
    (County Administrator / Public Works)

12. Request to Schedule the First and Only Public Hearing to Consider the Buckfield Subdivision Private Road Repaving Request for December 8, 2026
(County Administrator / Public Works)

Procurements:

13. Approval to Purchase Six Ambulances for Emergency Medical Services
(County Administrator / Public Works)

14. Contract Awards for Engineering Consulting Services to Support Grant Applications for County Capital Projects
(County Administrator / Public Works)

Status Reports:

15. Status Report on Fire Hydrants in the Unincorporated Area of Leon County
(County Administrator / Public Works / Emergency Medical Services)

CONSENT ITEMS PULLED FOR DISCUSSION

GENERAL BUSINESS

16. Leon County Efforts Related to the TMH 2025 Community Health Needs Assessment
(County Administrator /Human Services and Community Partnerships)

17. Proposed Naming of the Emergency Medical Services Operations Center in Honor of Former Emergency Medical Services Chief Tom Quillin
(County Administrator / Office of Resource Stewardship)

18. Status Report on the November 3, 2026 General Election Ballot Initiatives
(County Administrator / County Administration)

19. Fiscal Year 2027 Annual Board Retreat Overview
(County Administrator / County Administration)

20. Full Board Appointments to the Big Bend Health Council
(County Administrator / County Administration)

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

- Florida Development Finance Corporation Fiscal Year 2026 Annual Report
- Children's Services Council of Leon County Quarterly Financial Report – July 1, 2026 through September 30, 2026

ADJOURN

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

Tuesday, December 8, 2026 at 3:00 p.m. – Regular Meeting

Monday, January 25, 2027 at 9:00 a.m. – Board Retreat

Tuesday, January 26, 2027 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
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 20	Tuesday	3:00 p.m.	Fire Rescue Services Workshop
~~**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
2027 Tentative Meeting Schedule

Date	Day	Time	Meeting
January 25	Monday	9:00 a.m.	Board Retreat
January 26	Tuesday	3:00 p.m.	Regular Board Meeting
February 9	Tuesday	3:00 p.m.	Regular Board Meeting
February 23	Tuesday	3:00 p.m.	Workshop (TENTATIVE)
March 9	Tuesday	3:00 p.m.	Regular Board Meeting
March 23	Tuesday	3:00 p.m.	Workshop (TENTATIVE)
April 13	Tuesday	3:00 p.m.	Regular Board Meeting
May 11	Tuesday	3:00 p.m.	Regular Board Meeting
May 25	Tuesday	3:00 p.m.	Workshop (TENTATIVE)
June 8	Tuesday	3:00 p.m.	Regular Board Meeting
June 15	Tuesday	10:00 a.m.	Budget Workshop
July 13	Tuesday	10:00 a.m.	Budget Workshop (if necessary)
July 13	Tuesday	3:00 p.m.	Regular Board Meeting
September 7	Tuesday	3:00 p.m.	Regular Board Meeting
September 7	Tuesday	6:00 p.m.	First Public Hearing on Tentative Millage Rates and Budgets
September 21	Tuesday	3:00 p.m.	Workshop (TENTATIVE)
September 21	Tuesday	6:00 p.m.	Second Public Hearing on Final Millage Rates and Final Budgets
October 12	Tuesday	3:00 p.m.	Regular Board Meeting
October 26	Tuesday	3:00 p.m.	Workshop (TENTATIVE)
November 9	Tuesday	3:00 p.m.	Reorganization & Regular Board Meeting
December 14	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
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
	Thursday 24	3:00 p.m.	Blueprint Intergovernmental Agency Meeting City Commission Chambers

Month	Day	Time	Meeting Type
September 2026 (cont.)		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~~ - **CANCELLED** ~~Tallahassee City Hall, Commission Chambers~~
		3:00 pm	Fire Rescue Services Workshop Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor 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~~ - **CANCELLED**
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.

PUBLIC NOTICE

Leon County Board of County Commissioners
2027 Calendar

Month	Day	Time	Meeting Type
January 2027	Friday 1	Office Closed	NEW YEAR'S DAY
	Monday 18	Offices Closed	MARTIN LUTHER KING, JR. DAY
	Monday 25	9:00 a.m.	Board Retreat TBD
	Tuesday 26	3:00 p.m.	Regular Meeting Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
February 2027	Tuesday 9	3:00 p.m.	Regular Meeting Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	Tuesday 23	3:00 p.m.	Board Workshop (TENTATIVE) Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	Friday 19 – Tuesday 23		*NACO Legislative Conference* *Washington, D.C.*
March 2027	Tuesday 9	3:00 p.m.	Regular Meeting Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	Thursday 11	3:00 p.m.	Blueprint Intergovernmental Agency Meeting City Commission Chambers
	Wednesday 17		*FAC Legislative Day* *FSU Turnbill Conference Center*
	Tuesday 23	3:00 p.m.	Board Workshop (TENTATIVE) Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
April 2027	Tuesday 13	3:00 p.m.	Regular Meeting Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	Saturday 24		*Honor Flight Tallahassee* *Washington D.C.*
May 2027	Tuesday 11	3:00 p.m.	Regular Meeting Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	Tuesday 25	3:00 p.m.	Board Workshop (TENTATIVE) Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	Monday 31	Offices Closed	MEMORIAL DAY
June 2027	*Wednesday 2 – Saturday 5*		*FCCMA Annual Conference* *Orlando, FL*
	Tuesday 8	3:00 p.m.	Regular Meeting Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	Thursday 10	3:00 p.m.	Blueprint Intergovernmental Agency Meeting City Commission Chambers
	Tuesday 15	10:00 a.m.	Preliminary Budget Workshop Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers

Month	Day	Time	Meeting Type
June 2027 (cont.)	Friday 18	Offices Closed	JUNETEENTH OBSERVED
	Tuesday 22 – Friday 25		*FAC Annual Conference & Educational Exposition Orlando, FL*
July 2027	Monday 5	Offices Closed	INDEPENDENCE DAY OBSERVED
	Tuesday 13	10:00 a.m.	Budget Workshop (if necessary) Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
		3:00 p.m.	Regular Meeting Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	Friday 23 – Monday 26		*NACo Annual Conference* *Savannah, GA*
	TBD		*NAACP Legislative Session* *TBD*
	Wednesday 28 – Saturday 31		*National Urban League Annual Conference* *Los Angeles, CA*
August 2027	*Thursday 19 – Sunday 22*		*Chamber of Commerce Annual Conference* *Fernandina Beach, FL*
September 2027	Monday 6	Offices Closed	LABOR DAY
	Tuesday 7	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* Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	TBD		*Congressional Black Caucus Annual Legislative Conference – Washington D.C.*
	Tuesday 21	3:00 p.m.	Board Workshop (TENTATIVE) 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
	Thursday 23	3:00 p.m.	Blueprint Intergovernmental Agency Meeting City Commission Chambers
		6:00 p.m.	Blueprint Intergovernmental Agency Budget Public Hearing City Commission Chambers
	Saturday 25 – Wednesday 29		*ICMA Annual Conference* *Philadelphia, PA*
**These public hearing dates may change because of the School Board's scheduling of its budget adoption public hearings*			
October 2027	Tuesday 12	3:00 p.m.	Regular Meeting Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	Tuesday 26	3:00 pm	Board Workshop (TENTATIVE) Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers

Month	Day	Time	Meeting Type
November 2027	Thursday 4	3:00 p.m.	Blueprint Intergovernmental Agency Meeting City Commission Chambers
	Tuesday 9	3:00 p.m.	Reorganization and Regular Meeting Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	Thursday 11	Offices Closed	VETERAN'S DAY
	Wednesday 17 – Friday 19		*FAC Legislative Conference* *St. Petersburg, FL*
	Thursday 25	Offices Closed	THANKSGIVING DAY
	Friday 26	Offices Closed	DAY AFTER THANKSGIVING
December 2027	Tuesday 14	3:00 p.m.	Regular Meeting Judge Augustus D. Aikens, Jr. Leon County Courthouse, 5th Floor Commission Chambers
	Friday 24	Offices Closed	CHRISTMAS
	Friday 31	Offices Closed	New Year's Day OBSERVED
January 2028	Monday 17	Offices Closed	MARTIN LUTHER KING, JR. DAY

Meetings listed in italics are included in the Board's 2027 Travel Schedule.

The 2027 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)

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

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

FUTURE VACANCIES

December 31, 2026

Animal Classification Committee
Board of County Commissioners (2 appointments) – Licensed Veterinarian
Board of County Commissioners (3 appointments)

December 31, 2026 (cont.)

Audit Advisory Committee
Board of County Commissioners (2 appointments)
Clerk of Court (3 appointments)

Library Advisory Board
County Commissioner – District I: Bill Proctor (1 appointment)
County Commissioner – District V: David O'Keefe (1 appointment)
County Commissioner – At-Large II: Nick Maddox (1 appointment)

Leon County
Board of County Commissioners

Notes for Agenda Item #1

Leon County Board of County Commissioners

Agenda Item #1

November 17, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Minutes: September 15, 2026 Regular Meeting, September 22, 2026 Legislative Priorities Workshop, and September 22, 2026 Second Budget Public Hearing

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: September 15, 2026 Regular Meeting, September 22, 2026 Legislative Priorities Workshop, and September 22, 2026 Second Budget Public Hearing.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

Option #1: Approve the minutes of September 15, 2026 Regular Meeting, September 22, 2026 Legislative Priorities Workshop, and September 22, 2026 Second Budget Public Hearing.

Attachments:

1. September 15, 2026 Regular Meeting Minutes
2. September 22, 2026 Legislative Priorities Workshop Minutes
3. September 22, 2026 Second Budget Public Hearing Minutes

BOARD OF COUNTY COMMISSIONERS
LEON COUNTY, FLORIDA
REGULAR MEETING
September 15, 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, Clerks to the Board Beryl H. Wood and Bethsaida Gonzalez Torres.

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

INVOCATION AND PLEDGE OF ALLEGIANCE

The Invocation was provided by Skylyn Conner, Chiles High School Student Body President.

PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was provided by Commissioner Welch.

AWARDS AND PRESENTATIONS

- Proclamation Recognizing the Florida State University Softball Team as Atlantic Coast Conference Champions
    - Commissioner Maddox presented a proclamation recognizing the Florida State University softball team as Atlantic Coast Conference champions, with the players and their coach all in attendance.
    - Head Coach Lonni Alameda thanked the Board for the proclamation and appreciated the love from the community.
    - Commissioner Cummings congratulated the Florida State University Softball Team.
- Proclamation Recognizing September 2026 as Suicide Prevention Month
    - Commissioner Minor presented the proclamation recognizing September 2026 as Suicide Prevention Month.
    - Kay Ignacio, Chief Executive Officer at 211 Big Bend accepted the proclamation and thanked the Board. She introduced Bridget Downey, Education and Training Manager.
    - Ms. Downey stated their services have been important for so long, especially recently with all the economic struggles. People have trouble finding jobs and keeping their houses, which makes suicidal ideation worse. Amid this growing uncertainty, individuals are struggling to find reliable support, making their work indispensable. She thanked the Board for its support.
    - Vice Chairman O'Keefe thanked everyone for their dedication—especially the call responders handling such intense work. He added that their support is deeply appreciated, as it helps individuals get through temporary suicidal crises so they can move forward and live full lives.
- 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 presented Dr. Valencia E. Matthews for 30 years of dedication and service to education, culture, arts, and the youth of Leon County.
- Dr. Valencia E. Matthews thanked the Board for the proclamation, thanked all of her supporters, and shared that it was her honor to serve Tallahassee, Florida, for the last 30 years.
- Commissioner Proctor shared his profound accolades with Dr. Matthews.

1. Leon County 2026 Annual Report

County Administrator Long presented the 2026 Annual Report for Leon County and shared the virtual report. He highlighted Amendment 3 and other important accomplishments. He thanked the Board, Chairman, and County Attorney along with all the employees and citizens.

- Commissioner Minor praised the Leon County team as the absolute best he has ever worked with. He shared his support for Option #1.
- Commissioner Proctor thanked the Leon County team for an outstanding report. He congratulated all staff for their hard work, especially County Administrator Long.
- Commissioner Welch thanked everyone for their part and service they provide to the community.
- Vice Chairman O'Keefe stated the annual report clearly reflects the dedication of the entire County team, from leadership to frontline staff, in serving and supporting the community through the public service of local government which he truly appreciates.
- Commissioner Cummings gave County Administrator Long and his team accolades and noted this report captures the great work done throughout the year.
- Commissioner Maddox congratulated staff for the annual report. He stated he counted it as a privilege to serve on this Board and work along County Administrator and staff. He thanked Chairman Caban for the great job he has done as Chairman. He also thanked everyone including the citizen partners.

Commissioner Minor moved, seconded by Commissioner Maddox, to approve Option #1: Accept the 2026 Leon County Annual Report.

The motion carried 7 – 0.

CITIZENS TO BE HEARD ON CONSENT AND NON-AGENDAED ITEMS

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

- Twyla Weaver, 4910 N. Monroe Street, Apt. 1303, Tallahassee, Florida 32303, commented on Agenda Item #11 and shared she was a student at FAMU and supported affordable housing and amending SHIP-LHAP funding and expanding the program. She highlighted the critical role of homeownership in uplifting low-income and underserved communities, offering strategic recommendations and oversight to drive meaningful progress.
- Max Epstein, 1001 San Luis Road, Tallahassee, Florida 32304 commented on Agenda Item #4. After noting that the agenda item was submitted late, he provided a report and highlighted critical data showing that 10,678 homes are projected to lose their five-mile station on October 1, 2028, and subsequently presented independent alternatives available for the County to pursue.

- Dr. Jazmyne Bryant, CSWG Vice-Chair and Health Committee Chair, thanked the Board for taking time to see the work and to preserve the work they do. She highlighted Senate Bill 1134, stating CSWG is working with staff to address the requirements of recent legislation.
    - Chairman Caban thanked Dr. Bryant for the work the CSWG currently does.
    - Commissioner Proctor encouraged women to vote. He spoke about SB 1134 minimizing the expansion of women's achievements.

CONSENT

Vice Chairman O'Keefe moved, seconded by Commissioner Welch, to approve the Consent Agenda, with the exception of Items #10 and #11, which were pulled for discussion.

The motion carried 7 – 0.

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

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

3. Payment of Bills and Vouchers

The Board approved 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.

4. Request to Schedule a Workshop on Fire Rescue Services

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

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

The Board approved 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; and

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.

6. Nominations to the Governor for Appointment to the Children's Services Council of Leon County

The Board approved 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.

7. Commissioner Appointment to the Science Advisory Committee

The Board approved 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.

8. Department of Health in Leon County Fiscal Year 2027 Public Health Agreement and Proposed Resolution Amending the Leon County Health Department Fee Schedule

The Board approved 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; and

Option #2: Adopt the resolution amending the Leon County Health Department Fee Schedule.

9. Local Funding Match for the Low-Income Pool for Bond Community Health Center, Inc., Neighborhood Medical Center, Inc., and Apalachee Center, Inc.

The Board approved 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.; and

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.

10. PULLED - Community Human Services Partnership Fiscal Year 2027 Agency Funding

11. PULLED - Proposed Amendments to the Leon County State Housing Initiatives Partnership Local Housing Assistance Plan

12. Ratification of Support for the Leon County Sheriff's Office Application for the Model Cities Initiative Federal Grant

The Board approved Option #1: Ratify Leon County's support for the Leon County Sheriff's Office Model Cities Initiative Grant application.

13. Memorandum of Understanding with The School Board of Leon County, Leon County, and Sports Providers

The Board approved 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.

14. Memorandum of Understanding with the University of Florida Board of Trustees for UF/IFAS Cooperative Extension Services in Leon County

The Board approved 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, and approve and execute any modifications, amendments, or associated agreements thereto, all subject to legal review and revision by the County Attorney.

PROCUREMENTS:

15. Approval for the Purchase of Backup Power Equipment for the Leon County Detention Facility

The Board approved 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.

16. Approval of an Agreement for Electronic Monitoring Products and Services with Sentinel Offender Services, LLC

The Board approved Option #1: Authorize the County Administrator to approve and execute the Agreement 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.

17. Approval of a Three-Year Microsoft Licensing Enterprise Agreement

The Board approved Option #1: Approve the three-year Licensing Enterprise Agreement with Microsoft, and authorize the County Administrator to execute the agreement, and any amendments thereto, subject to legal review by the County Attorney; and

Option #2: Authorize the County Administrator execute the Agreement with SHI International Corp. in the amount of $4,983,060, and any amendments or associated agreements thereto, subject to legal review by the County Attorney.

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

The Board approved 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; and

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.

19. Status Report on Leon County Code Enforcement Procedures and Legal Requirements Related to Dilapidated and/or Damaged Mobile Homes

The Board approved Option #1: Accept the status report on County authority and procedures for addressing dilapidated and/or damaged mobile homes.

20. Status Report on Leon County's Efforts to Host Future World Athletics Cross Country Championship Events

The Board approved Option #1: Accept the status report on Leon County's efforts to host future World Athletics Cross Country Championships events.

21. Fiscal Year 2024 – 2025 Annual Audit and Financial Statements

The Board approved Option #1: Accept the Fiscal Year 2024 – 2025 Annual Audit and Financial Statements and authorize the Chairman to sign a letter transmitting the report to the Auditor General.

22. Fiscal Year 2024 – 2025 Annual Investment Report

The Board approved Option #1: Accept the Annual Investment Report for FY 2024 – 2025.

23. Final Report of the 2025 – 2026 Leon County Citizen Charter Review Committee

The Board approved Option #1: Accept the Final Report of the 2025 – 2026 Leon County Citizen Charter Review Committee.

CONSENT ITEMS PULLED FOR DISCUSSION

Item #10. Community Human Services Partnership Fiscal Year 2027 Agency Funding

This item was pulled from Consent by Commissioner Maddox.

- Commissioner Maddox recused himself from the vote due to his position as CEO of Family Promise of the Big Bend.
- Vice Chairman O'Keefe inquired whether staff had coordinated with local organizations to prevent any funding gaps resulting from the Board's recent modifications to CHSP funding.
    - Ms. Abigail Thomas, Director of Human Services and Community Partnerships, confirmed that staff coordinated with the organizations, noting that they remain eligible to apply for funding through CHSP and/or the Children's Services Council.
- Commissioner Proctor shared the importance of encouraging voting and efforts to expand compassion. He added that if Amendment 3 passes, it may have a significant impact on the funding source.

Vice Chairman O'Keefe moved, seconded by Commissioner Minor, to approve Options #1 and #2.

Option #1: Approve the FY 2027 funding allocation of $1,445,000 to the Community Human Service Partnership agencies and emergency homeless shelters; and

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.

The motion carried 6 – 0 with Commissioner Maddox recusing himself from the vote.

Item #11. Proposed Amendments to the Leon County State Housing Initiatives Partnership Local Housing Assistance Plan

This item was pulled from Consent by Vice Chairman O'Keefe.

- Vice Chairman O'Keefe expressed support for staff's recommendation to expand affordable housing programs to include manufactured homes and commended staff for their efforts to implement the new opportunities authorized by state law. The Commissioner noted that, in addition to making manufactured homeowners eligible for existing housing repair programs, there may be opportunities to develop affordable rental housing through manufactured homes and applicable tax credit programs administered by the Florida Housing Finance Corporation. He asked if there is anything preventing the Board from pursuing relocation assistance.
    - Ms. Thomas stated that they are continuing to work with the Florida Housing Coalition and the Affordable Housing Advisory Committee to make additional recommendations which they will bring back in December.
- Vice Chairman O'Keefe highlighted the availability of land in unincorporated areas of the County and encouraged staff to proactively identify and pursue partnerships with potential developers to explore these opportunities, rather than waiting for interested applicants to approach the County. He requested that staff review applicable state statutes and return to the Board with an item evaluating whether relocation assistance eligibility could be expanded to include situations in which ownership of a mobile home park changes and rents more than double. He explained that, although current

relocation assistance provisions address mobile home park closures, significant rent increases following a change in ownership may similarly force residents to leave their homes, particularly because residents often own their manufactured homes but lease the land beneath them.

- Commissioner Maddox asked for clarification.
- Vice Chairman O'Keefe stated his request for staff to identify and engage with potential development partners for affordable manufactured housing, rather than waiting for interested applicants to approach the County. He prefers the County to be among the first to explore these opportunities.
- County Administrator Long stated they anticipate the state of Florida developing new programs and would be happy to be part of the process.
- Commissioner Maddox expressed support for Vice Chairman O'Keefe's comments and confirmed with County Administrator Long that the County is currently pursuing this course of action.
    - County Administrator Long confirmed yes.
- Vice Chairman O'Keefe clarified that the request was for staff to evaluate the feasibility of expanding the program and report back to the Board, not to implement an immediate change to the existing relocation assistance program.
- Commissioner Proctor thanked Mr. Jelani Marks, Housing Services Manager, and staff for their efforts on these proposed amendments. He noted potential challenges with utilizing mobile homes for affordable housing, citing safety concerns during severe weather events.
- Commissioner Cummings asked for clarification on the suggested amendment.
- Vice Chairman O'Keefe stated that if staff wants to bring back a different threshold they can, but to not slow down or amend what they are about to approve but also ask to consider suggestions.
- Commissioner Cummings stated that they need to be concerned and make accommodation for the segment of the population. She expressed her support for the amended motion.
- Commissioner Maddox discussed the Affordable Housing Advisory Committee's recent conversations with local real estate professionals regarding the current manufactured housing market and noted that manufactured home values have been increasing.
    - Ms. Thomas explained that modern manufactured homes are built to meet the Florida Building Code, incorporate wind-resistant features, and provide a more affordable housing option than traditional site-built homes.
- Commissioner Maddox emphasized the importance of distinguishing newer manufactured homes from older mobile homes and expressed support for exploring opportunities to expand affordable housing programs. He further stated that, as the item returns to the Board for consideration, additional discussion should address applicable construction, safety, and wind-resistance standards to ensure manufactured, modular, and prefabricated homes meet appropriate requirements comparable to those for traditional homes.
- Chairman Caban shared his support for the motion.

Vice Chairman O'Keefe moved, seconded by Commissioner Maddox, to approve Options #1 and #2 as amended:

Option #1: Adopt the Resolution approving the revised FY 2024 – FY 2026 Leon County State Housing Initiatives Partnership Local Housing Assistance Plan; and

Option #2: Adopt the Resolution approving the revised FY 2027 – FY 2029 Leon County State Housing Initiatives Partnership Local Housing Assistance Plan; and direct staff to proactively pursue new development partnerships on manufactured home applications for affordable housing tax credits and bring back an agenda item on relocation assistance options for residents facing displacement due to the sale of a mobile home park and associated rent increases.

The motion carried 7 – 0.

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 Long introduced this item. 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. 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 2026 budget.

- Commissioner Minor stated they have been working on this project for about three years and thanked everyone who was involved and contributed in different ways. He added that they wanted to make sure the $4.2 million would remain on North Monroe.
- Commissioner Welch congratulated Commissioner Minor for his hard work.
- Commissioner Cummings congratulated Commissioner Minor. She also discussed similar opportunities on Tharpe Street through Blueprint.
- Commissioner Minor stated that Tharpe Street is another high-priority project for them and Chairman Caban is currently active in it as well.
- Commissioner Proctor commented on being grateful for the continuation of the extension of 319 that will occur.
- Vice Chairman O'Keefe noted the positive impact this has on his district.
- Chairman Caban shared his contentment for getting the projects done and the impact on people's lives. He congratulated Commissioner Minor for his efforts on the North Monroe project.

Commissioner Minor moved, seconded by Commissioner Maddox, to approve Options #1 – #3:

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 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; and

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 and authorize the Chairman to execute.

The motion carried 7 – 0.

25. Status Report on the Board's Legal Purview and Oversight Options Regarding the Use of Automated License Plate Recognition Systems

County Administrator Long introduced this item. 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.

The following speakers provided in-person comment:

- David Derby, 5608 Nature Lane, Tallahassee, Florida 32303, spoke in opposition of the use of Automated License Plate Recognition (ALPR) systems. He expressed concern that the cameras remained live and operational. He suggested having an annual report to tell if there were any false arrests resulting from use of the cameras.
- Jonthan Gardner, 3687 Donovan Drive, Tallahassee, Florida 32309, handed out an article to the Board. He spoke in opposition to the use of Automated License Plate Recognition (ALPR) systems. He thanked the Board for what they did and asked the Board to consider voting for Option #2.
- Tim Stadlmueller, 911 Pow Wow Trail, Tallahassee, Florida 32304, spoke in opposition of the use of Automated License Recognition (ALPR) systems and asked the Board to consider voting for Option #2. He asked the Board to fully disclose the details of who authorized such devices.

- Chairman Caban requested the Board consider approving Option #2 as amended to notify ALPRs providers in writing that the cameras must be removed within 30 days; otherwise, the County will proceed with their removal. He asked County Attorney O'Steen about cameras actively collecting data if they are not physically powered.
  - County Attorney O'Steen advised that the Sheriff's Office had previously used ALPR equipment supplied by Vigilant and Flock and had notified the vendors that their contracts were being terminated. However, until the equipment was physically disconnected or removed, it would continue recording data. Although the Sheriff's Office and, reportedly the Tallahassee Police Department, were no longer accessing the information, the collected data could remain accessible to law-enforcement agencies in other jurisdictions.

- Chairman Caban proposed an additional amendment requiring prior approval by the Board of County Commissioners before any future cameras could be installed on County property or rights-of-way.
- Commissioner Proctor accepted the friendly amendment.
- Commissioner Maddox accepted the friendly amendment. He thanked the speakers and others who had advocated against the cameras and related surveillance. He stated that concerns regarding profiling, privacy, and the presumption of criminality transcended political parties and demographic differences. He encouraged the community to remain united in addressing threats to liberty and equal treatment. He requested that everyone maintain the same solidarity should a similar issue arise in the future.
- Commissioner Welch acknowledged that ALPR cameras can assist law enforcement in solving crimes and locating individuals tied to Silver and Amber Alerts. However, he noted widespread public concern regarding the proper utilization of and overall trust in these devices. He shared his support for the motion.
- Vice Chairman O'Keefe shared his support for the motion and thanked the Board for moving forward in this direction. He asked if there is an estimate of how many ALPRs are being operated by state or federal law enforcement in Leon County.
    - County Attorney O'Steen stated that ALPRs are only operated by City or County law enforcement and, to her knowledge, there are not state or federal cameras.
- Vice Chairman O'Keefe confirmed with County Administrator Long that Option #2 applies to any ALPR in any County right-of-way. He added that they need to have the public's trust, and personally he does not believe in private vendors and asked the Board to always be alert.
- Commissioner Minor shared his support for the amended motion. He stated that no one wants to live in a surveillance state. He recalled stories about enforcement officials misusing this data and using ALPR to track people for their personal benefit. He asked County Attorney O'Steen if she knew of any cases of misuse of data in Leon County by law enforcement.
    - County Attorney O'Steen stated not to her knowledge.
- Commissioner Minor expressed confidence that the County's local law-enforcement partners were working with the Board in good faith. He emphasized the importance of ensuring that law enforcement had the tools necessary to protect the public while also establishing safeguards against the misuse or abuse of surveillance technology.
- Commissioner Cummings expressed support for Option #2. She thanked the citizens who participated in the process and stated that the Board's response demonstrated its willingness to listen to the public. She also noted that the Sheriff had suspended the use of the automated license plate recognition systems. She shared her concern about protecting the public against the misuse of the cameras for personal use.
- County Attorney O'Steen subsequently provided updated information received from law-enforcement officials. She clarified that, according to Assistant Sheriff Grady Jordan, the vendors had stopped collecting data from the Sheriff's Office cameras approximately two weeks earlier, following notification that the agreements would be terminated. She further clarified that neither the County nor the City had procured the cameras. The County had only issued permits allowing the equipment to be placed within County rights-of-way. Consequently, the County did not have a contractual

relationship with the vendors, and its legal authority to remove the cameras if the vendors failed to comply within 30 days was uncertain.

- Chairman Caban maintained that the cameras should be removed within the 30-day period.

Commissioner Proctor moved, seconded by Commissioner Maddox, to approve Option #2 as amended: 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, and require Board approval for the placement of ALPR cameras in County rights-of-way.

The motion carried 7 – 0.

26. School Zone Speed Detection and Enforcement Program

County Administrator Long introduced this item. 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. 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.

The following speaker provided in-person comment:

- David Derby, 5608 Nature Lane, Tallahassee, Florida 32303, spoke in support of school zone implementation but asked for the enforcement to be more detailed.

- Commissioner Proctor shared his concern on due process with licenses being suspended. He stated his support for Option #3.
- Commissioner Welch commented that the constituents don't understand how this program works. Because of this, he supports the motion for Option #3. He added that this confusion breeds distrust from the public. He encouraged drivers to be more mindful and obey the speed limit.
- Commissioner Cummings shared her support for speed safety around school zones but noted that if they proceed with the speed detection enforcement, the County could potentially be subject to lawsuits. She shared her support for Option #3.

Commissioner Maddox moved, seconded by Commissioner Proctor, to approve Option #3: Reject all bids/responses and do not proceed with the School Zone Speed Detection and Enforcement Program.

The motion carried 7 – 0.

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

County Administrator Long introduced this item. 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.

- Commissioner Welch supported this item citing the success of major events held at local venues last year as proof of concept. He highlighted the importance of premier event venues and their university partners to Leon County's tourism and economic system. He concluded that the renovated stadium presents substantial opportunities for future events.
- Vice Chairman O'Keefe opposed this item. He asked if this program changes how these events are currently managed.
    - Kerri Post, Director of the Division of Tourism, stated the intent is its new programming, if it was a recurring event, it would not be eligible, it would have to be a new event coming to the venues. She added that there will be an application process to apply for this new program and meet the established standard to formalize the process.
- Vice Chairman O'Keefe noted concern for the need for a separate program if the venues are already eligible for existing funding. He added that eligibility is limited to university affiliated venues, suggesting that the program should support major marquee events held at venues throughout Leon County.
- Commissioner Proctor supported this item and asked Vice Chairman O'Keefe to consider supporting the motion as well.
- Commissioner Maddox thanked Commissioner Proctor and the Tourism Development Council for this item. He asked Ms. Post for the return on investment for the Savannah Bananas Event.
    - Ms. Post stated the Savannah Bananas generated about a $10 million in economic impact to the community.
- Commissioner Maddox recalled the different events that return great economic investments in Leon County and shared his excitement for this new program.
- Vice Chairman O'Keefe shared his support for the motion.
- Commissioner Cummings shared her support for the motion.
- Chairman Caban shared his support for the program. He mentioned the success of events such as the Savannah Bananas. He highlighted Leon County's robust event infrastructure and its potential to become a premier Florida tourism destination. Additionally, he noted that such events stimulate the local economy, benefiting restaurants, hotels, and other businesses, particularly when scheduled during the shoulder season.

Commissioner Proctor moved, seconded by Commissioner Welch, to approve Options #1 and #2.

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; and

Option #2: Approve the Resolution and associated Budget Amendment 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.

The motion carried 7 – 0.

28. Placement of a Commemorative Marker Honoring Dr. Charles Evans on Courthouse Grounds

County Administrator Long introduced this item. This item seeks Board direction on placement of a commemorative marker on the Leon County Courthouse grounds recognizing Dr. Charles Evans. 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.

Commissioner Proctor moved, seconded by Commissioner Maddox, to table this agenda item.

The motion carried 7 – 0.

29. Full Board Appointments to the Animal Shelter Advisory Board and the Council on Culture and Arts Board

County Administrator Long introduced this item. 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.

The following speakers provided in-person comment:

- Summer Callahan, 6846 Donerail Trail, Tallahassee, Florida 32309, relayed comments from Ms. Erika Branchcomb, an applicant for the COCA Board appointment. She thanked the Board and looks forward to continuing to elevate culture and arts in the community.
- Sam Miller, 24112 Lone Star Road, Tallahassee, Florida 32310, spoke on behalf of Dr. Lisa Waxman, an applicant for the COCA Board appointment. She thanked the Board for considering her nomination and if appointed she will be honored to be part of the COCOA Board and will work to bring her leadership and energy to local arts initiatives.

Commissioner Welch moved, seconded by Commissioner Cummings, to approve Options #1 – #3.

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;

Option #2: Appoint one citizen, Dr. Lisa Waxman, 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; and

Option #3: Appoint one citizen, Erika Branchcomb, 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.

The motion carried 7 – 0.

30. Status Report on the Justice information System Incident Response and Recovery

This item provides a status report on the events and actions associated with the August 18, 2026, migration of the Leon County Detention Facility's jail management system to the ProPhoenix platform. The report addresses the resulting impacts to the Justice Information System, the around-the-clock response provided by County staff, and the restoration of the Justice Information System on August 30, 2026. It also details the ongoing court-directed correction of affected records and the after-action report scheduled to be presented to the Board in November.

- Mr. Mathieu Cavell, Director of Community Relations, Resilience, and Innovation, provided a brief presentation. He confirmed the system is restored and has been stable since August 30, 2026.
- Commissioner Cummings thanked the County Administrator and staff for the report.
- Commissioner Minor looks forward to the report in November. He thanked County staff for their work.

Commissioner Minor moved, seconded by Commissioner Maddox, to approve Option #1: Accept the status report on the Justice Information System incident response and recovery.

The motion carried 7 – 0.

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 Long introduced this item. 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.

He introduced the first of two required public hearings concerning the adoption of the tentative millage rates and budgets for Fiscal Year 2026-2027. He advised that the proposed aggregate millage rate was 9.0644 mills, which was 1.94% above the aggregate rolled-back rate of 8.8918 mills. He explained that the increase in ad valorem revenue resulted from increased property values and would support the continued delivery of essential County services.

- Chairman Caban introduced this public hearing.
    - County Administrator Long provided the details of the proposed Countywide millage rate and Emergency Medical Services MSTU millage rate.

Vice Chairman O'Keefe moved, seconded by Commissioner Cummings, to approve Option #1: Adopt, via Resolution, the tentative FY 2026 – 2027 Countywide millage rate of 8.3144 mills.

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

- Commissioner Maddox declared a conflict regarding the line item funding for CHSP funding because of his employment with Family Promise of the Big Bend and requested to bifurcate the vote for Option #2.

Commissioner Maddox moved, seconded by Commissioner Minor, to approve Option #2 as amended: Adopt, via Resolution, the tentative FY 2026 – 2027 Countywide budget, with removal of the line item funding for CHSP.

The motion carried 7 – 0.

Vice Chairman O'Keefe moved, seconded by Commissioner Minor, to approve the line item funding for CHSP in Option #2.

The motion carried 6 – 0 with Commissioner Maddox recusing himself from the vote.

Commissioner Welch moved, seconded by Chairman Caban, to approve Option #3: Adopt, via Resolution, the tentative FY 2026 – 2027 Emergency Medical Services MSTU millage rate of 0.7500 mills.

The motion carried 7 – 0.

Commissioner Minor moved, seconded by Vice Chairman O'Keefe, to approve Option #4: Adopt, via Resolution, the tentative FY 2026 – 2027 Emergency Medical Services MSTU budget.

The motion carried 7 – 0.

Commissioner Cummings moved, seconded by Commissioner Maddox, to approve 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.

The motion carried 6 – 0 with Commissioner Proctor out of Chambers.

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 Long introduced this item. 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.

The following speakers provided in-person comment:

- Eric Layton, 805 Concord Road, Tallahassee, Florida 32308, raised concerns regarding a legislative exemption that restricts moratoriums in counties impacted by Hurricanes Helene and Debby, potentially creating an issue for Leon County. He recommended that the Board approve the moratorium while pursuing legislation to repeal the mandates of Senate Bill 180 (2025).
- Ava Hendricks, 110 Barbara Street, Tallahassee, Florida 32304, thanked the Board for supporting Gen Cleo's past efforts and considering enacting the 18-month moratorium. She expressed concerns about the rapid increase in data center proposals in Leon County and urged officials to consider a moratorium to allow sufficient time to evaluate potential environmental and public health impacts. She questioned the facilities' long-term viability, water and electricity demands, potential

effects on drinking water and air quality, and the possibility of abandoned facilities. She emphasized the importance of protecting natural resources, agricultural lands, and community well-being over short-term economic gains, urging officials to carefully assess the long-term consequences before approving further development.

- Commissioner Maddox expressed gratitude to the Chairman for his leadership and commended the Board for its previous unanimous collaboration regarding data center regulations. He clarified that the moratorium was not intended to ban data centers permanently but to ensure responsible development, evaluate potential unintended consequences, and establish appropriate safeguards. He emphasized the need to balance economic interests with the local government's responsibility to protect the community, noting that careful consideration of location and resource use is essential before development occurs.
- Vice Chairman O'Keefe shared his support of this item. He stated a data center is not the only way to create jobs or to create economic activity. He asked if there were any facilities that would qualify for this exemption in Leon County.
    - County Administrator Long confirmed that there are no current facilities that qualify in Leon County.
    - Nawfal R. Ezzagaghi, Assistant County Administrator, stated that before drafting the ordinance they needed to comply with the law.
- Commissioner Cummings thanked the staff for bringing this item. She supports the motion on the floor. She emphasized the need for a workshop to better understand the potential benefits and drawbacks of data centers in Leon County. She noted conflicting information regarding their economic benefits and potential impacts on the environment, community, electricity and water usage, and residents' utility costs. She encouraged staff to explore appropriate guidelines and development parameters while considering the county's available land and ensuring decisions are informed by a balanced assessment of the potential impacts during the proposed 18-month moratorium.

Commissioner Maddox moved, seconded by Vice Chairman O'Keefe, to approve 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, and schedule the second and final public hearing for October 13, 2026, at 6:00 p.m.

The motion carried 7 – 0.

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 Long introduced this item. 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) providing 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.

Commissioner Maddox moved, seconded by Commissioner Minor, to approve Options #1 – #3.

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;

Option #2: Repeal Leon County Resolution R15-12; and

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, and approve and execute any modifications, amendments, or associated agreements thereto, all subject to legal review and revision by the County Attorney.

The motion carried 7 – 0.

CITIZENS TO BE HEARD ON NON-AGENDAED ITEMS

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

- No speakers were identified.

COMMENTS/DISCUSSION ITEMS

County Attorney O'Steen:

- County Attorney O'Steen provided an update identifying breaches of the Fire Services and EMS Interlocal Agreement with the City. She noted the timing of the Fire Services workshop in October. She asked for Board direction to proceed with dispute resolution on the issue of whether the City of Tallahassee is in breach of the Interlocal Agreement related to the disposition of assets.
- Chairman Caban kindly asked Commissioners to withhold their feedback for the time being. He asked the Board to give the County Attorney direction as requested.
- Commissioner Proctor asked if the October 20th Workshop would allow an opportunity for an update, if necessary, on the dispute resolution process.
- County Attorney O'Steen confirmed it would.

Commissioner Proctor moved, seconded by Commissioner Welch, to direct the County Attorney to proceed with dispute resolution and pursue a breach of contract claim with the City of Tallahassee specific to the provisions of the Fire Services Agreement related to the disposition of assets.

The motion carried 7 – 0.

County Administrator Long:

- No comment.

COMMISSIONER DISCUSSION ITEMS

Commissioner Minor:

- Commissioner Minor requested a proclamation recognizing Keiser University Tallahassee for 35 years of service to the citizens of Leon County.

  Commissioner Minor moved, seconded by Vice Chairman O'Keefe, requesting a proclamation recognizing Keiser University Tallahassee for 35 years of service to the citizens of Leon County.

The motion passed 7 – 0.

- He requested Board support of a statewide legislative proposal urging Florida to join the Southern Rail Commission, so that he can present the proposal to the Florida Association of Counties (FAC) later this week to express support for FAC's 2027 Legislative Action Plan.

  Commissioner Minor moved, seconded by Vice Chairman O'Keefe, requesting Board support of a statewide legislative proposal urging Florida to join the Southern Rail Commission for consideration as part of FAC's 2027 Legislative Action Plan.

  The motion carried 7 – 0.

- He requested Board support of a statewide legislative proposal to add the Emancipation Day Holiday to the safe harbor statute related to Senate Bill 1134. He plans to present this item as another statewide FAC priority.

  Commissioner Minor moved, seconded by Commissioner Cummings, requesting Board support of a statewide legislative proposal to add the Emancipation Day Holiday to the safe harbor statute related to Senate Bill 1134, allowing local governments to recognize the holiday, for consideration as part of FAC's 2027 Legislative Action Plan.

  The motion carried 7 – 0.

- He requested Board support to include Emancipation Day in the County's Legislative Priority Workshop for discussion.

  Commissioner Minor moved, seconded by Vice Chairman O'Keefe, requesting Board support of adding Emancipation Day to the County's Legislative Priorities.

  The motion carried 7 – 0.

- He requested an agenda item to consider naming the Leon County Emergency Medical Services (EMS) Building in honor of Tom Quillin, a former Leon County EMS Chief.

  Commissioner Minor moved, seconded by Chairman Caban, requesting an agenda item to consider naming the Leon County Emergency Medical Services Building in honor of Tom Quillin.

  The motion carried 7 – 0.

Commissioner Cummings:

- Commissioner Cummings thanked staff for a great meeting.

- She requested a proclamation recognizing the 146th Anniversary of Bethel Baptist Church, and the 40th Anniversary of Reverend Dr. RB Holmes, Jr., as pastor of the church, to be presented off-site.

  Commissioner Cummings moved, seconded by Commissioner Proctor, requesting a proclamation recognizing the 146th Anniversary of Bethel Baptist Church, and the 40th Anniversary of Reverend Dr. RB Holmes, Jr., as pastor of the church.

  The motion carried 7 – 0.

Commissioner Proctor:

- Commissioner Proctor requested a proclamation recognizing the 75th Anniversary of John Riley Elementary School.

Commissioner Proctor moved, seconded by Chairman Caban, requesting a proclamation recognizing the 75th Anniversary of John Riley Elementary School.

The motion carried 7 – 0.

- He requested an agenda item to consider allowing the greenspace at the B.L. Perry Branch Library to be used for commemoration of community leaders.

  Commissioner Proctor moved, seconded by Commissioner Cummings, requesting an agenda item to consider utilizing the green space at the B.L. Perry Branch Library to commemorate community leaders.

  The motion carried 7 – 0.

- He requested a workshop session to facilitate an open discussion on the annual performance reviews of the County Attorney and County Administrator, noting it would be valuable to review the collective feedback and ratings of the Board.

  Commissioner Proctor moved, seconded by Commissioner Cummings, requesting a workshop to discuss the County Attorney and County Administrator Annual Performance reviews.

  - County Administrator Long stated that they established a formal evaluation policy using the International City/County Management Association (ICMA) evaluation model, incorporating objective criteria for each Commissioner. He expressed openness to any changes the Board may wish to make.
  - Commissioner Proctor expressed concern about the lack of transparency and the limitations of using a rating-based survey to evaluate Board-appointed employees. He continued with his request for a motion to hold a sit-down meeting with the County Administrator and County Attorney to allow open, constructive discussions as part of the evaluation process.
  - Vice Chairman O'Keefe stated he believes they do not need a workshop about this subject. He expressed his approval for the current method.
  - Commissioner Cummings asked if they would hold up their evaluations until they have the workshop.

  Commissioner Proctor withdrew his motion.

Commissioner Maddox:

- Commissioner Maddox requested a proclamation recognizing Mr. Darius Jones, II, a former Rickards High School student, who qualified to compete for Team USA in the Under 20 World Athletics Competition in Oregon.

  Commissioner Maddox moved, seconded by Chairman Caban, requesting a proclamation recognizing Mr. Darius Jones, II, a former Rickards High School student, who qualified to compete for Team USA in the Under 20 World Athletics Competition in Oregon.

  The motion carried 6 – 0 with Commissioner Proctor out of Chambers.

- He requested that a site plan of the Buc-ee's development be provided for informational purposes and asked for confirmation of its location. He asked staff to explore opportunities to create a park or recreational amenity near the Lake Munson headwaters in connection with the proposed development, potentially through a state-county partnership or legislative funding.

- Mr. Ezzagaghi advised discussed exploring potential amenities in coordination with the developer, particularly in relation to the 130-acre conservation easement and agreed to include these considerations in a future informational item.
- County Administrator Long noted the importance of preserving the area's natural functions and meeting stormwater requirements. He advised that staff would bring back an agenda item with conservation easement information.

Commissioner Maddox moved, seconded by Vice Chairman O'Keefe, requesting an agenda item providing the site plan for the planned Buc-cee's development to include opportunities to enhance the stormwater facility within this project as a community amenity.

The motion carried 6 – 0 with Commissioner Proctor out of Chambers.

Commissioner Welch:

- Commissioner Welch stated he is pleased about the current structure evaluation of the County Administrator and County Attorney. He thanked staff and congratulated the Chairman on a well-managed meeting.

Vice Chairman O'Keefe:

- Vice Chairman O'Keefe requested a proclamation recognizing Delois Hollinger for her contribution to the local community.

  Vice Chairman O'Keefe moved, seconded by Commissioner Minor, requesting a proclamation recognizing Delois Hollinger for her contribution to the local community.

  The motion carried 7 – 0.

- He requested a proclamation recognizing the Chaires Little League baseball team for winning the Florida Little League State Championship.

  Vice Chairman O'Keefe moved, seconded by Chairman Caban, requesting a proclamation recognizing the Chaires Little League baseball team for winning the Florida Little League State Championship.

  The motion carried 7 – 0.

- He requested a proclamation recognizing local producers Bobby Bucellatto and Adam Baumel who created a documentary titled "Carter Country" which has been nominated for the 2026 Zepstone Film Award, to be presented at the screening of the film in October at the Tallahassee film festival.

  Vice Chairman O'Keefe moved, seconded by Commissioner Cummings, requesting a proclamation recognizing local producers Bobby Bucellatto and Adam Baumel who created a documentary titled "Carter Country" which has been nominated for the 2026 Zepstone Film Award.

  The motion carried 7 – 0.

Chairman Caban:

- The Chairman requested a proclamation recognizing the 125th Anniversary of the Children's Home Society.

  Commissioner Maddox moved, seconded by Commissioner Cummings, requesting a proclamation recognizing the 125th Anniversary of the Children's Home Society.

The motion carried 6 – 0 with Commissioner Proctor out of Chambers.

- Chairman Caban raised concerns regarding ongoing code enforcement complaints in the Seminole Manor neighborhood, noting that the property falls within the City of Tallahassee's jurisdiction and that residents have experienced difficulties obtaining a response from the City.
    - County Attorney O'Steen clarified that the County has no code enforcement authority within City limits.

- He requested clarification on the after-hours animal control process due to increasing complaints about loose and aggressive dogs in unincorporated areas.
    - Chief Abrams explained that after-hours calls are routed through the Consolidated Dispatch Agency to the on-call animal control officer, with public safety concerns also referred to law enforcement.

- He asked staff for an update on the Tharpe Street Project.
    - Mr. Artie White, Director of Planning, Land Management & Community Enhancement, explained that an upcoming Blueprint agenda item would outline the process for reprioritizing the project related to other tax-funded sales projects. He also confirmed that the Airport Gateway easement application to the Florida Department of Environmental Protection had not yet been submitted, pending information from Florida State University.

- He requested a status report at the next meeting regarding kratom and potential statewide restrictions on high-dose products.

  Commissioner Welch moved, seconded by Commissioner Cummings, requesting a status report from the County Attorney for the October 13th meeting regarding the ability for Leon County to regulate the sale of Kratom.

  The motion carried 5 – 0 with Commissioners Proctor and Maddox out of Chambers.

RECEIPT AND FILE:

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

ADJOURN:

There being no further business to come before the Board, the meeting was adjourned at 7:29 p.m.

ATTEST:

BY: _____
Christian Caban, Chairman
Board of County Commissioners

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

BOARD OF COUNTY COMMISSIONERS
LEON COUNTY, FLORIDA
WORKSHOP
2027 State & Federal Legislative Priorities
September 22, 2026

The Leon County Board of County Commissioners met for a Workshop on the 2027 State & Federal Legislative Priorities on Tuesday, September 22, 2026, at 4:00 p.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: Ken Morris, Assistant County Administrator
Nicki Hatch, Assistant to the County Administrator
Brain Bautista, The Southern Group
Chase Kroll, The Southern Group
Sean Pittman, Pittman Law Group

Workshop Overview:

I. Appropriations Request

II. 2027 Legislative Session

Chairman Caban called the 2027 State and Federal Legislative Advocacy Workshop to order and welcomed those in attendance.

County Administrator Long asked Vice-Chairman O'Keefe to come forward for the presentation of a proclamation.

Vice-Chairman O'Keefe presented a proclamation to Delaitre Hollinger in remembrance of his mother, Delois Hollinger, and her remarkable life. Vice-Chairman O'Keefe read a proclamation recognizing Delois Hollinger's life, education, accomplishments, and contributions to her family and community. Born September 22, 1959, she was the youngest of eight children. Her early faith was rooted in Presley Chapel African Methodist Episcopal Church, where her great-grandfather, Reverend Giles B. Jordan, had served as one of the church's earliest pastors.

- Delaitre Hollinger thanked Vice-Chairman O'Keefe and the Board for the proclamation and introduced his support team. He honored his mother on what would have been her 67th birthday.
- Commissioner Cummings acknowledged the proclamation honoring the life and legacy of Delois Hollinger. She commended Delaitre Hollinger for his perseverance following his mother's passing, expressing that she would have been proud of his continued efforts and the work he is carrying forward with the support of individuals throughout the community and across Florida.

- County Administrator Long introduced the 2027 State and Federal Legislative Priorities Workshop. He described the upcoming state legislative cycle as consequential for local governments, citing anticipated leadership changes and continued challenges to home rule and local fiscal autonomy.

Nicki Hatch introduced the state and federal lobbying representatives. She presented the 2026–2027 State and Federal Legislative Session overview and briefly outlined the workshop. The workshop began with proposed state and federal policy priorities, including an update on Amendment 3 and issues that had emerged during the preceding year. It would then address proposed legislative funding requests, followed by the lobbying teams' assessments of the upcoming legislative sessions. She highlighted that the 2027 legislative cycle would differ substantially from previous years. She stated that the November outcome of Amendment 3 could fundamentally affect the County's revenue structure. She also identified anticipated changes involving the Governor, leadership in the Florida House and Senate, and the congressional representative serving Leon County. She highlighted the following:

- Firearm Restrictions: Seek clear and consistent restrictions covering all firearms in protected locations, including courthouses, holding facilities, and meetings of legislative bodies.
- PFAS Contamination: Support comprehensive state or federal standards to mitigate the harmful effects of PFAS, commonly referred to as "forever chemicals."
- Automated License Plate Recognition Systems: Preserve the County's authority to restrict ALPR systems within County rights-of-way and support statewide standards and safeguards for deployment in other locations.
- SB 1134 Clarification: Seek clarification regarding statutory exemptions and the legislation's effect on Emancipation Day and other commemorative observances and activities.
- Federal Priorities: Continue support for marijuana decriminalization and rescheduling, acquisition of non-conservation federal lands for affordable housing and public services, the City's foreign trade zone application, and the National Association of Counties' federal legislative program.

Property Tax Reform. Of greatest significance to the County is Amendment 3, the proposed constitutional amendment on property tax reform that will be considered by Florida voters in November 2026. If Amendment 3 is approved by voters, Leon County is projected to experience an approximately $71 million reduction in property tax revenues during the first two years of implementation, including approximately $65 million in general property tax revenue and $6 million associated with the Emergency Medical Services Municipal Services Taxing Unit. As the County prepares for the potential loss of a significant portion of its primary general revenue source, leveraging available state and federal resources—including legislative appropriations—will become increasingly important to advance critical capital projects while preserving limited local resources for essential and mandated services.

Ms. Hatch explained that legislative appropriations were one component of the County's broader funding strategy, which leverages approximately $60 million annually through state and federal agency programs and competitive grants. Staff recommended seven projects for state appropriations based on project readiness, committed local matching funds, and alignment with legislative priorities. Three potential federal community project funding requests were also identified for further coordination with the incoming congressional office and federal lobbying team.

Ms. Hatch requested continued authorization to support community partner funding requests consistent with Board priorities, including Lake Jackson habitat restoration and operational support for Farm Share, Second Harvest of the Big Bend, and the Florida Civil Rights Museum. She advised that staff would provide a report on Amendment 3 and the County's other ballot proposals at the November 17 meeting and begin coordinating with newly elected officials following the election.

State and Federal Leadership Transition.

The 2026 General Election will also significantly reshape the governmental landscape in which the County advances its legislative priorities. At the state level, Florida will transition to a new gubernatorial administration and new leadership in both chambers of the Legislature. These transitions may bring changes in state policy priorities, agency leadership, budgetary priorities, and the overall approach to state-local government relations. At the federal level, the election of a new member of Congress representing Florida's 2nd Congressional District will similarly require the County to establish a strong working relationship with a new congressional office while continuing its engagement with the broader federal delegation.

Brian Bautista, The Southern Group, reviewed accomplishments from the previous legislative session. He reported that four of the County's six funding requests were included in the legislative budget, with three receiving the Governor's approval, resulting in approximately $2.5 million in appropriations. He highlighted funding for emergency backup generators, progress on Southern Rail Commission legislation, and passage of another County-supported policy measure. He identified anticipated legislative issues, including affordability, government spending, artificial intelligence, data centers, education, mental health, court reform, law enforcement technologies, and land use and development.

Chase Kroll, TSG Advocates, The Southern Group's federal lobbying representative, provided an overview of the firm's services and discussed anticipated congressional changes, emphasizing the importance of maintaining bipartisan relationships. He outlined preparations for the federal appropriations cycle and identified transportation authorization, housing legislation, manufactured housing, and ALPR policy as opportunities to advance County interests. He stated that the team would follow up on items raised by the Board and return with a federal update after Florida's 2nd Congressional District representative takes office in January.

2027 State Policy Priorities

1. Support the 2027 FAC legislative program unless specific issues conflict with Leon County's interests.
2. Support preservation of local fiscal authority and adequate, diversified revenue sources necessary to fund state-mandated obligations and essential County services; oppose reforms that significantly reduce local revenues without providing adequate replacement funding; and actively engage in the 2027-2028 Taxation and Budget Reform Commission process to protect the long-term fiscal sustainability of county government.
3. Support legislation to provide increased flexibility to counties participating in the State Housing Initiative program (SHIP) to utilize funding for rental housing developments.
4. Support targeted statutory revisions to Section 125.595, Florida Statutes, to preserve local governments' ability to recognize longstanding community observances, such as Emancipation Day, Pride Month, Black History Month, and Women's History Month, and seek targeted statutory clarification to allow local support of single-sex sporting events, community services, and other activities.
5. Support legislation establishing clear and consistent firearm restrictions for sensitive government and community spaces identified in Section 790.06, Florida Statutes, including application of such restrictions to all firearms, including openly carried rifles and shotguns.
6. Support the continuation of comprehensive federal PFAS standards and, where federal standards are not established or maintained, support appropriate statewide PFAS standards to protect drinking water and address PFAS contamination.

7. Support the establishment of statewide standards governing law enforcement agencies' use of Automated License Plate Recognition Systems and associated data, including appropriate safeguards for access, retention, sharing, security, and use, and preservation of home rule authority to regulate or prohibit such systems within the County's rights-of-way.
8. Support the protection of the state workforce and oppose any reductions to state employee benefits.
9. Support efforts to restore passenger rail service along the Gulf Coast region through Leon County and urge the State of Florida to join the Southern Rail Commission.
10. Support legislation to expand the notice and first right of refusal requirements for the sale of manufactured-mobile home parks to include unsolicited offers by a third party so that property owners have an opportunity to counter the purchase offer and remain in their homes.
11. Support a revision to Section 119.071(4)(d)2., Florida Statutes, to exempt personally identifying information of elections personnel from public records requests.

2027 Federal Policy Priorities

1. Support NACo's federal legislative program unless specific issues conflict with Leon County's interests.
2. Support comprehensive federal standards to address PFAS contamination and, should existing standards for certain PFAS be rescinded, support EPA's continued evaluation and appropriate regulation of these substances.
3. Support efforts to facilitate the restoration of passenger rail service in the Gulf Coast region.
4. Support federal legislation related to the decriminalization of marijuana at the federal level, including the descheduling of marijuana from the Controlled Substances Act.
5. Coordinate and engage with the County's federal delegation and lobbying team in evaluating future opportunities to acquire eligible, non-conservation, federal lands for the provision of affordable housing and public services.
6. Support the City of Tallahassee's application for a Foreign Trade Zone at the Tallahassee International Airport.
7. Support H.R. 1689, or similar federal legislation, requiring the designation of Haiti for Temporary Protected Status.

Commissioner Maddox moved, seconded by Commissioner Minor, to approve staff recommendations:

1. Approve the 2027 state and federal legislative priorities; and

2. Provide any additional direction on the County's state and federal legislative priorities.

Commissioner Minor emphasized that the proposed state legislative priority seeks clarification regarding SB 1134's effect on the County's recognition of Emancipation Day and other commemorative observances. He noted that the bill sponsor's statements during legislative debate were not reflected in the statutory language and stressed the need for clear legislative guidance on permissible observances and activities.

Commissioner Welch stated that pressure on property taxes and local government revenues would continue regardless of whether Amendment 3 passes. He emphasized the need for the Board to prepare cautiously for future budgets and potential state-imposed revenue limitations.

Mr. Bautista agreed that affordability, property taxes, and local government funding would remain significant legislative issues regardless of Amendment 3's outcome. Nicki Hatch added that the Governor would appoint 11 of the 25 members of the Taxation and Budget Reform Commission, which would examine the state's tax structure and future state and local revenue needs.

Commissioner Proctor expressed concern regarding approximately $2 billion in reported funding disparities affecting Florida A&M University and similar funding concerns at other historically Black colleges and universities. He requested the lobbying team's assistance in pursuing those funds. He also requested clarification regarding federal efforts to make land available for affordable housing, including eligible properties and acquisition procedures for local governments, housing authorities, and nonprofit organizations.

The Board unanimously approved staff's recommended legislative priorities and funding requests.

The motion carried 7 – 0.

Commissioner Cummings referenced a Haitian client and expressed concern that Haitian residents who had benefited from Temporary Protected Status feared arrest, detention, and deportation to Haiti amid continuing violence and instability. She requested assistance advocating for reinstatement and extension of Haiti's Temporary Protected Status and referenced legislation she stated had passed the House and awaited Senate approval. She presented H.R. 1689 for the record and recommended that the Board urge the County's federal legislative delegation to support the legislation extending Haiti's Temporary Protected Status.

Commissioner Cummings moved, seconded by Commissioner Maddox, to add support for federal legislation reinstating Temporary Protected Status for Haitians to the County's federal legislative priorities.

The motion carried 7 – 0.

Commissioner Minor provided updates on the following legislative initiatives:

- Southern Rail Commission and Emancipation Day: He reported submitting proposals through the Florida Association of Counties to renew support for Southern Rail Commission membership as a federal priority and support recognition of Emancipation Day.
- Workforce Development: He discussed potential federal tax credits to encourage partnerships between employers and accredited colleges and universities, promote apprenticeships, and bring industry professionals into classrooms. He would share additional recommendations with Commissioners and the lobbying team following further consultation with community partners.
- Lake Jackson Restoration: He reported consulting with restoration experts to identify effective water quality improvements and discussed revisiting a previous $5 million appropriation request submitted by another organization that had not advanced during the prior session. He explained that restoration planning would consider lakebed conditions and vegetation to improve water quality when water levels returned.

Vice Chairman O'Keefe had no additional recommendations.

Chairman Caban proposed adding the Tharpe Street construction project, in partnership with Blueprint, to the County's state legislative appropriation requests. Commissioner Proctor discussed potential roadway widening and coordinating state assistance with federal grants and other funding sources.

Commissioner Proctor moved, seconded by Commissioner Minor, to add the Tharpe Street construction project to the County's state legislative appropriation requests.

The motion carried 6 – 0, with Commissioner Maddox out of Chambers.

Chairman Caban thanked staff and the lobbying teams for their work and continued efforts to secure funding for Leon County.

ADJOURNMENT

There being no further business, the workshop was adjourned at 5:12 p.m.

ATTEST:

BY: _____
Christian Caban, Chairman
Board of County Commissioners

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

BOARD OF COUNTY COMMISSIONERS
LEON COUNTY, FLORIDA
PUBLIC HEARING
September 22, 2026

The Leon County Board of County Commissioners met for a Public Hearing on Tuesday, September 22, 2026, at 6:00 p.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.

Chairman Caban called the meeting to order at 6:01 p.m.

SCHEDULED PUBLIC HEARING, 6:00 P.M.

Public Comment:

- Mr. Mike Nelson, 532 Oakland Ave, reiterated the remarks he made last year regarding what he believes to be a breach of public trust within the 2nd Judicial Circuit. He spoke about the financial and emotional harm he has experienced as a result, as well as the broader impact these circumstances have had on his life.

- Chairman Caban requested a motion to allow Commissioner Maddox to participate in the public hearing telephonically.

  Commissioner Welch moved, seconded by Vice-Chairman O'Keefe, to allow Commissioner Maddox to participate telephonically.

  The motion carried 6 – 0 with Commissioner Maddox out of Chambers.

1. Second and Final Public Hearing for Adoption of the Fiscal Year 2026/2027 Final Millage Rates and Final Budgets

Chairman Caban read the script for the second and final Public Hearing into the record.

County Administrator Long introduced this item. It requests the Board conduct the second of two public hearings required by Florida Statutes for the adoption of the Leon County Fiscal Year 2026/2027 final budget. County Administrator Long proceeded to read into record the proposed millage rate for Leon County, Florida is 9.0644 mills, which is 1.94% over the aggregate millage rollback rate of 8.8918 mills. He explained that the increase in ad valorem revenue resulted from the increase property values and would support the continued delivery of essential County services. He advised that all direction that has been provided through the various agenda items and workshops during that process have been incorporated into the FY 2027 final budget.

Chairman Caban reminded the Board that the Florida statute requires a separate vote on each millage rate and its corresponding budget, with the millage rate voted on first. He then called for motions.

Vice-Chairman O'Keefe moved, seconded by Commissioner Proctor, to approve Option #1: Adopt, via Resolution, the final FY 2026/2027 Countywide millage rate of 8.3144 mills.

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

Vice-Chairman O'Keefe moved, seconded by Commissioner Proctor, to approve Option #2: Adopt, via Resolution, the final FY 2026 – 2027 Countywide budget.

The motion carried 6 – 0 with Commissioner Maddox recusing himself from the vote because of his employment and the CHSP funding included in the budget.

Commissioner Welch moved, seconded by Commissioner Proctor, to approve Option #3: Adopt, via Resolution, the final FY 2026 – 2027 Emergency Medical Services MSTU millage rate of 0.7500 mills.

The motion carried 7 – 0.

Commissioner Welch moved, seconded by Commissioner Cummings, to approve Option #4: Adopt, via Resolution, the final FY 2026 – 2027 Emergency Medical Services MSTU budget.

The motion carried 7 – 0.

ADJOURN:

There being no further business to come before the Board, the meeting was adjourned at 6:12 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 #2

Leon County Board of County Commissioners

Agenda Item #2

November 17, 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 November 17, 2026, and pre-approval of payment of bills and vouchers for the period of November 18, 2026, through December 7, 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 November 17, 2026, and pre-approval of payment of bills and vouchers for the period of November 18, 2026, through December 7, 2026.

Report and Discussion

Background:

The Office of Management and Budget (OMB) reviews the bills and vouchers printout, submitted for approval during the November 17th meeting, the morning of Monday, November 16, 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 December 8, 2026, it is advisable for the Board to pre-approve payment of the County's bills for November 18, 2026, through December 7, 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 November 17, 2026, and pre-approval of payment of bills and vouchers for the period of November 18, 2026, through December 7, 2026.
2. Do not approve the payment of bills and vouchers submitted for November 17, 2026, and pre-approval of payment of bills and vouchers for the period of November 18, 2026, through December 7, 2026.
3. Board direction.

Recommendation:

Option #1

Leon County
Board of County Commissioners

Notes for Agenda Item #3

Leon County Board of County Commissioners

Agenda Item #3

November 17, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Fiscal Year 2026 Year-End Budget Adjustments

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Roshaunda Bradley, Director, Office of Management & Budget
Lead Staff / Project Team:	Georgette Daniels, Budget Manager Eryn Calabro, Principal Budget & Grants Coordinator Amy Weeks, Senior Management & Budget Analyst

Statement of Issue:

This item seeks Board approval to authorize Fiscal Year (FY) 2026 year-end budget adjustments.

Fiscal Impact:

This item has a fiscal impact. This item recommends approval of a Budget Amendment for final year-end budget adjustments to properly close out FY 2026.

Staff Recommendation:

Option #1: Approve the FY 2026 year-end budget adjustments, and the Resolution and associated Budget Amendment (Attachment #1).

Report and Discussion

Background:

This item seeks Board approval of FY 2026 year-end budget adjustments. The Board approved initial carry forwards and FY 2026 year-end adjustments at the October 13, 2026, meeting. After the October 13, 2026, meeting, additional year-end accounting adjustments (i.e., journal voucher payments, year-end payables, closing of purchase orders, and the booking of deferred revenues) necessitates a year-end budget adjustment to properly close out the FY 2026 budget. Per Section 129.06, Florida Statutes, all year ending adjustments are to be finalized prior to November 30th. The final FY 2026 carry forward adjustments will be presented to the Board at its December 8, 2026, meeting.

Analysis:

As required by Chapter 129, Florida Statutes, and Generally Accepted Accounting Principles (GAAP), Leon County annually adopts a balanced budget and must maintain a balanced budget throughout the fiscal year. The budget is based on projected revenue collections and expenditures. During a fiscal year, the County may receive unanticipated or additional revenues, or may have expenditures that are projected to exceed the original budget. In addition, the County may be advised by auditors or actuarial analysis at the end of the fiscal year of certain accounting adjustments that are recommended to maintain required cash balances in certain funds. Leon County Policy No. 97-11, "Amending the Budget", provides that adjustments exceeding $250,000 require Board approval.

This item provides $1.85 million in FY 2026 year-end adjustments to properly close out the FY 2026 budget and meet final grant reporting requirements. The adjustments cover statutorily charged commissions for the Tax Collector's Office related to the collection of County and School Board ad valorem taxes; accrued interest earnings and additional match requirements to properly close out FY 2026 SHIP and Emergency Management grants; insurance proceeds required to complete repairs at the Amtrak Visitor Center as a result of the May 2024 tornado event; realize additional match funds to leverage an FDOT grant; and additional revenue received in the Fleet Motor Fuel fund to cover increased vehicle and equipment repair due to inflationary increases in parts and labor.

As part of the annual year-end closeout process and necessary year-end accounting adjustments, the Office of Management and Budget brings before the Board final year-end budget adjustments necessary to balance accounts pursuant to Chapter 129, Florida Statutes. The attached Resolution and associated Budget Amendment provide a summary of the FY 2026 year-end budget adjustments for the end-of-the year close out process (Attachment #1). Final FY 2026 operating, capital, and grant project carryforwards will be provided to the Board at the December 8, 2026, meeting, pending final year-end accounting adjustments (journal voucher payments, year-end payables, and the booking of deferred revenues).

Options:

1. Approve the FY 2026 year-end budget adjustments, and the Resolution and associated Budget Amendment (Attachment #1).
2. Do not approve the FY 2026 year-end budget adjustments.
3. Board direction.

Recommendation:

Option #1

Attachment:

1. Resolution and Budget Amendment Request for FY 2026 Final Year-End Adjustments

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 17th day of November, 2026.

LEON COUNTY, FLORIDA

By:_____
Chair
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: BAB26028
Date: 11/6/2026

Agenda Item No:
Agenda Item Date: 11/17/2026

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*			

Fiscal Year 2026 Year-End Adjustments (See Attached)

Expenditures

Account Information					Current Budget	Change	Adjusted Budget
Fund	*Org*	*Acct*	*Prog*	*Title*			

Subtotal: -

Purpose of Request

Division/Department
2502/25

Georgette Daniels, Budget Manager

Roshaunda Bradley, Budget Director

Approved By: **Resolution** ☒ **Motion** ☐ **Administrator** ☐

FY 2026 Year-End Adjustments								Purpose of Request
1				**Revenues**				Appropriates $62,614 in additional revenue to cover statutorily charged commissions for the Tax Collector's Office related to the collection of County and School Board ad valorem taxes.
	Fund	***Org***	***Acct***	***Prog***	***Title***	**Current Budget**	**Change**	**Adjusted Budget**
	001	000	311110	000	Property Tax Revenue	85,813,477	62,614	85,876,091
						Subtotal:	62,614	
					Expenditures			
	Fund	***Org***	***Acct***	***Prog***	***Title***	**Current Budget**	**Change**	**Adjusted Budget**
	001	513	59307	586	Tax Collector - Budget Transfer	6,886,500	62,614	6,949,114
						Subtotal:	62,614	
2				**Revenues**				For grant reporting purposes, appropriates $9,874 in additional SHIP revenue to cover final housing rehabilitation costs.
	Fund	***Org***	***Acct***	***Prog***	***Title***	**Current Budget**	**Change**	**Adjusted Budget**
	124	932080	361111	000	SHIP Interest Allocation	-	9,874	9,874
						Subtotal:	9,874	
					Expenditures			
	Fund	***Org***	***Acct***	***Prog***	***Title***	**Current Budget**	**Change**	**Adjusted Budget**
	124	932080	585000	554	Housing Rehabilitation	119,716	9,874	129,590
						Subtotal:	9,874	
3				**Expenditures**				For grant reporting purposes, realigns funds from the grant match reserve account to adjust the Emergency Management Base Grant local match requirements to properly close out the FY 2026 grant.
	Fund	***Org***	***Acct***	***Prog***	***Title***	**Current Budget**	**Change**	**Adjusted Budget**
	125	991	54900	595	Grant Match Reserve	90,000	(90,000)	-
	125	864	51200	525	Emergency Management Base Grant - Local Match	-	90,000	90,000
						Subtotal:	-	
4				**Revenues**				Appropriates $166,909 in additional funding from Blueprint to cover increased expenditures associated with design of the Springhill Road Bridge Replacement project. The bridge replacement is being designed by FDOT, with FDOT providing 75% of funding and Leon County providing a 25% local match through funding from Blueprint.
	Fund	***Org***	***Acct***	***Prog***	***Title***	**Current Budget**	**Change**	**Adjusted Budget**
	125	051008	337402	000	Blueprint 2000 Reimbursement	-	166,909	166,909
						Subtotal:	166,909	
					Expenditures			
	Fund	***Org***	***Acct***	***Prog***	***Title***	**Current Budget**	**Change**	**Adjusted Budget**
	125	051008	56900	541	Springhill Rd Bridge Rehabilitation	-	166,909	166,909
						Subtotal:	166,909	
5				**Revenues**				Appropriates $42,604 in additional EMS MSTU revenue to cover increased statutorily charged commissions for the Tax Collector's Office related to the collection of the EMS MSTU.
	Fund	***Org***	***Acct***	***Prog***	***Title***	**Current Budget**	**Change**	**Adjusted Budget**
	135	000	311130	000	EMS MSTU	19,481,368	42,604	19,523,972
						Subtotal:	42,604	
					Expenditures			
	Fund	***Org***	***Acct***	***Prog***	***Title***	**Current Budget**	**Change**	**Adjusted Budget**
	135	513	59307	586	Tax Collector - Budget Transfer	391,200	42,604	433,804
						Subtotal:	42,604	
6				**Revenues**				Appropriates $952,581 in remaining insurance proceeds required to complete repairs to the Amtrak Station Visitor Center building, as a result of the May 2024 tornado event.
	Fund	***Org***	***Acct***	***Prog***	***Title***	**Current Budget**	**Change**	**Adjusted Budget**
	501	000	396400	000	Property Insurance	1,641,234	952,581	2,593,815
					Expenditures			
	Fund	***Org***	***Acct***	***Prog***	***Title***	**Current Budget**	**Change**	**Adjusted Budget**
	501	950	591305	581	Transfer to 305	-	952,581	952,581
					Revenues			
	Fund	***Org***	***Acct***	***Prog***	***Title***	**Current Budget**	**Change**	**Adjusted Budget**
	305	950	381501	000	Transfer from Insurance	-	952,581	952,581
					Expenditures			
	Fund	***Org***	***Acct***	***Prog***	***Title***	**Current Budget**	**Change**	**Adjusted Budget**
	305	086065	56201	519	Amtrak Building	1,112,048	952,581	2,064,629
						Subtotal:	952,581	

7

Revenues

Fund	*Org*	*Acct*	*Prog*	*Title*	**Current Budget**	**Change**	**Adjusted Budget**
505	000	394100	000	Departmental Billings - Fleet	2,245,697	525,773	2,771,470

Expenditures

Fund	*Org*	*Acct*	*Prog*	*Title*	**Current Budget**	**Change**	**Adjusted Budget**
505	425	54600	591	Repairs and Maintenance	919,069	525,773	1,444,842
				Subtotal:		525,773	

Appropriates $525,773 in additional departmental billings received in the Fleet Motor Pool Fund to cover increased vehicle repair in FY 2026. Leon County's Fleet program is operated as an Internal Services fund. As an Internal Services fund, departments pay from their annual budgets fleet related expenses (fuel and repair costs). These payments are then transferred to the Fleet Motor Pool Fund to properly account for the entire program.

Leon County
Board of County Commissioners

Notes for Agenda Item #4

Leon County Board of County Commissioners

Agenda Item #4

November 17, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Commissioner Appointments to the Public Safety Coordinating Council and the Water Resources 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 appointments of citizens to the Public Safety Coordinating Council and the Water Resources Committee.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

Option #1: Ratify Chairman Caban's appointment of Dr. Keith Parker to the Public Safety Coordinating Council, to fill Seat Category k. (representative who works with offenders & victims) for the remainder of a four-year term ending July 31, 2029.

Option #2: Ratify Commissioner Cummings' appointment of Sylvia Deputy to the Water Resources Committee for the remainder of a four-year term ending July 31, 2027.

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:

Public Safety Coordinating Council (PSCC)

Purpose: The responsibilities of the PSCC are to assess the population status of all detention or correctional facilities owned or contracted by the County and formulate recommendations to ensure that the capacities of such facilities are not exceeded. Such recommendations include an assessment of the availability of pretrial intervention or probation programs, work-release programs, substance abuse programs, gain-time schedules, applicable bail bond schedules, and the confinement status of the inmates housed within each facility owned or contracted by the County.

Composition: Pursuant to section 951.26, Florida Statutes, and Resolution No. 21-55, the PSCC has eleven (11) member categories:

a. The state attorney, or an assistant state attorney designated by the state attorney.
b. The public defender, or an assistant public defender designated by the public defender.
c. The chief circuit judge, or another circuit judge designated by the chief circuit judge.
d. The chief county judge, or another county judge designated by the chief county judge.
e. The chief correctional officer.
f. The sheriff, or a member designated by the sheriff, if the sheriff is not the chief correctional officer.
g. The state probation circuit administrator, or a member designated by the state probation circuit administrator, to be appointed to a 4-year term.
h. The chairperson of the board of county commissioners, or another county commissioner as designee.
i. If the county has such program available, the director of any county probation or pretrial intervention program, to be appointed to a 4-year term.
j. The director of a local substance abuse treatment program, or a member designated by the director, to be appointed to a 4-year term, by the chairperson of the Board of County Commissioners and ratified by the Board.
k. Three (3) representatives from county and state jobs programs and other community groups who work with offenders and victims, appointed to 4-year terms by the Chairperson of the Board of County Commissioners and ratified by the Board.

The current membership of the PSCC is 9 members, one from each of the following categories a. - f., h., i., and k.

Commissioner Proctor currently serves as the Board's designee on the PSCC.

Vacancy: PSCC member Patrick Mahoney, appointed to Seat Category k. (representative who works with offenders & victims), recently passed away. His term was scheduled to expire on December 31, 2029. Per Florida Statutes, the Chairman of the Board of County Commissioners appoints individuals for this seat category. On October 29, 2026, the Chairman reviewed the eligible applications and selected the applicant as listed in Table #1.

Table #1: Public Safety Coordinating Council

Vacancy / Category *Term Status*	**Term Expiration**	**Selected Eligible Applicant** **(Application Attachment #)**	**Recommended Action**
Patrick Mahoney *Served 1 partial term* *Category k. - Representative who works with offenders & victims.*	12/31/2029	1. Dr. Keith Parker *Category k. - Representative who works with offenders & victims.*	Ratify Chairman Caban's appointment for the remainder of a four-year term ending December 31, 2029.

Water Resources Committee (WRC)

Purpose: The WRC is a focus group created by the Board to be a fact-finding source of community input and technical resource for County staff in developing recommendations on addressing community-wide concerns regarding lakes and related water resources in the County, such as flooding, recreational and community economic value, watershed management, funding priorities, and the impact of development.

Composition: The WRC consists of seven (7) citizen members, with each County Commissioner appointing one (1) member. Members shall be representatives of four interest groups, as follows:

- Conservation/Environment
- Legal/Planning
- Real Estate/Economic Development
- Boating/ Fishing

The current membership has six (6) members in the Conservation/Environment category and one vacancy. Members serve four-year terms, with no member serving more than three full consecutive terms.

Vacancies: Member Christian Griffith resigned from the WRC due to personal reasons. His term is set to expire on July 31, 2027. Commissioner Cummings has reviewed the eligible applications and has selected the individual as listed in Table #2.

The remainder of this page intentionally left blank.

Table #2: Water Resources Committee

Vacancy / Category *Term status*	**Term Expiration**	**Eligible Applicant** **Application Attachment #**	**Recommended Action**
Christian Griffith *Real Estate / Economic Development* *Served 1 partial term*	7/31/2027	2. Sylvia Deputy *Conservation/Environment*	Ratify Commissioner Cummings' appointment for the remainder of a four-year term ending July 31, 2027.

Options:

1. Ratify Chairman Caban's appointment of Dr. Keith Parker to the Public Safety Coordinating Council, to fill Seat Category k. (representative who works with offenders & victims) for the remainder of a four-year term ending July 31, 2029.
2. Ratify Commissioner Cummings' appointment of Sylvia Deputy to the Water Resources Committee for the remainder of a four-year term ending July 31, 2027.
3. Board direction.

Recommendation:

Options #1 and #2

Attachment:

1. Dr. Keith Parker application and biography
2. Sylvia Deputy application and resume

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
PUBLIC SAFETY COORDINATING COUNCIL

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. Keith Dwight Parker | **Date:** 9/28/2026 10:13:39 AM

Home Address:	3282 Salinger Way Tallahassee, FL 32311-3685 Tallahassee, FL 32311	**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:	(706) 614-8593	**Do you own property in the Tallahassee City Limits?**	Yes
Primary Email:	chair@bigbendreentry.org	**How many years have you lived in Leon County?**	14

(EMPLOYMENT INFORMATION)

Employer:	Retired	**Work Address:**	
Occupation:	Retired		
Work/Other Phone:	(706) 614-8593	**Work Email:**	chair@bigbendreentry.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: Black or African American **Gender:** M **Age:**

District: **Disabled?** No

(RESUME AND REFERENCES)

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

Name:	Anne Meisenzahla	**Name:**	
Address:	535 Appleyard Drive, Tallahassee, FL 32304	**Address:**	
Phone:	(850) 322-6864	**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)

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*

PSCC members must meet one of the following membership eligibilities as listed below. Please indicate your area of expertise.

- ☐ The director of a local substance abuse treatment program, or a member designated by the director.
- ☐ Representative from county and state jobs programs.
- ☑ Representative from other community groups who work with offenders and victims.

  Please explain. *The Big Bend AFTER (A Fight To End Recidivism) Reentry Coalition is a coalition of individuals and groups united to increase public safety and reduce recidivism through collaborating and establishing community partnerships, identifying and providing services to currently and formerly incarcerated people, and empowering them to become productive, self-sufficient members of the community.*

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

Signature: *Dr. Keith Dwight Parker*

The application was electronically sent: 9/28/2026 10:13:39 AM



Keith D. Parker, PhD
Chair, Big Bend AFTER Reentry Coalition
Email: chair@bigbendreentry.org
Chair, 2027 National Civil Rights Conference
Email: kdparker@civilrightsconference.com
Executive Director and Founder
National Education & Empowerment Coalition, Inc.
Email: kdparker@neec-inc.org

Dr. Keith Dwight Parker, with a diverse background in higher education and nonprofit organizations, possesses a proven track record of driving results, working with formerly incarcerated individuals and fostering relationships across demographic and economic circumstances. He earned a doctoral degree at Mississippi State University, where he served as a teaching assistant during pursuit of the PhD. He honed his skills in collaborating effectively with students, staff, and nonprofit community partners. Dr. Parker devoted approximately forty years to the post-secondary education community and Research I universities.

Key Skills:

- Executive Leadership
- Strategic Planning and Execution
- Nonprofit Management
- Community and Stakeholder Engagement
- Board Development and Governance
- Team Leadership and Workforce Development
- Public Speaking
- Organizational Growth
- Event and Operations Management
- Youth Engagement and Team Leadership

Dr. Parker is eager to connect with reentry and human rights-focused employers and explore opportunities and resources for nonprofits and civic engagement opportunities.

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
WATER RESOURCES 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: Mrs. Sylvia Deputy | **Date:** 9/30/2026 8:27:08 PM

Home Address:	10549 Winters Run 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:	(772) 480-1429	**Do you own property in the Tallahassee City Limits?**	No
Primary Email:	deputysylvia@gmail.com	**How many years have you lived in Leon County?**	1

(EMPLOYMENT INFORMATION)

Employer:	Saft	**Work Address:**	711 Gill Harbin Industrial Blvd Valdosta, GA 32312
Occupation:	Environmental Engineer		
Work/Other Phone:	(229) 457-7809	**Work Email:**	sylvia.deputy@saft.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: Hispanic or Latino **Gender:** F **Age:** 59

District: District IV **Disabled?** No

(RESUME AND REFERENCES)

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

Name:	Oscar Lastres	**Name:**	
Address:	2420 Bass Bay Tallahassee FL 32312	**Address:**	
Phone:	(772) 480-9068	**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)

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 must represent one of the four interest groups listed below. Please indicate which interest group you would represent.

- [x] Conservation/environment

  Please explain: *As an environmental engineer, I would like to representthe Conservation/Environemnt Group.*
- [ ] Legal/planning
- [ ] Real estate/ economic development
- [ ] Boating/fishing

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

Signature: *Mrs. Sylvia Deputy*

The application was electronically sent: 9/30/2026 8:27:08 PM

Sylvia Deputy
(772) 480-1429
Senior Environmental Engineer

SUMMARY

14+ years' experience in the environmental field to include extensive permitting background, working with federal, state, and local environmental regulatory agencies, developing programs and providing technical field support for environmental compliance.

EDUCATION

Master of Engineering in Environmental Engineering, GPA: 3.70/ 4.00
University of Florida, Gainesville, Florida, May 2012

Bachelor of Science in Agricultural and Biological Engineering, GPA: 3.10/4.00
University of Florida, Gainesville, Florida, Dec 2001

EXPERIENCE

March 2026-Present
Environmental Compliance Manager
Saft America, Valdosta, GA
Responsible for environmental oversight of three Saft America divisions located in North Carolina, Florida, and Florida. Maintains environmental permits to assure compliance with Federal, State, Local requirements. Performs environmental inspections, training, and reporting. Monitors legislative and regulatory changes and initiates and oversees implementation as necessary. Serves as the site's Primary Emergency Coordinator and Ethics and Compliance Officer. Manages site OSHA Cadmium Standard compliance including employee exposure monitoring and cadmium medical surveillance programs. Conducts Environmental Compliance Audits of the Jacksonville and North Carolina Divisions.

March 2025-July 2025
Environmental Specialist
Mobile Launcher 2, Bechtel Corporation, Kennedy Space Center, FL
Maintained environmental permits to assure compliance with Federal, State, Local, Client, Bechtel and Subcontractor requirements. Maintained and revised site-specific plans including Waste Management Plan, Erosion and Sediment Control Plan, Stormwater Management, Spill Control and Response Plan, and Hazardous Material Management Plan. Conducted Stormwater, SPCC, Hazardous Waste inspections and site-specific training. Chemical products approval and Tier II Reporting. Conducted spill clean-up, reporting and incident investigations. Conducted weekly Job Hazard Assessments.

January 2023-February 2025
Corporate Environmental Engineer
Allied Universal Corporation, Remote
Provided direction for complex projects in order to comply with environmental regulations and corporate requirements for all Six (6) Company facilities in Florida, Georgia and Missouri. Developed,

implemented and recommended improvements in programs, systems and procedures. Conducted compliance inspections, prepared and submitted permit renewals, provided training and technical guidance to all plant managers. Conducted Quarterly Stormwater sampling and reporting to DEP. Tank closure and removal of above ground chemical tanks. State Storage Tank Registration. Wastewater discharge permit applications. Conducted Stormwater and SPCC trainings.

September 2021-January 2023
Compliance Consultant
ERM, Remote
Assessed regulatory compliance, performed regulatory applicability evaluations, and implemented environmental compliance management systems and processes. Managed Stormwater, SPCC, and Environmental Permitting projects for high-profile clients including Amazon, Collins Aerospace, Proctor and Gamble, Chevron. Prepared, reviewed and updated SPCC and SWPP Plans.

Conducted stormwater inspections and SPCC inspections. Prepared Phase I Environmental Site Assessments and Geotechnical Reports.

November 2017- June 2021
Senior Environmental Specialist
Vogtle 3&4, Bechtel Power Corporation, Waynesboro, GA
Developed, implemented and recommended improvements in programs, systems and procedures. Conducted environmental compliance inspections of project construction activities to monitor compliance with environmental requirements. Provided environmental technical support and assistance to the project and coordinates environmental requirements and formulation of mitigation measures with engineering leads, supervision and management. Provided regulatory interpretation and technical advice to plan and implement medium to large scale projects.

March 2017- October 2017
Environmental Specialist
Citrus County Combined Cycle Plant, Duke Energy, Crystal River, FL
Provided direction for complex projects in order to comply with environmental regulations and corporate requirements. Developed, implemented and recommended improvements in programs, systems and procedures. Provided regulatory interpretation and technical advice to plan and implement medium to large scale projects. Interacted with subject matter experts and customers to ensure consistent and thorough implementation of environmental programs, policies, and procedures. Anticipated, mitigated and prevented environmental incidents and hazards site-wide along with leading and directing field investigations of incidents.

December 2014- March 2017
Engineering Specialist III
Florida Department of Environmental Protection, Temple Terrace, FL
Reviewed and evaluated permit applications of domestic wastewater treatment facilities. Performed site inspections. Mentored coworkers in collection system permit applications. Trained coworkers in communication and leadership skills. Experience with federal, state, local regulatory agencies and regulations. Provided technical assistance to Compliance Assurance Program. Provided regulatory assistance such as outreach, permitting determinations and exemptions, to permittee, and/or company representatives, other FDEP programs, delegated local programs and other interested parties.

July 2012 – November 2014

Staff Engineer
NDC Environmental Services, LLC, High Springs, FL
Managed environmental compliance for procurement and processing of wood biomass conversion facility. Oversaw all environmental health and worker safety issues for the facility. Performed site inspections. Provided safety training, identified hazards, and investigated accidents.

August 2010 - May 2012
Full-time Graduate Student
Master of Engineering, University of Florida

August 2005 – August 2009 (Part Time)
Adjunct Math Instructor, Indian River State College, Vero Beach, FL
Planned, prepared and delivered instructional activities that facilitate active learning experiences. Maintained accurate and completed records of students' progress.

August 2002 – August 2009
Math & Spanish Teacher
Indian River School District, Vero Beach, FL
Planned, prepared and delivered instructional activities that facilitate active learning experiences. Maintained accurate and completed records of students' progress.

February 1996 - August 1997
Food Service Specialist, E3 US Army
Fort Hood, Killeen, TX
Performed preventive maintenance on garrison and field kitchen equipment. Operated, maintained and cleaned kitchen equipment. Baked, boiled, fried as prescribed by Army recipes.

CERTIFICATIONS

RCRA 40 Hour Training, 2026
OSHA 40 Hour HAZWOPER Training, 2022
Georgia Qualified Storm Water Management Inspector, January 2018
Confined Space Entry, December 2017
Hazardous Material Shipper's Certification, April 2017
OSHA 40 Hour HAZWOPER Training, March 2015
FDEP Qualified Storm Water Management Inspector & Trainer Certified, 2012
Public Speaking Toastmasters, Presentations, Work Groups, Training, Teaching, Mentor

Honorably discharged US Army, Fort Hood-Killeen, Texas

AWARDS

American Association of University Women Fellowship, 2011-2012
Robert D. and Flora E. Fuhrman Scholarship, 2001

Leon County
Board of County Commissioners

Notes for Agenda Item #5

Leon County Board of County Commissioners

Agenda Item #5

November 17, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator
Chasity H. O'Steen, County Attorney

Title: Ratification of Board Actions Taken at the Workshop on Fire Rescue Services

Review and Approval:	Vincent S. Long, County Administrator Chasity H. O'Steen, County Attorney
Department / Division Review:	Ken Morris, Assistant County Administrator Shington Lamy, Assistant County Administrator
Lead Staff / Project Team:	Chad Abrams, Chief of Emergency Medical Services Roshaunda Bradley, Director, Office of Management and Budget

Statement of Issue:

This item seeks ratification of Board actions taken at the October 20, 2026, Workshop on Fire Rescue Services. The workshop was held to present the comprehensive evaluation conducted by Fitch & Associates on the current model of fire rescue services provided by the City of Tallahassee in the unincorporated area and alternative models that would provide a comparable level of service. The workshop also provided the analysis and report conducted by Alfred Benecsh & Company on the funding, billing, and collection of the fire rescue services assessments and fees.

Fiscal Impact:

This item has a fiscal impact. During the workshop, the Board directed the County Administrator to pursue a concurrent dual track process which includes renegotiating with the City of Tallahassee on a new Interlocal Agreement for Fire Rescue Services and to develop an implementation plan for a County Fire Services Model. As part of the concurrent dual tract process, the County will continue to contract with Fitch & Associates to assist in the development of an implementation plan for County Fire Services Model. Additionally, as directed by the Board, the County Attorney will reengage Alfred Benesch & Company to complete the expanded scope of work as directed by the Board. Adequate funding is available in the Fiscal Year 2027 Budget to continue to engage Fitch & Associates on the development of the implementation plan and to reengage Alfred Benesch & Company to perform the additional tasks.

Staff Recommendation:

Option #1: Ratify the actions taken at the October 20, 2026, Workshop on Fire Rescue Services.

Report and Discussion

Background:

This item seeks ratification of Board actions taken at the October 20, 2026, Workshop on Fire Rescue Services which was held to present the comprehensive evaluation conducted by Fitch & Associates (Fitch) on the current model of fire rescue services provided by the City of Tallahassee (City) in the unincorporated area and alternative models that would provide a comparable level of service. The workshop also provided the analysis and report conducted by Alfred Benecsh & Company (Benesch) on the funding, billing, and collection of the fire rescue services assessments and fees.

Analysis:

The Workshop included a presentation by Fitch on its comprehensive evaluation, findings, and recommendation for fire services in the unincorporated area. In addition, the Board received a presentation from the County Attorney regarding the analysis conducted by Benesch on the funding, billing, and collection of the fire rescue services assessments and fees.

Following the presentations (Fitch and Benesch Reports) and Board discussion, the Board took the following action:

1. Accepted the Fire Service Feasibility Study from Fitch & Associates.
2. Accepted the analysis of the City's billing, collection, and funding conducted by Alfred Benesch & Company.
3. Authorized the County Administrator to pursue a concurrent dual track process that includes the following:
    a. Renegotiate with the City of Tallahassee on a new Interlocal Agreement for Fire Rescue Services consistent with the provisions recommended by Fitch & Associates.
    b. Develop an Implementation Plan for the adoption of a County Fire Services Model as proposed by Fitch & Associates.

The concurrent dual track process will ensure that the Board is provided with the information necessary to adopt a viable fire rescue services model by the end of the current Interlocal Agreement with the City (September 30, 2028). The outcome of the renegotiations, including a potential new agreement, would be presented to the Board at its March 9, 2027 meeting. At that time, the Board could approve the agreement, provide additional direction on the agreement for further renegotiations with the City, or schedule a workshop to consider the implementation plan for the County Fire Services Model.

The Board also directed the County Attorney to reengage Benesch to revise the scope of work to examine the period extending as far back as permitted by the applicable statute of limitations and identify any damages the County may have incurred as a result of the City of Tallahassee's management of the Fire Services Fund.

Upon Board ratification, staff will implement the direction provided at the workshop related to Fire Services.

Options:

1. Ratify the actions taken at the October 20, 2026, Workshop on Fire Rescue Services.
2. Do not ratify the actions taken at the October 20, 2026, Workshop on Fire Rescue Services.
3. Board direction.

Recommendation:

Option #1

Leon County
Board of County Commissioners

Notes for Agenda Item #6

Leon County Board of County Commissioners

Agenda Item #6

November 17, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Fiscal Year 2027 Healthcare Services (CareNet) Program Agreements

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, Healthcare Services Coordinator

Statement of Issue:

This item seeks Board authorization to approve and execute the Fiscal Year (FY) 2027 agreements with local providers of healthcare services for uninsured and underinsured Leon County residents as part of the Leon County Healthcare Services Program, also known as CareNet.

Fiscal Impact:

This item has a fiscal impact. A total of $1,752,094 has been allocated in the FY 2027 budget to support CareNet and contract with the local providers. During the FY 2028 budget development cycle, all discretionary funding will be evaluated as part of the broader financial and organizational restructuring process necessitated by the passage of Amendment 3 related to property tax reform.

Staff Recommendation:

Option # 1: Authorize the County Administrator to approve and execute agreements for FY 2027 with Bond Community Health Center, Inc., Neighborhood Medical Center Inc., Apalachee Center, Inc., Capital Medical Society Foundation, Inc. and the Florida A&M University College of Pharmacy and Pharmaceutical Sciences Institute of Public Health, to provide health care services for qualified County residents, and to approve and execute 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 authorization to approve and execute agreements for FY 2027 with Bond Community Health Center, Inc. (Bond), Neighborhood Medical Center Inc. (NMC), Apalachee Center, Inc. (Apalachee), Capital Medical Society Foundation, Inc./We Care Network (We Care), and the Florida A&M University College of Pharmacy and Pharmaceutical Sciences Institute of Public Health (FAMU Pharmacy) to provide healthcare services for uninsured and underinsured Leon County residents as part of the Leon County Healthcare Services Program also known as CareNet. The County contracts annually with these community-based healthcare organizations to provide low-income Leon County residents with access to health care, including primary healthcare, dental healthcare, mental healthcare, specialty care, and pharmaceutical care services.

The FY 2027 Program Agreements 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.*

According to the American Medical Association, healthcare coverage (i.e., health insurance) provides access to the resources necessary to improve health outcomes, reduce chronic illnesses, and lower death rates. Additionally, households living in poverty are least likely to have healthcare coverage and experience barriers to adequate healthcare, resulting in higher mortality for certain chronic conditions such as heart disease, liver disease, and kidney disease. Therefore, for more than two decades, the County has invested in the CareNet program through partnerships with local providers to improve healthcare access for uninsured and underinsured low-income Leon County residents.

As described in greater detail in the Analysis section, the Board allocated $1,752,094 in the FY 2027 budget to the Healthcare Program, including $1,323,768 for the Healthcare Competitive Provider Reimbursement Pool (Competitive Pool) and $428,326 for specialty care and pharmaceutical services (We Care and FAMU Pharmacy). Bond, NMC, and Apalachee are reimbursed through the Competitive Pool for costs incurred to provide healthcare services to uninsured and underinsured Leon County residents for primary, dental, and/or mental health visits. Bond Community Health Center (Bond), Neighborhood Medical Center (NMC), and Apalachee Center (Apalachee) are reimbursed at rates of $225 per primary care visit, $175 per dental visit, $210 per clinical mental health visit, and $80 per mental health case management visit.

For more than 20 years, the County has utilized Healthcare Program funding, including the Competitive Pool, to leverage additional funding at the state and/or federal level, which increases investment in healthcare services to uninsured low-income residents. On September 15, 2026, the Board approved the utilization of $316,803 of the Competitive Pool as the required local match

funds as leverage for Bond and NMC to access an additional $393,996 in federal Low-Income Pool (LIP) funds to provide primary care services to Leon County residents. Similarly, since 2016, the Board has approved Apalachee's request to utilize $150,000 of the Competitive Pool funds designated for mental health services as leverage for the state-required local match for the establishment of a Central Receiving Facility (CRF). Housed on the Apalachee campus, the CRF serves as the single point of entry for multiple behavioral health providers in Leon County and the surrounding areas. Apalachee has continued to utilize a portion of its local allocation to secure an additional $1.5 million in State funding to operate the CRF for the past several years.

In addition to providing funding for primary healthcare, mental healthcare, and dental care services through the Competitive Pool, the Board also designates $428,326 for specialty healthcare and pharmaceutical services provided through We Care and FAMU Pharmacy for pharmaceutical and diabetes services.

We Care utilizes a network of volunteer specialty care physicians to provide specialized medical and dental services that cannot be provided by a primary care physician. Patients are referred to We Care by primary care providers such as Bond and NMC for specialty services, which include, but are not limited to, cardiology, neurology, internal medicine, orthopedics, and orthodontic care.

The County annually contracts with FAMU Pharmacy for $244,500 for pharmaceutical services and diabetes education. FAMU Pharmacy provides coordinated pharmaceutical services for County residents who receive primary healthcare services from NMC locations such as the Lincoln Center in the Frenchtown Neighborhood and surrounding county neighborhoods. Additionally, the County contracts with FAMU Pharmacy to educate and raise awareness on the impact of diabetes on African Americans in the community. The FAMU Diabetes Education and Empowerment Program addresses morbidity and mortality of patients with Type 2 diabetes and provides coordinated services to residents who receive healthcare services from FAMU Pharmacy and NMC.

Analysis:

Leon County remains committed to investing in essential healthcare services provided by local partners to ensure that uninsured and underinsured low-income residents have access to quality care. As previously noted, $1,323,768 of Primary Healthcare funding is allocated to the Competitive Pool. Through this funding, eligible Leon County residents receive primary care, dental care, and mental health services at no cost from Bond, NMC, and Apalachee Center. To qualify, patients must be Leon County residents, 18 years old or older, and have an income at or below 100% of the current federal poverty level.

For the past several years, Competitive Pool funding has been utilized to leverage additional state funding for healthcare through LIP and CRF. Table #1 illustrates the alignment of the Competitive Pool funds for FY 2027 based on the Board's previously approved plan to allow a portion of the funds to be utilized as the required match funding for LIP and CRF.

Table #1: Competitive Provider Reimbursement Pool Allocations for FY 2027

Healthcare Service Area	FY 2027 Allocation	FY 2027 Realignment as Match	FY 2027 Balance Available through Pool
Primary	$759,015	$316,803[1]	$442,212
Dental	$300,000	$0	$300,000
Mental	$264,753	$150,000[2]	$114,753
Total	**$1,323,768**	**$466,803**	**$856,965**

1. Sum of Bond and NMC Low Income Pool (LIP) match funding requests
2. Funds for the Central Receiving Facility match

The funds used as a match to secure LIP funding are subject to the terms outlined in the annual agreements for use of the Competitive Pool. The providers must collect and maintain the necessary documentation to verify that the funds were used to pay costs associated with healthcare services for Leon County qualified residents. The Agreements with Bond and NMC will also stipulate that the funding provided as the LIP match will be recognized as advanced funding from the primary healthcare portion of the Competitive Pool and further ensure that both providers have access to funds to meet the needs of County residents.

As previously mentioned, the contracted providers utilizing the Competitive Pool are Bond, NMC, and Apalachee. Each provider will be reimbursed for services rendered at a rate of $225 for each primary healthcare visit, $175 for each dental care visit, $80 for mental health case management services, and $210 for each mental healthcare visit with a mental health professional (e.g., psychiatrists, psychologists, psychotherapists, etc.). In FY 2026, Bond, NMC, and Apalachee reported over 6,000 primary, dental, and mental healthcare visits reimbursed through the Competitive Pool.

Table #2 reflects the Board's FY 2027 allocation of funds for pharmaceutical services and specialty care provided by FAMU Pharmacy and We Care. FAMU Pharmacy and We Care will be required to submit monthly reports of patients referred to for specialty care services and prescriptions filled.

Table #2: FY 2027 We Care & FAMU Pharmacy Funding

Service Provider	FY 2027
Capital Medical Society Foundation Inc. / We Care Network	$183,826
FAMU College of Pharmacy – Pharmaceutical Services	$177,500
FAMU College of Pharmacy – Diabetes Partnership	$67,000
Total Funding	**$428,326**

In FY 2026, We Care referred nearly 1,100 patients to specialty care donated by local physicians in the Big Bend region. Approximately 715 of the patients (65%) were uninsured Leon County residents who received specialty care such as cardiology, neurology, internal medicine, orthopedic and orthodontic care. According to We Care, the total value of donated specialty care by local

physicians to Leon County residents in FY 2026 was approximately $5.8 million, which is a 25% increase from the value of specialty care donated in FY 2025 of $4.6 million. The County funding of $183,826 allocated to We Care supports the Program Coordinator and four Case Manager positions who connect low-income, uninsured adults with donated specialty and dental healthcare by managing referrals and ensuring individuals receive access to necessary care.

The County's partnership with NMC and FAMU Pharmacy provides uninsured and underinsured low-income residents with access to life-saving medication and education. FAMU Pharmacy provides services at NMC locations where patients can fill prescriptions and receive assistance with prescription costs through the Prescription Assistance Program (PAP). In FY 2026, FAMU Pharmacy filled nearly 4,400 prescriptions for NMC patients that reside in the Frenchtown, Griffin Heights, and Bond communities with a retail value of $936,807. The retail value of the prescriptions varies each year based on the type of prescriptions provided to patients. The Diabetes Collaborative Partnership Program provides diabetic patients with information on the proper use of medications and instructions on how to manage blood pressure, cholesterol, and glucose. Many of the participants in the Diabetes Collaborative Partnership Program receive prescriptions through PAP. Funding provided to FAMU Pharmacy supports the costs for staffing positions for the Pharmaceutical Services and the Diabetes Collaborative Partnership Program.

Board approval of the FY 2027 healthcare program Agreements will ensure continued access to healthcare services for Leon County's uninsured and underinsured low-income residents in coordination and collaboration with our local partners.

Options:

1. Authorize the County Administrator to approve and execute agreements for FY 2027 with Bond Community Health Center, Inc., Neighborhood Medical Center Inc., Apalachee Center, Inc., Capital Medical Society Foundation, Inc. and the Florida A&M University College of Pharmacy and Pharmaceutical Sciences Institute of Public Health, to provide health care services for qualified County residents, and to approve and execute any necessary modifications, amendments, or associated agreements thereto, all subject to legal review and revision by the County Attorney.
2. Do not authorize the County Administrator to approve and execute agreements for FY 2027 with Bond Community Health Center, Inc., Neighborhood Medical Center Inc., Apalachee Center, Inc., Capital Medical Society Foundation, Inc. and the Florida A&M University College of Pharmacy and Pharmaceutical Sciences Institute of Public Health, to provide health care services for qualified County residents.
3. Board direction.

Recommendation:

Option #1

Leon County
Board of County Commissioners

Notes for Agenda Item #7

Leon County Board of County Commissioners

Agenda Item #7

November 17, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Fiscal Year 2027 Agreement for the Provision of State-Mandated Baker Act and Marchman Act Services

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, Healthcare Services Coordinator

Statement of Issue:

This item seeks Board authorization to approve and execute the annual agreement with Apalachee Center, Inc. for state-mandated Baker Act and Marchman Act services for Fiscal Year (FY) 2027.

Fiscal Impact:

This item has a fiscal impact. A total of $829,598 has been allocated in the FY 2027 budget to support the Agreement, a portion of which will draw down another $600,517 in federal Low Income Pool funds to support Baker Act and Marchman Act services for Leon County residents.

Staff Recommendations:

Option #1: Authorize the County Administrator to approve and execute an agreement with Apalachee Center, Inc. for Baker Act and Marchman Act state-mandated services for FY 2027, and to approve and execute 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 authorization to approve and execute the annual agreement with Apalachee Center, Inc. (Apalachee) for state-mandated Baker Act and Marchman Act services for FY 2027. Leon County annually contracts with Apalachee to provide mental health care services for residents who meet the Baker Act and Marchman Act criteria.

The FY 2027 Program Agreement 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.*

The Florida Mental Health Act, also known as the Baker Act, Chapter 394, Florida Statutes, provides an individual with emergency services and temporary detention for mental health evaluation and treatment, either on a voluntary or involuntary basis. The Hal S. Marchman Alcohol and Other Drug Services Act of 1993, also known as the Marchman Act, Chapter 397, Florida Statutes, provides for the involuntary or voluntary assessment and stabilization of a person allegedly abusing drugs, alcohol, or other substances and the treatment of substance abuse.

Section 394.76, Florida Statutes, requires a 25% local match for state funds expended for mental health, alcohol, and substance abuse services. The Department of Children and Families (DCF) is responsible for administering state funds allocated to support local mental health programs and services. DCF has identified Apalachee as the District's public receiving facility for individuals experiencing a mental health and/or substance abuse crisis. The District includes the counties of Leon, Gadsden, Wakulla, Jefferson, Franklin, Liberty, Madison, and Taylor. Each county contracts annually with Apalachee to pay the state-mandated costs.

For FY 2027, the County has allocated $829,598 to Apalachee for Baker Act and Marchman Act services to support essential behavioral health and crisis stabilization services for Leon County residents. In recent years, the Agency for Health Care Administration (AHCA) has received authorization from the U.S. Centers for Medicare and Medicaid Services to utilize Low Income Pool (LIP) funding for behavioral health services, enabling Apalachee Center to receive additional support. On September 15, 2026, the Board approved a funding commitment of up to $471,834, as part of the County's state-mandated Baker Act and Marchman Act funding, to be used as the local match for federal LIP funding to Apalachee.

This match will enable Apalachee to receive an additional $600,517 in LIP funds, for a total of $1,072,351 in FY 2026–2027. Therefore, it is recommended that the Board authorize the County Administrator to approve and execute the Agreement with Apalachee Center, Inc. for the provision of Baker Act and Marchman Act state-mandated services for FY 2026–2027.

Analysis:

As previously noted, the Baker Act provides statutory framework under which intensive treatment is provided for individuals experiencing a mental health crisis. The Marchman Act provides a statutory framework under which short-term, medically supervised alcohol and drug detoxification, assessment, and education services is provided to patients. Apalachee Center delivers these services through its Eastside Psychiatric Hospital (EPH) which provides 24-hour inpatient psychiatric care, including psychiatric evaluation and treatment, care management, psychoeducation, skill development, nursing services, medication management, and individualized discharge planning. In addition, Apalachee operates the Behavioral Excellence and Care for Children's Health (BEACH) care unit which provides comprehensive inpatient psychiatric services for children and youth—both insured and uninsured—including medical and psychological assessments, individualized treatment planning, and group and individual counseling.

As stated earlier, Florida Statutes require a 25% local funding match to a state-designated mental health, alcohol and substance abuse service provider. The match funding is included in the County's adopted annual budget. The FY 2027 Agreement will require Apalachee to submit quarterly reports that include: demographic data, the number of clients served, the number of clients denied admission, the reason for denial, and referral information. The agreement also requires an annual report to be provided to the County.

The annual report provides data on the number of County residents screened to determine whether inpatient services were required to address mental and/or substance abuse disorders; the number of admissions of County residents for inpatient treatment; and the number of unduplicated County residents admitted for inpatient treatment. As reported in the FY 2026 Annual Report, Apalachee reported:

- 2,905 screenings of County residents
- 2,140 admissions of County residents for inpatient treatment
- 1,591 unduplicated County residents that received inpatient treatment

According to Apalachee, following the screenings, clients who were assessed as having no need for admission or those who declined services were given referrals and/or appointments to outpatient programs, which included Apalachee Outpatient, FSU Counseling Center, Disc Village, primary care physicians, private practitioners, assisted living facilities, the Kearney Center, and VA outpatient programs.

Apalachee maintains 28 Crisis Stabilization Unit (CSU) treatment beds for Baker Act services and 14 Detox beds for Marchman Act services. Apalachee's annual total bed day capacities are 10,220 for Baker Act admissions and 5,110 for Marchman Act admissions. Apalachee Center serves as the Central Receiving Facility for the eight counties of the Big Bend Region. Historically, bed utilization by a county is roughly proportional to the overall county population for the eight-county area of the Big Bend. In FY 2026, Leon County residents utilized 63% of the total bed days for Baker Act and Marchman Act admissions.

The FY 2027 Agreement will allocate a total of $829,598 in County funding for Baker Act and Marchman Act services which includes the local match for LIP funding to Apalachee up to the amount of $471,834. The local match will be sent directly to AHCA, and AHCA will distribute the County's match to Apalachee with an additional $600,517 in LIP funding. The remaining County funding for Baker Act and Marchman Act will be paid to Apalachee in 12 equal monthly installments. As a result, $1,430,115 will be available for Baker Act and Marchman Act services for Leon County residents ($829,598 in County funding and $600,517 in drawdown LIP funding).

Options:

1. Authorize the County Administrator to approve and execute an agreement with Apalachee Center, Inc. for Baker Act and Marchman Act state-mandated services for FY 2027, and to approve and execute any necessary modifications, amendments, or associated agreements thereto, all subject to legal review and revision by the County Attorney.
2. Do not authorize the County Administrator to approve and execute an agreement with Apalachee Center, Inc. for Baker Act and Marchman Act state-mandated services for FY 2027.
3. Board direction.

Recommendation:

Option #1

Leon County
Board of County Commissioners

Notes for Agenda Item #8

Leon County Board of County Commissioners

Agenda Item #8

November 17, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Proposed Revisions to Policy No. 16-5, "Real Estate Policy", to Prohibit the Installation and Use of Automated License Plate Recognition Systems on County Property

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator
Lead Staff / Project Team:	Kim Vickery, Real Estate Manager

Statement of Issue:

This item seeks Board adoption of proposed revisions to County Policy No. 16-5, "Real Estate Policy", to prohibit the installation and use of automated license plate recognition systems on County property including rights-of-way. In reviewing the policy, staff also identified and corrected a scrivener's error reference to the Leon County Code.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

Option #1: Adopt the proposed revisions to County Policy No. 16-5, "Real Estate Policy" (Attachment #1), to prohibit the installation and use of automated license plate recognition systems on County property including rights-of-way, as well as to correct a scrivener's error reference to the Leon County Code.

Report and Discussion

Background:

This item seeks Board adoption of proposed revisions to County Policy No. 16-5, "Real Estate Policy" (Attachment #1), to prohibit the installation and use of automated license plate recognition systems (ALPRS) on County property including rights-of-way. In reviewing the policy, staff also identified and corrected a scrivener's error reference to the Leon County Code.

On September 15, 2026, the Board considered its legal purview and oversight options regarding the use of ALPRS in public spaces, privacy rights, and third-party data collection. During the meeting, the Board directed the County Administrator to:

- Initiate the termination and removal process for existing ALPRS on County property;
- Revise the Real Estate Policy No. 16-5 to prohibit the installation and use of ALPRS on County property, including rights-of-way; and
- Require Board approval for the placement of ALPRS in County rights-of-way.

On September 21, 2026, staff mailed certified letters to the Leon County Sheriff Office, the Tallahassee Police Department, and their contracted vendors advising that all ALPRs in or on County properties and rights-of-way were to be removed within 30 days. As of November 5, 2026, staff confirmed all ALPRS have been removed from County property and rights-of-way. The removals are complete, and adoption of the proposed revision carries that result forward: a system installed or operated within County property, including any County right-of-way, is prohibited under the Policy, and staff will remove it. The November 5, 2026 confirmation accounts for every system previously in place, and the prohibition reaches any later placement, by any party, at any location on County property or within a County right-of-way.

As described in the Analysis section, the proposed revision to the Real Estate Policy prohibits the installation of ALPRS on County property. The prohibitive language does not make reference to requiring Board approval for the placement of ALPRS as that would create confusion and the appearance of an alternative, unspecified, process for consideration. Should the Board wish to reverse course or make an exception in the future, the Board maintains its ability to revise or waive the requirements of the Real Estate Policy.

Analysis:

The County Real Estate Policy is a comprehensive policy that outlines with clarity the scope of the Real Estate Program and provides clear direction and authority to the County Administrator and staff in the acquisition, disposition, and management of the County's real estate interests. On September 15, 2026, the Board directed the County Administrator to revise the Real Estate Policy to prohibit the installation and use of ALPRS on County property, including rights-of-way. In reviewing the policy, staff also identified and corrected a scrivener's error in a citation to the Leon County Code.

The proposed revisions are as follows:

- Article 13.3.2 – to include new language prohibiting ALPRS:

  Notwithstanding any provision of this Policy to the contrary, unless required by law, in no event shall an automated license plate recognition system, as defined at section 316.0777(1)(c), Florida Statutes, as may be amended, be installed within County Real Estate, including Right-of-Way.

- Article 13.1 – to correct a Leon County Code reference from Section 2-501(b)(4) to *Section 2-501(2)(d).*

This item recommends adoption of the proposed Article 13 revisions as presented to provide clear guidance regarding the prohibition of ALPRS on County-maintained property and rights-of-way and to correct an existing reference to Leon County Code.

Options:

1. Adopt the proposed revisions to County Policy No. 16-5, "Real Estate Policy" (Attachment #1), to prohibit the installation and use of automated license plate recognition systems on County property including rights-of-way, as well as to correct a scrivener's error reference to the Leon County Code.
2. Do not adopt the proposed revisions to County Policy No. 16-5, "Real Estate Policy".
3. Board direction.

Recommendation:

Option #1

Attachment:

1. Proposed Revisions to County Policy No. 16-5, "Real Estate Policy"

2.01.1

Board of County Commissioners
Leon County, Florida

Policy No. 16-5

Title:	Real Estate Policy
Date Adopted:	~~September 14, 2021~~ November 17, 2026
Effective Date:	~~September 14, 2021~~ November 17, 2026
Reference:	Chapters 73, 74, 125, 127, 162, 197, and 420, Florida Statutes; Leon County Administrative Code at Chapter 2, Article X, Leon County Code of Laws; Chapters 6, 10, 14, 16, and 18 Leon County Code of Laws; Tallahassee-Leon County 2030 Comprehensive Plan, Part VI Joint Housing Element
Policy Superseded:	Policy No. 03-01 "Approval Authority for the Acquisition, Disposition, and Leasing of Real Estate" adopted January 14, 2003; amended November 18, 2003; ~~amended~~ February 24, 2004; ~~amended~~ August 25, 2009; ~~amended~~ October 13, 2009; ~~amended~~ February 23, 2010; Policy No. 16-5 "Real Estate Policy" adopted June 14, 2016; amended June 19, 2018; September 14, 2021

It shall be the policy of the Board of County Commissioners of Leon County, Florida (the "Board"), that Policy No. 16-5, "Real Estate Policy," amended on ~~June 19, 2018~~ September 14, 2021, is hereby further amended, and a revised policy is adopted in its place, to wit:

Article 1.
Intent, Authority, Purpose, and Scope

1.1. The intent of this Policy is to provide for the coordinated administration of County departments to better address the comprehensive nature of the County's real estate affairs, and to place into the hands of the County Administrator the multitude of details which necessarily arise from the County's need to transact a wide-ranging variety of purchases, sales, leases, licenses, mortgages, easements, releases, and restrictive covenants pertaining to real estate and, thus, enabling the Board to perform freely, without unnecessary interruption, its fundamental intended purpose of making policy. It is the further intent of this Policy to provide a formula and structure for the economic and efficient conduct of the County's real estate affairs by making the County Administrator responsible for the handling of all things necessary to accomplish and bring to fruition this Policy established by the Board. Further, it is the intent that this Policy shall be followed, along with all applicable laws and professional ethics, in order to ensure fair and equitable treatment to the County, the general public, and all affected real estate owners.

1.2. The authority set forth herein shall be deemed to be as follows:

1.2.1. the Board's pre-approval of the contracts and agreements negotiated by the County Administrator, or his or her authorized designee, for the Acquisition, Disposition, and License of Real Estate pursuant to those specific duties set forth in Section 2-501(b)(8) of the Leon County Administrative Code in LC Code Chapter 2, Article X, as may be amended from time to time;

1.2.2. the County Administrator's specific duty to supervise the care and custody of all County-owned Real Estate pursuant to those specific duties set forth in Section 2-501(b)(4) of the Leon County Administrative Code in LC Code Chapter 2, Article X, as may be amended from time to time;

1.2.3. the County Administrator's specific duty to carry out any other power or duty as may be assigned by the Board pursuant to those specific duties set forth in Section 2-501(b)(13) of the Leon County Administrative Code in LC Code Chapter 2, Article X, as may be amended from time to time;

1.2.4. the County Administrator's specific power and duty to supervise, direct, and control all County departments and offices the responsibility for the operation of County government and the implementation of all Board policies pursuant to Section 2-501(f) of the Leon County Administrative Code in LC Code Chapter 2, Article X, as may be amended from time to time;

1.2.5. the Board's authority to assign to the County Administrator additional administrative and ministerial powers and duties to be carried out subject to, and in accordance with, the limitations and directives set forth in this Policy; and

1.2.6. the Board's authorization for the County Attorney to commence lawsuits and other Court proceedings in accordance with this Policy including, but not limited to, those seeking to acquire Real Estate under the Board's exercise of eminent domain, those seeking possession and/or damages from occupants of County-owned Real Estate and those seeking to quiet title to County-owned Real Estate.

1.3. The purpose of this Policy is to establish a policy and procedure for the following:

1.3.1. the Board's pre-approval of any and all contracts or agreements negotiated by the County Administrator, or his or her authorized designee, for the Acquisition, Disposition, and License of Real Estate; and

1.3.2. the Board's authorization for the County Attorney to commence lawsuits and other Court proceedings in accordance with this Policy including, but not limited to, those seeking to acquire Real Estate under the Board's exercise of eminent domain, those seeking possession and/or damages from occupants of County-owned Real Estate and those seeking to quiet title to County-owned Real Estate.

1.4. The scope of this Policy is as set forth in the following Articles:

- Article 1 - Intent, Authority, Purpose, and Scope
- Article 2 - Definitions
- Article 3 - Responsibilities

- Article 4 - Appraisals and Other County Estimates
- Article 5 - Acquisition by Eminent Domain
- Article 6 - Acquisition by Foreclosure of County Liens
- Article 7 - **Acquisition of Tax Deed Parcels**
- Article 8 - All Other Acquisitions by Purchase, Mortgage, Lease, or Donation
- Article 9 - Designations for Purposes of Disposition and Management
- Article 10 - Disposition of Tax Deed Parcels
- Article 11 - Disposition of Affordable Housing Parcels
- Article 12 - All Other Dispositions by Sale, Lease, or Donation
- Article 13 - **Management of County-owned Real Estate; Miscellaneous Real Estate Transactions**

Article 2.
Definitions

2.1. *Acquisition* means the conveyance of Real Estate to the County from others, as addressed in following Articles: Article 5, **Acquisition by Eminent Domain**; Article 6, **Acquisition by Foreclosure of County Liens**; Article 7, **Acquisition of Tax Deed Parcels**; and Article 8, **All Other Acquisitions by Purchase, Mortgage, Lease, or Donation**. Upon the valid recordation of the deed, mortgage, easement, certificate of title, order of taking, or other such document that knowingly conveys such Real Estate to the County in accordance with this Policy, the Acquisition shall be deemed accepted by the County.

2.2. *Acquisition Under Threat of Eminent Domain* means an acquisition of Real Estate that has been identified on a Right-of-Way Map as being necessary to implement a Capital Improvements Project, regardless of an owner's unwillingness to sell, and that proceeds to completion in accordance with the pre-suit negotiation process as provided in Section 73.015, Florida Statutes, as may be amended from time to time, without the need for the Board to exercise its power of eminent domain with the commencement of a lawsuit.

2.3. *Acquisition By Exercise of Eminent Domain* means an acquisition of Real Estate under the Board's exercise of its eminent domain power with the commencement of a lawsuit in those instances when the pre-suit negotiations for an Acquisition Under Threat of Eminent Domain are unsuccessful; provided, however, that in accordance with Section 127.02, Florida Statutes, as may be amended from time to time, such exercise of eminent domain shall not proceed unless the Board adopts a resolution authorizing such acquisition.

2.4. *Affordable Housing* means housing for which the monthly rents or monthly mortgage payments including taxes, insurance, and utilities do not exceed 30 percent of that amount which represents the percentage of the median adjusted gross annual income for any households with persons qualifying as "extremely-low-income persons," "very-low-income persons," "low-income persons," or "moderate-income persons," as those terms are defined in Section 420.0004, Florida Statutes, as may be amended from time to time.

2.5. *Affordable Housing List* means the inventory list of all Certified Affordable Housing Parcels contained in a resolution of approval as adopted by the Board in accordance with Section 125.379, Florida Statutes, as may be amended from time to time.

2.6. *Affordable Housing Parcel* means a parcel of County-owned Real Estate that has been deemed to be appropriate for use as Affordable Housing, as determined by Housing Program staff, and is designated as either a Pending Affordable Housing Parcel or a Certified Affordable Housing Parcel.

2.7. *Capital Improvements Project* means any project which has been approved by the Board in a capital improvements project budget, or which has otherwise been approved by the Board pursuant to an agenda request presented at a meeting of the Board.

2.8. *Certified Affordable Housing Parcel* means an Affordable Housing Parcel contained on the Affordable Housing List.

2.9. *Code Enforcement Board* means the Leon County Code Enforcement Board created and operated pursuant to Chapter 162, Florida Statutes, as may be amended from time to time, and LC Code Chapter 6, as may be amended from time to time.

2.10. *Code Enforcement Lien* means a lien imposed by the Code Enforcement Board pursuant to LC Code Section 6-34, as may be amended from time to time, against the real property on which the code violation exists and upon any other real property or personal property owned by the code violator.

2.11. *Comprehensive Plan* means the Tallahassee-Leon County 2030 Comprehensive Plan, as may be amended from time to time.

2.12. *County* means, as indicated by the context used, either Leon County, Florida, as a geographic location, or Leon County, Florida, a charter county and political subdivision of the state of Florida, as a legal entity.

2.13. *County Easement* means an easement conveyed by the County, as grantor, to a utility provider, as grantee, which grants a permanent or temporary easement interest in a parcel of County-owned Real Estate for the sole purpose of providing utility service to the County. As distinguished from other easements in County-owned Real Estate, the conveyance of a County Easement is considered a function of the County Administrator's specific duty to supervise the care and custody of all County Real Estate and, as such, shall be exempt from the Article 12 requirements below.

2.14. *Cross Creek Square* means the excess retail space within the Supervisor of Elections Voter Operations Center located at 2990 Apalachee Pkwy, Tallahassee, Florida.

2.15. *Disposition* means the conveyance of Real Estate from the County to others, as addressed in following Articles: Article 10, **Disposition of Tax Deed Parcels**; Article 11, **Disposition of Affordable Housing Parcels**; and Article 12, **All Other Dispositions by Sale, Lease, or Donation**. A Disposition shall not include the grant of a License or a County Easement interest in County-owned Real Estate.

2.16. *Donation* means a conveyance of Real Estate by Purchase, Sale, or Lease involving no monetary consideration including, but not limited to, any such conveyance of Real Estate to the County required or otherwise authorized pursuant to any Board action, any LC Code provision, or any other federal, state, or local law, regulation, or rule as further specified in Section 8.7 below.

2.17. *Eminent Domain Acquisition* means either or both an Acquisition Under Threat of Eminent Domain or an Acquisition By Exercise of Eminent Domain.

2.18. *Escheatment* means the reversion of Real Estate to the County, pursuant to Section 197.502(8), Florida Statutes, as may be amended from time to time, resulting from the passage of three years during which such Real Estate remained on the Clerk's List of Lands Available.

2.19. *Fair Market Rental Rate* means the rental rate at which the applicable premises would be Leased between a willing and well-informed tenant and a willing and well-informed landlord, neither being under any compulsion to Lease the premises.

2.20. *Fair Market Value* means the price in cash, or its equivalent, at which Real Estate would change hands between a willing and well-informed buyer and a willing and well-informed seller, neither being under any compulsion to buy or sell the Real Estate.

2.21. *Full Compensation* means monetary compensation paid to an owner, pursuant to Chapter 73, Florida Statutes, as may be amended from time to time, and as otherwise provided by law, in consideration for an Eminent Domain Acquisition. Full compensation shall include, but not be limited to, the following:

2.21.1. compensation for the Real Estate acquired;

2.21.2. damages to any remaining Real Estate not acquired;

2.21.3. any legal entitlement to damages to an owner's business caused by the denial of the use of the Real Estate acquired; and

2.21.4. any legal entitlement to an owner's reasonable attorneys' fees, experts' fees, and costs incurred in the defense of the proceedings.

2.22. *HLPP* means the Homestead Loss Prevention Program as adopted by the Board and as may be amended from time to time.

2.23. *HLPP Lien* means the lien imposed on a parcel of Real Estate through a HLPP participant's execution and delivery to the County of a written agreement securing the participant's promise to pay such lien.

2.24. *Homestead Exemption* means the exemption from taxation granted by the Property Appraiser pursuant to Section 196.031, Florida Statutes, as may be amended, regarding exemption of homesteads.

2.25. *Housing Element* means Part VI of Volume I of the Comprehensive Plan consisting of the Joint Housing Element, the Housing Element of the City of Tallahassee, and the Housing Element of Leon County.

2.26. *Housing Program* means the collective group of individuals designated by the County Administrator to be responsible for the day-to-day activities involved in the County's Affordable Housing programs including, but not limited to, any individuals retained by contract to provide such services in lieu of County employees.

2.27. *Lake Jackson Town Center* means The Lake Jackson Town Center at Huntington retail plaza, located at 3840 N. Monroe Street, Tallahassee, Florida, and any part thereof.

2.28. *LC Code* means the Leon County Code of Laws, as may be amended from time to time.

2.29. *LC Government Annex* means the Leon County Government Annex building located at 311 and 315 S. Calhoun Street, Tallahassee, Florida, and any part thereof including but not limited to office and parking spaces.

2.30. *Lease* means the conveyance of a leasehold interest in Real Estate. A Lease may be either a conveyance from the County to others or a conveyance from others to the County. A Lease may be by Donation. The term Lease, however, does not include a License or grant of right-of-entry providing for the right of temporary occupancy or use of real or personal property.

2.31. *License* means a grant of permission authorizing the licensee to do a particular act on a parcel of County-owned Real Estate or Right-of-Way. As distinguished from a Lease, a License merely grants permission to use such Real Estate, does not convey to the licensee any property interest in, or exclusive possession to, the Real Estate, cannot be assigned by the licensee, and is revocable by the County at will. As such, the grant of a License shall be exempt from the Article 12 requirements below.

2.32. *List of Lands Available* or *LOLA* means Clerk's list of lands available for taxes containing, in accordance with Section 197.502(7), Florida Statutes, as may be amended from time to time, those properties for which there were no bidders at the Clerk's public sale by tax deed.

2.33. *Mortgage* means any written agreement or other such instrument that creates a lien upon Real Estate in favor of the County as security for the payment of a specified debt owed to the County. Examples of Mortgages include, but are not limited to, the agreements associated with the loans granted as part of any of the County's Affordable Housing programs and the agreements associated with a HLPP Lien.

2.34. *Nuisance Abatement Lien* means a lien filed by the County, pursuant to LC Code Section 14-54, as may be amended from time to time, against a real property in an amount consisting of the County's cost of abating a public nuisance upon such real property together with the County's costs of inspection and administration, interest, and reasonable attorney's fees and other costs of collecting such amount.

2.35. *Pending Affordable Housing Parcel* means an Affordable Housing Parcel that is not yet contained on the Affordable Housing List.

2.36. *Policy* means this Real Estate Policy as adopted by the Board and as may be amended from time to time.

2.37. *Purchase* means a purchase of Real Estate by the County that will proceed to closing only if acceptable terms and price and can be negotiated with the owner, and will not proceed as an Eminent Domain Acquisition. A Purchase may be by Donation.

2.38. *Real Estate* means any and all real property interests or rights in land and the improvements attached thereto. Such real property interests and rights may include, but are not limited to, fee simple interests, mortgage or other secured interests, temporary or permanent easement interests, or leasehold interests. However, such real property interests and rights do not include the right of temporary occupancy or use of County-owned Real Estate pursuant to a License or grant of right-of-entry.

2.39. *RE Program* means the collective group of individuals designated by the County Administrator to be responsible for the day-to-day activities involved in the County's Acquisition and Disposition of Real Estate, and to otherwise implement the provisions of this Policy including, but not limited to, any individuals retained by contract to provide such services in lieu of County employees.

2.40. *RE Manager* means the County employee that heads the RE Program.

2.41. *Right-of-Way* means any Real Estate acquired by the County for use in constructing and maintaining Roads, stormwater management facilities, sewage disposal systems, or any other such Capital Improvements Project involving public works.

2.42. *Right-of-Way Map* means any boundary survey, sketch of description, or other such map of survey prepared by or on behalf of the County that identifies the Real Estate needed to be acquired in order to construct and maintain a Road, stormwater management facility, sewage disposal system, or any other such Capital Improvements Project involving public works.

2.43. *Road* means a way open to travel by the public, including, but not limited to, a street, highway, or alley. The term includes associated sidewalks, the roadbed, the right-of-way, and all culverts, drains, sluices, ditches, water storage areas, waterways, embankments, slopes, retaining walls, bridges, tunnels, and viaducts necessary for the maintenance of travel.

2.44. *Sale* means the sale of County-owned Real Estate by the County. A Sale may be by Donation.

2.45. *Surplus Parcel* means a parcel of County-owned Real Estate for which the RE Manager, with input from appropriate RE Program staff, has determined that the parcel is not needed for any County project, does not contain any environmentally sensitive features, is not appropriate for use as Affordable Housing, and otherwise has no particular intended or proposed County use. Upon designating such Real Estate as a Surplus Parcel, the RE Program may proceed with its Disposition in accordance with this Policy.

2.46. *Tax Deed Parcel* means a parcel of Real Estate owned by the County as a result of either the County's Purchase of such parcel from the Clerk's List of Lands Available or the Escheatment of such parcel to the County.

Article 3.
Responsibilities

3.1. County Administrator. The County Administrator shall be charged with the following responsibilities:

3.1.1. Designating the RE Manager and the individuals to comprise the RE Program;

3.1.2. Developing uniform and clear procedures for all Real Estate transactions consistent with this Policy;

3.1.3. Approving, executing, and accepting any documents necessary to complete a Real Estate transaction subject to the limits as provided herein; provided, however, that in a Sale or Donation the Board Chairman shall execute any deed, easement, or other such instrument of conveyance. In the County Administrator's absence, the Deputy County Administrator, the Assistant County Administrator, or other member of the County Administrator's management staff may execute and accept such documents on his or her behalf in accordance with Section 3.1.5 below;

3.1.4. Rejecting any initial offer or counteroffer regarding the County's Acquisition, Disposition, or License of Real Estate, subject to the limits as provided herein;

3.1.5. Appointing a member, or members, of the County's Administrator's management staff as authorized designee(s) for approval, execution, and acceptance on his or her behalf of any documents necessary to complete a Real Estate transaction or, as applicable, to reject any Real Estate offers or counteroffers; provided, however, such authorized designation shall be subject to the limits of the County Administrator's authority as provided herein; and

3.1.6. Accepting, on behalf the Board, the Clerk's notice to the County commission, pursuant to Section 197.502(7), Florida Statutes, as may be amended, that lands have been entered on the List of Lands Available and are available for Purchase by the County. The County Administrator may appoint a member of his or her management staff as an authorized designee for such acceptance.

3.2. County Attorney's Office. The County Attorney, or his or her authorized designee, shall be charged with the following responsibilities:

3.2.1. Commencing an eminent domain lawsuit for an Acquisition By Exercise of Eminent Domain in those instances when the pre-suit negotiations for an Acquisition Under Threat of Eminent Domain are unsuccessful;

3.2.2. Commencing lawsuits and other Court proceedings in accordance with this Policy including, but not limited to, those seeking possession and/or damages from occupants of County-owned Real Estate, those seeking to quiet title to County-owned Real Estate, and those seeking to foreclose County liens; and

3.2.3. Determining the scope of the appraisal assignment and the form of the appraisal report to be prepared for use in the County's Real Estate transactions in accordance with Article 4 below, unless such scope is otherwise established by the Board.

3.2.4. Providing input in the preparation of an estimate of the reasonable attorneys' fees, experts' fees, and costs incurred by the owner in the defense of an Eminent Domain Acquisition in accordance with Article 4 below.

3.2.5. Approving any and all documents related to any transaction pursuant to this Policy.

Article 4.
Appraisals and Other County Estimates

4.1. For any Purchase or Sale of Real Estate, with the exception of Donations or except as otherwise provided herein, the RE Program staff shall obtain an appraisal report which will provide an estimate of the Fair Market Value of the Real Estate interest involved in the transaction in accordance with the following procedures:

4.1.1. For Purchases or Sales in which the value of the Real Estate is anticipated by the RE Program staff to not exceed $50,000, one independent state-certified appraiser shall be retained to prepare an appraisal report with an estimate of the Fair Market Value of the Real Estate at its highest and best use. However, in lieu of obtaining an appraisal report, the RE Program staff, at the discretion of the RE Manager, may rely upon an estimate of value provided by the RE Program staff within the scope of their employment with the County.

4.1.2. For Purchases or Sales in which the value of the Real Estate is anticipated by the RE Program staff to be greater than $50,000 but not exceed $750,000, one independent state-certified appraiser shall be retained to prepare an appraisal report with an estimate of the Fair Market Value of the Real Estate at its highest and best use.

4.1.3. For Purchases or Sales in which the value of the Real Estate is anticipated by the RE Program staff to exceed $750,000, two independent state-certified appraisers shall be retained to each prepare an appraisal report with an estimate of the Fair Market Value of the Real Estate at its highest and best use.

4.2. For any Eminent Domain Acquisition, regardless of the estimated value of such Real Estate, the RE Program staff shall obtain one appraisal report to be utilized in determining the County's estimate of Full Compensation for such Acquisition. Nothing herein shall prohibit the RE Program staff, at its discretion, from obtaining a second appraisal report for such Acquisition.

4.3. For any Leases of Real Estate including, but not limited to, any part of the LC Government Annex, the Lake Jackson Town Center, or the Cross Creek Square, the RE Program staff, at the discretion of the RE Manager, may rely upon an estimate of the Fair Market Rental Rate for the Lease of the Real Estate provided by RE Program staff within the scope of their employment with the County or may obtain such estimate from individuals retained by contract to provide such services.

4.4. For any Purchase that proceeds pursuant to Board Policy 03-10, Flooded Property Acquisition Program, or as that policy may be renamed or amended, the Real Estate shall be appraised in accordance with the scope of appraisal as provided therein.

4.5. For any Eminent Domain Acquisition in which an owner is legally entitled to damages to a business caused by the denial of the use of the Real Estate acquired, the County shall obtain from a certified public accountant an estimate of such business damages. For purposes of this Policy, the estimate of business damages shall be considered a part of the County's estimate of Full Compensation.

4.6. For any Eminent Domain Acquisition in which an owner will be paid for reasonable attorneys' fees, experts' fees, and costs, a County estimate shall be prepared of such fees and costs considered to be reasonable for the issues involved in the Acquisition. The County's estimate shall be based on input from the County Attorney or his or her authorized designee, provided, however, that in contested cases involving a court determination of the reasonable fees and costs the County may retain a qualified expert to prepare the estimate. For those Eminent Domain Acquisitions in which a settlement is reached or a lawsuit is filed, the estimate of reasonable attorneys' fees, experts' fees, and costs shall be considered a part of the County's estimate of Full Compensation.

Article 5.
Acquisition by Eminent Domain

5.1. Eminent Domain Acquisitions; Authority to Proceed.

5.1.1. Acquisition Under Threat of Eminent Domain. The acquisition of any Real Estate that has been identified on a Right-of-Way Map as being necessary to implement a Capital Improvements Project may, without further Board action, proceed as an Acquisition Under Threat of Eminent Domain; provided, however, that such Acquisition shall comply with the pre-suit negotiation requirements set forth in Section 73.015, Florida Statutes, as may be amended from time to time, and with any other federal, state, and local laws, regulations, and rules as may be applicable.

5.1.2. Acquisition By Exercise of Eminent Domain. In order to timely accommodate the construction schedule for a Capital Improvements Project, the County Attorney may, in accordance with Section 127.02, Florida Statutes, as may be amended from time to time, request the Board to adopt a resolution authorizing the exercise of its eminent domain power for the acquisition of Real Estate as necessary to implement such Capital Improvements Project. Upon the Board's adoption of such resolution, the County Attorney may proceed with the commencement of a lawsuit, if necessary, seeking the Acquisition By Exercise of Eminent Domain in accordance with Chapter 73 and 74, Florida Statutes, as may be amended from time to time, as applicable, and with any other applicable federal, state, and local laws, regulations, and rules.

5.2. County Administrator's Scope of Authority. The County Administrator, or his or her authorized designee, may, without further Board action, approve, execute, and accept any and all documents necessary to complete an Eminent Domain Acquisition for which the Full Compensation amount is within the scope of approval authority as set forth hereinbelow. The

County Administrator, or his or her authorized designee, may, at his or her discretion, reject any offer or counteroffer in such Eminent Domain Acquisitions regardless of the amount. If not rejected, any such offers or counteroffers for which the Full Compensation amount is beyond the County Administrator's scope of approval authority shall be presented to the Board for consideration. The County Administrator's scope of approval authority granted herein shall be limited to such Acquisitions for which the Full Compensation amount is either:

5.2.1. An amount no greater than the County's estimate of Full Compensation, inclusive of any attorneys' fees, experts' fees, and costs associated with the Acquisition of that parcel;

5.2.2. An amount no greater than $25,000, inclusive of any attorneys' fees, experts' fees, and costs, regardless of the amount of the County's estimate of Full Compensation associated with the Acquisition of that parcel; or

5.2.3. An amount no greater than $250,000 inclusive of any attorneys' fees, experts' fees, and costs; provided, however, that such amount of Full Compensation does not exceed the County's estimate of Full Compensation associated with the Acquisition of that parcel by more than 25 percent.

5.3. Extended Possession by Owner After Acquisition. In any Eminent Domain Acquisition in which the Full Compensation to the owner includes an agreement by the County for the owner to remain in possession of the Real Estate for a time certain after the closing date, such agreement for possession shall be deemed not to be a Lease or other Disposition of County-owned Real Estate and shall be exempt from the requirements and other provisions contained in Article 12. In such Acquisitions, the agreement for possession shall be included as part of Full Compensation and transacted in accordance with the terms and provisions contained therein.

5.4. Payment of Fees and Costs in Withdrawn Acquisition. In any Acquisition Under the Threat of Eminent Domain in which (i) the owner has been delivered the statutorily-required notifications in accordance with Section 73.015, Florida Statutes, (ii) the owner has retained the assistance of an attorney and/or expert consultants in reliance on the County's written notification; (iii) the Acquisition Under the Threat of Eminent Domain is withdrawn without a settlement being reached or a lawsuit being filed, and (iv) a request is received for the payment of the owner's attorneys' fees and/or experts' fees and costs, the County Administrator, or his or her authorized designee, may, without further Board action, approve and execute any and all documents necessary to pay such owner's attorneys' fees, experts' fees, and costs. The County Administrator's scope of approval authority granted herein shall be limited to payments in an amount that does not exceed the County's estimate, as determined in accordance with Section 4.6 above, by more than 25 percent.

5.5. Acceptance of Eminent Domain Acquisitions. Upon the valid recordation of the deed, easement, other such document that knowingly conveys such Real Estate to the County by Eminent Domain Acquisition in accordance with this Policy, the Acquisition shall be deemed accepted by the County and the Real Estate shall thereafter be held and managed in accordance with Article 13 below.

Article 6.
Acquisition by Foreclosure of County Liens

6.1. Commencement of Foreclosure Lawsuits; Authority to Proceed. The County Attorney, at his or her discretion, shall be authorized to commence a lawsuit seeking the Acquisition of Real Estate through foreclosure of any valid County lien, subject to the limitations set forth herein. Examples of such County liens include, but are not limited to Code Enforcement Liens, Nuisance Abatement Liens, Mortgage liens, and HLPP Liens.

6.2. Prohibition of Foreclosure Lawsuits. The County Attorney shall, without further Board action, be prohibited from commencing such foreclosure lawsuit if any of the following conditions exist with regard to the Real Estate to be acquired:

6.2.1. The Real Estate is occupied as a homestead as provided in Article X, Section 4, Constitution of the State of Florida;

6.2.2. The Real Estate is subject to any lien, other than another County lien, deemed to be superior to the County lien, including, but not limited to, mortgages, judgments, and federal or state liens; provided, however, that the foreclosure lawsuit may be commenced if it is determined that the payoff amount of such superior liens could be satisfied with the proceeds of a Sale of such Real Estate.

6.3. Dismissal of Foreclosure Lawsuits. If, after the commencement of such foreclosure lawsuit and the discovery of additional information, it is revealed that one of the conditions in Section 6.2 above exists, the County Attorney shall proceed to dismiss such lawsuit without prejudice.

6.4. Purchase from LOLA in Lieu of Foreclosure. In lieu of a foreclosure lawsuit, the County Attorney, at his or her discretion, shall be authorized to coordinate with the RE Program to Purchase any Real Estate from the List of Lands Available, in accordance with Section 7.2 below, when the County Attorney deems that it is in the County's best interest to proceed with such Purchase rather than commence, or continue with, a foreclosure lawsuit.

6.5. Acceptance of Acquisition by Foreclosure. Upon the successful completion of the foreclosure lawsuit and the Clerk's recordation of the certificate of title, the Acquisition shall be deemed accepted by the County and the RE Program shall thereafter proceed with designating such Real Estate for purposes of Disposition and management in accordance with Section 9.2 below.

Article 7.
Acquisition of Tax Deed Parcels

7.1. Escheatment of Tax Deed Parcels. Upon the Clerk's recordation of an Escheatment Tax Deed and subsequent notification to the County of such Acquisition by Escheatment, the Acquisition shall be deemed accepted by the County and the RE Program shall thereafter proceed with designating such Tax Deed Parcel for purposes of Disposition and management in accordance with Section 9.2 below.

7.2. Purchase of Tax Deed Parcels from LOLA; Authority to Proceed. The County Administrator, or his or her authorized designee, may, without further Board action, direct the RE Program to proceed with a Purchase of any Real Estate from the List of Lands Available (LOLA) if such Purchase will satisfy one or more of the following conditions:

7.2.1. the Real Estate is suitable for use in an Affordable Housing program in accordance with Article 11 below;

7.2.2. the Real Estate is suitable for use in a planned County project;

7.2.3. the Real Estate is encumbered with a Code Enforcement Lien, Nuisance Abatement Lien, or a defaulted County lien that is inferior to a mortgage, judgment, or other such lien, and there are no superior federal or state liens that also encumber the Real Estate; or

7.2.4. the Purchase is in lieu of a foreclosure lawsuit pursuant to Section 6.4 above.

7.3. Acceptance of Acquisitions of Tax Deed Parcels Purchased from LOLA. Upon the Clerk's recordation of the Tax Deed that conveys such Tax Deed Parcel Purchase from the LOLA to the County, the Acquisition shall be deemed accepted by the County and the RE Program shall thereafter proceed with designating such Real Estate for purposes of Disposition and management in accordance with Section 9.2 below.

Article 8.
All Other Acquisitions by Purchase, Mortgage, Lease, or Donation

8.1. Purchases and Leases From Others; Authority to Proceed. If the County Administrator, or his or her authorized designee, deems that the County's Purchase or Lease of any Real Estate owned by others may be in the County's best interest, the matter shall be presented to the Board for consideration unless as otherwise provided in Sections 8.2, 8.6, and 8.7 below, or elsewhere in this Policy. Upon the Board's approval, as applicable, the RE Program staff may proceed with such Purchase or Lease in accordance with Section 8.3 below, or as otherwise applicable elsewhere in this Policy.

8.2. Donations From Others; Authority to Proceed. If the County Administrator, or his or her authorized designee, deems that a Donation to the County of any Real Estate owned by others is in the County's best interest, the County Administrator may, without further Board action, direct the RE Program to proceed with such Donation and may approve, execute, and accept any and all documents necessary to complete such Donation.

8.3. County Administrator's Scope of Authority for Purchases and Leases. Upon the Board's approval, as applicable, to proceed with a Purchase or Lease, the County Administrator, or his or her authorized designee, may, without further Board action, approve, execute, and accept any and all documents necessary to complete such Purchase or Lease for which the consideration amount to be paid by the County is within the scope of approval authority as set forth hereinbelow. The County Administrator, or his or her authorized designee, may, at his or her discretion, reject any offer or counteroffer in such Real Estate transactions regardless of the amount. If not rejected, any such offers or counteroffers for which the consideration amount to be paid by the County is beyond the County Administrator's scope of approval authority shall be presented to the Board for

consideration. The County Administrator's scope of approval authority granted herein shall be limited to such Purchases or Leases for which the consideration amount to be paid by the County is either:

8.3.1. A Purchase amount no greater than $25,000, regardless of the County's appraisal of the Fair Market Value for the Real Estate;

8.3.2. A Purchase amount no greater than $250,000, provided, however, that such amount does not exceed the County's appraisal of the Fair Market Value for the Real Estate by more than 25 percent;

8.3.3. An annual Lease payment amount no greater than $2,500 regardless of the estimate of the Fair Market Rental Rate for the Real Estate provided or otherwise obtained by RE Program staff; or

8.3.4. An annual Lease payment amount no greater than $25,000; provided, however, that the rental rate resulting in such annual Lease payment amount does not exceed the estimate of the Fair Market Rental Rate for the Real Estate provided or otherwise obtained by RE Program staff by more than 25 percent.

8.4. Leases From Others to County; Statutory Requirements. Pursuant to Section 125.031, Florida Statutes, as may be amended from time to time, any Lease agreement entered into by the County relating to Real Estate owned by others and needed for County purposes shall be for a period not to exceed 30 years at a stipulated rental amount to be paid from current or other legally available funds; provided, however, that when the term of such Lease agreement is for longer than 60 months, the rental shall be payable only from funds arising from sources other than ad valorem taxes.

8.5. Receipt of Inquiries to Purchase, Lease, or Donate From Others.

8.5.1. Any owner desiring to convey Real Estate to the County by Purchase, Lease, or Donation should deliver a written offer to the RE Program staff. In the event another County department is directly contacted with such an offer, the offer shall be forwarded to RE Program staff for handling.

8.5.2. Upon receipt of such offers, the RE Program staff shall circulate the offer to the appropriate departments for their review and comment as to any interest in the Real Estate for planned or future County projects.

8.5.3. If a County need for the Real Estate is identified, the RE Program staff shall prepare a written report to the County Administrator, or his or her authorized designee, with the following information included:

8.5.3.1. The estimated costs to the County if the offer is accepted;

8.5.3.2. Comments received from County departments identifying the existing and future need for the Real Estate;

8.5.3.3. Recommendations on whether or not to pursue the offer, and on the potential funding source(s).

8.5.4. If the County Administrator, or his or her authorized designee, concurs with the RE Program staff recommendation to pursue the offer, the conveyance of the Real Estate to the County by Purchase, Lease, or Donation shall proceed in accordance with this Article 8.

8.6. Purchases Pursuant to Policy 03-10, Flooded Property Acquisition Program. This Article 8 shall not be applicable to any Purchase that proceeds pursuant to Board Policy 03-10, Flooded Property Acquisition Program, or as that policy may be renamed or amended. In the event of any conflict between such policy and this Policy, the terms of Policy 03-10 shall prevail.

8.7. Other Donations Pursuant to Board Action, LC Code Provision, or Other Law. Except as otherwise provided hereinbelow, a conveyance of Real Estate to the County involving no monetary consideration and required or otherwise authorized pursuant to any Board action, any LC Code provision, or any other federal, state, or local law, regulation, or rule, as may be applicable, shall, for purposes of this Policy, be considered a Donation and shall proceed as authorized without further Board action; provided, however, that a conveyance of Roads, stormwater management areas and other such common areas by plat dedication shall not be considered a Donation. Examples of Donations include, but are not limited to:

8.7.1. Conveyances to the County of conservation easements and flood prone property required as a condition to a development permit pursuant to Chapter 10, LC Code, as may be amended from time to time;

8.7.2. Conveyances to the County of Real Estate associated with requests for road improvements, pursuant to Chapter 16, Article II, LC Code, as may be amended from time to time, or water and sewer improvements, pursuant to Chapter 18, Article II, Division 2, LC Code, as may be amended from time to time;

8.7.3. Conveyances to the County of Tax Deed Parcels by Escheatment; and

8.7.4. Conveyances to the County of Real Estate associated with completed public works projects constructed by the Leon County – City of Tallahassee Blueprint Intergovernmental Agency, the City of Tallahassee, the Florida Department of Transportation, or other such governmental entity.

8.8. Acquisition by Mortgage. If the County Administrator, or his or her authorized designee, deems that a Mortgage to the County of any Real Estate owned by others is in the best interest of the County's various relief programs, including, but not limited to, Affordable Housing and HLPP, the County Administrator may, without further Board action, direct the RE Program, Housing Program, or other appropriate County staff, to proceed with such Mortgage and may approve, execute, and accept any and all documents necessary to complete such Mortgage.

8.9. Acceptance of Real Estate Purchases and Donations. Upon the valid recordation of the deed, mortgage, easement, other such document that knowingly conveys such Real Estate to the County by Purchase, Mortgage, or Donation in accordance with this Policy, the Acquisition shall be deemed accepted by the County and the RE Program shall thereafter proceed with designating such Real Estate for purposes of Disposition and management in accordance with Section 9.2 below.

Article 9.
Designations for Purposes of Disposition and Management

9.1. Real Estate Inventory. The RE Manager shall be responsible for maintaining an inventory of all Real Estate owned and leased by the County. The inventory shall be organized in a manner which categorizes the Real Estate by such designations for purposes of Disposition and management. The designations shall be based upon the County's particular intended or proposed use, if any, for the Real Estate at the time of its Acquisition, and shall specify whether the Real Estate will be held and managed by the County or will be designated for Disposition in accordance with this Policy.

9.2. Designation for Disposition. Upon the Acquisition of any County-owned Real Estate, the RE Manager, with input from appropriate RE Program staff, shall determine if there is a particular intended or proposed County use for such Real Estate. If it is determined that no such particular intended or proposed County use exists, the RE Manager shall designate such Real Estate as a Surplus Parcel and the County Administrator, or his or her authorized designee, shall thereafter proceed with its Disposition in accordance with Section 12.2 below. The responsibility for management of any County-owned Real Estate during the process of Disposition, shall be as set forth in Article 13 below.

9.3. Affordable Housing Parcels.

9.3.1. In determining whether any parcel of County-owned Real Estate is deemed to be appropriate for use as Affordable Housing, Housing Program staff shall take into consideration the goals, objectives, and policies contained within the Housing Element of the Comprehensive Plan.

9.3.2. In accordance with Section 125.379, Florida Statutes, as may be amended from time to time, the RE Program shall, no less frequently than every three years, present to the Board the inventory list of all Pending Affordable Housing Parcels recommended for adoption on to the Affordable Housing List and to thereafter be designated as Certified Affordable Housing Parcels.

9.4. Management of County-owned Real Estate. The responsibility for management of any Real Estate to be held for use by the County and not designated for Disposition shall be as set forth in Article 13 below.

Article 10.
Disposition of Tax Deed Parcels

10.1. Sale to Prior Owner Pursuant to Statute; Authority to Proceed. The County Administrator, or his or her authorized designee, shall, as applicable and without further Board action, proceed as authorized pursuant to Section 197.592, Florida Statutes, as may be amended from time to time, with the Sale to the prior record fee simple owner of any Tax Deed Parcel. Any such Sale shall proceed in accordance with this Section10.1.

10.1.1. Homestead Tax Deed Parcels; Sale with HLPP Assistance. Upon the determination by RE Program staff that a Tax Deed Parcel is occupied and is subject to the Homestead Exemption for the previous record fee simple owner, it shall, before any designation for Disposition pursuant to Section 9.2 above, be offered for Sale to such previous owner subject to the satisfaction of the conditions as set forth hereinbelow. If such offer of Sale is rejected, the RE Program shall thereafter proceed with designating such Real Estate for purposes of Disposition and management in accordance with Section 9.2 above. The RE Program may thereafter proceed with its Disposition in accordance with this Policy; If such offer of Sale is accepted, it shall be completed subject to the satisfaction of the following conditions:

10.1.1.1. The previous record fee simple owner shall deliver to the RE Program a signed application, in a form prepared by the RE Program in accordance with Section 197.592(1)(a)-(g), Florida Statutes, as may be amended from time to time;

10.1.1.2. The application shall include the offer to pay an amount equal to all taxes, including County and municipal taxes and liens, if any, which had become delinquent, together with interest and costs provided by law, including, if applicable, any taxes for the current year and omitted years that have not yet been assessed, the latter amount to be determined by applicable millage for the omitted years and based on the last assessment of the Real Estate;

10.1.1.3. If the previous owner is unable to pay the required amount of taxes, the RE Program shall be authorized to offer to the previous owner the opportunity to apply for financial assistance to the extent provided in the County's Homestead Loss Prevention Policy (HLPP); and

10.1.1.4. The County Administrator, or his or her authorized designee, shall approve, execute, and accept any and all documents necessary to complete the Sale; provided, however, that the Board Chairman shall execute the County Deed.

10.1.2. Non-Homestead Tax Deed Parcels; Sale without HLPP Assistance. Upon the determination by RE Program staff that a Tax Deed Parcel is not the homestead of the previous record fee simple owner, the RE Program shall thereafter proceed with designating such Real Estate for purposes of Disposition and management in accordance with Section 9.2 above. The RE Program may thereafter proceed with its Disposition in accordance with this Policy; provided, however, that if it has been designated as a Surplus Parcel it may be offered for Sale to the previous record fee simple owner subject to the satisfaction of the following conditions:

10.1.2.1. The previous record fee simple owner shall deliver to the RE Program a signed application, in a form prepared by the RE Program in accordance with Section 197.592(1)(a)-(g), Florida Statutes, as may be amended from time to time;

10.1.2.2. The application shall include the offer to pay an amount equal to all taxes, including County and municipal taxes and liens, if any, which had become delinquent, together with interest and costs provided by law, including, if applicable, any taxes for the current year and omitted years that have not yet been assessed, the

latter amount to be determined by applicable millage for the omitted years and based on the last assessment of the Real Estate.

10.1.2.3. The required amount of taxes shall be paid in its entirety by, or on behalf of, the previous record owner without any financial assistance provided by the County.

10.1.2.4. The County Administrator, or his or her authorized designee, shall approve, execute, and accept any and all documents necessary to complete the Sale; provided, however, that the Board Chairman shall execute the County Deed.

10.2. Writs of Assistance to Obtain Possession. If, upon rejection of an offer of Sale from the County, the previous owner refuses to turn over possession of the Real Estate to the County, the County Attorney shall be authorized to seek a writ of assistance from the Court pursuant to Section 197.562, Florida Statutes, as may be amended from time to time, and to seek any other remedy available by law to obtain possession. Upon obtaining possession, the RE Program shall thereafter proceed with designating such Real Estate for purposes of Disposition and management in accordance with Section 9.2 above.

10.3. Conveyance to City per Statute. Pursuant to Section 197.592(3), Florida Statutes, as may be amended from time to time, any Tax Deed Parcel satisfying the following criteria shall be conveyed by County Deed to the City of Tallahassee without further Board action. Such County Deed shall be executed by the Board Chairman. The Tax Deed Parcel shall be so conveyed to the City of Tallahassee if:

10.3.1. It has not been previously disposed of by Sale, was not acquired for infill housing, or has not been designated for a particular County use pursuant to Section 9.2 above;

10.3.2. It will not be disposed of by Sale to the previous record fee simple owner in accordance with Section 10.1 above; and

10.3.3. It is located within the City limits.

For purposes of this Section 10.3, the phrase "acquired for infill housing" shall refer to those Tax Deed Parcels that are inadequate in size for construction of houses and were acquired to assemble with abutting parcels for future development of Affordable Housing (*See*, Attorney General Opinion 2006-26, June 29, 2006).

Article 11.
Disposition of Affordable Housing Parcels

11.1. Sale or Lease of Affordable Housing Parcels; Authority to Proceed. The County Administrator, or his or her authorized designee, may, without further Board action, proceed with the Sale or Lease of any Affordable Housing Parcel. Any such Sale or Lease shall proceed in accordance with this Article 11, and shall be further subject to the appraisal report requirements in Section 4.1 above and the County Administrator's scope of authority for Sales, Leases, and Donations in Section 12.4 below.

11.2. HFA Right of First Refusal. In order to encourage the success of the Housing Finance Authority ("HFA") and its programs, the HFA shall have the right of first refusal to cooperate with the County in the Sale or Lease of any Affordable Housing Parcel accordance with this Section 11.2.

11.2.1. Before proceeding, pursuant to Sections 11.3 or 11.4 below, with any Sale or Lease of an Affordable Housing Parcel, the County Administrator, or his or her authorized designee, shall offer the opportunity to the HFA to contribute to the County's costs associated with preparing such Affordable Housing Parcel for Sale or Lease.

11.2.2. Upon acceptance of such offer by the HFA, the Sale or Lease shall proceed in accordance with Sections 11.3 or 11.4 below, as appropriate, and any HFA funds shall be used solely for the County's costs associated with preparing the Affordable Housing Parcel for such Sale or Lease including, but not limited to, obtaining appraisals, insurable title, and surveys, obtaining Court assistance in quieting title or putting the County in possession, ongoing property maintenance, rehabilitation of existing improvements, or construction of new improvements. Such costs shall specifically not include the County's indirect costs incurred for the salaries or other compensation of the County employees involved in the Sale or Lease.

11.2.3. Upon the Sale or Lease of any such Affordable Housing Parcel, all proceeds remaining after deducting any direct costs incurred by the County, shall be paid to the HFA for use in its Affordable Housing programs.

11.3. Sale or Lease of Certified Affordable Housing Parcels; No Published Notice Calling for Bid. The County Administrator, or his or her authorized designee, may, without further Board action, direct the RE Program to proceed with the private Sale or Lease of any Certified Affordable Housing Parcel, requiring no published notice calling for bid, in accordance with Section 125.379(1), Florida Statutes, as may be amended from time to time. The Sale of such Certified Affordable Housing Parcel shall be subject to the appraisal report requirements in Section 4.1 above and the County Administrator's scope of authority in Section 12.4 below, and shall, in accordance with Section 125.379(2), Florida Statutes, as may be amended from time to time, be subject to the following limitations:

11.3.1. The proceeds of such Sale shall be used to Purchase Real Estate for the development of Affordable Housing or to increase the County's fund earmarked for Affordable Housing;

11.3.2. The Sale may proceed with a restriction that requires the development of such Certified Affordable Housing Parcel as permanent Affordable Housing;

11.3.3. The Sale may proceed as a Donation of such Certified Affordable Housing Parcel to a nonprofit housing organization for the construction of permanent Affordable Housing; or

11.3.4. The Certified Affordable Housing Parcel may be made available by the County for use in the production and preservation of permanent Affordable Housing, including, but not limited to, the Lease of such Certified Affordable Housing Parcel pursuant to any of the County's Affordable Housing programs.

11.4. Sale or Lease of Pending Affordable Housing Parcels; Published Notice Calling for Bids. The County Administrator, or his or her authorized designee, may, without further Board action, direct the RE Program to proceed with the Sale or Lease of any Pending Affordable Housing Parcel in accordance with Article 12 below. Such Sale or Lease shall proceed by published notice calling for bid in accordance with Section 12.5 below, unless exempted therefrom as applicable, and shall be subject to the appraisal report requirements in Section 4.1 above and the County Administrator's scope of authority in Section 12.4 below.

Article 12.
All Other Dispositions by Sale, Lease, or Donation

12.1. Sales and Leases To Others; Authority to Proceed. If the County Administrator, or his or her authorized designee, deems that a Sale or Lease of County-owned Real Estate may be in the best interest of the County, the matter shall be presented to the Board for consideration unless as otherwise provided in Article 10 or Article 11 above, in Sections 12.2, 12.3, or 12.6 below, or elsewhere in this Policy. Upon approval of the Sale or Lease, as applicable, the RE Program staff shall proceed with such Sale or Lease by published notice calling for bid in accordance with Section 12.5 below; provided, however, that such bid process shall not be required if the Sale or Lease is exempted therefrom pursuant to any federal, state, or local law including, but not limited to, the following Sections of the Florida Statutes:

12.1.1. Section 125.35(2), Private Sale or Lease, as addressed in Section 12.6 below;

12.1.2. Section 125.37, Exchange of County Property, as addressed in Section 12.7 below;

12.1.3. Section 125.379, Disposition of County Property for Affordable Housing, as addressed in Article 11 above;

12.1.4. Section 125.38, Sale or Lease of County Property to United States, or State, as addressed in Section 12.8 below;

12.1.5. Section 125.39, Nonapplicability to County Lands Acquired for a Specific Purpose, applicable to any County-owned Real Estate for which a reversionary clause was contained in the deed requiring conveyance back to the Grantor upon the County's failure to use the Real Estate for such specific purpose; or

12.1.6. Section 197.592, County Delinquent Tax Lands; Method and Procedure for Sale by County; Certain Lands Conveyed to Municipalities, as addressed in Article 10 above.

12.2. Sale or Lease of Surplus Parcels; Authority to Proceed. Except as otherwise provided in this Section 12.2 or elsewhere in this Policy, the County Administrator, or his or her authorized designee, may, without further Board action, proceed with the Sale or Lease of any County-owned Real Estate designated as a Surplus Parcel in accordance with this Article 12, and shall be further subject to the appraisal report requirements in Section 4.1 above and the County Administrator's scope of authority for Sales, Leases, and Donations in Section 12.4 below.

12.2.1. Within City Limits; Conveyance to City per Statute. With regard to any Surplus Parcel located within the City limits, the RE Program shall convey such Surplus Parcel to the City of Tallahassee in accordance with Section 10.3 above;

12.2.2. Within Unincorporated County; Notice of Availability to Adjacent Owners. With regard to any Surplus Parcel located within the unincorporated area of the County, the RE Program shall provide written notice to the owners of the parcels located adjacent to such Surplus Parcel that it is available for Sale by the County. Upon receipt by the RE Program of any responses expressing interest in the Surplus Parcel, the RE Program shall proceed with the Sale in accordance with this Article 12, subject to the appraisal report requirements in Section 4.1 above and the County Administrator's scope of authority for Sales, Leases, and Donations in Section 12.4 below.

12.3. Leases for LC Government Annex, Lake Jackson Town Center, or Cross Creek Square; Authority to Proceed. With regard to the conveyance, modification, or termination of a Lease for any part of the LC Government Annex, Lake Jackson Town Center, or Cross Creek Square, the County Administrator, or his or her authorized designee, may, without further Board action, direct the RE Program staff to proceed in accordance with Section 12.9 below, subject to the scope of the County Administrator's authority and responsibilities as set forth therein.

12.4. County Administrator's Scope of Authority for Sales, Leases, and Donations. Upon the Board's approval, as applicable, to proceed with a Sale or Lease, the County Administrator, or his or her authorized designee, may, without further Board action, approve, execute, and accept any and all documents necessary to complete a Sale or Lease, including Donations, for which the consideration amount to be received by the County is within the scope of approval authority as set forth hereinbelow; provided, however, that in a Sale or Donation the Board Chairman shall execute any deed, easement, or other such instrument of conveyance. The County Administrator, or his or her authorized designee, may, at his or her discretion, reject any offer or counteroffer in such Real Estate transactions regardless of the amount. If not rejected, any such offers or counteroffers for which the consideration amount to be received by the County is beyond the County Administrator's scope of approval authority shall be presented to the Board for consideration. The County Administrator's scope of approval authority granted herein shall be limited to such Sales or Leases, including Donations, for which:

12.4.1. the Fair Market Value of the Real Estate is no greater than $25,000, regardless of the Sale amount for the Real Estate;

12.4.2. the Fair Market Value of the Real Estate is no greater than $250,000, provided, however, that the Sale amount is no less than 75 percent of the Fair Market Value for the Real Estate;

12.4.3. the Fair Market Rental Rate would result in annual Lease payment amount of no greater than $500 regardless of the actual rental rate to be received by the County for the Real Estate; or

12.4.4. the Fair Market Rental Rate would result in annual Lease payment amount of no greater than $5,000 annually; provided, however, that the actual rental rate to be received by the County is no less than 75 percent of the Fair Market Rental Rate for the Real Estate.

12.5. Sale or Lease; Published Notice Calling for Bids. In accordance with Section 12.1 above, as applicable, any Sale or Lease by published bid shall, pursuant to Section 125.35(1)(c), Florida Statutes, as may be amended from time to time, proceed as follows:

12.5.1. The RE Program staff shall prepare a notice calling for bids for the Purchase or Lease of the Real Estate so advertised to be conveyed by Sale or Lease to the highest and best bidder satisfying the terms and conditions of such notice. At the discretion of the County Administrator, or his or her authorized designee, the bids may be received as sealed bids to be opened on the date and time provided in the notice or may be received at a public auction held on the date and time provided in the notice. The notice shall be published once a week for at least 2 weeks in a newspaper of general circulation published in the County.

12.5.2. Upon receipt of any bids responsive thereto, the RE Program staff shall compile and summarize the bid information and shall, subject to the County Administrator's scope of authority in Section 12.4 above, convey such Real Estate by Sale or Lease to the highest bidder complying with the terms and conditions set forth in the notice; provided, however, if the highest bid amount is less than the Property Appraiser's market value for the Real Estate, the RE Manager shall reject all offers and bids. A deposit or surety bond may be required to be made or given with each bid submitted.

12.6. Private Sale or Lease of Surplus Parcel; No Published Notice for Bids. The County Administrator, or his or her authorized designee, may, without further Board action, direct the RE Program staff, pursuant to Section 125.35(2), Florida Statutes, as may be amended from time to time, to proceed with a private Sale or Lease of a Surplus Parcel, with no published notice calling for a bid, if it is first determined by the RE Program staff that such Surplus Parcel is of insufficient size and shape to be issued a building permit for any type of development to be constructed on the Surplus Parcel or that the County's estimated Fair Market Value of the Surplus Parcel is $15,000 or less, and that, due to the size, shape, location, and value of the Surplus Parcel, it is of use only to one or more adjacent property owners. Under such circumstances, the Sale or Lease may proceed as follows:

12.6.1. After sending notice of the intended action to owners of adjacent property by certified mail, the RE Program staff may proceed with a Sale or Lease of the Surplus Parcel without receiving bids or publishing notice.

12.6.2. If, however, within ten working days after receiving such mailed notice, two or more owners of adjacent property notify the RE Program staff of their desire to Purchase or Lease the Surplus Parcel, the RE Program staff shall accept sealed bids for the Surplus Parcel from such property owners and shall, subject to the County Administrator's scope of authority in Section 12.4 above, convey it by Sale or Lease to the highest bidder complying with the terms and conditions set forth in the notice; provided, however, if the highest bid amount is less than the Property Appraiser's market value for the Surplus Parcel, the RE Manager shall reject all offers and bids.

12.7. Exchange of Real Estate. Pursuant to Section 125.37, Florida Statutes, as may be amended from time to time, upon the Board's adoption of a Resolution authorizing the exchange of any Real Estate owned by the County for other Real Estate owned by others, the RE Program staff may proceed with such Real Estate exchange, with no published notice calling for bid, in

accordance with the requirements as set forth in Section 125.37, Florida Statutes, as may be amended from time to time. Before such Resolution is adopted by the Board, the RE Program staff shall prepare a notice setting forth the terms and conditions of the Real Estate exchange and arrange for the notice to be published once a week for at least two weeks in a newspaper of general circulation published in the County.

12.8. Sale or Lease to Government or Non-Profit. Pursuant to Section 125.38, Florida Statutes, as may be amended from time to time, upon the Board's adoption of a Resolution approving the request to the Board by the United States, or any department or agency thereof, the State or any political subdivision or agency thereof, or any municipality of this State, or by a corporation or other organization not for profit which may be organized for the purposes of promoting community interest and welfare, of its desire to use County-owned Real Estate, the RE Program staff may proceed with a private Sale or Lease of such Real Estate, with no published notice calling for bid. Such private Sale or Lease of County-owned Real Estate shall be in accordance with the requirements as set forth in Section 125.38, Florida Statutes, as may be amended from time to time.

12.9. Lease of LC Government Annex, Lake Jackson Town Center, and Cross Creek Square.

12.9.1. The County Administrator, or his or her authorized designee, may, without further Board action, approve, execute, and accept any and all documents necessary to complete a conveyance, modification, or termination of a Lease for any part of the LC Government Annex, Lake Jackson Town Center, or Cross Creek Square for which the consideration amount to be received by the County is not less than the limitations as set forth hereinbelow; provided, however, that such transactions shall be in compliance, as determined by the County Attorney, with the statutory bid requirements as set forth in Section 125.35(1)(c), Florida Statutes, as may be amended from time to time. Any offers or counteroffers for such Lease transactions in which the consideration amount to be received by the County is less than such limitations may, at the discretion of the County Administrator, or his or her authorized designee, be rejected or be presented to the Board for consideration. Nothing herein shall be deemed to prohibit the County Administrator, or his or her authorized designee, from also rejecting an offer or counteroffer for a consideration amount that falls within his or her scope of authority. The County Administrator's authority shall be subject to the following limitations:

12.9.1.1. The amount of consideration paid for any such Lease conveyance or modification shall satisfy the following conditions:

12.9.1.1.1. The rental rate shall be no less than 90 percent of the Fair Market Rental Rate; and

12.9.1.1.2. The amount to be paid by the County as a tenant improvements allowance, if any, shall be no greater than $250,000 and shall be able to be recovered with the receipt of the total rent payments required by the tenant in the initial term of the Lease; and

12.9.1.2. Any such Lease modification or termination shall be limited to the following:

12.9.1.2.1. increases or decreases in the size of the space;

12.9.1.2.2. month-to-month extensions;

12.9.1.2.3. decreases in the length of the term; or

12.9.1.2.4. any other modification that results in a loss of no more than 25 percent of the total rent required to be paid by the tenant in the term during which the modification occurs.

12.9.2. The RE Program staff shall develop and maintain written procedures which shall govern the conveyance, modification, or termination of a Lease for any part of the LC Government Annex, Lake Jackson Town Center, or Cross Creek Square.

12.9.3. The County Administrator, or his or her authorized designee, shall, without further Board action, have the authority to reject any offer to lease LC Government Annex Real Estate, Lake Jackson Town Center Real Estate, or Cross Creek Square Real Estate for an intended use or term of use deemed incompatible, by the County Administrator or his or her authorized designee, with the County's use or intended use of the LC Government Annex, the Lake Jackson Town Center, or the Cross Creek Square.

12.10. Receipt of Inquiries to Sell, Lease, or Donate To Others. If the County is in receipt of an inquiry from an individual or entity interested in buying or leasing from the County any County-owned Real Estate, such individual or entity shall express such interest in the form of a written offer to be delivered to the RE Manager. Upon receipt of such written offer, the RE Program staff shall proceed as follows:

12.10.1. A written summary shall be prepared containing the following information about the Real Estate:

12.10.1.1. When the Real Estate was obtained by the County and the cost, if any, to the County for obtaining it;

12.10.1.2. The original reason, if any, for the County obtaining such Real Estate;

12.10.1.3. The site location and description including any improvements and zoning classification;

12.10.1.4. The size of the Real Estate; and

12.10.1.5. The current estimate of Fair Market Value.

12.10.2. The RE Program staff shall circulate the written summary seeking comments from the County department(s) maintaining the Real Estate or from all County departments if the Real Estate is designated as a Surplus Parcel.

12.10.3. Upon the RE Program staff's receipt of any responses to the written summary, the RE Program staff shall prepare a written report to the County Administrator, or his or her authorized designee, which summarizes the responses and recommends whether or not the Real Estate should be conveyed by Sale or Leased as requested.

12.10.4. Upon the concurrence of the County Administrator, or his or her authorized designee, of a recommendation that the Real Estate should be conveyed by Sale or Lease, the Sale or Lease shall proceed in accordance with Section 12.1 above.

12.11. Extended Possession in Eminent Domain Acquisitions. In any Eminent Domain Acquisition in which the Full Compensation to the owner includes an agreement by the County for the owner to remain in possession of the Real Estate for a time certain after the closing date, such agreement for possession shall be exempt from this Article 12. In such Acquisitions, the agreement for possession shall be included as part of Full Compensation and transacted in accordance with Section 5.3 above.

Article 13.
Management of County-owned Real Estate; Miscellaneous Real Estate Transactions

13.1. County Administrator's Scope of Authority for Management. The County Administrator, or his or her authorized designee, shall have the authority and responsibility to manage all County-owned Real Estate pursuant to that specific duty to supervise the care and custody of all County property as set forth in Section 2-501(~~b~~2)(~~4~~d) of the Leon County Administrative Code in LC Code Chapter 2, Article X, as may be amended from time to time. The assignment of management responsibility for the various designations of County-owned Real Estate shall be as proscribed by the County Administrator at his or her discretion. The scope of authority provided herein shall include the approval, execution, and acceptance of any and all documents necessary to complete or otherwise accomplish the said transactions , subject to the limitations as set forth hereinbelow.

13.2. Private Improvements in Right-of-Way. Unless otherwise provided in any Board action, any LC Code provision, or any other federal, state, or local law, regulation, or rule, no private signs or other private improvements, such as fences and other such structures of any kind, shall be allowed on, in, or under any Right-of-Way unless specifically authorized by the County Administrator, or his or her authorized designee. Any such authorization for use of any Right-of-Way shall be governed by a License granted in accordance with Section 13.3 below.

13.2.1. Unauthorized Private Improvements. If private improvements have been constructed, installed, or placed within any Right-of-Way without authorization, the County Administrator, or his or her authorized designee, may direct the appropriate County staff to determine the person(s) responsible for the unauthorized improvements and request that they be immediately removed; provided, however, if the improvements are deemed to be a safety hazard, the County Administrator, or his or her authorized designee, may direct County staff to immediately remove the improvements without first making such request of the responsible person(s). Any costs incurred by the County in removing the unauthorized improvements, including staff time, shall be calculated and billed to the responsible person(s) with a demand for payment.

13.3. License of County-owned Real Estate; Authority to Proceed. Unless otherwise provided in any Board action, any LC Code provision, or any other federal, state, or local law, regulation, or rule, the County Administrator, or his or her authorized designee, may approve, execute, and accept any and all documents necessary to complete the grant of a License of County-owned Real Estate; provided, however, such License shall be subject to the satisfaction of the following conditions:

13.3.1. The licensee's permitted use shall not unreasonably interfere with the County use of the Real Estate;

13.3.2. The licensee shall pay a license fee in consideration for such License in amount considered by the RE Manager, based on input from RE Program staff, to be reasonable for the use permitted; provided, however, that in lieu of a monetary license fee, the licensee may provide services or other such non-monetary consideration in an amount as deemed sufficient by the County Attorney. If the licensee is the United States, or any department or agency thereof, the State or any political subdivision or agency thereof, or any municipality of this State, or by a corporation or other organization not for profit which may be organized for the purposes of promoting community interest and welfare, the license fee may be waived upon the approval of the County Administrator, or his or her authorized designee.

Notwithstanding any provision of this Policy to the contrary, unless required by law, in no event shall an automated license plate recognition system, as defined at section 316.0777(1)(c), Florida Statutes (2026), as may be amended, be installed within County Real Estate, including Right-of-Way.

13.4. Conveyance of County Easements; Authority to Proceed. Unless otherwise provided in any Board action, any LC Code provision, or any other federal, state, or local law, regulation, or rule, the County Administrator, or his or her authorized designee, may approve, execute, and accept any and all documents necessary to complete the grant of a County Easement; provided, however, that the Board Chairman shall execute the easement or other such instrument of conveyance.

13.5. Release of Easements; Authority to Proceed. Unless otherwise provided in any Board action, any LC Code provision, or any other federal, state, or local law, regulation, or rule, the County Administrator, or his or her authorized designee, may approve, execute, and accept any and all documents necessary to complete the release, disclaimer, and abandonment of easements conveyed to the County, including, but not limited to, the easements set forth below.

13.5.1. Conservation easements pursuant to LC Code.

13.5.2. Temporary construction easements pursuant to the term of the temporary construction easement or upon completion of the project, whichever comes sooner.

13.6. Release of Liens; Authority to Proceed. Unless otherwise provided in any Board action, any LC Code provision, or any other federal, state, or local law, regulation, or rule, the County Administrator or his or her authorized designee, may approve, execute, and accept any and all documents necessary to complete the release, satisfaction, disclaimer, and abandonment of liens

imposed on a parcel of Real Estate in favor of the County, including, but not limited to, the liens set forth below.

13.6.1. Code Enforcement Liens pursuant to LC Code.

13.6.2. Nuisance Abatement Liens pursuant to LC Code.

13.6.3. HLPP Liens pursuant to the terms of the written agreement which secured the participant's promise to pay such HLPP Lien.

13.6.4. Mortgage liens, pursuant to the terms of the Mortgage.

13.6.5. Special assessment liens pursuant to the terms of the special assessment.

13.6.6. Judgment liens pursuant to the terms of the judgment.

13.7. Restrictive Covenants on County-owned Real Estate; Authority to Proceed. Unless otherwise provided in any Board action, any LC Code provision, or any other federal, state, or local law, regulation, or rule, the County Administrator, or his or her authorized designee, may approve, execute, and accept any and all documents necessary to place restrictive covenants on County-owned Real Estate pursuant to LC Code; provided, however, that the Board Chairman shall execute the instrument declaring the covenants, conditions and restrictions on County-owned Real Estate.

13.8. Dissent and Disclaimer of Deed. Unless otherwise provided in any Board action, any LC Code provision, or any other federal, state, or local law, regulation, or rule, the County Administrator, or his or her authorized designee, may approve, execute, and record any and all documents necessary to acknowledge the County's dissent and disclaimer to any deed, easement, or other such conveyance instrument which purports to convey to the County any ostensible or apparent interest in Real Estate and to which there was no knowing acceptance or acquiescence by the County.

Leon County
Board of County Commissioners

Notes for Agenda Item #9

Leon County Board of County Commissioners

Agenda Item #9

November 17, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Driver Education Program Agreement with the Leon County School Board

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

Statement of Issue:

This item seeks Board approval of the Agreement between Leon County and the Leon County School Board to allocate Dori Slosberg Driver Education Funds to the Leon County Schools Driver Education Program. The County contracts annually with the Leon County School Board to improve traffic safety in Leon County by supporting driver education training in public schools.

Fiscal Impact:

This item has a fiscal impact. The Fiscal Year (FY) 2027 Budget includes $132,440 to support the driver education program. These funds were collected in FY 2026 in accordance with Chapter 7, Article II, Sec. 7-25, Leon County Code of Laws, which allows for a $5.00 assessment on each civil traffic penalty in Leon County to be dedicated to fund driver education programs.

Staff Recommendation:

Option #1: Approve the Agreement with the Leon County School Board for the FY 2026/2027 Driver Education Program (Attachment #1), and authorize the County Administrator to approve and execute the Agreement, as well as 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 an Agreement between Leon County and the Leon County School Board (LCSB) to allocate the County's Dori Slosberg Driver Education Funds (Dori Slosberg Fund) to Leon County Schools (LCS) for its FY 2027 Driver Education Program (Attachment #1).

Pursuant to Section 318.1215, Florida Statutes, the Dori Slosberg Driver Education Safety Act authorizes counties to collect an additional fee with each civil traffic penalty within their respective jurisdictions to support driver education programs in public and nonpublic schools. In September 2002, the Board adopted an ordinance to collect the additional fee in the maximum amount of $3 and deposit the funds into the County's Doris Slosberg Fund to support LCS' Driver Education Program offered to students in public high schools as well as students in private schools and home schooled in Leon County, through enrollment in class at a public high school. Subsequently, the Legislature authorized counties to increase the fee amount from $3 to $5. Therefore, in January 2020, the Board amended Chapter 7, Article II, Sec. 7-25, Leon County Code of Laws, to increase the civil traffic penalty fee to the maximum amount of $5.

The Board has contracted with the LCS for expanded driver education services since FY 2003, which includes a minimum of 30% of student time focused on behind-the-wheel training as required by Florida Statutes. At the end of each fiscal year, the County awards funds to LCS from the Dori Slosberg Fund. The analysis provides a summary of how funds were used for the Driver Education Program in the 2025/2026 school year as well as LCS's anticipated use of the new allocation proposed for the 2026/2027 school year.

Analysis:

Summary of Expenditures for School Year 2025/2026 from the Leon County School

During the last school year, the LCS was awarded $81,225 from the Dori Slosberg Fund for the Driver Education Program, including behind-the-wheel training. The funds were utilized for a portion of the instructor's salary, who rotates between public high schools; vehicle maintenance (i.e., fuel, repairs, etc.); and instructional materials.

The LCS reported a total of 450 students received driver instruction and behind-the-wheel driving training. It is important to note that this also includes students in private schools and those who are home schooled, as those students are allowed to enroll in the driver's education program at the public high schools. Each student received an average of 80 minutes of behind-the-wheel instruction in addition to classroom instruction. As a result of the instruction and training, the Florida Department of Motor Vehicles (DMV) granted operator licenses to 359 (80%) of those who participated in the behind-the-wheel instruction.

Proposed Use of Funds for School Year 2026/2027

A total of $132,440 in Dori Slosberg Funds is available for the 2026/2027 school year, a 2% increase from last year. The nominal growth is due to a slight increase in civil traffic citations issued by law enforcement. Consistent with previous years, the funds will be utilized for a portion

of the driver's education instructor's salary, maintenance of the current vehicle fleet, and instructional material. Upon Board approval and full execution of the proposed Agreement, the funds will be distributed to LCS. Per the Agreement, LCS will submit a final report at the end of FY 2027 with a detailed summary of expenditures of the Dori Slosberg Funds.

Options:

1. Approve the Agreement with the Leon County School Board for the FY 2026/2027 Driver Education Program (Attachment #1), and authorize the County Administrator to approve and execute the Agreement, as well as any necessary modifications, amendments, or associated agreements thereto, all subject to legal review and revision by the County Attorney.
2. Do not approve the Agreement with the Leon County School Board for the FY 2026/2027 Driver Education Program.
3. Board direction.

Recommendation:

Option #1

Attachment:

1. Fiscal Year 2026/2027 Leon County Expanded Driver Education Agreement

Fiscal Year 2026/2027 Leon County Driver Education Interlocal Agreement

This Interlocal Agreement ("Agreement") dated this 17th day of November 2026, by and between Leon County, Florida, a charter county and political subdivision of the State of Florida ("County"), and The School Board of Leon County, Florida ("School Board").

WHEREAS, Section 163.01, F.S., known as the "Florida Interlocal Cooperation Act of 1969" authorizes local government units, including counties and school districts, to cooperate on a basis of mutual advantage to provide services to meet the needs of our local communities; and

WHEREAS, the County has identified the need to further the provision of driver education for Leon County citizens; and

WHEREAS, the School Board, pursuant to section 1003.48, F.S., provides instruction in the operation of motor vehicles to secondary level students in Leon County and desires to enhance that program; and

WHEREAS, the County adopted Ordinance No. 02-20 on September 23, 2002, providing for the collection of an additional $3.00 with each civil traffic penalty for the purpose of enhancing driver education programs in public and non-public schools pursuant to Section 318.1215, Florida Statutes; and

WHEREAS, in 2020 the County amended Chapter 7, Article II, Section 7-25 of the Leon County Code of Laws, increasing to $5.00 the amount to be collected with each civil traffic penalty for the purpose of enhancing such driver education programs; and

WHEREAS, the County will provide assistance funding to the School Board for the enhancement of the driver education programs, as set forth in this Agreement.

NOW, THEREFORE, for and in consideration of the following mutual representations, terms, obligations and benefits, the sufficiency of which is hereby acknowledged, the parties hereto agree as follows:

Section 1: Clients to be Served.

Eligibility for services under this Agreement shall be limited to residents of the County. Proof of residency shall be established by the School Board and documentation of residency shall be maintained by the School Board. Funding from this program shall be made available for driver education programs in both public and non-public schools.

Section 2: Services to be Offered by School Board.

The School Board will employ one (1) (or more) full-time certified Driver Education Instructor. The School Board shall use the funds provided by the County under this Agreement for a portion of a certified Driver Education Program Instructor's salary for one extra hour per day during the school year and on an hourly basis during the summer as needed to provide behind-the-wheel instruction for driver education programming. This position shall provide instruction in all participating schools and shall be dedicated solely to the instruction of the driver education program and associated duties. Remaining budgeted funds shall be used for the up-keep and maintenance of the School Board's current fleet of vehicles used for driver education instruction, and instructional materials.

Section 3: Budget.

At the Board of County Commissioners' regular meeting held on November 17, 2026, the County approved the allocation of $132,440to the School Board for the 2026/2027 school year to provide driver education instruction consistent with Chapter 7, Article II, Section 7-25 of the Leon County Code of Laws. Notwithstanding the aforementioned, the performance of the County's obligations under this Agreement shall be subject to and contingent upon the availability of such lawfully expendable funds.

Section 4: Payment.

No later than December 4, 2026, the County shall remit payment to the School Board in the amount of $132,440.

Section 5: Reports.

The School Board shall submit a comprehensive final (annual) report to the County that provides a detailed financial accounting, to include a general ledger statement, of all expenditures during the funding cycle and any carry forward balance. The annual report will also provide a program evaluation detailing the number of clients served utilizing the funds remitted to the School Board pursuant to this Agreement. This annual report shall detail the outcomes experienced from this program and the volume and types of services performed in the reporting year. This report shall be due to the County Administrator or his designee by July 31, 2027.

Section 6: Audits, Records, and Records Retention.

The School Board agrees:

A. To establish and maintain books, records, and documents (including electronic storage media) in accordance with the 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, time sheets, 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 result from this Agreement.

C. Upon completion or termination of this Agreement and at the request of the County, the School Board will cooperate with the County to facilitate the duplication and transfer of any said records or documents during the required retention period as specified in Section 6, paragraph B, above.

D. 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.

E. Persons duly authorized by the County or any other authorized entity shall have full access to and the right to examine any of the School Board's records and documents related to this Agreement, regardless of the form in which kept, at all reasonable times for as long as records are retained.

F. To include these aforementioned audit and recordkeeping requirements in all approved subcontracts and assignments.

G. To abide by the public records requirements of Chapter 119, F.S. and s. 24(a), Art. I of the State Constitution.

H. **IF THE SCHOOL BOARD HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE SCHOOL BOARD'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT**:

Leon County, Office of Intervention and Detention Alternatives
Attn: Teresa Broxton, Director
501 Appleyard Drive
Tallahassee, FL 32304
(850) 606-5600
BroxtonT@leoncountyfl.gov

Section 7: Monitoring.

The School Board agrees:

A. To permit persons duly authorized by the County to inspect any records, papers, documents, facilities, goods, and services of the School Board which are relevant to this Agreement and interview any clients and employees of the School Board to assure the County of satisfactory performance of the terms and conditions of this Agreement.

B. Following any such evaluation by the County, the County will deliver to the School Board a written report of its findings and will include written recommendations with regard to the School Board's performance of the terms and conditions of this Agreement. The School Board will correct all noted deficiencies identified by the County within the specified period of time set forth in the recommendations. The School Board's failure to correct noted deficiencies may, at the sole and exclusive direction of the County, result in any one or any combination of the following: (a) the School Board being deemed in breach or default of this Agreement, and (b) the termination of this Agreement for cause.

Section 8: Termination.

A. The County may terminate this Agreement without cause by giving the School Board thirty (30) days written notice of termination. Either party may terminate this Agreement for cause by giving the other party hereto thirty (30) days prior written notice of its intent to terminate. The County shall not be required to give the School Board such thirty (30) day written notice if, in the sole opinion of the County, the services being provided are not satisfactory. In such case, the County may immediately terminate the Agreement by mailing notice of termination to the School Board.

B. Termination with cause shall include but not be limited to the discovery of improper or inappropriate accounting, expenditures, reporting, or service delivery by the School Board or due to the discovery of noncompliance with any item detailed within this Agreement.

C. Notices required herein shall be provided to the following individuals:

Notice to the School Board:
The School Board of Leon County Florida
Dr. Benny L. Bolden, Jr.,
Director of Interdivisional Support Services and Secondary Schools
2757 West Pensacola Street
Tallahassee, FL 32304

Notice to the County:
Leon County, Florida
Office of Intervention and Detention Alternatives
Teresa Broxton, Director
501 Appleyard Drive
Tallahassee, FL 32304

Section 9. State Law Prohibition Against Using County Funds for Diversity, Equity, and Inclusion.

Section 125.595, Florida Statutes, effective January 1, 2027, prohibits the County from taking any official action relating to diversity, equity, and inclusion (DEI), 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 Sections 125.595 or 287.139, Florida Statutes, by the County. Notwithstanding Section 8. 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 s. 125.595, or s. 287.139, Florida Statutes, has or may occur, and notice of termination shall be provided in accordance with Section 8 herein. Additionally, as required by s. 287.139, Florida Statutes, should, on or after January 1, 2027, this agreement be modified or amended, School Board will certify, on a form provided by the County, prior to the receipt of such funding, that it does not and will not use County funding to require any covered person to ascribe to, study, or be instructed using materials relating to DEI as defined in s. 125.595(1), Florida Statutes.

Section 10: Liability Limitation.

Each party hereto agrees that it shall be responsible for the negligent or wrongful acts or omissions of its employees in accordance with Florida law. However, nothing contained herein shall constitute a waiver by either party of its sovereign immunity or the limitations set forth in Florida law, including Section 768.28, Florida Statutes. Without waiving their rights to sovereign immunity, the parties acknowledge that the School Board is self-insured for commercial general liability and automobile liability in the amounts specified in Section 768.28, Florida Statutes, as may be amended from time to time. In the event the School Board contracts with a third-party for any activities related to this agreement, such party shall require such third-party to provide commercial general liability and business automobile liability insurance with limits of not less than One Million Dollars ($1,000,000) combined single limit per occurrence for bodily injury, personal injury and property damage, and shall require the insurance endorse both the School Board and County as Additional Insureds.

Section 11: 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 School Board to deviate from the

requirements of the Agreement, School Board shall obtain the prior written consent of the County. The parties agree to renegotiate and amend this Agreement, in writing, if amendments to this Agreement become necessary to comply with applicable laws, regulations, or amendments to applicable laws or regulations.

Section 12: Construction.

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

Section 13: Status.

The School Board at all times relevant to this Agreement shall be an independent contractor and in no event shall the School Board or any employees or subcontractors under it be considered to be employees of Leon County.

Section 14: Assignments.

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

Section 15: Employment Eligibility Verification.

Pursuant to s. 448.095, Florida Statutes, "Employment Eligibility" both parties agree they are required to use E-Verify. Pursuant to that section, and this agreement, the School board is obligated to comply with those provisions, including but not limited to, utilization of the E-Verify System to verify the work authorization status of all newly hired employees, and requiring all subcontractors, if any, to provide an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien. The School Board 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.

Section 16. Dori Slosberg Driver Education Safety Act Compliance Statement.

The School Board hereby certifies that it shall comply with the provisions of Section 318.1215, Florida Statutes, as may be amended from time to time, requiring that the funds be used for enhancement, not replacement of School Board driver education funds, that the funds be used for direct educational expenses and not administration, and that at least thirty percent (30%) of students' instruction time in driver education programming, during the term of this Agreement, is utilized for behind-the-wheel training.

Section 17: School Board's Responsibility.

It shall be the sole responsibility of the School Board to comply with all applicable federal, state, County and City of Tallahassee statutes, codes, ordinances, rules, laws, and regulations in the performance of the School Board's obligations under this Agreement.

Section 18: Term.

This Agreement shall commence upon full execution hereof and terminate on August 1, 2027, unless terminated sooner pursuant to the provisions of Section 8 herein.

WHERETO, the parties have set their official hands and seals effective the date whereon the last party executes said Agreement.

THE SCHOOL BOARD OF LEON COUNTY, FLORIDA

ATTESTED BY:
Clerk for The School Board of
Leon County, Florida

By: _____

As its: _____

By: _____

Date: _____

APPROVED AS TO FORM:
Attorney for The School Board of
Leon County, Florida

By: _____

LEON COUNTY, FLORIDA

By: _____
Vincent S. Long, County Administrator

Date: _____

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

By: _____

Emily J. Norton, Deputy County Attorney

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

By: _____

Leon County
Board of County Commissioners

Notes for Agenda Item #10

Leon County Board of County Commissioners

Agenda Item #10

November 17, 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 Abandoning a Portion of Unimproved, Platted Land Identified as Felkel Street, and Adopt a Resolution Scheduling the Public Hearing for January 26, 2027

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 Kyle Kemper, Senior Assistant County Attorney

Statement of Issue:

This item seeks Board approval to schedule the first and only public hearing for January 26, 2027, to consider abandoning an unimproved portion of right-of-way designated as Felkel Street on the Robinson's Addition to the Town of Woodville Subdivision Plat, and adoption of a resolution declaring that the public hearing is scheduled for Board consideration. The adjacent property owner requested the abandonment to incorporate the approximately 0.08-acre portion into their property. Florida Statutes require a public hearing and adoption of a resolution to abandon any portion of a platted land.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

Option #1: Schedule the first and only public hearing for January 26, 2027, at 6:00 p.m., to consider abandoning an unimproved portion of right-of-way, designated as Felkel Street on the Robinson's Addition to the Town of Woodville subdivision plat, and adopt a resolution declaring that the public hearing is scheduled (Attachment #1).

Report and Discussion

Background:

This item requests the Board schedule a public hearing for January 26, 2027, at 6:00 p.m., to consider abandoning an approximately 0.08-acre portion of right-of-way delineated as Felkel Street on the 1906 Robinson's Addition to the Town of Woodville Subdivision Plat. The right-of-way is located in Woodville, west of Elgin Road, has never been improved or used as a street, and has no official street name in the County's street naming database. The portion proposed for abandonment lies between two tracts of land owned by the same property owner (reference parcel ID 331751 B0001). The owner has requested abandonment to incorporate the right-of-way into their property, connecting the two parcels. This portion of Felkel Street, platted in 1906, serves no current public purpose. Abandonment will have no impact on County services.

Section 336.09(2), Florida Statutes, requires the County to adopt a resolution declaring that a public hearing is scheduled, hold the public hearing, and adopt a resolution to formally abandon, renounce, and disclaim any right of the County to platted land. Consistent with this process, this item seeks Board adoption of a resolution (Attachment #1) declaring that a public hearing is scheduled for January 26, 2027, at 6:00 p.m., to consider the abandonment of a portion of Felkel Street.

Many older plats/subdivisions contain similar reserved ROW for roads that were never constructed. In undeveloped subdivisions, it may be advantageous for the County to retain ownership of the ROW to ensure adequate roadways are in place to serve future development. However, in developed subdivisions, particularly those that are older, the existence of unimproved ROW often indicates that these facilities are unnecessary or undesirable. In these instances, adjoining property owners may request that the ROW or a portion thereof be abandoned, and the underlying land revert to the adjoining fee-simple property owners.

The Robinson's Addition to the Town of Woodville Plat, dedicated in 1906, includes Felkel Street as a platted street. The northern segment of that platted street, an approximately 0.08-acre portion between Block "B" and Block "C", has never been improved or maintained and has never required an official street name for the County's street naming database (Attachment #2). The adjoining property owner submitted an application for the County to abandon this unimproved portion (Attachment #3). Should the Board approve the abandonment of the referenced portion of the platted street, the owner will seek to incorporate the abandoned portion of the platted street into their adjacent property. The process occurs subsequent to the Board's action to formally abandon, renounce, and disclaim any right of the County to the platted street.

Analysis:

The approximate 0.08-acre portion of unimproved platted street is located between two separate portions of property owned by Fostergrant Real Estate, LLC, which is managed by Mr. Foster (Attachment #4). The proposal would not affect access to any other private property, as Mr. Foster's property is the only private property adjoining the segment proposed for abandonment.

Mr. Foster's property has an existing driveway access to Elgin Road, a paved County-maintained local road to the southeast, and to Privateer Way, a privately maintained road to the southwest.

Should the Board approve the request, the property owner could seek to incorporate the unimproved portion of the Felkel Street land into his adjoining property. The platted street is unimproved and serves no current public purpose, and the proposed abandonment would not have an impact on County operations or services.

County staff solicited comments from potentially affected County and City departments, as well as Talquin Electric Cooperative (Attachment #5). No responding departments had any concerns with the proposed abandonment.

If the Board adopts the resolution, the public hearing will be scheduled and publicly noticed in accordance with section 336.10, Florida Statutes.

Options:

1. Schedule the first and only public hearing for January 26, 2027, at 6:00 p.m., to consider abandoning an unimproved portion of right-of-way, designated as Felkel Street on the Robinson's Addition to the Town of Woodville subdivision plat, and adopt a resolution declaring that the public hearing is scheduled (Attachment #1).
2. Do not schedule the first and only public hearing for January 26, 2027, at 6:00 p.m., to consider abandoning an unimproved portion of right-of-way, designated as Felkel Street on the Robinson's Addition to the Town of Woodville subdivision plat.
3. Board direction.

Recommendation:

Option #1

Attachments:

1. Proposed Resolution declaring that the first and only public hearing to consider abandoning a portion of Felkel Drive is scheduled for January 26, 2027
2. Robinson's Addition to the Town of Woodville Plat
3. Foster Abandonment Application
4. Map of the Portion of Platted Street Requested for Abandonment
5. Responses from City and County departments and Talquin Electric Cooperative

LEON COUNTY RESOLUTION NO. _____

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, DECLARING A PUBLIC HEARING TO CONSIDER THE ADVISABILITY OF RENOUNCING AND DISCLAIMING ANY RIGHT OF THE COUNTY AND THE PUBLIC IN AND TO LAND LYING BETWEEN LOTS B AND C ON THE JOHN L. ROBINSON ADDITION TO THE TOWN OF WOODVILLE, LEON COUNTY, FLORIDA PLAT, RECORDED IN DEED BOOK "LL," PAGE 600 OF THE PUBLIC RECORDS OF LEON COUNTY, FLORIDA; AND PROVIDING AN EFFECTIVE DATE.

RECITALS

WHEREAS, Kenneth Foster and Noah Carlin petitioned Leon County, Florida ("County") to renounce and disclaim any right of the County and the public in and to that portion of land that lies between Lots B and C, as delineated on the John L. Robinson Addition to the Town of Woodville, Leon County, Florida Plat, recorded in Deed Book "LL," Page 600 of the Public Records of Leon County, Florida; and

WHEREAS, the John L. Robinson Addition to the Town of Woodville, Leon County, Florida Plat was recorded in 1906 and the above-referenced portion of land is not improved or maintained by the County; and

WHEREAS, upon such petition, the Board of County Commissioners of Leon County, Florida may adopt a resolution declaring that at a definite time and place a public hearing will be held to consider the advisability of exercising the authority granted in section 336.09, Florida Statutes (2026).

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

Section 1. Public Hearing Declared.

In a regular session of the Board of County Commissioners of Leon County, Florida, a public hearing to consider the advisability of renouncing and disclaiming any right of the County and the public in and to that portion of land that lies between Lots B and C, as delineated on the John L. Robinson Addition to the Town of Woodville, Leon County, Florida Plat, recorded in Deed Book "LL," Page 600 of the Public Records of Leon County, Florida, will be held on the 26th day of January, 2027, at 6:00 p.m., or as soon thereafter as such matter may be heard, at the County Commission Chambers, 5th Floor, Leon County Courthouse, 301 South Monroe Street, Tallahassee, Florida.

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 17th day of November 2026.

LEON COUNTY, FLORIDA

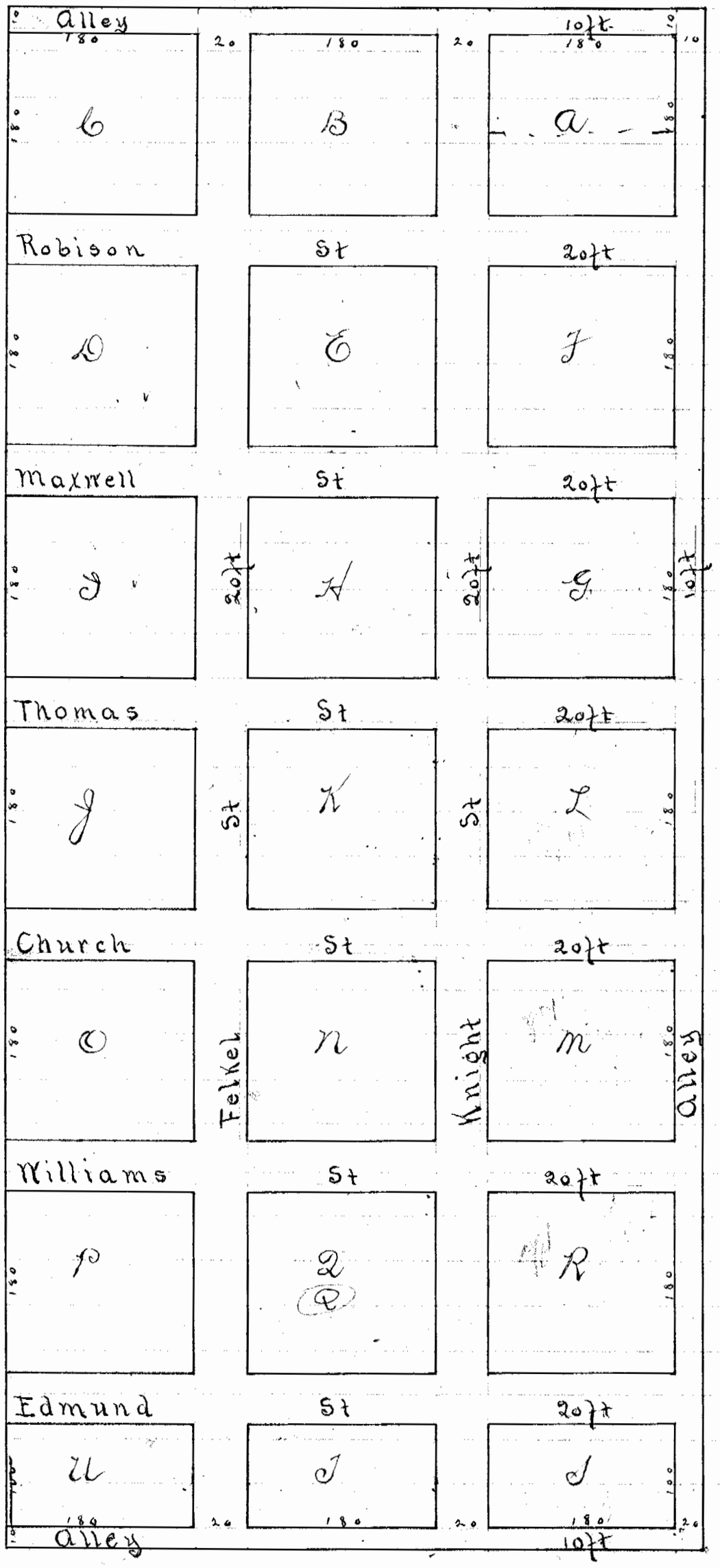
By:_____
Chair
Board of County Commissioners

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

John L. Robison's Addition to the Town of Woodville,
Leon County, Florida.

In the East half of the south-East quarter of the north-west quarter of Section Seventeen (17), in Township two (2) South of Range one (1) East.

Platted by John L Robison, March 1st 1906.

Filed March 1st, 1906.
Recorded in Deed Book "L.L." Page 600
Henry F. Felkel.
Clerk Ct Leon County, Florida.

LEON COUNTY ABANDONMENT APPLICATION

D-20

Leon County Development Support & Environmental Management

Phone: 850-606-1300

NOTE: A pre-submittal meeting with Department of Development Support & Environmental Management is highly encouraged in order to provide comments prior to formal submittal of an abandonment application.

1. Type of Abandonment: ☐ Release of Easement ☑ Abandonment of Right-of-Way
   ☐ Closure of a Public Street
   Type of Easement: ☐ Utility ☐ Stormwater ☑ Access/Parking

   Street Name: Elgin Road

2. Property Owner Name: Kenneth Foster
   Mailing Address: 213 Crest Street
   _____ (City) _____ (State) _____ (Zip)
   Telephone No.: (850) 544-5040
   Email Address: 4kenfoster@gmail.com

3. Applicant (Optionee) Name: Noah Carlin
   Mailing Address: 213 Crest Street
   Tallahassee (City) FL (State) 32301 (Zip)
   Telephone No.: (618) 978-0961
   Email Address: othernoahc@gmail.com

4. Agent Name: Noah Carlin
   Mailing Address: 209 Crest Street
   Tallahassee (City) FL (State) 32301 (Zip)
   Telephone No.: (618)978-0961
   Email Address: othernoahc@gmail.com

5. Parcel Identification Number: 331751 B0001

6. Zoning District: Residential Preservation (RP)

7. Acreage of square footage of area applicable to abandonment: .08 acres +/-

8. For each abandonment application, a **$960** application review fee is required (includes $360 for direct notice and legal advertisement).

9. The owner/applicant may be required to execute an agreement to hold Leon County harmless in the event that damage results to the owner's property as a consequence of the abandonment. The owner/applicant shall be required to contact the County Attorney's office and, if required by the County Attorney, complete such agreement before the abandonment request may be approved.

10. Applications will be reviewed by several departments. DSEM will make a formal recommendation regarding the application and forward the application to the Board of County Commissioners for final decision at the next available public hearing (this takes six to eight weeks). Should you have any questions regarding this process, feel free to contact DSEM at 606-1300.

ABANDONMENT SUBMITTAL CHECKLIST

All items below are required:

A. Completed Leon County Abandonment Application **(original)**. Payment will be completed through the DSEM website.

B. Completed Owner's Affidavit for property adjacent to right-of-way to be abandoned or property on which easement to be abandoned is located **(original)**.

C. Legal description of all property proposed for abandonment, closure, or release of easement.

D. Survey identifying pre and post conditions for the area to be abandoned which includes any structures or other easements.

E. Narrative description of the request and the basis for it. Narrative needs to include a description of what will become of the area to be abandoned (i.e., absorbed by adjacent parcels, converted to open space, etc.).

F. Sketch or survey showing the approximate location of all known utilities, structures and driveways within 300 feet.

G. Letter of support from each abutting property owner, or a statement setting forth the reason such letter of support is not available (not required for a release of easement).

Revised April 5, 2024

Project Narrative for 9310 Elgin Rd:

The property was purchased by Kenneth Foster for purposes of renovating and selling the extant mobile homes currently there. I, as the designated agent, am applying for the abandonment of the right-of-way easement bisecting the homes (labelled “FELKEL STREET “on the Boundary Survey) so boundary lines can be redrawn to distinguish between the two homes and ensure the future residents’ both agency and privacy.

Thank you,

Noah Carlin

Note: The initially uploaded “Proposed Survey” was attached mistakenly. Please ignore, in entirety, the first submission’s documents and consider only the second submission.

Approved as to form: Leon County Attorney's Office 301 South Monroe St., Suite 202 Tallahassee, FL 32301 Date: _____	**Applicant's Affidavit of Ownership & Designation of Agent(s)**	E - 1 Leon County Board of County Commissioners Department of Development Support & Environmental Management 435 North Macomb St. Tallahassee, FL 32301 Phone#: (850) 606-1300 Fax#: (850) 606-1301

PARCEL I.D.# (List all numbers for the site subject to this affidavit.):

I. OWNER INFORMATION

OWNER'S (S') NAME: KENNETH FOSTER

OWNER'S (S') MAILING ADDRESS: 213 CREST STREET

CITY: TALLAHASSEE COUNTY: LEON STATE: FL ZIP CODE: 32301

II. DESIGNATION OF AGENT(S)

As the owner(s) of the above-designated property and the applicant(s) for which this affidavit is submitted, I wish to designate the below named party(ies) as my agent in all matters pertaining to the location address and concerning approval(s) and permit(s) required by Leon County. In authorizing the agent(s) named below to represent me or my company, I attest that the application is made in good faith and that any information contained in the application is accurate and complete to the best of my knowledge and belief.

(1) Owner's Agent: NOAH CARLIN

Address: 209 CREST STREET, TALLAHASSEE, FL, 32301

Contact Phone: 6189780961 Email Address: OTHERNOAHC@GMAIL.COM

If the Owner intends the Designation of Agent to be limited in any manner, please indicate the limitation below (i.e., limited to obtaining a Certificate of Concurrency for the parcel; limited to obtaining a building permit application; etc.).

_____

(2) Owner's Agent: _____

Address: _____

Contact Phone: _____ Email Address: _____

If the Owner intends the Designation of Agent to be limited in any manner, please indicate the limitation below (i.e., limited to obtaining a Certificate of Concurrency for the parcel; limited to obtaining a building permit application; etc.).

III. NOTICE TO OWNER(S)

Application is hereby made to obtain approval(s) and permit(s) for the work and installations as indicated. I certify that no work or installation has commenced prior to the issuance of a permit and that all work will be performed to meet the standards of all laws regulating construction and development of land in this jurisdiction. I certify that all the foregoing information is accurate and that all work will be done in compliance with all applicable laws regulating construction and zoning.

All changes in ownership and applicant's agent prior to issuance shall require a new affidavit. If ownership changes, the new owner assumes the obligations and the original applicant is released from responsibility for actions taken by others after the change in ownership.

Deed Restrictions and Covenants

Prior to pursuing a permit application, applicants should review any Deed Restrictions and/or Covenants which may apply to a particular site. Applicants should be aware that Deed Restrictions or Covenants are private civil issues and therefore are not enforced or reviewed by the County. Based on this information, I hereby acknowledge that I have been advised that I should seek out and obtain information on my own to identify if there are any Deed Restrictions and/or Covenants on the use of the site associated with this permit application. _____ Owner's Initials

Public Record Information

Chapter 119, Florida Statutes, Section 119.071(4)(d) Subparagraphs a.-r. exempt the public release of select information pertaining to the name, address, and phone numbers of certain public employees, e.g. law enforcement personnel, their spouses and children.

Do you or your spouse fall into one of these protected categories? Yes____ No X

If yes, do you want the exempt information that is included on this application withheld from the public, or from any official public record request? Yes _____ No X

The authenticity of the request to withhold this specific information from the public as specified in Chapter 119, Florida Statutes is subject to verification by this Department. _____ Owner's (s') Initials

Access to Property

By submitting this application, I (we) am (are) providing permission for Leon County personnel to inspect at reasonable times the property and work required under any permit issued under this application for compliance with applicable codes as specified in Leon County's Code of Laws, Chapter 10, Section 10-1.105 and 10-4.212. Unless the inspection requires entry into a private residence, no further permission will be required.

KF Owner's (s') Initials

Modifications

Any changes to the limits of clearing, structure location/orientation, elevations, or drainage patterns shown on the approved plans may require additional review and new approval by Leon County.

KF Owner's (s) Initials

WARNING TO OWNER: FAILURE TO RECORD A NOTICE OF COMMENCEMENT MAY RESULT IN YOUR PAYING TWICE FOR IMPROVEMENTS TO YOUR PROPERTY. A NOTICE OF COMMENCEMENT MUST BE RECORDED AND POSTED ON THE JOB SITE BEFORE THE FIRST INSPECTION. IF YOU INTEND TO OBTAIN FINANCING, CONSULT WITH YOUR LENDER OR AN ATTORNEY BEFORE COMMENCING WORK OR RECORDING YOUR NOTICE OF COMMENCEMENT.

I (we), KENNETH FOSTER, certify that I (we) am (are) the owner(s), as defined by Sections 10-1.101 or 10-4.201(a) of the Leon County Code of Laws, of the property described herein.

OWNER SIGNATURE (1): _____

OWNER SIGNATURE (2): _____

NOTARY PUBLIC – CROSS THROUGH NOTARY SECTIONS NOT USED

STATE OF: FLORIDA **COUNTY OF:** LEON

■ **For an individual or individuals acting in his, her or their own right; or**

Sworn to (or affirmed) and subscribed before me by means of ☒ physical presence or ☐ online notarization this 3 day of September, 2026, by Kenneth W. Foster, who is personally known to me or who has produced *(name of person acknowledging)*

FL DL as identification.
(type of identification produced)

□ **For Corporation or Governmental Entity; or**

Sworn to (or affirmed) and subscribed before me by means of ☐ physical presence or ☐ online notarization this ____ day of _____, 20___, by _____, as _____ of
(name of officer or agent, title of officer or agent) *(office held)*

_____, a _____ corporation, on behalf of the corporation.
(name of corporation) *(state)*

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

□ **For Partnership**

Sworn to (or affirmed) and subscribed before me by means of ☒ physical presence or ☐ online notarization this 3 day of September, 2026, by Kenneth W. Foster, partner on behalf of _____
(name of acknowledging partner) *(name of partnership)*

a partnership. He/she is personally known to me or has produced _____ as identification.
(type of identification produced)

Johnnie M Hurst
Signature of Notary

Notary Seal

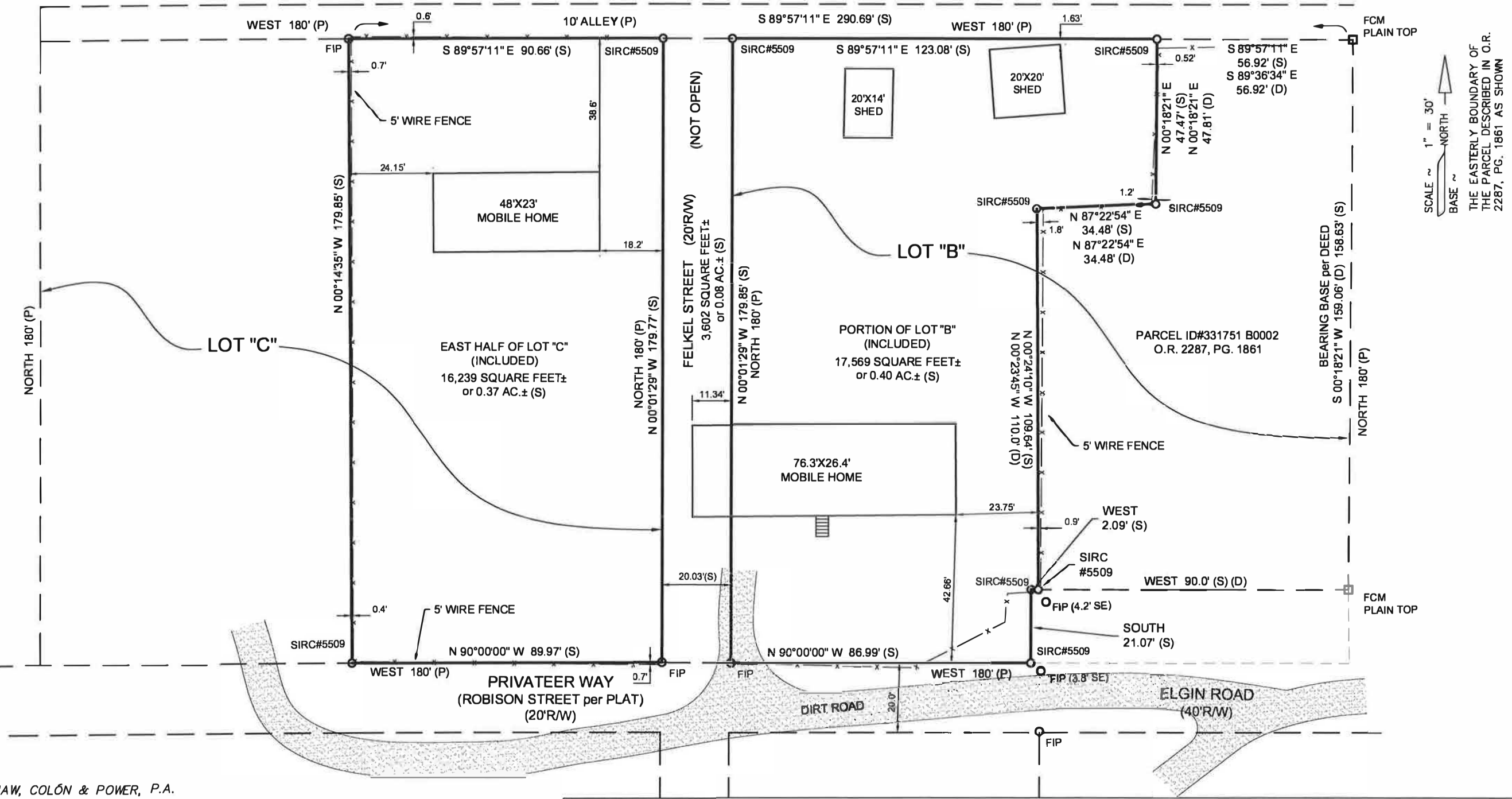
Johnnie M Hurst
Print Name of Notary

JOHNNIE M. HURST
Commission # HH 354364
Expires January 26, 2027

Exp 1/26/27 HH 354364
Title or Rank

Revised 5/16/22

ADDRESS:
9310 ELGIN RD
WOODVILLE FL 32362



CERTIFIED TO:
KENNETH W. FOSTER
SMITH, THOMPSON, SHAW, COLÓN & POWER, P.A.
FIRST AMERICAN TITLE INSURANCE CO.
FIDELITY NATIONAL TITLE INSURANCE CO.

NOTE: UNDERGROUND ENCROACHMENTS AND UTILITIES, IF ANY, NOT LOCATED. FENCE OWNERSHIP NOT DETERMINED BY THIS SURVEY.

NOTE: THE FLOOD ZONE DESIGNATION DENOTED ON THIS SURVEY SKETCH WAS DERIVED FROM THE FEDERAL INSURANCE RATE MAP AS INDICATED. THE LOCATION OF ANY ZONE LINES WERE GRAPHICALLY SCALED FROM THIS MAP. THIS INFORMATION IS PROVIDED AS IS AND IS NOT INTENDED TO REPRESENT ANY ENGINEERING OR FLOOD PRONE AREA DETERMINATIONS BY THIS FIRM.

This property lies in zone "X" as determined by the Flood Insurance Rate Maps for LEON County, Florida on Map Number 12073C0435F Dated: 08/18/09

The undersigned surveyor has not been provided a current title opinion or abstract of matters affecting title boundary to the subject property. It is possible there are deeds of record, unrecorded deeds, easements or other instruments which could affect the boundaries.

LEGAL DESCRIPTION

(O.R. 5996, PG. 1225)

LOT B OF ROBINSON'S ADDITION TO WOODVILLE, FLORIDA, AS SHOWN BY MAP OR PLAT OF SAID ADDITION RECORDED AT DEED BOOK LL, PAGE 600 OF THE PUBLIC RECORDS OF LEON COUNTY, FLORIDA.

ALSO

ONE-HALF UNDIVIDED INTEREST IN THE EAST ONE-HALF OF LOT C OF ROBINSON'S ADDITION TO WOODVILLE, FLORIDA, AS SHOWN BY MAP OR PLAT OF SAID ADDITION RECORDED AT DEED BOOK LL, PAGE 600, OF THE PUBLIC RECORDS OF LEON COUNTY, FLORIDA.

LEGEND (GENERAL)
F.C.M. = FOUND CONCRETE MONUMENT
F.I.R. = FOUND IRON ROD
F.I.P. = FOUND IRON PIPE
S.C.M. = SET 4" X 4" CONC. MONUMENT W/ CAP #4016
S.I.R. = SET IRON ROD WITH CAP #5509 (5/8" ROD)
FN/C = FOUND NAIL & CAP
SN/C = SET NAIL & CAP #L35309
PRM = PERMANENT REFERENCE MONUMENT
(P) = PLAT DISTANCE AND/OR BEARING
(S) = SURVEY DISTANCE AND/OR BEARING
(D) = DEED DISTANCE AND/OR BEARING
(C) = CALCULATED DISTANCE AND/OR BEARING
P.O.C. = POINT OF COMMENCEMENT
P.O.B. = POINT OF BEGINNING
(DB) = DEED BOOK

LEGEND (BEARINGS)
N = NORTH
S = SOUTH
E = EAST
W = WEST
° = DEGREES
' = MINUTES
" = SECONDS
PP= POWER POLE

LEGEND (CURVES)
Δ = DELTA ANGLE
R = RADIUS
L = CURVE LENGTH
CL= CHORD LENGTH
CB = CHORD BEARING
DIST= DISTURBED
TYP. = TYPICAL
℄ = CENTER LINE

LEGEND (DISTANCES)
ALL DISTANCES ARE IN ACCORDANCE WITH THE UNITED STATES STANDARD
' = FEET
BREAKLINE (NOT TO SCALE)

PAGE 1 OF 1
email: info@garyallenlandsurveying.com
gary@garyallenlandsurveying.com
GARY G. ALLEN
Registered Land Surveyor, Inc.
4101 Apalachee Parkway
Tallahassee, Florida 32311
Phone: (850)-877-0541
Fax: (850)-877-0041
LAND SURVEYING LB #5509

DESCRIPTION: BOUNDARY SURVEY

SEC. 17 TWP 2-SOUTH RNG 1-EAST RECORDED IN O.R. BOOK 5996
DATE OF SURVEY 06/08/2026
PAGE 1225 , IN LEON COUNTY, FLORIDA
FIELD BOOK 1016 PAGE 5
SCALE 1" = 30'
JOB No. 26-346
FILE No. 26-346.DWG

I hereby certify that this survey meets the SOP as established by chapter 472.027 of the Florida administrative code.

GARY G. ALLEN, P.S.M.
Professional Surveyor and Mapper
Florida Registration No. 4016
DATE: 10/26/2026

C:\Users\Jason\Gary Allen Surveying Dropbox\Gary Allen Surveying Team Folder\PROJ 2020\026-34626-346.dwg, LANDSCAPE 11X17, Jason, Oct 26, 2026 - 11:36:42a

DRAWN BY: J.E.C.
10/26/26: ADDED ACREAGE

"THE SURVEY MAP AND REPORT OR THE COPIES THEREOF ARE NOT VALID WITHOUT THE ORIGINAL SIGNATURE AND SEAL."

HONORABLE DORIS MALOY **LEON COUNTY**
REAL ESTATE

Header1

ACCOUNT NUMBER: 331751 B0001 2025 **TAX DISTRICT:** 0002
ASSESSED VALUE: 61,053 **EXEMPTIONS:** * NONE * **TAXABLE VALUE:** 61,053

TAXING AUTHORITY		MILLAGE RATE	EXEMPTIONS	TAXABLE VALUE	TAXES		
COUNTY	COUNTY GENERAL FUND	8.3144	61,053	0	61,053	507.62	
	LEON COUNTY HEALTH MSTU	.0000	61,053	0	61,053	0.00	
	EMERGENCY MEDICAL SERVICE	.7500	61,053	0	61,053	45.79	
SCHOOL	SCHOOL- LOCAL REQUIREMENT	3.1180	61,053	0	61,053	190.36	
	SCHOOL CAPITAL OUTLAY	1.5000	61,053	0	61,053	91.58	
	SCHOOL DISCRETIONARY	.7480	61,053	0	61,053	45.67	
CSC	CHILDREN'S SERVICES COUN	.3477	61,053	0	61,053	21.23	
NWFWM	NW FLORIDA WATER MANAGEMT	.0207	61,053	0	61,053	1.26	
EXEMPTION:NONE							
		14.79880					903.51

Header2

LEVYING AUTHORITY	PURPOSE	RATES/BASIS	AMOUNT
STORM WATER	STORM WATER	PER ASMT UNIT	51.00
SOLID WASTE FEE	WASTE FEE	PER ASMT UNIT	40.00
		NON AD VALOREM ASSESSMENTS:	91.00
		COMBINED TAXES & ASSESSMENTS TOTAL:	994.51

PROPERTY:
ADDR:9310 ELGIN RD TAL

IF PAID BY	NOV 1-DEC 1	DEC 2-DEC 31	JAN 1-FEB 02	FEB 3-MAR 02	MAR 3-MAR 31
PLEASE PAY	954.73	964.67	974.62	984.56	994.51

HONORABLE DORIS MALOY LEON COUNTY
REAL ESTATE

IF PAID BY	NOV 1-DEC 1	DEC 2-DEC 31	JAN 1-FEB 02	FEB 3-MAR 02	MAR 3-MAR 31
PLEASE PAY	954.73	964.67	974.62	984.56	994.51

EX-TYPE	ESCROW	MILLAGE	TAXES LEVIED
		0002	

VALUES AND EXEMPTIONS
ASSESSMENT 61,053
TAXABLE 61,053

TAXES 903.51
STRM WTR 51.00
WASTEFEE 40.00
TOTAL 994.51

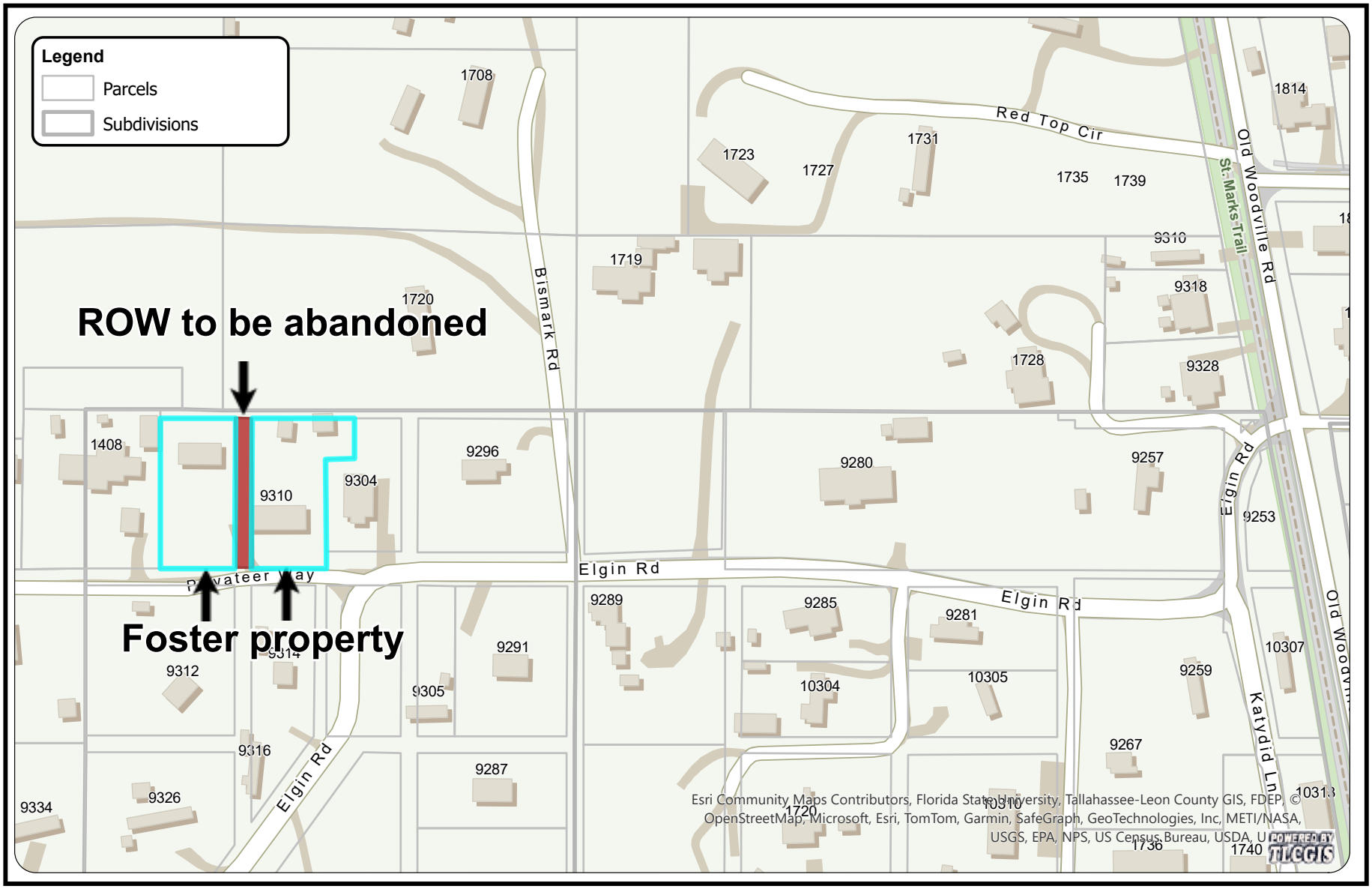
REMIT PAYMENT IN U.S. FUNDS TO:

HONORABLE DORIS MALOY
P.O. Box 1835
Tallahassee,FL 32302-1835

ROBINSON ADDITION WEST 17 2S 1E
W PART OF LOT B & E 1/2 OF LOT
COR 1114/1444 1500/1649
1820/1219OR 1845/197 1855/133

331751 B0001 2025
CUTCHIN CONSTANCE
51 WALKING TREE LN
CRAWFORDVILLE,FL 32327

*** PAID *** PAID *** PAID ***
11/14/25 PERIOD 01
998-2025-0202591.0001
$954.73 CK



Land Information Map LCDSEM

DISCLAIMER

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

N

Scale:1:2,122	**Tallahassee/Leon County GIS** Office of Information Technology Leon County Courthouse 301 S. Monroe St, P3 Level Tallahassee, FL 32301 850/606-5504 http://www.tlcgis.org
Not To Scale:	
Date Drawn:	
October 21, 2026	

Ryan Culpepper

From: Williams, Demetri <Demetri.Williams@talgov.com>
Sent: Tuesday, October 13, 2026 5:00 PM
To: Deji Ajose-Adeogun; Charles Wu; DSEM_autosender; Lisa.Burnett@talquinelectric.com; Drose, Tina; Chang, Paul; Kyle Kemper; Reiss, Sean; Brent Pell; Donaldson, Gary; Joseph Coleman; Chasity OSteen
Cc: Ryan Culpepper
Subject: RE: Project ID#LDV2600025: Request to abandon the Felkel Street Right-of-Way located north of Privateer Way (follow-up reminder)

EXTERNAL MESSAGE: Carefully consider before opening attachments or links.

Ryan
City Water/sewer has no facilities in the right-of way identified, City water/sewer has no issues with proposed R/W abandonment.

Demetri Williams
Engineering Technician IV
City of Tallahassee |
Underground Utilities and Public Infrastructure
408 N Adams Street | Tallahassee, FL 32301
Office: 850.891.6102 | Cell: 448.500.1825
Demetri.Williams@talgov.com

CITY OF TALLAHASSEE

From: Deji Ajose-Adeogun <AjoseAdeogunD@leoncountyfl.gov>
Sent: Monday, October 12, 2026 10:20 AM
To: Charles Wu <WuC@leoncountyfl.gov>; DSEM_autosender <DSEM_autosender@leoncountyfl.gov>; Lisa.Burnett@talquinelectric.com; Drose, Tina <Tina.Drose@talgov.com>; Chang, Paul <Paul.Chang@talgov.com>; Williams, Demetri <Demetri.Williams@talgov.com>; Kyle Kemper <KemperK@leoncountyfl.gov>; Reiss, Sean <Sean.Reiss@talgov.com>; Brent Pell <PellB@leoncountyfl.gov>; Donaldson, Gary <Gary.Donaldson@talgov.com>; Joseph Coleman <ColemanJ@leoncountyfl.gov>; Chasity OSteen <osteenc@leoncountyfl.gov>
Cc: Ryan Culpepper <CulpepperR@leoncountyfl.gov>
Subject: RE: Project ID#LDV2600025: Request to abandon the Felkel Street Right-of-Way located north of Privateer Way (follow-up reminder)

EXTERNAL EMAIL
Please report any suspicious attachments, links, or requests for sensitive information.

Good morning, Ryan,
After reviewing the application, Environmental Services has no issue with the abandonment.

Sincerely,

Deji Ajose-Adeogun, PE, CFM, LEED® Green Associate™
Director, Environmental Services
Floodplain Administrator
Development Support & Environmental Management
435 North Macomb Street, 2nd Floor
Tallahassee, FL 32301
ph: **(850) 606-1343** / fax: **(850) 606-1301**
AjoseAdeogunD@leoncountyfl.gov
www.leoncountyfl.gov

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

From: Charles Wu <WuC@leoncountyfl.gov>
Sent: Monday, October 12, 2026 10:16 AM
To: DSEM_autosender <DSEM_autosender@leoncountyfl.gov>; Lisa.Burnett@talquinelectric.com; Drose, Tina <Tina.Drose@talgov.com>; paul.chang@talgov.com; Williams, Demetri <Demetri.Williams@talgov.com>; Kyle Kemper <KemperK@leoncountyfl.gov>; Reiss, Sean <Sean.Reiss@talgov.com>; Deji Ajose-Adeogun <AjoseAdeogunD@leoncountyfl.gov>; Brent Pell <PellB@leoncountyfl.gov>; Donaldson, Gary <Gary.Donaldson@talgov.com>; Joseph Coleman <ColemanJ@leoncountyfl.gov>; Chasity OSteen <osteenc@leoncountyfl.gov>
Cc: Ryan Culpepper <CulpepperR@leoncountyfl.gov>
Subject: RE: Project ID#LDV2600025: Request to abandon the Felkel Street Right-of-Way located north of Privateer Way (follow-up reminder)

Good morning, Ryan,

After evaluation by Engineering Services and Operations, Public Works has no objections or comments regarding this abandonment request.

Thanks,

Charles

Charles Wu, P.E.

Director of Engineering Services
Department of Public Works
2280 Miccosukee Road | Tallahassee, FL 32308
(850) 606-1546 /work | **(850) 606-1501** /fax
wuc@leoncountyfl.gov

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From: DSEM_autosender <DSEM_autosender@leoncountyfl.gov>
Sent: Monday, October 12, 2026 8:54 AM
To: Lisa.Burnett@talquinelectric.com; Drose, Tina <Tina.Drose@talgov.com>; paul.chang@talgov.com; Williams, Demetri <Demetri.Williams@talgov.com>; Kyle Kemper <KemperK@leoncountyfl.gov>; Reiss, Sean <Sean.Reiss@talgov.com>; Deji Ajose-Adeogun <AjoseAdeogunD@leoncountyfl.gov>; Brent Pell <PellB@leoncountyfl.gov>; Donaldson, Gary <Gary.Donaldson@talgov.com>; Joseph Coleman <ColemanJ@leoncountyfl.gov>; Charles Wu <WuC@leoncountyfl.gov>; Chasity OSteen <osteenc@leoncountyfl.gov>
Cc: Ryan Culpepper <CulpepperR@leoncountyfl.gov>
Subject: Project ID#LDV2600025: Request to abandon the Felkel Street Right-of-Way located north of Privateer Way (follow-up reminder)

Good morning,

Due to last week's issues with the network and the hurricane, I just wanted to follow-up on this and send a friendly reminder that I need your comments, if any, as soon as possible. For those who already sent comments, thank you!

Ryan C.

The County has received an application for a request to abandon of a portion of unimproved ROW lying between the east half of Block "C" and the western portion of Block "B" of the Robinson's Addition to the Town of Woodville Plat. The plat was approved in 1906. The applicant and property owner (FosterGrant Real Estate LLC) owns the property (PID#331751 B0001) which surrounds the referenced ROW and is requesting that the ROW be abandoned pursuant to F.S. 336.09-336.12. The applicant's agent (Noah Carlin) has stated that this ROW has not been maintained by Leon County for decades. According to the application, the applicant requests abandonment of the ROW in order to potentially incorporate the proposed abandoned ROW area into the property.

The application is located in the County's digital application portal, Accela Citizens Access Portal. Please review the application and provide your comments regarding the proposed abandonment to me no later than close of business on **October 8, 2026**. Note that any and all responses may be an exhibit to an agenda package submitted to the Board of County Commissioners and should be formatted accordingly. Should you have any questions or problems accessing the file, please contact me directly.

Ryan Culpepper, AICP

Director, Development Services
Development Support & Environmental Management
435 N. Macomb St | Tallahassee, FL 32301
(850) 606-1324 /work | **(850) 606-1302** /fax
culpepperr@leoncountyfl.gov



Ryan Culpepper

From: Lloyd, Marcus <Marcus.Lloyd@talgov.com>
Sent: Monday, October 12, 2026 11:49 AM
To: Ryan Culpepper
Subject: RE: Project ID#LDV2600025: Request to abandon the Felkel Street Right-of-Way located north of Privateer Way (follow-up reminder)

EXTERNAL MESSAGE: Carefully consider before opening attachments or links.

Thanks Ryan. Planning has no issues with the proposed abandonment.

Marcus Lloyd, AICP
Senior Planner
Tallahassee-Leon County Planning Dept.
Land Use Planning
850.891.6445 • marcus.lloyd@talgov.com

PLANNING DEPARTMENT
a division of PLACE

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From: Ryan Culpepper <CulpepperR@leoncountyfl.gov>
Sent: Monday, October 12, 2026 11:43 AM
To: Lloyd, Marcus <Marcus.Lloyd@talgov.com>
Subject: RE: Project ID#LDV2600025: Request to abandon the Felkel Street Right-of-Way located north of Privateer Way (follow-up reminder)

EXTERNAL EMAIL
Please report any suspicious attachments, links, or requests for sensitive information.

The back alley is not being abandoned at this time. We do not have a post abandonment survey as this would be done (as a private matter) after the County relinquishes its interest in the ROW.

Ryan Culpepper, AICP
Director, Development Services
Development Support & Environmental Management
435 N. Macomb St | Tallahassee, FL 32301
(850) 606-1324 /work | **(850) 606-1302** /fax
culpepperr@leoncountyfl.gov

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From: Lloyd, Marcus <Marcus.Lloyd@talgov.com>
Sent: Monday, October 12, 2026 11:06 AM
To: Ryan Culpepper <CulpepperR@leoncountyfl.gov>
Subject: RE: Project ID#LDV2600025: Request to abandon the Felkel Street Right-of-Way located north of Privateer Way (follow-up reminder)

EXTERNAL MESSAGE: Carefully consider before opening attachments or links.

Good morning Ryan,

Sean wanted me to take a look at this. Did we receive a post abandonment survey? I understand they are abandoning the piece of ROW that splits the property, but what about that back alley? Just wanted to have a full understanding of what is being abandoned prior to making our determination.

Thank you,

Marcus Lloyd, AICP
Senior Planner
Tallahassee-Leon County Planning Dept.
Land Use Planning
850.891.6445 • marcus.lloyd@talgov.com

PLANNING DEPARTMENT
a division of PLACE

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From: Reiss, Sean <Sean.Reiss@talgov.com>
Sent: Monday, October 12, 2026 9:56 AM
To: Lloyd, Marcus <Marcus.Lloyd@talgov.com>
Subject: Fw: Project ID#LDV2600025: Request to abandon the Felkel Street Right-of-Way located north of Privateer Way (follow-up reminder)

Can you take a look at this.

Thanks.

From: DSEM_autosender <DSEM_autosender@leoncountyfl.gov>
Sent: Monday, 12 October 2026 08:54:15
To: Lisa.Burnett@talquinelectric.com <Lisa.Burnett@talquinelectric.com>; Drose, Tina <Tina.Drose@talgov.com>; Chang, Paul <Paul.Chang@talgov.com>; Williams, Demetri <Demetri.Williams@talgov.com>; Kyle Kemper <KemperK@leoncountyfl.gov>; Reiss, Sean <Sean.Reiss@talgov.com>; Deji Ajose-Adeogun <AjoseAdeogunD@leoncountyfl.gov>; Brent Pell <PellB@leoncountyfl.gov>; Donaldson, Gary <Gary.Donaldson@talgov.com>; Joseph Coleman <ColemanJ@leoncountyfl.gov>; Charles Wu <WuC@leoncountyfl.gov>; Chasity OSteen <osteenc@leoncountyfl.gov>
Cc: Ryan Culpepper <CulpepperR@leoncountyfl.gov>
Subject: Project ID#LDV2600025: Request to abandon the Felkel Street Right-of-Way located north of Privateer Way (follow-up reminder)

EXTERNAL EMAIL
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Good morning,

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Ryan C.

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Ryan Culpepper, AICP

Director, Development Services
Development Support & Environmental Management
435 N. Macomb St | Tallahassee, FL 32301
(850) 606-1324 /work | **(850) 606-1302** /fax
culpepperr@leoncountyfl.gov



Ryan Culpepper

From: Lisa Burnett <Lisa.Burnett@talquinelectric.com>
Sent: Monday, October 12, 2026 8:57 AM
To: Ryan Culpepper
Subject: FW: [EXTERNAL]Project ID#LDV2600025: Request to abandon the Felkel Street Right-of-Way located north of Privateer Way (follow-up reminder)

EXTERNAL MESSAGE: Carefully consider before opening attachments or links.

Good morning!
Our comments still stand this is not in our service territory.
Thanks, and have a great day!
Lisa

From: DSEM_autosender <DSEM_autosender@leoncountyfl.gov>
Sent: Monday, October 12, 2026 8:54 AM
To: Lisa Burnett <Lisa.Burnett@talquinelectric.com>; Drose, Tina <Tina.Drose@talgov.com>; paul.chang@talgov.com; Williams, Demetri <Demetri.Williams@talgov.com>; Kyle Kemper <KemperK@leoncountyfl.gov>; Reiss, Sean <Sean.Reiss@talgov.com>; Deji Ajose-Adeogun <AjoseAdeogunD@leoncountyfl.gov>; Brent Pell <PellB@leoncountyfl.gov>; Donaldson, Gary <Gary.Donaldson@talgov.com>; Joseph Coleman <ColemanJ@leoncountyfl.gov>; Charles Wu <WuC@leoncountyfl.gov>; Chasity OSteen <osteenc@leoncountyfl.gov>
Cc: Ryan Culpepper <CulpepperR@leoncountyfl.gov>
Subject: [EXTERNAL]Project ID#LDV2600025: Request to abandon the Felkel Street Right-of-Way located north of Privateer Way (follow-up reminder)

Good morning,

Due to last week's issues with the network and the hurricane, I just wanted to follow-up on this and send a friendly reminder that I need your comments, if any, as soon as possible. For those who already sent comments, thank you!

Ryan C.

The County has received an application for a request to abandon of a portion of unimproved ROW lying between the east half of Block "C" and the western portion of Block "B" of the Robinson's Addition to the Town of Woodville Plat. The plat was approved in 1906. The applicant and property owner (FosterGrant Real Estate LLC) owns the property (PID#331751 B0001) which surrounds the referenced ROW and is requesting that the ROW be abandoned pursuant to F.S. 336.09-336.12. The applicant's agent (Noah Carlin) has stated that this ROW has not been maintained by Leon County for decades. According to the application, the applicant requests abandonment of the ROW in order to potentially incorporate the proposed abandoned ROW area into the property.

The application is located in the County's digital application portal, Accela Citizens Access Portal. Please review the application and provide your comments regarding the proposed abandonment to me no later than close of business on **October 8, 2026**. Note that any and all responses may be an exhibit to an agenda package submitted to the Board of County Commissioners and should be formatted accordingly. Should you have any questions or problems accessing the file, please contact me directly.

Ryan Culpepper, AICP

Director, Development Services
Development Support & Environmental Management
435 N. Macomb St | Tallahassee, FL 32301
(850) 606-1324 /work | **(850) 606-1302** /fax
culpepperr@leoncountyfl.gov



TALLAHASSEE FIRE DEPARTMENT
SITE PLAN REQUIREMENTS

Project Name:	Elgin Road ROW Abandonment
Parcel ID #	33-17-51-B-0001
	LDV 2600025
AGENT:	Noah Carlin
PLANNER:	Ryan Culpepper
DATE:	October 7, 2026

The Tallahassee Fire Department has no site plan related comments regarding the above referenced right-of-way abandonment.

Gary Donaldson
Tallahassee Fire Department
435 N. Macomb St..
Tallahassee FL 32301
(850)891-7179
Gary.Donaldson@talgov.com

Leon County
Board of County Commissioners

Notes for Agenda Item #11

Leon County Board of County Commissioners

Agenda Item #11

November 17, 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 Regarding Intent to Use the Uniform Method for the Levy, Collection, and Enforcement of Non-Ad Valorem Assessments for the Purpose of Collecting the Full Amount of all Charges Related to Sewer Service Imposed on a Certain Real Property Located on Lewis Boulevard South for December 8, 2026

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 Charles Wu, Director, Engineering Services
Lead Staff / Project Team:	Anna Padilla, Stormwater Management Coordinator

Statement of Issue:

This item seeks Board approval to schedule the first and only public hearing regarding the County's intent to utilize the Uniform Method of Collection for the levy, collection, and enforcement of non-ad valorem assessments for the purpose of collecting the full amount of all charges related to sewer service available to one parcel in the Belair/Annawood Wastewater Retrofit Project area located on Lewis Boulevard South for December 8, 2026.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

Option #1: Schedule the first and only public hearing regarding the County's intent to utilize the Uniform Method for the levy, collection, and enforcement of Non-Ad Valorem Assessments for the purposes of collecting the full amount of all charges related to Sewer Service imposed on a certain real property located on Lewis Boulevard South for December 8, 2026, at 6:00 p.m.

Report and Discussion

Background:

This item seeks Board approval to schedule the first and only public hearing regarding the County's intent to utilize the Uniform Method of Collection for the levy, collection, and enforcement of non-ad valorem assessments for the purpose of collecting the full amount of all charges related to sewer service available to one parcel in the Belair/Annawood Wastewater Retrofit Project area located on Lewis Boulevard South for December 8, 2026.

The uniform method places a non-ad valorem assessment, a charge listed on the annual property tax bill, on the parcel to collect the City of Tallahassee's (City) sewer charges. The parcel is served by the sewer system built through the Belair/Annawood Wastewater Retrofit Project, which the County constructed and transferred to the City to own and operate, and the parcel does not have a metered City utility account through which the City would otherwise bill those charges. This agenda item summarizes the County's commitments under its agreement with the City, explains why the tax bill is the collection method for this parcel, and outlines the statutorily required steps that follow the hearing.

The Belair/Annawood Wastewater Retrofit Project advances the following FY 2022 – FY 2026 Strategic Initiative and Bold Goal:

- *Ensure County's water quality and stormwater regulations, programs and projects are evaluated and implemented holistically to advance the County's adopted strategic priority: to protect the quality and supply of our water. (2022-16)*
- *Upgrade or Eliminate 500 Septic Tanks in the Primary Springs Protection Zone. (BG2)*

This Strategic Initiative aligns with the Board's Environmental Strategic Priorities:

- *(EN1) Protect the quality and supply of our water.*
- *(EN2) Conserve and protect environmentally sensitive lands and our natural ecosystems.*

On December 11, 2018, the Board approved the Interlocal Agreement for the Provision of Sewer Service to Belair/Annawood Area ("Interlocal Agreement") with the City, which the County and City executed on March 20, 2019 (Attachment #1). The Belair/Annawood area lies within the Wakulla Springs Primary Springs Protection Zone, and the Interlocal Agreement recognizes the effect of nitrate from septic tanks on Wakulla Springs. Under the Interlocal Agreement, the County designed, permitted, and built a central sewer system for the area, funded in part through Florida Department of Environmental Protection (FDEP) Springs Restoration Grants, and transferred the system to the City for ownership, operation, maintenance, repair, and replacement. The County also installed the sewer connection and service line to the property line of each parcel and paid the City's one-time system charge for every parcel to connect to the City's sewer system, which the City reduced by one-third in recognition of the County's payment. As a result, property owners

in the area pay no system charge or tap fee and pay only the City's recurring sewer charges, the same as any other City sewer customer. The system now serves 115 parcels and has eliminated 93 septic tanks.

This year, the City notified the County that it had inadvertently missed a vacant parcel at 728 Lewis Boulevard South when it provided the County its submittal for the prior year's assessments, and that the parcel needs to be assessed for a readiness-to-serve charge — the recurring charge the City applies where sewer service is available to a parcel that is not yet connected. This is the last parcel in this subdivision remaining to be brought forward for collection through the uniform method. Consistent with the Interlocal Agreement and pursuant to Section 197.3632, Florida Statutes, a non-ad valorem assessment—listed on the annual property tax bill—will be used to collect sewer service charges from this property. A cleanout has been installed at the right-of-way line in front of this property as part of the Belair Septic to Sewer project, making it ready for future connection when the property is developed.

Analysis:

A Resolution of Intent to use the uniform method of levy, collection, and enforcement of non-ad valorem assessments must be adopted at a public hearing held prior to January 1 of the year in which the local government intends to use this method, as required by Section 197.3632, Florida Statutes.

This item seeks Board approval to schedule the first and only public hearing for the adoption of the Resolution of Intent for the one parcel within the Belair/Annawood Sanitary Sewer System Project on Lewis Boulevard South. Public notice of the hearing will be published in accordance with statutory requirements.

Options:

1. Schedule the first and only public hearing regarding the County's intent to utilize the Uniform Method for the levy, collection, and enforcement of Non-Ad Valorem Assessments for the purposes of collecting the full amount of all charges related to Sewer Service imposed on a certain real property located on Lewis Boulevard South for December 8, 2026, at 6:00 p.m.
2. Do not schedule a public hearing regarding the County's intent to utilize the Uniform Method for the levy, collection, and enforcement of Non-Ad Valorem Assessments for the purpose of collecting the full amount of all charges related to Sewer Service imposed on a certain real property located on Lewis Boulevard South.
3. Board direction.

Recommendation:

Option #1

Attachment:

1. Interlocal Agreement for the Provision of Sewer Service to Belair/Annawood Area

INTERLOCAL AGREEMENT FOR THE PROVISION OF SEWER SERVICE TO BELAIR/ANNAWOOD AREA

THIS AGREEMENT, made and entered into this 20 day of March, 2019, by the CITY OF TALLAHASSEE, a Florida municipal corporation (hereinafter referred to as "City"), and LEON COUNTY, FLORIDA, a charter county and a political subdivision of the State of Florida (hereinafter referred to as "County").

WITNESSETH

WHEREAS, the County is the sole local governmental entity to authorize the planning, construction and operation of central water systems and sewage disposal systems within the unincorporated area of the County and will provide such services when it deems it appropriate; and,

WHEREAS, the County has recognized a long-standing problem in the Belair/Annawood area, as depicted in Exhibit A which is attached hereto and by reference incorporated herein, ("Belair/Annawood") that onsite sewage treatment and disposal systems "(OSTDS") currently in use do not function properly due to soil and groundwater conditions; and,

WHEREAS, the County, having recognized the nitrate loads associated with OSTDS and the impact of nitrate loads on Wakulla Springs, will identify areas in the Wakulla Springs Primary Springs Protection Zone where elimination or retrofit of existing OSTDS will be required as part of the Wakulla Springs Basin Management Action Plan; and,

WHEREAS, the County was awarded Florida Department of Environmental Protection Springs Restoration Grants to joint-fund construction of a central sewage collection system ("Sewer System") to serve Belair/Annawood, which is located within the Primary Springs Protection Zone; and,

WHEREAS, the County has determined that it is in the best interests of the citizens of Belair/Annawood that sewer service be provided to the residences in that area by the City of Tallahassee; and,

WHEREAS, Belair/Annawood lies within the City sewer franchise area; however, a portion of the area lies within the Talquin Electric Cooperative ("TEC") water franchise area, and the remainder lies within the City water franchise area; and,

WHEREAS, Belair/Annawood is within the Lake Munson Target Area identified in the City Master Sewer Plan adopted in February 2016;

NOW, THEREFORE, in consideration of the following mutual promises and covenants, and other good and valuable consideration the sufficiency of which is being acknowledged, the City and County hereby agree as follows:

a. The foregoing recitals are true and correct and are incorporated herein by reference.

Section 1. Effective Date. This Agreement shall commence upon full execution hereof by both parties.

Section 2. Responsibilities of County.

1. The County shall design, permit, and construct a new Sewer System to serve Belair/Annawood. The County will, at the County's expense, be responsible for acquiring all necessary property or property rights required for the construction, operation, maintenance, and replacement of the Sewer System. Such property or property rights shall be in form(s) acceptable to the City. The Sewer System's sewage collection piping shall use gravity flow to convey sewage first to conventional central pumping stations and then to a connection point on the existing City sewer system to be mutually agreed upon by the City and County.

2. The Sewer System design shall comply with the City's Engineering Design Manual for Water and Sewer Facilities and construction shall comply with the City's Technical Specifications for Water and Sewer Construction. The City's determination regarding compliance with such design and construction requirements shall be final. The County or its agent shall submit design plans to the City for review and approval. Construction shall not start until plans have been approved by the City. The City shall be timely in its review and approval, or disapproval, of plans submitted by the County in recognition of the County commitment to have service available as soon as possible.

3. The City is intended to be a third-party beneficiary of the contracts for design and construction of the Sewer System, and the County shall ensure that those contracts reflect such status for the City. As such, the design consultant and the contractor shall be directly liable to the County and the City for the proper and timely performance of all obligations under the respective contract including without limitation all warranty provisions. The County shall ensure that all guarantees and warranties related to design, construction, materials and equipment are assigned to the City. Upon completion of the Sewer System, or agreed portion thereof, and acceptance by the City for ownership, the County shall transfer ownership of the Sewer System, or agreed portion thereof, to the City along with all property and easements necessary for the operation, maintenance, repair, and replacement of the Sewer System or agreed portion thereof. It is agreed that the Sewer System does not include service lateral pipes between a customer and the sewer main and that easements for such piping are not required and will not be accepted.

4. The County will install sewer taps and will construct, to the property line, the associated sewer service laterals for each parcel served within Belair/Annawood. The County will use its best efforts to have property owners in Belair/Annawood agree to connect to the Sewer System. The County will extend the sewer lateral as necessary to complete the connection to the Sewer System, from the property line to the residence or other structure, for any parcels

where the owner agrees to connect to the Sewer System while the Sewer System is under construction.

Section 3. Responsibilities of City.

1. Upon completion of the Sewer System, or agreed portion thereof, and compliance with City specifications and requirements, the City shall accept the Sewer System and all property and easements necessary for ownership, operation, maintenance, repair, and replacement. The City shall utilize the completed Sewer System and its existing City sewage collection and treatment facilities to provide sewer service to Belair/Annawood. The City shall not be responsible for carrying out any of its responsibilities or obligations under this Agreement until the City has accepted ownership of the completed Sewer System. The City will not unreasonably withhold acceptance of the completed Sewer System for ownership, operation, and maintenance.

2. The City shall inspect construction of the Sewer System to ensure compliance with the previously approved City specifications and requirements. The County shall pay the City all costs incurred by the City for inspection and construction-related testing within forty-five (45) days following receipt of an invoice from the City for such inspection and testing.

3. Nothing in this Agreement shall prevent the City or County from using its general revenues to provide any of its services or financial assistance to any citizen or property owner inside Belair/Annawood.

4. Nothing herein shall be interpreted to require the City to assume responsibility for individual grinder pumps or discharge piping to the point of connection with the Sewer System.

Section 4. Terms of Service.

1. Sewer System service under this Agreement will be provided consistent with applicable City ordinances and policies, standards, procedures, regulations, rates, fees, loan programs and charges.

2. Any property owner desiring to connect to the Sewer System may do so at any time that service is available. Owners whose property is within the City water and sewer franchise area who connect to the Sewer System must also connect to the City water system, if the water system is available.

3. Any property owner that does not connect to the Sewer System will be charged the applicable readiness-to-serve charge in accordance with Sec 21-324, City of Tallahassee Code.

4. The County shall not issue any permits for new construction within the Belair/Annawood area unless the structure is proposed to be connected to the Sewer System.

5. Should the County become aware of a failing septic system in the Belair/Annawood area, the County agrees to notify the City and the Health Department.

Section 5. Charges, Billing and Collection

1. All charges for sewer service, readiness-to-serve, late payment, connect, disconnect and similar administrative charges shall be levied consistent with Chapter 21, City of Tallahassee Code.

2. Upon completion of the Sewer System and acceptance for ownership by the City, the County will pay to City, the sewer System Charges for each parcel for which a tap was provided in the Belair/Annawood area, regardless of whether the owners of such parcels agree to connect to the Sewer System. In recognition of County's payment of all System Charges, the City will reduce the System Charge applicable to the Belair/Annawood parcels by one third. The City shall invoice the County for all System Charges following City acceptance of the Sewer System for ownership and the County shall pay these charges within forty-five (45) days following receipt of the invoice.

3. No tap fees will be required at the time of customer connection for any parcel where the tap and lateral extension were installed by the County during original construction of the Sewer System.

4. The City will bill recurring sewer service charges in the Belair/Annawood area through a City customer utility account if an account exists for a metered City utility service. If a property owner does not have a City utility account for a metered service, the County will collect and remit to the City, on a recurring annual basis, the full amount of all charges related to sewer service through a non-ad valorem assessment on the owner's annual property tax bill. The County agrees to make all necessary arrangements and defray any associated administrative expenses associated with imposing said non-ad valorem assessment pursuant to Section 125.01, Florida Statutes, and in accordance with Section 197.3632, Florida Statutes.

5. The County will make said arrangements for the non-ad valorem assessment in a manner such that the first assessment is collected in the first calendar year subsequent to City acceptance of the Sewer System, or as soon thereafter as reasonably possible consistent with the notice and public hearing requirements provided in Section 197.3632, Florida Statutes. If the timing of the first assessment is such that only a partial year of service, or readiness-to-serve, charges is to be assessed, then the assessed charges shall be pro-rated based on the date of City notification of sewer availability, or the date of connection, as applicable. Assessments in subsequent years shall be for any past sewer service, or readiness-to-serve, charges not previously assessed or collected plus an additional 12 months of service or readiness-to-serve charges, except where a new customer has connected, in which case the sewer service charge and readiness-to-serve charges shall be pro-rated based upon the date of connection. The County will ensure that all charges related to sewer service, or readiness to serve, will be assessed within two

years of following the date on which each customer is connected to the Sewer System.

6. Each year the City shall provide the County information specifying the applicable sewer service related charges for each parcel served within the Belair/Annawood area. The County shall set a uniform recurring date by which this information must be provided.

7. If after timely receipt from the City of the applicable charges for each parcel within the Belair/Annawood area, the County fails to make arrangements for the non-ad valorem assessment for those charges, the County will remit to the City the full amount of the charges that should have been assessed.

8. The County agrees to use all the collection procedures available to it pursuant to Section 125.01, Florida Statutes, and Section 197.3632, Florida Statutes, to collect and remit to the City the assessed sewer charges from each property within the Belair/Annawood area.

Section 6. Dispute Resolution.

1. 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.

2. 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."

3. 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.

4. 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 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.

5. 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).

a) 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.

b) 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.

c) 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.

Section 7. General Provisions.

1. Governing Law and Venue. This Agreement shall govern by and construed in accordance with the laws of the State of Florida. Any action to enforce any of the provisions of this Agreement must be maintained in Tallahassee, Leon County, Florida.

2. 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.

3. Modification. This Agreement shall not be extended, changed or modified,

except in writing duly executed by the Parties hereto.

4. Binding Effect. This Agreement shall be binding upon the successors and, subject to below, assigns of the Parties hereto.

5. Assignment. Because of the unique nature of the relationship between the Parties and the terms of this Agreement, neither Party hereto shall have the right to assign this Agreement or any of its rights or responsibilities hereunder to any third Party without the express written consent of the other Party to this Agreement, which consent shall not unreasonably be withheld.

6. 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 matters are superseded by this Agreement.

7. Headings. Headings in this Agreement are for convenience only and shall not be used to interpret or construe its provisions.

8. 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.

9. Public Bodies. 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.

10. Force Majeure. A Party shall be excused from performance of an obligation under this Agreement to the extent, and only to the extent, that such performance is affected by a "Force Majeure Event" which term shall mean any cause beyond the reasonable control of the Party affected, except where such Party could have reasonably foreseen and reasonably avoided the occurrence, which materially and adversely affects the performance by such Party of its obligation under this Agreement. Such events shall include, but not be limited to, an act of God, disturbance, hostility, war, or revolution; strike or lockout; epidemic; accident; fire; storm, flood, or other unusually severe weather or act of nature; or any requirements of law.

11. Cost(s) and Attorney Fees. In the event of litigation between the Parties to construe or enforce 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 subject litigation. The term litigation shall include appellate proceedings.

12. Severability. It is intended that each Section of this Agreement shall be viewed as

separate and divisible, and in the event that any Section, or Party thereof, shall be held to be invalid, the remaining Sections and parts shall continue to be in full force and effect.

13. Subject to Appropriation. All payment obligations of the Parties as set forth herein shall be subject to appropriation of funding therefore by the applicable legislative bodies; however, failure to appropriate funding adequate to meet such payment obligations shall be deemed a default under this Agreement.

IN WITNESS WHEREOF, the Parties hereto, through their duly authorized representative, have executed this Interlocal Agreement for the Provision of Sewer Service to Belair/Annawood as of the date written above.

LEON COUNTY,
FLORIDA

By: _____
Vincent S. Long
County Administrator

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

By: _____

APPROVED AS TO FORM:
Leon County Attorney's Office

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

CITY OF TALLAHASSEE,
FLORIDA

By: _____
Reese Goad
City Manager

ATTEST:

By: _____
James O. Cooke, IV
City Treasurer - Clerk

APPROVED AS TO FORM:
City Attorney's Office

By: _____
City Attorney

Leon County
Board of County Commissioners

Notes for Agenda Item #12

Leon County Board of County Commissioners

Agenda Item #12

November 17, 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 the Buckfield Subdivision Private Road Repaving Request for December 8, 2026

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 Roshaunda Bradley, Director, Office of Management and Budget
Lead Staff / Project Team:	Charles Wu, Director, Engineering Services Kim Vickery, Real Estate Manager Kyle Kemper, Senior Assistant County Attorney Timothy Barden, Administrative Services Manager

Statement of Issue:

This item seeks Board approval to schedule the first and only public hearing on December 8, 2026, at 6:00 p.m. to consider the private road repaving request by the Buckfield Subdivision property owners under Policy No. 11-1, "Private Road Preventative Maintenance and Repair Program.

Fiscal Impact:

This item has a fiscal impact. The initial cost estimate for the proposed private road repaving is $221,271. The County will fund the project until construction is complete; the owners of the benefiting parcels will then repay the actual project cost through special assessments, paid in annual installments on their property tax bills.

Staff Recommendation:

Option #1: Schedule the first and only public hearing for December 8, 2026, at 6:00 p.m. to consider the Buckfield Subdivision private road repaving request.

Report and Discussion

Background:

This item seeks Board approval to schedule the first and only public hearing on December 8, 2026, at 6:00 p.m. to consider the private road repaving request by the Buckfield Subdivision property owners under Policy No. 11-1, "Private Road Preventative Maintenance and Repair Program" (Policy).

The Private Road Preventative Maintenance and Repair Program (Program) allows private road property owners to have their existing paved roads resurfaced to ensure safe ingress and egress to private roads for homeowners and invitees, U.S. Postal Service, and emergency services personnel. The Program assists neighborhoods with repaving projects when engaging private enterprise is not feasible due to the minor size of the project or the inability of the benefitted property owners to fund the project upfront. It allows the County to leverage its contract service providers, with all project costs either paid upfront by the benefited property owners or repaid to the County over time through non-ad valorem assessments.

On July 9, 2024, the Board revised the Policy to add the repaving of existing private paved roads, and the County began accepting repaving applications on October 1, 2024. The Policy establishes documented owner support before a project reaches the Board.

The Buckfield Subdivision is a 32-lot single-family residential subdivision located in eastern Leon County between Buck Lake Road and Capitola Road (Attachment #1). In June 2026, Buckfield property owners requested the County repave the subdivision's streets through the Program. At a community meeting held July 21, 2026, staff presented proposed project information, estimated annual per-parcel repayment terms, and outlined Board actions required before a project can be approved and an assessment levied by the Board. Following that meeting, staff received the official applications for the Program.

Based on visual observation of the existing road surface, the proposed repaving scope consists of a 2.5-inch asphalt overlay on Buckfield Drive and a 1.5-inch asphalt overlay on Grazing Buck Court and Grazing Buck Lane. The scope also includes repairs where the base beneath the pavement has failed; temporary traffic control during construction; restriping of stop bars; restoration of the unpaved shoulders; and sodding of disturbed areas. The initial construction cost estimate for this scope is $221,271. The final cost will be determined in 2027 after the conclusion of the project and will be based on actual quantities used during construction.

Upon completion of the project, the actual costs will be reimbursed by the lot owners by means of a special assessment upon those parcels that are determined by the Board to receive a special benefit from the road repaving. The Buckfield Subdivision Homeowners' Association has requested that the Board apportion the special assessment using a per-lot methodology, under which the total project cost is divided equally among the 31 parcels.

Analysis:

In accordance with Policy, 31 of the 32 property owners of the Buckfield Subdivision submitted written requests asking the County to consider repaving roads under their ownership or which specially benefit their parcels. One of the 32 parcels does not abut the subdivision roads and exclusively uses Buck Lake Road for ingress and egress and therefore would not benefit from the project, nor be assessed for the cost of repaving. All 31 owners of the benefiting parcels have requested the project, satisfying the Policy's 100% voluntary participation requirement. The property owners acknowledge that they will grant temporary easements to the County, or its contractor, at no cost to perform the repaving. Furthermore, the owners waive, release, and discharge the County from any and all liability related to or arising out of the road repaving or the use and enjoyment of the temporary easements.

The construction cost estimate of $221,271 covers the complete scope needed to deliver a repaved road including:

- Temporary traffic control which keeps the roads open and safe while crews work;
- Road base repairs to correct the failed material beneath the pavement;
- Stop bar restriping to restore the pavement markings at intersections; and
- Shoulder restoration and sodding to restore road edges and ground once paving is complete.

The unit prices in the County's estimate are established through its Asphaltic Concrete Materials and Services Continuing Supply contracts, reflecting the same rates the County pays for its own road work. Consistent with Section 6(b) of the Policy, project costs reflect only the County's actual cost. Once the road repaving is completed, the Buckfield Subdivision Homeowners Association will be responsible for the future maintenance of the repaved roads.

To proceed with the project, the Board must schedule and hold a public hearing. Pursuant to Policy, a notice stating the date and time of a regular Board meeting must be published in accordance with Section 50.011, Florida Statutes, at least 20 days prior to the hearing. It also requires that notices be sent by certified mail to the record owners of the affected parcels at least 20 days prior to the hearing. Additionally, the County will publish notice of its intent to use the Uniform Method for the special assessments weekly in a newspaper of general circulation for four consecutive weeks preceding the December hearing. To meet that four-week requirement, the first publication was published on November 6, 2026, ahead of this meeting.

In summary, the owners of all 31 benefiting parcels have requested the repaving and signed the request as the Policy requires. The $221,271 construction cost estimate covers the complete scope needed for a lasting road surface and is priced at the County's contract unit prices. The County will fund the work, and the owners will repay the actual project cost, including any costs incurred in imposing the special assessments and the interest rate determined by the Board at the time of assessment, in annual installments on their property tax bills following project completion. Scheduling the public hearing for December 8, 2026, allows the Board to consider the request at its next available meeting, as the Policy provides.

Options:

1. Schedule the first and only public hearing for December 8, 2026, at 6:00 p.m. to consider the Buckfield Subdivision private road repaving request.
2. Do not schedule the first and only public hearing for December 8, 2026, at 6:00 p.m. to consider the Buckfield Subdivision private road repaving request.
3. Board direction.

Recommendation:

Option #1

Attachment:

1. Buckfield Subdivision Location Map



Buckfield Subdivision Location Map

Posted on November 9, 2026

Leon County
Board of County Commissioners

Notes for Agenda Item #13

Leon County Board of County Commissioners

Agenda Item #13

November 17, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Approval to Purchase Six Ambulances for Emergency Medical Services

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
Lead Staff / Project Team:	Melanie Hooley, Director, Purchasing Chad Abrams, Chief of Emergency Medical Services Josh McSwain, Director, Fleet Management Tim Barden, Administrative Services Manager

Statement of Issue:

This item seeks Board approval to purchase six ambulances from Southwest Ambulance Sales, LLC, utilizing a cooperative purchasing agreement (piggybacking) to replace six ambulances that have reached the end of their planned useful life. The purchase would utilize a Savvik Buying Group cooperative purchasing agreement.

Fiscal Impact:

This item has a fiscal impact. Funding in the amount of $1,937,731 is included in the Fiscal Year 2027 Emergency Medical Services Vehicles and Equipment Replacement Capital Improvement Project budget to purchase the ambulances.

Staff Recommendation:

Option #1: Approve the purchase of six F450 Ambulances from Southwest Ambulance Sales, LLC (Attachment #1), utilizing the Savvik Buying Group cooperative purchasing agreement, in the amount of $1,937,731, and authorize the County Administrator to execute any amendments or associated agreements thereto, subject to review and revision by the County Attorney.

Report and Discussion

Background:

This item seeks Board approval to purchase six F450 ambulances from Southwest Ambulance Sales, LLC (Attachment #1), utilizing a cooperative purchasing agreement competitively procured by the Eagle County Health Service District through the Public Safety Association Inc (PSAI) and the Savvik Buying Group, cooperative purchasing organizations (Attachment #2). The contract was awarded to Medix Specialty Vehicles, LLC. Southwest Ambulance Sales, LLC is the authorized Medix dealer for the area, eligible to provide equipment under the contract.

The County's Purchasing Policy No. 96-1, Section 6.06(E) authorizes the County to purchase goods or services from authorized vendors listed on eligible contracts of cooperative purchasing organizations (a process known as "piggybacking"). Such purchases may be made without conducting a separate competitive solicitation, provided the cooperative contract was awarded through full and open competition. Utilizing cooperative purchasing agreements allows the County to benefit from the combined purchasing power of multiple agencies, thereby reducing costs, administrative expenses, and procurement processing time. The contract the County will be utilizing contains cooperative purchasing language, allowing the County to "piggyback" on the contract.

Leon County Emergency Medical Services (EMS) maintains a fleet of over 35 ambulances that serve the County through a system status management model, which strategically positions ambulances throughout Leon County based on historical call data and anticipated service needs. To maintain current service levels, ambulances experience significant use throughout the County. The demanding nature of EMS accelerates wear and shortens the useful life of these vehicles, making periodic replacement necessary to maintain a reliable fleet and ensure continued service to County residents.

Analysis:

The County's adopted FY 2027 budget includes funding for the purchase of six ambulances to replace existing units that have reached the end of their expected service life. As a part of the annual Budget process, the Fleet Management Division evaluates the EMS fleet and recommends ambulance replacements consistent with County Policy which includes consideration of the age; mileage and operating hours; and maintenance history. Due to the continuous operation and demanding use of the EMS fleet, regularly scheduled ambulance replacement is necessary to maintain reliable emergency medical service throughout the County, ensure operational readiness, and minimize the risk of unexpected service disruptions due to vehicle breakdowns.

Ambulances frequently operate continuously while on shift and their engines run between responding to emergency calls to maintain appropriate temperatures for medications and to ensure medical equipment on board remains powered, charged, and ready for immediate emergency use. As a result, ambulances accumulate significant engine hours over their operational lifespan, resulting in increased wear and maintenance requirements. The scheduled replacement of ambulances in FY 2027 will maintain fleet reliability, minimize unexpected mechanical failures, and ensure uninterrupted emergency response capabilities.

Over the past several years, EMS has experienced continued growth in calls for service – more than a 27% increase over the past five years. In response, beginning in FY 2024, the Board took deliberate steps that included increasing the EMS MSTU to ensure adequate funding for the delivery of EMS. This strategy was designed to support the resources necessary to meet the growing EMS service demands. The replacement of ambulances supports the Board's continued commitment to respond to those demands.

This item recommends the purchase of six new F450 ambulances from Southwest Ambulance Sales, LLC, utilizing a cooperative purchasing agreement competitively procured by Eagle County Health Service District through PSAI and the Savvik Buying Group. The total quoted price for the six ambulances is $1,963,441. After applying a vendor credit of $25,710 resulting from a previous ambulance purchase, the total purchase price is $1,937,731, or approximately $322,955 per ambulance. The purchase includes the ambulance chassis, patient compartments, and specialized equipment and modifications necessary to meet the County's operational requirements, including emergency lighting, sirens, electrical systems, and heating and air conditioning. Funding is available in the EMS Equipment Replacement CIP budget for this purchase.

To ensure the County is receiving the best value, staff reviewed the pricing available through multiple cooperative purchasing agreements and conducted a thorough search for local vendors capable of providing comparable ambulances. However, no local vendors were identified. Staff will continue to consider available vendors and cooperative purchasing opportunities when procuring replacement ambulances to ensure competitive pricing and the best value for the County.

Utilizing a competitively solicited, large-scale cooperative purchasing agreement allows the County to benefit from established competitive pricing while expediting the procurement process. The County's standard terms and conditions, along with the terms and conditions of the cooperative purchasing agreement awarded to Medix Specialty Vehicles, LLC, will be incorporated into the County's purchase order.

Current lead times for replacement ambulances can exceed six months, making it important to initiate the procurement process as soon as possible to minimize delays in placing replacement units into service. EMS, Fleet Management, and the Purchasing Divisions concur that utilizing the Savvik cooperative purchasing agreement represents the most cost-effective and efficient method of procuring the six replacement ambulances.

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Options:

1. Approve the purchase of six F450 Ambulances from Southwest Ambulance Sales, LLC (Attachment #1), utilizing the PSAI and Savvik Buying Group cooperative purchasing agreement, in the amount of $1,937,731, and authorize the county administrator to execute any amendments and associated agreements thereto, subject to review and revision by the County Attorney.
2. Do not approve the purchase of six F450 Ambulances from Southwest Ambulance Sales, LLC, utilizing the Savvik Buying Group cooperative purchasing agreement, in the amount of $1,937,731.
3. Board direction.

Recommendation:

Option #1

Attachments:

1. Proposal from Southwest Ambulance Sales, LLC.
2. PSAI/Saavik Buying Group Cooperative Purchasing Agreement

Southwest AMBULANCE SALES

Medix SAVVIK ID: RFB#2026-04

SALES AGREEMENT

PLEASE ENTER MY ORDER FOR THE FOLLOWING:
NEW ✓
YEAR **2026** MAKE/MODEL **FORD F-450** COLOR **WHITE**
TO BE DELIVERED ON/ABOUT **DEC 2026 - JAN 2027** VIN **TBA X 6**

VEHICLE DESCRIPTION		
6- 2026 FORD F-450 SUPER CAB, XLT, 6.7L DIESEL 4X2, TYPE I MSV-II 157 AMBULANCES.	**$1,963,441.38**	
25-SL150 **25-SL151** **25-SL152** **25-SL153** **25-SL154** **25-SL155**		
PRICE INCLUDES:		
RADIO ALLOWANCE: $10,000.00 PER AMBULANCE.		
CAGE TO BE BUILT IN INVERTER COMPARTMENT.		
SPLIT BENCH LOCKING LATCH TO BE INSTALLED ON DANHARD SIDE OF BENCH.		
INSTALL CUSTOMER SUPPLIED STRYKER POWER LOAD.		
DELIVERY TO TALLAHASSEE, FL INCLUDED.		
VEHICLE INVENTORY TAX:		
TAX:		
TITLE APPLICATION FEE:		
REGISTRATION:		
STATE INSPECTION:		
DELIVERY FEE:		
TOTAL	$ **1,963,441.38**	-
CREDIT APPLIED:	**($25,710.00)**	
GPC/FIN CODE:		
BALANCE DUE	$ **1,937,731.38**	-

DATE: 06/17/2026

PURCHASER: LEON COUNTY , FLORIDA
ADDRESS: 1800-1 N BLAIR STONE ROAD STE 3
CITY/STATE/ZIP: TALLAHASSEE, FL 32308
CONTACT: JASON BELL
PHONE: 850-273-2048
FAX:
EMAIL: bellja@leoncountyfl.gov

TRADE IN INFORMATION:
MAKE
MODEL **BODY STYLE:**
MILEAGE:
VIN#
USED VEHICLE ALLOWANCE: $

NA

This Order is subject to the terms and conditions of RFB#2026-04 and the resulting Cooperative Agreement between the Eagle County Health Service District, (the "Principal Procurement Agency"), Public Safety Association Inc (the "Company") and Medix Specialty Vehicles, LLC (the "Supplier") (the "Agreement");Any terms or conditions contained in this Order or subsequent documents which are less favorable than the terms or conditions contained in the Agreement shall not be binding on the Parties.

PURCHASER_____

SALESMAN Travis George

FOR ARNOLD WOODHAM

MEDIX SPECIALTY VEHICLES, LLC

Unit #: 25-SL150-25-SL155

DEALER:	**SOUTHWEST AMBULANCE SALES, LLC**
CUSTOMER:	**LEON COUNTY EMERGENCY MEDICAL SERVICES**
Street or P.O. Box	**911 EASTERWOOD DRIVE**
City, State, Zip	**TALLAHASSEE, FL 32311**
Customer Contact:	**Jason Bell**
Customer Email:	BellJa@leoncountyfl.gov
Customer Phone #:	**850-273-2048**
Sales Associate:	**PAUL CARTUSCIELLO/ARNOLD WOODHAM**
Sales Engineer:	**Brian Wortinger**
VIN#:	***To be assigned by MEDIX***

Medix SAVVIK ID: RFB#2026-04 I

Chassis Model Yr	**2024-2026**
MEDIX Model	**MSV-II 157 Type I - SuperCab**
CHASSIS	**Ford F-450 Super Cab XLT, 6.7L DIT Diesel, 192" WB, 16,500 GVWR, 84" CA, 4x2**
BODY	**157"L x 96" W x 72" Interior Headroom**

QTY	STD/OPT	Description		
	-	**Model with Drop Skirt on BOTH SIDES**		
	NOTE:	**Chassis will include the following items: Auto Throttle OEM Ford, Dual Alternators OEM Ford, Cab Seats OEM Captains Chairs (No Armrests), Mud Flaps (rear only-WILL BE REMOVED)**		
	109003	**Liquid Spring Suspension Installation by Utility Bodywerks, see quote, the kit will be ordered through Utility Bodywerks; Requires Dump cancel switch that Medix will order and install - installed at the Curbside rear door on the wall - "L/S Dump Overrride" - p/n: MX09166. NOTE: 6 - 8 Week Lead Time**		
		-		
	01-	**Flooring & Interior Colors**		
1	STD	**Cabinets:** Laminated Wood **Laminate Color**: **GRAY**		
1	STD	**Upholstery:**		
1	STD	**Color**: **BLACK** Brand: **EVS**		
1	STD	**Flooring:** Lonseal- LonPlate (Diamond Plate) (Specify Color) **Color: GUNMETAL 424**		
		-		
	02-	**Body & Chassis**		
1	**STD**	**This chassis is equipped with a Diesel Exhaust Fluid (DEF) System to meet the EPA Diesel Emissions Standards.**		
	NOTE: WELD SHOP	**NOTE: See Special Location for Shoreline on rear wall, streetside. Do not cut standard hole on streetside wall. NOTE: See front wall for condenser and spotlight perch location. NOTE: See floor print for Danhard condenser location, need mounting bracket as well. NOTE: See option below for additional IV Hanger in Ceiling.**		

1	**NEW BO# 2407**	**Chassis: Anti-Theft Device, TREMCO anti-theft device for Type I Ford chassis ONLY. Ignition security system, locate activation button to the right side of the steering wheel column.**		
1	**DELETE**	**Camera System:** ~~Ford "F" 'Series Super Duty OEM Surface Mount Back-Up Camera and Harness tied into OEM display in dash. Option Code 872. Includes RVS-MV3-IR camera and RVS-OA08 Harness.~~ **NOTE: Disconnect OEM dash from B/Up camera.**		
1	**99-0765**	**Camera System: ASA Electronics, (1) VCAHD150 - (1) Flush Mount Camera/White, (1) VCMS24 Camera with Manual tilt bracket, (1) VOM74MM 7" Rear View Mirror Color Monitor with brightness, contrast and volume adjustment controls and (1) CEC34 - 32ft. Cable** **NOTE: (2) Camera System with (1) Camera mounted off lower RH corner of center rear Amber light, (1) Camera mounted on upper bulkhead wall and Monitor mounted on cab windshield rear view mirror.**		
1	STD	All Exterior compartments coated with light gray colored rubberized polyurethane material. Standard		
1	STD	**Pass-Thru**: With accordion boot. Sliding, latching polycarbonate window.		
1	STD	**Compartment Lights:** Optronics ILL36CB LED Compartment lights-ALL Models Locate: (1) Ceiling of Compt #1; (2) in Compt #2- (1) URH, (1) LLH; (1) in ceiling of Compartment #3; (2) in Compt #4/5; (1) in Compt #6 (if applicable).		
1	**Modified**	**Compartment #1 SS Forward:** Smooth Aluminum body, O2 Universal "M" or "H" cylinder storage for STEEL tank, Door w/gas strut hold-open, Sealed access to paddle handle in door panel. Stainless steel sill protector. **PRODUCTION NOTE: Install O2 bracket to far right of compartment as possible.** **NOTE: See option in Oxygen Section below for Two (2) Cast Products "D" Cylinder Mounts (In left hand section of compartment). Backer Plates to be added to outside of compartment below floor line after tub install.**		
1	**Modified**	**Compartment #2 SS Center:** Smooth Aluminum body, Open Storage, Single access door w/gas strut hold-open. ~~**(1) Adjustable aluminum shelf w/DA finish.**~~ Sealed access to paddle handles in door panel. Stainless steel sill protector. **NOTE: Inverter, Breaker Box and Vacuum Pump located in Compartment #2. Reference Unit #25-SL136 for placement.** **NOTE: Delete standard shelf in Compartment #2.**		
1	STD	**Compartment #3 SS Rear:** 3/4 height, Smooth Aluminum body, Inside/Outside access w/offset for interior monitor shelf aft of CPR seat, (1)- adjustable shelf w/DA finish between rear wall and upper offset. Door w/gas strut hold-open. Sealed access to paddle handle in door panel. Stainless steel sill protector. **NOTE: See option below for Seat Belt Style strap Compartment #3.**		

1	**99-1362**	**Seat Belt: Automotive Style, (1) 2"W x 45"L female strap side and (2) footman loops, mounted in exterior compartment. IATS Location: One (1) Compartment #3, Halfway up offset cover in upper left of Compartment to right hand (Rearward) Compartment wall across inside/outside access area.**		
2	STD	**Rear Entry Doors:** Dual door system w/exterior/interior, locking paddle handles; fixed glass windows and Cast Grabber hold-opens. Sealed access to paddle handles in door panels. Stainless steel sill protector. Two-piece interior door panel.		
1	**Modified for Add'l Battery**	**Compartment #4/5 CS Forward:** NO body above floor, ALS Cabinet w/ Inside/Outside access, Full-height, single Door **w/Ball and Socket hold Open. Bottom section for additional battery with roll-out battery tray and removable, latching door. NOTE: See option in Electrical Section below for Additional Battery and Tray. NOTE: See option below for Ball and Socket Hold-Open**.		
1	**99-4322**	**Compartment #4/5: CS Forward, Door hold-open to be a ball and socket ILOS gas-strut due to ALS cabinet close-off.**		
1	STD For 2024 Model	**Drop Skirt** - a 4" dropskirt shall be provided on both Streetside and Curbside forward of the rear wheelwells. Taller front stone guards shall be provide on both driver and passenger sides.		
1	STD	**Curbside Entry Door:** Taller for 4" drop skirt. Door handle to remain aligned with Compt #4/5 handle; Single door system w/exterior/interior, locking paddle handles; window w/fixed glass; Gas strut hold-open. Sealed access to paddle handles in door panel. LED Step well light. Stainless steel sill protector. Two-piece interior door panel.		
1	STD	**Curbside Entry Door Stepwell:** Dual, smooth aluminum steps welded into door opening coated with rubberized urethane liner material. Stainless steel threshold trim. Dri-Dek insert on lower floor of step entry.		
1	**99-2124**	**Compartment #6: CS Rear, Smooth Aluminum body, Vertical Backboard Storage with offset in upper right hand corner for interior cabinetry, Door with gas strut hold-open. Sealed access to paddle handles in door panel, Stainless steel sill protector. Compartment to be 17" Wide with upper corner offset high enough to accommodate 9" wide tracked Stair Chair below with seat belt restraint across bottom section. Install short divider from bottom of offset to floor of compartment. See divider PN: 33-114412 / Tub PN: #33-114405. NOTE: ACCESS DOOR TO CABINETS IN #6 AT REAR OF SQUAD BENCH - see separate option in cabinet section. NOTE: MSV-II 157 Type I Only.**		
1	STD	All Entry Door paddle handle and rotary latching components will include emergency door releases located top and bottom of each door and shall meet the FMVSS 206 30G Test Requirement		
1	**200200MSV**	**Power Door Locks: All Entry and Compartment Doors, wired to OEM door lock system. Includes (1) switch by Curbside Entry Door interior in standard 4-position switch panel and (1) at Rear Curbside Wall - MSV II ONLY**		

1	**99-2108 Modified for Location**	**Power Door Locks: Stealth Switch, Power Door Lock System, Push Button Switch LOCATION: attached to aluminum plate at bottom of rear corner cap on CURBSIDE. See print for plate: 33-105600**		
1	STD	**Rear Bumper:** ADP corner pods w/Dock bumper pads, Center grip-strut flip-up step, powder coated steel frame		
2	STD	**IV Hangers:** (2) Cast black rubber fold-down over knee area of Cot and Squad Bench		
1	**200160**	**IV Hanger: Cast Products PN:2008, flush mount, fold down, rubber, IATS Specify Location(s): One (1) in CEILING OVER CHEST AREA only.**		
3	STD	**Mirrors, OEM:** (1) heated/remote control on each cab door, (1) on interior windshield		
1	**DELETE**	**DELETE STANDARD Wheel Covers: Stainless steel covers w/Valve Extenders. NOTE: CUSTOMER ONLY WANTS THE OEM WHEELS AS-IS.**		
4	STD	**Stone Guards:** Lower body corners, ADP; **4" taller stone guards on front corners.**		
1	STD	**Kick Plate, Rear:** ADP, below rear doors across to corner posts.		
1	**99-0667**	**Rub Rails: Extruded rubber rub rails- ILOS**		
2	**STD FOR EXTENDED CAB**	**Running Boards:** Diamond Plate, Type I w/starburst pattern		
1	**200110**	**Fender Flares: Black rubber, ILOS stainless steel on MSV II 170 only.**		
2	STD	**Fuel Fill Bezel:** Cast aluminum; **DEF Fill Bezel:** Cast Aluminum		
2	STD	**Fuel Fill Scuff Plate:** Stainless steel, below fuel fill bezel for Type I and DEF Fill bezel.		
1	STD	**Insulation:** Pink, double sided radiant barrier/acoustic material, installed on curbside and streetside rear wheel wells.		
1	STD	**Insulation:** Spray in place foam applied to curbside entry step well and both rear wheel wells		
1	STD	**Undercoating:** Per QVM Guidelines		
1	**99-0710**	**Lights: Dome, TecNiq dimmable red/white LED, installed on cab headliner, wired ignition hot. Specify location on headliner: Center over console between driver and passenger.**		
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	03-	**Brake, Turn & Back-Up Lights**		
1	**Modified for M-Series Package**	**Lights:** DOT, Brake/Tail, Turn, Back Up: **Whelen M6 Series LED. NOTE: See option in Warning Lights Section below for "M" Series Lighting Package.**		
1	STD	**DOT Marker Lights:** TecNiq LED, rubber grommet bezels; (7) S34-AC09-1 Amber- (5) on front of body as Marker lights, (2) side facing on rear extrusions as Turn Signals; (7) S34-RC90-1 Red- (5) on rear of Body as Marker lights, (2) side facing as Turn Signals.		
1	**300100**	**Lights: DOT, Brake and Turn, Interior, LED, Under rear overhead pad/cabinet, Two (2) CPI amber marker style wired to turn signals; One (1) CPI red marker style wired to brake circuit.**		
		-		
	04-	**Electrical, Power Distribution, Control Center & Interior Lighting**		

1	STD	**Battery Switch, Automatic:** TST CDR-400. Located in Electrical Cabinet.		
2	STD	**Batteries:** OEM, under hood		
1	**99-0766A**	**Battery: Additional, (1) OEM, 750 C.C.A. w/single roll-out tray on Type I, IATS batteries under the hood. Battery to be located below ALS in sealed storage area.**		
1	**FOR EXTENDED CAB Modified Per Options**	**Front Console/ Switch Panel:** Formed Aluminum body powder coated black and attached to chassis floor. Switch panel: Engraved black plastic with LED lighted switches for Emergency Master, Primary/Secondary Modes, Siren/Horn, Left, Rear and Right Floods, Back-Up Alarm, **Opticom,** Module Disconnect. Siren mounted in engraved panel below switches. **NOTE: See options in Warning Lights Section below for opticom switch and Whelen 295HFSA7 Siren.**		
2	STD	**Antenna, Radio Coax Cables:** Terminated behind driver's seat w/Power & Ground for each		
1	**400010**	**Electrical: Antenna, Coax, Install (1) with 12VDC Power and Ground. IATS** **Specify Location(s): One (1) run from above Dome #3 to behind the Action Area Switch Panel.**		
8	**Modified for QTY.**	**Dome Lights:** LED w/flange, 2-banks of four (4) lights switched separately with Hi/Lo functions. **NOTE: See option below for White/Blue Domes Center dome locations.**		
1	**99-0525**	**Lights: Dome, (3) Whelen 9-LED white/blue center fixtures PN: 80CBEHCR, (6) White diodes, (3) Blue diodes in each dome light with chrome flange ILOS white LEDS. Switch for "Center" domes only PN: 39-10-9177 labeled White at top / Center / Blue at bottom.** **NOTE: MSV-II Models Only.**		
1	STD	**Action Area Light:** 12 VDC LED light, with On/Off switch on rear control panel		
1	STD	**USB Port:** Vanner VSS-USB dual port 2Amp mounted on A/A wall		
1	**99-0622 Modified for Location**	**Electrical: Shoreline, 125VAC, 30-amp, Kussmaul SUPER Auto Eject P/N: 091-159-30-120 side wired with hinged, yellow, weatherproof cover, located REAR WALL, STREETSIDE ABOVE TAIL LIGHT STACK. Mount on a Kussmaul Stainless Steel E-Z mounting plate P/N: 091-159-081-120 with green indicator light for ease of access. Mating connector to be shipped loose. ILOS**		
1	STD	**Switch, Momentary Disable:** For Scene/Load Lights. (1) Located on Curbside Wall in **4-position** panel. (1) Located on Rear Curbside wall in standardized position, no bezel required, vertical S.S. trim is punched for switch.		
1	STD	**Timer:** 5-minute check-out, wired to CS High mode dome lights		
2	**99-0550-M Modified for QTY.**	**Switching: Timer, Momentary 15-Minute timer switch for patient compartment dome lights. Locate One (1) switch in 4-Position Positron switch panel on curbside wall and One (1) switch in 4-Position Positron Panel in stainless steel vertical trim piece just inside curbside rear entry door. (PNs: MX09150 switch, MX09151 Timer)** **NOTE: MSV-II Models Only** **NOTE: See option below for 4 Position panel just inside rear curbside entry door.**		

1	**99-2353**	**Cabinets: Trim, Stainless Steel, Custom vertical trim piece at rear curbside door for installation of (4) switches in vertical panel, ILOS (3) switches. Requires a Positron 4-switch panel PN: MX01578 and rear curbside stainless steel trim PN: 33-10-5624 ILOS three switch vertical panel.** **NOTE: MSVII 157 and MSVII 170 Type I and III Models Only.**		
1	**99-3022**	**Inverter: Vanner LSC12-2000- 2000 watt Pure Sine Wave with battery charger and built in GFI. Remote controlled with switch in rear panel. (This option deletes the GFI in the A/A wall). ILOS** **Location: Located on the Inboard (Back) Wall of Compartment #2.**		
1	**400150**	**Electrical: Battery Charger, DELETE STANDARD (when adding Inverter with integral charger)**		
1	STD	**Breaker Box:** 125 VAC w/20-Amp Breaker **located in upper LH corner of exterior compartment #2.**		
2	**Modified for QTY.**	**12 VDC Outlets:** (1) in Action Area, (1) in ALS Cabinet. **(Deleted standard (1) in 2nd Action Area)**		
2	**99-0076**	**Electrical: 12VDC, 12 gauge power & ground. IATS** **Location(s): One (1) in Cabinet "E" and One (1) in Cabinet "D"**		
2	**Modified for QTY.**	**125 VAC Outlets:** Duplex, located (1) in Action Area, (1) in ALS Cabinet. **(Deleted standard (1) in 2nd Action Area)**		
1	STD	**Rear Switch Panel:** Engraved black plastic panel with (10) LED lighted switch positions for Dome Lights (3), Vacuum (1), Vent (1), A.A. Light (1), Inverter (1), Elect. O2 (1), Spare switches and digital clock w/Mode Buttons. MX01517.		
1	STD	**Electrical Cabinet:** Located over cabin-module connection w/latching, recessed, vented door. **NOTE: See option in Cabinet Section below for Locking Latch.**		
1	**99-1765**	**Lighting: Cabinet, (4) TecNiq E44-B03V-1 Flexible LEDs, BLUE - 13.5" for interior cabinet - to be wired to the interior cabinet light switch.** **Locate: (1) ran vertically on each side of cabinets A1 and Action Area Overhead, close to opening.**		
1	**99-1766 Modified**	**Lighting: Cabinet, (2) TecNiq E44-B05V-1 Flexible LEDs, BLUE - 22.5" for interior cabinet - to be wired to the interior cabinet light switch.** **Locate: (1) ran vertically on each side of cabinet F, close to opening.**		
4	**99-2078**	**Lighting: Cabinet, (1) TecNiq E44-B04V-1 Flexible LEDs, BLUE - 18" for cabinet - to be wired to the interior cabinet light switch and tied to other cabinet LEDs.** **NOTE: (1) ran vertically on each side of Compartment #3 Inside/Outside Opening; (1) ran horizontally centered side to side in each section of Squad Bench Overhead.**		
1	**99-1402**	**Lighting: Cabinet, (1) TecNiq E44-B08V-1 Flexible LEDs, BLUE - 36" for cabinet - to be wired to the interior cabinet light switch and tied in with other cabinet light options.** **NOTE: (1) ran vertically right hand side of ALS Cabinet.** **NOTE: This LED is in addition to the exterior compartment lights.**		
1	**99-2460**	**Electrical: Clock, Marathon CL030062BK Slim-Jumbo Atomic Digital wall clock installed on cabinet over rear doors. Self-setting/Adjusting, 12 or 24 hour format. (Order with mounting plate)**		

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	05-	**Warning Lights & Sirens**		
1	**99-1358 Modified per Options below**	**Lights: Warning, Whelen M-Series LED EMERGENCY Lighting Package ILOS Whelen LED warning Package- Ford, Chevy Type III MSV-II and Ford and Dodge Type I - MSV-II Models ONLY.** **NOTE: Does not include LED Scene or Load Lights.** **All LED lights shall have CLEAR Lenses. All emergency and scene lighting shall have chrome flanges in standard locations.** **Front of Body: Add (4) M9 Whelen LEDs, (3) M7 Whelen LEDs- Specify pattern by LED Color (Red or White): Configured 9R/9W/7R/7W/7R/9W/9R, (2) outer corners and (1) center light flash on K-Spec flasher. Inner (4) flash independently on Light Bar switch on front console.** **Sides of Body: (4) M9 Red LEDs: (2) each side in upper corners** **Rear of Body: (4) Whelen M-Series Red LEDs: (2) in upper outboard corners, (2) Mid-Body wired as Warning/Brake at the window level, (1) Whelen M-Series Amber LED in the center position over the rear doors.** **Brake, Turn & Back-Up Lights: M6 LEDs** **Lights, Warning, Intersection Lights: (2) M7 Red LEDs on Front Fenders; (2) M7 RED/WHITE LEDs above rear Wheel Wells- wired to Primary/Sec Modes** **NOTE: THE THREE M7 SERIES LIGHTS WILL BE ATTACHED TO THE SHELF THAT HOUSES THE DUAL FAN CONDENSER, SEE FRONT WALL PRINT.** **NOTE: See option in AC/HEAT section below for shelf print.** **NOTE: See options below for Rear intersections above wheel well RED/WHITE Leds.**		
2	**99-0964**	**Lights: Warning, (1) Whelen M7 Series Super-LED M7DC Red/White LED with chrome flange, ILOS M7RC Red LED over rear wheels in M Series option package.** **NOTE: MSV-II Models Only**		
1	**99-2810**	**Lights: Warning, (1) Whelen M7 Series White Super LED M7C with chrome flange, ILOS Whelen M9 White in M-series Lighting Package on front wall.** **NOTE: Module Upper Center Front Wall on Condenser Bracket- See layout above.**		
2	**99-4133**	**Lights: Warning, (1) Whelen M7 Series Red Super LED M7RC with chrome flange, ILOS Whelen M9 Red in M-series Lighting Package on front wall.** **NOTE: Module Upper each side of Center Clear Front Wall on Condenser Bracket- See layout above.**		
2	STD	**Lights, Warning, Grille:** LINZ6R Red LED w/clear lenses & chrome flanges on center grille bar		
1	**99-1119**	**Lights: Scene/Load, (2) Whelen PCPSM2C Pioneer Plus, Surface Mount Super LED COMBINATION FLOOD/SPOT with chrome flange, Wired to Standard Left and Right Scene Switches in Front Console. ILOS standard side scene lights. (no cutout required for this model light)** **Location:** **(1) Center mounted on streetside** **(1) Center mounted on curbside**		

2	**99-4009**	**Lights: Scene/Load, (1) Whelen M9 EZ Scene Light - LED Surface Mount M92SLC with chrome flange- ILOS Halogen Specify Locations: (2) on rear wall only**		
1	**99-0237**	**Opticom/Emitter: Warning, Opticom Pre-Wire "ONLY" with switch PN: 39-10-9053 in front console and wiring secured behind center clear light and configured to de-activate when the vehicle is in Park/Neutral.**		
1	**99-2764**	**Lights: Spotlight, GoLight/Radioray 30204 Stryker, hardwired white body LED spotlight. Spotlight will be permanently mounted and hard wired to an OVAL dash mount style remote. Remote to be installed on front console in a customer specified location. Light to be installed on front wall perch as per option 99-2531. NOTE: Mount the remote on the front switch panel to the right of the siren. NOTE: See option below for wall perch mounting.**		
1	**99-2531**	**Lights: Spotlight, GoLight Spotlight location- Mount on front wall perch. Requires hole for wires in front wall. NOTE: (This does not include the actual spotlight) See print: 33-114382. NOTE: Type I F-Series Only.**		
1	STD	**Flasher:** Dual mode flasher for Warning Light system, **Vanner 9860GCPE**		
2	STD	**Siren Speakers:** dual 100 Watt drivers mounted behind the front grille		
1	**99-2009**	**Siren: Whelen 295HFSA7 Remote Dual Siren Amplifier, with Flush Mount Control Head, Meets CA Title 13, ILOS Whelen 295SLSA1 - Order MX01436 front switch panel for correct siren cut-out.**		
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	06-	**Oxygen, Vacuum & Miscellaneous Items**		
3	STD	**Oxygen Outlets:** Quick-connect style, (2) in Action Area, (1) over Squad Bench		
1	STD	**Electric Oxygen with manual bypass** and switch on A/A panel		
1	STD	**Suction Aspirator System:** SSCOR disposable container mounted in recess below Action Area, w/SSCOR gauge on AA panel, and quick-connect in recessed area; SSCOR vacuum pump **mounted on ceiling of Compartment #2.**		
1	STD	**Oxygen Cylinder Retention:** Universal for "M" or "H" cylinder, steel w/3-spring buckle straps and top collar, powder-coated Safety Yellow color- in Compartment #1.		
1	STD	**O2 Regulator:** Amvex, 50psi, pre-set		
3	**99-1667**	**Oxygen: O2 Cylinder Mount, (1) CPI OA1201-D-1 strapless oxygen bottle holder with mounting plate, for (1) "D" cylinder. Specify Location(s): Two (2) brackets mounted in Compartment #1 Left hand (forward) wall down low side by side; One (1) bracket mounted on aisle side of ALS cabinet in Pass-Through area.**		
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	07-	**AC / Heat**		

1	**99-4135**	**HVAC System: Spheros PN: 11151542A, "STAND ALONE" High capacity, maximum cool horizontal blow, brushless, combination Heat-AC system to include a STAND-ALONE HVAC compressor mounted on the OEM engine by Spheros installers, a FRONT WALL/ bulkhead mounted external condenser PN: 25062 mounted on a painted aluminum shelf PN: 33-116875. The system shall include a digital thermostat mounted on the action area wall and inline booster pump to enhance the rear heater performance. The evaporator unit will be mounted in the front bulkhead.** **NOTE: Requires additional independent AC Compressor mounted on the engine.** **NOTE: EXTENDED CAB Ford Type I 6.7L Diesel 2023+ Chassis Models ONLY** **NOTE: Condenser shelf to be painted OEM White.**		
1	**99-2989**	**HVAC System: Condenser Mounting Shelf for condenser, .250" AL formed and welded to have front facing lip for installing (3) M7 LEDs with chrome bezels. (lights not included), ILO shelf in existing option for front wall aluminum condenser.**		
1	**99-0775**	**HVAC System: A/C - Danhard, Model 50-3000, 125VAC A/C system complete with evaporator, condenser, pump, valve assembly installed below the squad bench lid over the passenger side wheel well, IATS HVAC system.** **Locate Danhard Condenser and compressor under body; Locate the power unit, breaker box and rest of the components inside the squad bench. Grille located on aisle face of bench is from Danhard kit. A R/A grille is required to be installed at end of bench also. Thermostatic controls will be located in the action area below the rear thermostat.** **(NOTE IF USING A-BAR: Requires special backer for rotated R/A grille on end of bench)**		
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	08-	**Cabinets, Hardware & Miscellaneous Items**		
1	STD	**Main Streetside Wall Cabinets:** Specify desired configuration-		
1	**Modified**	**Streetside Cabinet Configuration shall include a CPR Seat with Pro-4 seat belt system. The seat belt system shall include a custom contoured seat back, a single click Pro-4 seat belt, custom pads on the upper straps for shoulder comfort and a heat embossed Medix LOGO at the head area.** **NOTE: The Secondary Action Area is deleted for Cabinet aft of Seating area.**		
		Main Wall Cabinets: Shall have (1) adjustable shelf in each and sliding polycarbonate doors with full height extruded handles. I/O access to compartment #3 shall be (2) 1/2" Acrylic, hinged doors with non-locking two-point paddle latches. See Prints for Configuration. Recessed cabinet for suction aspirator container. Stainless steel kick panel along lower main wall.		
1	**99-3163**	**Cabinets: Aft of CPR seat, below cabinet "A" with two adjustable shelves and Gen2 Austin LifeDefender acrylic doors with defender latches, ILOS rear action area.** **NOTE: MSV-II SL-157 Models Only.**		

1	**99-0946**	**Cabinets: Inventory Control, 3/4" holes drilled in opposing 3/16" polycarbonate doors for inventory control straps. Drill holes at mid-point on doors at opposite ends from full length extruded handles. (No Footman loops used in this option) Price per cabinet location.** **Specify Location(s): One (1) Cabinet F.**		
3	**99-0029**	**Cabinets: Inventory Control, For sliding polycarbonate cabinet doors- Footman loops and hole drilled in grab handle for wire tie. Price per cabinet location.** **Specify Location(s): One (1) Cabinet A1; One (1) Cabinet C; One (1) storage Cabinet above Child Safety Seat.**		
2	**99-0540a**	**Cabinets: Main Cabinet Wall, Restocking Feature, Interior Cabinet, Sliding Acrylic door with hinged, keyed frame with (2) Titan 20-pound gas struts and (2) spring-loaded elbow catches.** **Location: CABINETS A1 & C**		
15	**99-0863 Modified**	**Cabinets: Shelf, Liner, (1) pliable, skid resistant rubber shelf liner installed on individual interior shelf and bottom of cabinet. Gindor Black Pebble Grain matting to be installed on interior cabinet shelf and bottom of cabinet as specified.** **Location: Two (2) Cabinet A1, One (1) on Shelf and One (1) on Cabinet bottom; Two (2) Action Area Cabinet "C", One (1) on Shelf and One (1) on Cabinet bottom; Three (3) Cabinet F, One (1) on each Shelf and One (1) on Cabinet bottom; One (1) Cabinet D on Cabinet bottom; One (1) Cabinet E on Cabinet bottom; Two (2) Squad Bench Overhead, One (1) Each Section cabinet bottom; Two (2) Cabinet R1 (Foot end of Squad Bench) One (1) on Shelf and One (1) on Cabinet bottom; Two (2) Rear Overhead, One (1) Each Section Cabinet bottom.**		
1	STD	**Action Area Overhead Cabinet:** Single cabinet full-height/full-depth of Action Area with sliding polycarbonate doors and full height extruded handles.		
1	**Modified for Danhard Heat/AC**	**Action Area and Switch Panel:** Laminated, sealed countertop and vertical ALUMINUM panel with Suction system collection canister, Vacuum gauge, (2) Oxygen outlets, (1) Elec. O2 w/Bypass, (1) USB, (1) 12VDC Outlet, (1) 125VAC Outlet, digital Thermostat and **Danhard Thermostat.** Switch panel MX01517 includes (10) switch positions and digital clock w/Mode Buttons. **NOTE: See option in Heat/AC Section above for Danhard System in Squad Bench.**		
	Modified	**Countertop: Primary Action Area Only - Corian material overhanging cabinet edge w/ accent color lips.** **-Main color: Gray** **-Accent lip color: Black** **NOTE: See option above deleting the Secondary Action Area.**		
1	**NEW BO# 2408**	**Cabinets: Bulkhead, (1) Upper Bulkhead cabinet next to electrical cabinet to have sliding polycarbonate doors ILOS hinged plywood door.** **NOTE: MSV-II 157 Type I Only.**		
1	**Modified**	**Bulkhead Wall Cabinets**: Electrical Cabinet above cabin-module connection w/hinged, **LOCKING** latching, vented door. **NOTE: See option below for Locking Latch on Electrical Cabinet**.		

1	**800230**	**Latches: SouthCo 2" Round, Metal, Locking- ILOS each NOTE: Non-Storage or Content Less than 5lbs. Location: Electrical Cabinet.**		
2	STD	**Pass-Thru Cabinets:** Upper cabinet- general storage with (1) hinged, non-locking door and (1) LifeDefender latch on the door; Lower cabinet general storage with (1) hinged, non-locking door and (1) LifeDefender latch on the door.		
1	**99-3697 Modified**	**ALS Cabinet: Lower Section- Dual lower ½" Acrylic doors with two-point Locking paddle latches w/LonPlate flooring; Middle Section- 6-inch deep drawer w/locking latch w/Dri-Dek mat; Upper Section- with dual 1/2" Acrylic doors, two-point Locking paddle latches and (1) adjustable shelf w/ LonPlate flooring, ILOS. NOTE: MSVII 157 Type I Models Only NOTE: See option below for Locking Paddle Latches.**		
2	**99-3680**	**Latches: (1) Eberhard two-point Locking Paddle Latch ILOS Eberhard Two-point non-locking Paddle Latch. Location: Two (2) upper section of ALS Cabinet above center drawer; Two (2) lower section of ALS cabinet below center drawer.**		
1	**99-3569**	**Cabinets: Inventory Control, for single doors or drawer faces - (1) Footman loop on door and (1) Footman loop on Cabinet for wire tie. Price per cabinet location. SPECIFY LOCATIONS: One (1) Drawer in ALS.**		
1	STD	**Glove Box Holders:** (3) w/hinged, black .125" powder-coated steel door, above curbside entry door.		
1	**99-0236-A**	**A-Bar: WITH Sharps/Waste, 15" Wide with .250" Mounting plate. NOTE: MSV-II Type I 157/170 Models Only.**		
1	**NEW BO# 2409**	**Squad Bench: Aluminum, custom squad bench with split HDPE lids and divider (Separating the Danhard storage section with the general storage section below Squad Bench) ILOS single hinged lid. The standard sharps and waste storage will be deleted. There will be (2) TriMark latches and (2) separate seat cushions. Non-Locking. Standard EVS harnesses and stainless steel lower kick panel to house a Danhard HVAC components (separate option). The R/A grille at the stepwell side of this bench will be turned vertically to clear A-bar mounting feet (if ordered). Aisle side of the bench will include a Danhard R/A grille. Bench will have a full length hinged lid with a single TriMark latch for access to interior storage. This option includes (2) EVS Pro-4 Single Click, 4 Retractor, Belted seating positions and (3) short bottom straps for 2nd Patient restraint. Face of bench will have a standard Stainless Steel riser. ILOS 157 aluminum bench. NOTE: This is a custom designed, modified aluminum bench. (To be used without compt. #7 option). NOTE: To be used with the Danhard HVAC option. NOTE: MSVII 157 Type I Models Only.**		

1	**99-2864**	**Cabinets: Squad Bench, curbside rear cabinet and glove storage. Additional storage with Austin GEN2 dual Acrylic doors, non-locking LifeDefender latches on each door and (1) adjustable shelf at curbside rear that protrudes into the Compartment #6 wall. Requires option 99-2124 with special tub #33-114405. Locate cabinet just below overhead bench cabinet height.** **Glove Box Holders: (2), stacked, with single hinged, black 11ga steel powder-coated door recessed into Compartment #6 over foot end of bench below upper storage cabinet. Hinge door on left side and use magnets for closure. Order door per print 33-11-3763.** **NOTE: MSV-II SL-157 Models Only.**		
1	STD	**Cabinet, Squad Bench Overhead:** with (2) flip-up 1/2" Acrylic doors and Eberhard two point paddle latches with constant torque hinges.		
1	**99-2862**	**Cabinets: Rear Overhead, (2) hinged 1/2" Acrylic doors with (1) non-locking, Life Defender Latch and (2) Austin constant torque hinges on EACH door, mounted (1) on each side of center mounted Clock (Separate Option), ILOS flip-up door.** **NOTE: MSV-II Type I 157/170**		
1	**99-2777**	**Seating: EVS 1880 Child Safety Seat, (1) Technician's Seat MDX-1880S4B with 10º back. Rear facing automotive style seat to include a Pro-4 black belt system, comfort shoulder padding with heat embossed Medix LOGO at the head area of the backrest and the child safety seat system. -ILOS Pro-4 seat.** **NOTE: Must specify seat base in separate line item.** **NOTE: Medix Modular Models Only (Not for use on RP90 models).**		
1	STD	**Seat Base:** EVS SB-2 Swivel Base for EVS Technician's Seat		
1	STD	**Assist Rail:** overhead off-center toward Streetside of unit.		
1	**800057**	**Assist Rail: 72" - 1.25" Stainless with radius ends, Over Squad Bench- IATS**		
3	STD	**Grab handles:** 12" x 1.25" dia. stainless steel mounted on each rear entry and curbside entry door		
1	STD	**Reflective Striping, Door Open Protection**: .50" Red reflective striping around interior door pan of all body doors.		
3	STD	**Reflective Striping**- Alternate Red/White chevron pattern on smooth aluminum kick panel- mounted on each rear entry and curbside entry door		
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	09-	**Cots & Miscellaneous Items**		
1	**99-0726**	**Cot Mount: Stryker, Power/Performance Load Systems, install floor plate "Only". ILOS 175-4.** **LOCATION: Center Mount, standard location.** **NOTE: Coil wiring below floor.** **NOTE: ME-153, ME-157, ME-166, MSV-II Models Only.**		
1		**INSTALL CUSTOMER SUPPLIED STRYKER POWER LOAD**		
	10-	**Paint & Lettering**		
1	STD	**Paint:** Body all OEM White		
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1	**1000100**	**Roof Star ONLY, INSTALLED**		

1	OPT	Grayson Graphics to supply and install Graphics package - see quote.		
1	NEW BO# 2410	Windows: Privacy Tint, 25% grade window tint applied to the OEM front and rear cab entry door windows only. No tint installed on front windshield. NOTE: Typ. I F-Series Extended Cab Chassis Only. NOTE: Pricing to be reviewed on per unit basis.		
		SHIP LOOSE		
2	STD	**Fire Extinguisher:** (2) 5 lb- Ship Loose is Standard		
1	600075	Oxygen: Ohio Medical, Flowmeter, FM-15UO-OH with quick disconnect. SHIP LOOSE		
		RADIO ALLOWANCE INCLUDED AT $10,000.00 PER TRUCK.		
		CAGE TO BE INSTALLED IN INVERTER COMPARTMENT TO SHIELD BEHIND INVERTER.		
		LOCKING LATCH TO BE INSTALLED ON SPLIT BENCH SEAT ON DANHARD SIDE.		
	Public Safety Associatation Inc.; Medix; AND Eage County Paramedic Services ID: RFB#2026-04			
TOTAL ORDER			**$327,240.23 PER UNIT**	

AGREEMENT

This Agreement is effective September 12, 2026, by and between Eagle County Health Service District, dba Eagle County Paramedic Services (the "Principal Procurement Agency"), Public Safety Association Inc (the "Company") and Medix Specialty Vehicles, LLC (the "Supplier").

RECITALS

A. The Company, on behalf of the Principal Procurement Agency, issued a Request for Bid, Ambulance and Transport Vehicles, RFB #2026-04 ("RFB"), soliciting bids for the supply and support of Ambulance and Transport Vehicles.

B. Supplier duly submitted proposal in response to the RFB ("RFB Response"), which outlines Supplier's agreement to or exceptions with the RFB.

C. The Principal Procurement Agency, Company and Supplier have negotiated certain amendments or exceptions to the RFB and RFB Response, and desire to enter into this Agreement with the intent of memorializing the final terms of the parties' agreement.

AGREEMENT

In consideration of the provisions, representations, warranties, covenants and agreements contained in this Agreement, the parties agree to the terms set forth in this Agreement.

1. Agreement: The parties agree that this Agreement, together with the RFB, the Notice to Bidders dated and published on June 11, 2026 and June 18, 2026, the RFB Response, together with all documents specifically referred to therein, as gathered and compiled in that certain binder entitled "Eagle County Paramedic Services, Public Safety Association Inc and Medix Specialty Vehicles, LLC" attached hereto (together, all such documents shall be referred to herein as the "Contract Documents"), shall constitute the binding agreement between the Principal Procurement Agency, Company and Supplier for Supplier's provision of products and services to the Company pursuant to the terms therein.

2. Entire Agreement: The parties agree that this Agreement, together with the Contract Documents, represent the only agreement among the parties concerning the subject matter thereof and supersedes all prior agreements, whether written or oral, relating thereto.

3. Modifications: No purported amendment, modification or waiver of any provision in the Agreement and the Contract Documents shall be binding unless set forth in a written document signed by all parties (in case of amendment and modifications) or by the party charged thereby (in the case of waivers). Any waiver shall be limited to the provision hereof and the circumstance or event specifically made subject hereto and shall not be deemed a waiver of any other term hereof or of the same circumstance or event upon any recurrence thereof.

4. Term of Agreement: This agreement is set to expire September 12, 2029.

IN WITNESS WHEREOF, the parties have caused the Agreement to be executed on September 12, 2026.

Eagle County Health Service District
dba, Eagle County Paramedic Services
(the "Principal Procurement Agency")

By: 

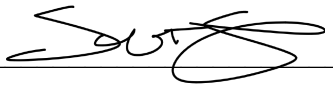
Printed Name: Steve Vardaman
Its: Chief Operating Officer

Public Safety Association Inc
(the "Company")

By: 

Printed: Dane Meyer
Its: President

Medix Specialty Vehicles, LLC
(the "Supplier")

By: 

Printed Name: Scott D. Cummings

Its: Sales Director

Leon County
Board of County Commissioners

Notes for Agenda Item #14

Leon County Board of County Commissioners

Agenda Item #14

November 17, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Contract Awards for Engineering Consulting Services to Support Grant Applications for County Capital Projects

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
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 approval to award contracts for grant support services to Halff Associates, Inc.; Patel, Greene, and Associates, LLC; Panhandle Engineering, Inc.; and Guidehouse Inc. (Attachment#1), the four highest-ranked firms in a competitive solicitation, for an initial three-year term, with the option to extend for two additional one-year periods. The firms will expand capacity to pursue and compete for infrastructure grant funding to support the County's capital projects on an as-needed basis.

Fiscal Impact:

This item has a fiscal impact. Based on the proposed fee schedules, the estimated cost for typical grant support services is approximately $18,000 though fees may vary depending on the scope of work. These grant support services will be funded using the Board-approved individual Capital Improvement Project (CIP) budget or the Public Works Design and Engineering Services budget on an as-needed basis.

Staff Recommendation:

Option #1: Approve the award of contracts to Halff Associates, Inc.; Patel, Greene, and Associates, LLC; Panhandle Engineering, Inc.; and Guidehouse Inc. (Attachment #1), and authorize the County Administrator to execute the Agreements, and any amendments or associated agreements thereto, subject to legal review by the County Attorney.

Report and Discussion

Background:

This item seeks Board approval to award contracts for grant support services to Halff Associates, Inc.; Patel, Greene, and Associates, LLC; Panhandle Engineering, Inc; and Guidehouse Inc. for an initial three-year term, with the option to extend for two additional one-year periods.

Leon County actively pursues federal and state grant opportunities to leverage outside funding for capital improvement projects. The County frequently receives Notice of Funding Opportunities (NOFOs) for infrastructure initiatives, such as transportation safety enhancements, road capacity expansions, traffic operations, stormwater upgrades, flood mitigation, and water quality improvements. Public Works Engineering Services, which manages these opportunities, evaluates each NOFO and selects the eligible County projects to submit.

On an as-needed basis, the grant support consultants will review NOFOs, determine project eligibility, and prepare complete grant application packages, including scope development, cost estimates, and benefit-cost ratio analyses, which compare a project's expected benefits to its cost and are required by many federal grant programs. With qualified firms already under contract, the County can begin an application as soon as a NOFO is released rather than conducting a separate procurement for each grant opportunity. The contracts also expand the County's capacity to compete for outside funding: when several NOFOs are open at the same time, the firms can prepare applications in parallel, so the County can pursue more of the grant opportunities available to its capital projects.

Analysis:

This Analysis reviews the competitive selection process, how assignments will be issued and funded, and the basis for awarding contracts to four firms.

On August 6, 2026, the County advertised a Request for Proposals (RFP) for Grant Support Services for Public Works Engineering (Solicitation No. BC-2026-024) through Leon County legal notices and OpenGov Procurement. A total of 96 vendors downloaded the solicitation documents, and 11 firms submitted responsive and timely proposals.

An Evaluation Committee comprised of staff from Public Works Administration and Engineering Services reviewed all responsive proposals based on criteria outlined in the RFP, including professional personnel, experience, project approach, schedule and budget adherence, and firm workloads. Price proposals for a typical assignment, along with local preference, were evaluated and scored by the Purchasing Division. Firms were then ranked by averaging the rankings assigned by each evaluator. Based on the evaluation results, Halff Associates, Inc.; Patel, Greene, and Associates, LLC; Panhandle Engineering, Inc.; and Guidehouse Inc. were the four highest-ranked firms, with Panhandle Engineering, Inc. and Guidehouse Inc. tied for third (Attachment #2).

The firms will provide services on an as-needed basis for individual NOFO reviews and application preparation. Once the contracts are executed, staff will assign specific grant opportunities to the firms. Before work begins on any assignment, staff must approve a scope of

work and issue a Notice to Proceed, the County's written authorization for the firm to start. Project-specific services will be funded through the corresponding CIP budget, whereas general NOFO reviews and eligibility determinations will be charged to the Public Works Design and Engineering Services budget.

While these contracts will primarily support infrastructure projects such as transportation, buildings, stormwater, and water quality improvements. They can also be utilized for human services, library, and park-related projects. Staff recommends awarding contracts to the four highest-ranked firms to leverage their diverse specialties and expand the County's capacity to pursue grant funding. With four firms under contract, the County can prepare several grant applications at the same time, each by the firm best suited to the project, and compete for more of the funding opportunities available for capital projects. At the same time, limiting the pool to four firms will help maintain a sufficient volume of assignments for each firm to remain actively engaged, familiar with the County's priorities, and responsive to its needs. This approach provides the County with the breadth of expertise and capacity needed to maximize grant funding opportunities while preserving the continuity and responsiveness essential to effective contract performance.

If approved, the three-year contracts will commence on December 1, 2026, and expire on November 30, 2029. At the County's sole option, the contracts may be renewed for up to two additional one-year periods.

Options:

1. Approve the award of contracts to Halff Associates, Inc.; Patel, Greene, and Associates, LLC; Panhandle Engineering, Inc; and Guidehouse Inc. (Attachment #1), and authorize the County Administrator to execute the Agreements, and any amendments or associated agreements thereto, subject to legal review by the County Attorney.
2. Do not approve the award of contracts to Halff Associates, Inc.; Patel, Greene, and Associates, LLC; Panhandle Engineering, Inc; and Guidehouse Inc.
3. Board direction.

Recommendation:

Option #1

Attachments:

1. Draft Contracts
2. Scoring Summary

AGREEMENT

THIS AGREEMENT, by and between **LEON COUNTY, FLORIDA,** a charter county and a political subdivision of the State of Florida, herein ("County"), and **GUIDEHOUSE INC.** herein ("Contractor"), (each a "Party" or together the "Parties") is entered into as of the date of last signature below ("Effective Date"). For good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

1. SERVICES TO BE PROVIDED

The Contractor agrees to provide its services to the County to perform the Work related to Grant Support Services for Public Works Engineering set forth in: 1) Bid# BC-2026-024, attached hereto and incorporated herein as Exhibit A; and 2) the Contractor's bid submission, attached hereto and incorporated herein as Exhibit B (collectively "Work"). If any provision contained in this Agreement conflicts with any provision in Exhibit A or Exhibit B, the provision contained in this Agreement shall govern and control.

2. WORK

Contractor understands that no amount of Work is guaranteed to it nor is the County under any obligation to utilize the services of the Contractor in those instances where the Work to be performed can be done by County personnel or under separate contract. Any Work to be performed shall be upon the written request of the County Administrator or his designee, which request shall set forth the commencement date of such Work and the time within which such Work shall be completed.

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

3. TERM

The Agreement shall be for a period of three (3) years, commencing on December 1, 2026, and shall continue until November 30, 2029. After the initial three (3) year period, at the sole option of the County, this Agreement may be renewed for no more than two additional one (1) year periods. Such one (1) year renewals will be automatic unless the County provides written notice of non-renewal to the Contractor no less than thirty (30) days prior to the expiration date of the then current term.

4. TIME OF THE ESSENCE

Time is of the essence in performing the duties, obligations, and responsibilities required by this Agreement.

The term "Business Day," means any day occurring Monday through Friday, except when such day is deemed to be a Holiday. The term "Holiday" means any day observed as a holiday by the Leon County Board of County Commissioners pursuant BCC Policy 03-16, as may be amended, which, as of the Effective Date of this Agreement, are the following days: New Year's Day, Martin Luther King Jr. Day, Memorial Day, Juneteenth, Independence Day, Labor Day, Election Day (first Tuesday after the first Monday in November in even-numbered years), Veteran's Day, Thanksgiving Day, Friday After Thanksgiving Day, and Christmas Day; provided, however, that when any of these observed holidays fall on a Saturday, the preceding Friday shall be the day observed as a holiday, and when any of these observed holidays falls on a Sunday, the following Monday shall be the day observed as a holiday. In addition, when New Year's Day and Christmas Day fall on a Thursday, the Friday following those days shall also be observed as a holiday, and when New Year's Day and Christmas Day fall on a Tuesday, the Monday preceding those days shall also be observed as a holiday.

5. CONTRACT SUM

A. The Contractor agrees that for the performance of the Work as outlined in Sections 1 above, it shall be paid a contract sum by the County according to the rates in the Unit Pricing Sheet contained in Exhibit B, which is attached hereto (Contract Sum).

B. Travel Expenses: Any travel by the Contractor, which is contained within, or otherwise associated with, the scope of Work for a specific project shall be considered incidental to, and a part of, the Contract Sum. As such, there shall be no reimbursement of such travel expenses by the County.

Contractor travel, which is not covered within the scope of Work, and which is billed separately to the County on a cost reimbursement basis must receive prior approval and will be reimbursed in accordance with the Leon County Travel Policy. Travel expenses shall be limited to those expenses necessarily incurred in the performance of a public purpose authorized by law to be performed by the County and must be within limitations described herein and in Section 112.061, Florida Statutes. Contractors traveling on a cost reimbursement basis must have their travel authorized by the department head or representative from whose budget the travel expenses will be paid and by the County Administrator.

6. PAYMENTS

Payments will be made in accordance with Section 218.70, Florida Statutes, et. seq., the "Local Government Prompt Payment Act."

7. PROMPT PAYMENT INFORMATION REQUIREMENTS AND NOTICES

A. The County Project Manager is:
Name:
Street Address:
City, State, Zip Code:
Telephone:
E-mail:

B. The Contractor's Project Manager is:
Name:
Street Address:
City, State, Zip Code:
Telephone:
E-mail:

C. Notices to the Contractor are to be submitted to:
Name:
Street Address:
City, State, Zip Code:
Telephone:
E-mail:

D. Invoices are to be submitted to:
Name:
Street Address:
City, State, Zip Code:
Telephone:
E-mail:

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.

F. Payment Dispute Resolution: Section 16.01 of the Leon County Purchasing Policy details the policy and procedures for payment disputes under this Agreement.

8. TAXES

The County is tax-exempt and therefore is not obligated to pay sales, use and excise taxes. A copy of the Customer's Certificate of Exemption is available upon request.

9. PRICE INCREASES/DECREASES

Upon written request from the vendor no less than sixty (60) days prior to each renewal date of the agreement, and at the discretion of the County, a price increase may be negotiated. It is the intent of the County to not allow a price increase greater than the Consumer Price Index (CPI-U) for the latest twelve-month period reported at the time of request. All price increases shall be at the sole discretion of the County and shall be memorialized by written amendment to this agreement. If approved by the County, the price increase shall become effective on the contract anniversary date.

10. 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.

11. 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.

12. INSURANCE

Contractor 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 Contractor, its agents, representatives, employees or subcontractors. The cost of such insurance shall be included in the Contractor's bid.

A. Minimum Limits of Insurance. Contractor shall maintain limits no less than:

1) General Liability: $1,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage. If commercial general liability insurance or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to this Project/location or the general aggregate limit shall be twice the required occurrence limit.

2) Automobile Liability: $1,000,000 combined single limit per accident for bodily injury and property damage. (non-owned, hired car).

3) 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. Waiver of subrogation in lieu of additional insured is required.

4) Professional Liability Insurance, including errors and omissions: for all Work performed under the terms of this agreement with minimum limits of One Million and 00/100 ($1,000,000.00) Dollars per occurrence; or claims made form with "tail coverage" extending four (4) years beyond the term of the Agreement. Proof of "tail coverage" must be submitted with the invoice for final payment.

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).

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; premises owned, occupied or used by the Contractor; or automobiles owned, leased, hired or borrowed 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.

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. Contractor 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 work commences. 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 commencement of the work. 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.

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.

F. Subcontractors. Contractors 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.

13. PERMITS

The Contractor shall obtain all necessary permits as required by law to lawfully perform the obligations under this Agreement.

14. 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).

15. WARRANTY OF PERFORMANCE

A. Warranty

The Contractor represents and warrants that it possesses the knowledge, skill, experience, and financial capability required to perform and provide all Work under this Agreement and that each person and entity that will perform the Work is duly qualified to perform such Work by all appropriate governmental authorities, where required, and is sufficiently experienced and skilled in the area(s) for which such person or entity will perform such Work. The Contractor represents and warrants that the Work shall be performed in a skillful and respectful manner, and that

the quality of all such Work shall equal or exceed prevailing industry standards for the performance of such Work.

B. Breach of Warranty

In entering into this Agreement, the Contractor acknowledges that the County is materially relying on the warranties stated in this paragraph. The County shall be entitled to recover any damages it incurs to the extent any such warranty is untrue. In addition, if any such warranty is untrue, the County shall have the right, at its sole discretion, to terminate this Agreement without any further liability to the County, to deduct from any amounts due Contractor under this Agreement the full amount of any value paid in violation of a warranty, and to recover all sums paid to Contractor under this Agreement.

16. 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.

17. INDEMNIFICATION

Contractor shall indemnify, hold harmless, and defend County and all of County's current, past, and future officers, agents, and employees (collectively, "Indemnified Party") from and against any and all causes of action, demands, claims, losses, liabilities, and expenditures of any kind, including attorneys' fees, court costs, and expenses, including through the conclusion of any appellate proceedings, raised or asserted by any person or entity not a party to this Agreement, and caused or alleged to be caused, in whole or in part, by any breach of this Agreement by Contractor, or any intentional, reckless, or negligent act or omission of Contractor, its officers, employees, or agents, arising from, relating to, or in connection with this Agreement (collectively, a "Claim"). If any Claim is brought against an Indemnified Party, Contractor shall, upon written notice from County, defend each Indemnified Party with counsel satisfactory to County or, at County's option, pay for an attorney selected by the County to defend the Indemnified Party. The obligations of this section shall survive the expiration or earlier termination of this Agreement. The Contractor acknowledges that ten dollars ($10.00) of the Contract Sum paid to the Contractor, and the promises and covenants herein, constitute sufficient consideration for the Contractor's indemnification of the County, its officials, officers, and employees.

18. 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. In accordance with Section 119.0701(2)(b),1-4, Florida Statutes, the Contractor specifically agrees 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 Contractor does not transfer the records to the County; and

D. Upon completion or termination of the contract, transfer, at no cost, to the County all public records in possession of the Contractor or keep and maintain public records required by the County to perform the service. If the Contractor transfers all public records to the County upon completion or termination of the Agreement, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion or

termination of the Agreement, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the County, upon request from the County, in a format that is compatible with the information technology systems of the County.

A request for public records regarding this Agreement must be made directly to the County, who will be responsible for responding to any such public records requests. Contractor will provide any requested records to County to enable the County to respond to the public records request.

Any material submitted to the County that Bidder 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. Respondent's failure to identify the applicable statutory exemption for any redacted material shall constitute a waiver of the Respondent's request that the County treat such material as exempt from disclosure, and the County shall have no obligation to assert an exemption on the Respondent's behalf. The redacted copy should be provided to the County at the same time Bidder submits its reply to the solicitation and should only exclude those exact portions which are claimed confidential, proprietary, or trade secret. Bidder shall be responsible for defending its determination that the redacted portions of its Reply are confidential, trade secret or otherwise not subject to disclosure. Further, Bidder shall protect, defend, and indemnify 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 Bidder's determination that the redacted portions of its reply are confidential, proprietary, trade secret or otherwise not subject to disclosure. If Bidder fails to submit a Redacted Copy with its Reply, the County is authorized to produce the entire documents, data or records submitted by Bidder in answer to a public records request for these records.

The Bidder is required to also provide an unredacted copy of the redacted information as part of the Bid. If a third party submits a request to the County for records designated as Trade Secret Materials by a Bidder, 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 Bidder. By submitting a Bid, Bidder 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 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 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 as stated in the Solicitation document.

19. 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. 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.

20. MONITORING

The Agreement will require the Contractor to permit persons duly authorized by the County to inspect any records, papers, documents, facilities, goods, and Work of the Contractor which are relevant to this Agreement and interview any clients and employees of the provider to assure the County of satisfactory performance of the terms and conditions of this Agreement.

Following such evaluation, the County will deliver to the Contractor a written report of its findings and will include written recommendations with regard to the Contractor's performance of the terms and conditions of this Agreement. The Contractor will correct all noted deficiencies identified by the County within the specified period of time set forth in the recommendations. The Contractor's failure to correct noted deficiencies may, at the sole and exclusive discretion of the County, result in any one or any combination of the following: (1) the Contractor being deemed in breach or default of this Agreement; (2) the withholding of payments to the Contractor by the County; and (3) the termination of this Agreement for cause.

21. DATA AND PRIVACY.

Consultant shall comply with all applicable data and privacy laws and regulations, including without limitation Sections 287.138, and 501.171, Florida Statutes and shall ensure that County's data processed, transmitted, or stored by Consultant or in the system is not stored outside the United States. Consultant 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 Consultant 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, Consultant 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.

22. TERMINATION

Leon County may terminate this Agreement without cause by giving the Contractor thirty (30) days written notice of termination. Either party may terminate this Agreement for cause by giving the other party hereto thirty (30) days written notice of termination. The County shall not be required to give Contractor such thirty (30) day written notice if, in the opinion of the County, the Contractor is unable to perform its obligations hereunder or, in the County's opinion, the Work being performed is not satisfactory. In such case, the County may immediately terminate the Agreement effective upon notice of termination to the Contractor.

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 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(2)(a), Florida Statutes, been placed on the Scrutinized Companies or other entities that Boycott Israel List or is engaged in a boycott of Israel.

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), Florida Statutes, or has been placed on a list created pursuant to Section 215.473, Florida Statutes relating to scrutinized active business operations in Iran.

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, created pursuant to s. 215.473; or is engaged in business operations in Cuba or Syria.

23. PURCHASES BY OTHER PUBLIC AGENCIES

With the consent and agreement of the successful bidder(s), purchases may be made under this bid by other governmental entities. Such purchases shall be governed by the same pricing, terms and conditions stated herein. This Agreement in no way restricts or interferes with the right of any public agency or political subdivision to bid any or all of the items or Work independently.

24. 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.

25. 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.

26. 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.

27. 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.

Continuing Warranty of Compliance

Contractor warrants that throughout the term of this Agreement, including any renewals or extensions, Contractor shall remain in compliance with the above certifications and shall not permit County funds to be used in a manner prohibited by Sections 125.595 and 287.139, Florida Statutes.

Upon reasonable request of the County, Contractor shall provide records, certifications, or other documentation reasonably necessary to demonstrate compliance with this provision.

Indemnification for Noncompliance

To the fullest extent permitted by law, Contractor 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:

a. Contractor's breach of the certifications or warranties contained in this Agreement;
b. Contractor's violation of Sections 125.595 and 287.139, Florida Statutes (2026)
c. Any claim, investigation, administrative proceeding, or civil action arising from Contractor's use of County funds in a manner prohibited by Florida law; or
d. Any false, misleading, or inaccurate certification made by Contractor pursuant to this Agreement.

The obligations contained in this section shall survive expiration or termination of the Agreement.

Termination for Cause

Contractor 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.

28. 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.

29. DELAY

No claim for damages or any claim other than for an extension of time shall be made or asserted against the County by reason of any delays. The Contractor shall not be entitled to an increase in the Contract Sum or payment or compensation of any kind from the County for direct, indirect, consequential, impact or other costs, expenses or damages, including but not limited to costs of acceleration or inefficiency, arising because of delay, disruption, interference or hindrance from any cause whatsoever, whether such delay, disruption, interference or hindrance be reasonable or unreasonable, foreseeable or unforeseeable, or avoidable or unavoidable; provided, however, that this provision shall not preclude recovery of damages by the Contractor for hindrances or delays due solely to fraud, bad faith, or active interference on the part of the County or its agents. Otherwise, the Contractor shall be entitled only to extensions of this Agreement time as the sole and exclusive remedy for such resulting delay, in accordance with and to the extent specifically provided above.

30. 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.

31. 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.

32. RESERVATION OF 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 this Agreement. The County is included within the definition of "state agencies or subdivisions" in Section 768.28, Florida Statutes, and shall be responsible for the negligent or wrongful acts or omissions of its employees pursuant to Section 768.28, Florida Statutes.

33. 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.

34. 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.

35. CONSTRUCTION

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

36. SEVERABILITY

It is intended that each section of this Agreement 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.

37. AMENDMENTS

No modification, amendment, or alteration in the terms or conditions contained in this Agreement shall be effective unless 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.

38. CONFLICTING TERMS AND CONDITIONS

In the instance that any other agreement exists concerning the matters herein, then the terms and conditions in this Agreement shall prevail over all other terms and conditions.

39. INTERPRETATION

This Agreement shall be interpreted without the aid of any canon, custom, or rule requiring construction against the drafter.

40. 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.

41. 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.

42. 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. Agreement
2. Exhibit A
3. Exhibit B

ATTACHMENTS

Exhibit A – Solicitation Document #BC-2026-024
Exhibit B – Contractor's Response to Solicitation #BC-2026-024

[THE REMAINDER OF THIS 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: _____

Melanie Hooley
Leon County Purchasing Director

Date: _____

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

BY: _____

DATE: _____

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

By: _____

Daniel R. Krumbholz
Assistant County Attorney

Date: _____

GUIDEHOUSE INC.

By: _____

Printed
Name _____

Title: _____

Date: _____

REQUEST FOR PROPOSAL

FOR

GRANT SUPPORT SERVICES FOR PUBLIC WORK ENGINEERING

Proposal Number BC-2026-024

BOARD OF COUNTY COMMISSIONERS
LEON COUNTY, FLORIDA

RELEASE DATE: August 6, 2026

Grant Support Services for Public Work Engineering

1. Introduction
2. General Instructions
3. Scope of Services
4. Solicitation Instructions
5. Required Certifications
6. Selection Process
7. Evaluation Criteria
8. Insurance Requirements
9. Terms and Conditions
10. Ethical Business Practices
11. Submittals
12. Pricing Proposal

Attachments:
A - Proposal Response Cover Sheet with Signature
B - Forms_for_Solicitation_7.26
C - Agreement 8.13.26

1. Introduction

1.1. Summary

Leon County, Florida ("County") is issuing this Request for Proposals ("RFP") from qualified firms to provide Grant Support Services.

It is the intent of the County to enter into Agreements with multiple firms to meet the anticipated need for services. The distribution of the work to these awarded firms shall be at the sole discretion of the Public Works Division of Engineering Services, based on what staff deems as in the best interests of the County. The Agreement period shall be for three (3) years with two (2) optional one (1) year renewal periods for a possible total of five (5) years.

Services will be on as needed basis for small projects to be administered primarily by Public Works Division of Engineering Services, however, other County Divisions and Constitutional Offices may request and administer these services as well during the term of this Agreement.

1.2. Contact Information

Melanie Hooley
Purchasing Director
1800-3 Blair Stone Rd
Tallahassee, FL 32308
Email: hooleym@leoncountyfl.gov
Phone: (850) 606-1600
Department:
Procurement

Department Head:
Melanie Hooley
Purchasing Director

1.3. Timeline

Below is the current schedule of the events that will take place as part of this solicitation. The County reserves the right to make changes or alterations to the schedule as the County determines is in the best interest of the public. If any changes to the Schedule of Events are made, Leon County will post the changes on the Leon County procurement website either as a public meeting notice, or as an addendum, as applicable. It is the responsibility of the firm to register as a vendor in the County's eProcurement Portal located at https://procurement.opengov.com/portal/leoncounty and to click the "Follow" button on your interested projects in order to receive email notifications of changes. Ultimately, it is the responsibility of the firm and other interested persons and parties to review the Purchasing Division's website to stay informed of the Schedule of Events, addenda to the RFP, and public meetings. The main procurement website address is: https://secure.procurenow.com/portal/leoncounty.

Release Project Date	August 6, 2026

Question/Inquiries Deadline	August 14, 2026, 4:00pm
Opening Date	September 8, 2026, 2:00pm

2. General Instructions

Respondents are expected to examine the proposal documents carefully, including specifications, delivery schedule, freight requirements, prices and extensions and all general and special conditions of the solicitation prior to submission. In case of error in price extension, the unit price will govern. Proposals must be submitted electronically via OpenGov Procurement (formerly ProcureNow).

2.1. Special Accommodations

Any person requiring a special accommodation at a Pre-Proposal Conference or RFP opening because of a disability must call the Division of Purchasing at (850) 606-1600 at least five (5) workdays prior to the Pre-Proposal Conference or RFP opening. If you are hearing or speech impaired, please contact the Purchasing Division by calling the County Administrator's Office using the Florida Relay Service which can be reached at 1(800) 955-8771 (TDD).

2.2. Prohibited Communications

Any Form of communication, except for written correspondence with the Purchasing Division requesting clarification or asking questions, shall be prohibited regarding a particular request for proposal, request for qualification, bid, or any other competitive solicitation between:

A. Any person or person's representative seeking an award from such competitive solicitation; and
B. Any County Commissioner or Commissioner's staff, or any county employee authorized to act on behalf of the Commission to award a particular contract.

For the purpose of this section, a person's representative shall include, but not be limited to, the person's employee, partner, officer, director, consultant, lobbyist, lawyer, relative, or any actual or potential subcontractor or consultant of the person.

The prohibited communication shall be in effect as of the release of the competitive solicitation and terminate at the time the Board, or a County department authorized to act on behalf of the Board, awards or approves a contract, rejects all bids or responses, or otherwise takes action which ends the solicitation process.

The provisions of this section shall not apply to oral communications at any public proceeding, including pre-bid conferences, oral presentations before selection committees, contract negotiations during any public meetings, presentations made to the Board, and protest hearings. Further, the provisions of this section shall not apply to contract negotiations between any employee and the intended awardee, any dispute resolution process following the filing of a protest between the person filing the protest and any employee, communications with the County Attorney or communications with the Purchasing Director.

Violation of this section may result in disqualification from this solicitation and shall be grounds for suspension from doing business with the County.

2.3. Proposal Media Format (Electronic Only)

Proposals for this RFP shall be submitted (uploaded in the "Submittals" section) electronically to this solicitation in OPENGOV.

2.4. Respondent Registration

Respondents who obtain solicitation documents from sources other than the County Purchasing Division MUST officially register with the County Purchasing Division in order to be placed on the plan holders list for the solicitation. This list is used for communications from the County to prospective respondents. Also, respondents should be aware that solicitation documents obtained from sources other than those listed above may be drafts, incomplete, or in some other fashion different from the official solicitation document(s). Failure to register as a prospective respondent through the Purchasing Division may cause your submittal to be rejected as non-responsive. To Register, complete the online vendor registration process, find the opportunity of interest, and click "Follow" or "Draft Response".

2.5. Registered Plan Holders List

A plan holders list is made available via the internet lists of all registered plan holders for each bid or request for proposals. The information is available on-line at https://procurement.opengov.com/portal/leoncounty. by simply clicking the Followers tab for each respective solicitation. A listing of the registered vendors with their contact information is designed to assist vendors in preparation of their responses.

2.6. Errors and Omissions

The County and its representatives shall not be responsible for any errors or omission in the RFP. Due care and diligence has been exercised in the preparation of this RFP, and all information contained herein is believed to be substantially correct. Information is subject to review by the successful respondent.

2.7. Acceptance of County Terms

Leon County objects to and shall not consider any additional terms or conditions submitted by a respondent, including any appearing in documents attached as part of a respondent's response. In submitting its response, a respondent agrees that any additional terms or conditions, whether submitted intentionally or inadvertently, shall have no force or effect. Failure to comply with terms and conditions, including those specifying information that must be submitted with a response, shall be grounds for rejecting a response or placing a respondent in default.

3. Scope of Services

3.1. Grant Support Services

Work in this category shall consist of reviewing Notices of Funding Opportunity (NOFOs), identifying and recommending County projects suitable for grant applications, and preparing complete grant application packages. This includes, but is not limited to, conducting benefit to cost ratio analyses, developing project narratives, and gathering and compiling all required supporting documentation when requested.

3.2. Administrative Process to Issue Work Assignments

The administrative process, when work assignments are issued, will be as follows:

- Step 1 - County staff will contact the Consultant for a meeting to review the assignment and will describe in general the scope of services required.
- Step 2 - Consultant will prepare a detailed scope of services, including a time frame for completion of various phases and/or milestones. Consultant will prepare a computation of fees to be charged for the services based on the approved hourly rates and fee schedule. These documents will be submitted to County staff for review and approval.
- Step 3 - If acceptable to County staff making the assignment, County staff will issue a letter of authorization to proceed (Notice to Proceed). There will be a purchase order issued for each work assignment for monitoring and tracking of the budget and project funds. The fee computation will be considered to be a limiting amount, not to be exceeded without subsequent approval by County staff.

Consultants are advised that at this time, there are not enough assignments to guarantee that a work assignment will be issued. It is anticipated that over the life of this agreement sufficient assignments will be developed, but it is not guaranteed. Further, staff will attempt to distribute assignments evenly among consultants, but cannot guarantee that sufficient assignments will develop to guarantee that action.

3.3. Labor Categories and Minimum Qualifications

The labor categories identified below establish the minimum qualifications for personnel that may be assigned under this Contract. Personnel proposed by the Consultant shall, at a minimum, meet the qualifications established for the applicable labor category. Consultants may assign personnel whose qualifications exceed the stated minimum requirements.

The County reserves the right to review and approve the qualifications of personnel assigned under this Contract. Upon request, the Consultant shall provide resumes, professional registrations, certifications, or other documentation demonstrating that assigned personnel meet the minimum qualifications for the applicable labor category. If the County determines that assigned personnel do not meet the minimum qualifications for the labor category being billed, the County may require the Consultant to assign qualified personnel or bill the services under the appropriate labor category.

The following labor categories and minimum qualifications shall apply:

Labor Category	Minimum Qualifications

Project Manager	Bachelor's degree in Planning, Engineering, or a related field and a minimum of five (5) years of professional experience in grant applications or management. Responsible for overall project management, coordination, scheduling, and quality assurance for assigned task orders.
Senior Engineer	Registered Professional Engineer (P.E.). Out-of-state P.E. licensure is acceptable; however, engineering work products may only be signed and sealed by a Florida licensed Professional Engineer. Minimum ten (10) years of post-registration experience. Typically serves in a senior technical production role and provides quality assurance/quality control and technical guidance.
Grant Specialist	Bachelor's degree in Business Administration, Finance, Public Administration, or a related field and a minimum of five (5) years of experience in grant research, grant writing, grant administration, funding compliance, or related grant management activities.
Secretary/Clerical	High school diploma or equivalent. Entry-level position responsible for providing administrative, clerical, and document support services.

The labor categories listed above are intended to encompass the services anticipated under this Contract. However, the County reserves the right to negotiate the addition of unanticipated related labor categories, including associated qualifications and fully burdened hourly rates, when determined to be in the best interest of the County and necessary to support services within the scope of the Contract.

3.4. Price Proposal

Price Proposal Requirements

Proposers shall submit pricing in accordance with the Price Proposal Table provided with this solicitation. Pricing shall include all costs associated with providing the services described in this RFP, including labor, overhead, profit, and any other costs necessary to perform the services.

Evaluated Price Proposal

The County will evaluate proposed pricing based on the representative project scenario identified in the Price Proposal - Sample Project table. Proposers shall provide fully burdened hourly rates for the labor categories identified in the form. The Total Evaluated Cost will be calculated by multiplying each proposed hourly rate by the estimated hours identified for that labor category and summing the resulting extended costs.

The estimated hours provided in the Evaluated Price Proposal are for evaluation purposes only and are intended to establish a common basis for comparing proposals. The estimated hours do not represent the County's anticipated usage, do not guarantee any minimum or maximum amount of work, and shall not be construed as a commitment by the County to procure services in the stated quantities.

The County reserves the right to utilize any applicable labor category identified in the complete hourly rate schedule when requesting services under the Contract, based on the scope and requirements of each individual task order. Inclusion of a labor category or hourly rate does not guarantee that the County will request services under that category or utilize the Consultant at any specific level of effort.

The County reserves the right to negotiate additional unanticipated related labor categories and associated hourly rates when necessary to support services within the scope of the Contract and when determined to be in the best interest of the County.

4. Solicitation Instructions

4.1. Submitting Questions

Questions shall be submitted (before the Question/Inquiries Deadline) directly through the Question & Answer tab found in this solicitation. **Please do not Email questions/inquiries.**

Each respondent shall examine the solicitation documents carefully, including the forms and agreement; and, no later than the last day for questions listed in schedule of events, shall make a written request to the County for interpretations or corrections of any ambiguity, inconsistency or error discovered in the solicitation, including the agreement. The County will prepare a written response to each written question, comment, and recommendation that is delivered to the County prior to the deadline listed in the schedule of events. The County's written responses will be posted to this solicitation. The County will not be responsible for oral clarifications. No negotiations, decisions or actions shall be initiated or executed by the proposer as a result of any discussions with any County employee prior to the opening of proposals. Only those communications which are in writing from the County may be considered as a duly authorized expression on the behalf of the Board. Also, only communications from firms which are in writing and signed will be recognized by the Board as duly authorized expressions on behalf of respondent. Each respondent shall be deemed to have waived all questions, comments, and recommendations that are not submitted to the County in compliance with this section.

4.2. Addenda To Solicitation

Addenda to this solicitation will be posted to the solicitation. For those projects with separate plans, blueprints, or other materials that cannot be accessed through the internet, the Purchasing Division will make a good faith effort to ensure that all registered vendors (those vendors who have been registered as receiving a proposal package) receive the documents. It is the responsibility of the vendor prior to submission of any proposal to check the solicitation to verify any addenda issued.

4.3. Proposal Deadline

Proposals shall be electronically submitted (uploaded) to the solicitation no later than the Opening Date (Tuesday, September 8, 2026 at 2:00 pm), as identified in the Schedule of Events, to be considered.

4.4. Receipt and Opening of Proposals

Proposals will be opened publicly at the time and place stated in the Timeline. When the specified time has arrived no proposals received thereafter will be considered. At the time fixed for the opening of proposals, the tabulation sheet will be made public and will be posted on the Purchasing Division website at: https://procurement.opengov.com/portal/leoncounty.

Sealed bids, proposals, or replies received by the County pursuant to a competitive solicitation are exempt from public records disclosure until such time as the County posts an intended decision or until 30 days after opening of the documents, whichever is earlier. If the County rejects all Proposals submitted in response to this RFP, the rejected Proposals remain exempt from public records disclosure until the County posts an intended decision or until the County withdraws the reissued Proposal. Proposals received by the County pursuant to this RFP will not remain exempt for longer than twelve (12) months after the County rejects such Bids.

4.5. Timely Delivery

It is the respondent's responsibility to assure that the proposal is submitted at the proper time and location. Electronic submissions will not be allowed through the County's e-Procurement portal once the deadline has passed.

4.6. Preparation Costs

The County is not liable for any costs incurred by respondents prior to the issuance of an executed contract.

4.7. Preparation of Proposal

Any material submitted to the County that Respondent 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. The Respondent is required to also provide an unredacted copy of the redacted information as part of the Proposal. If a third party submits a request to the County for records designated as Trade Secret Materials by a Respondent, the County shall refrain from disclosing the Trade Secret Materials, unless otherwise ordered by a court of competent jurisdiction or authorized in writing by Respondent. By submitting a Proposal, Respondent 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.

4.8. Reservation of Rights

The County reserves the right to reject any and/or all proposals, in whole or in part, when such rejection is in the best interest of the County. Further, the County reserves the right to withdraw this solicitation at any time prior to final award of contract.

4.9. Award of RFP and Protest

Award shall be made to the responsive, responsible vendor whose proposal is determined in writing to be the most advantageous to Leon County, taking into consideration the evaluation factors set forth in the Request for Proposals. In accordance with Section 287.05701(3), Florida Statutes, in determining whether a bidder is responsible, the County will not request documentation of or consider a bidder's social, political, or ideological interests, nor give preference to a bidder based on such interests. No other factors or criteria shall be used in the evaluation criteria that are not included in the Request for Proposal. The County reserves the right to waive any minor irregularity in proposals and to make an award in whole or in part when either or both conditions are in the best interest of Leon County.

Notice of the Intended Decision will be posted on the County website at: https://procurement.opengov.com/portal/leoncounty for a period of seventy-two (72) consecutive hours, which does not include weekends or County observed holidays. Failure to file a protest within the time prescribed in Leon County Policy No. 96-1, Purchasing Policy, or failure to post the bond or other security required by law within the time allowed for filing a bond shall constitute a waiver of proceedings. Notice of intent of bid protest shall be made in writing to the Purchasing Director, 1800-3 N. Blair Stone Road, Tallahassee, Florida 32308. The bidder shall be responsible for inquiring as to any and all award recommendation/postings.

Any award recommendation may be protested on the grounds of irregularities in the specifications, procedure, or the evaluation of the proposal. Such notice of an intent to protest shall be made in writing to the Purchasing Director within 72 hours after receipt of the intended recommendation of award and the protestor shall file a formal written bid challenge within 5 business days after the date in which the notice of intent of bid protest has been submitted. The notice of protest shall contain at minimum: the name of the Protestor; the Protestor's address and phone number; the name of the Protestor's representative to whom notices may be sent; the name and bid number of the solicitation; and a brief factual summary of the basis of the protest. Failure to file a notice of an intent to protest or failure to file a formal written bid protest shall constitute a waiver of all rights granted under this section.

5. Required Certifications

5.1. Licenses and Certifications

The respondent shall be responsible for obtaining and maintaining throughout the contract period any licenses required pursuant to the laws of Leon County, the City of Tallahassee, or the State of Florida.

If the contractor is operating under a fictitious name as defined in Section 865.09, Florida Statutes, proof of current registration with the Florida Secretary of State shall be submitted with the proposal. A business formed by an attorney actively licensed to practice law in this state, by a person actively licensed by the Department of Business and Professional Regulation or the Department of Health for the purpose of practicing his or her licensed profession, or by any corporation, partnership, or other commercial entity that is actively organized or registered with the Department of State may submit a copy of the current licensing from the appropriate agency and/or proof of current active status with the Division of Corporations of the State of Florida or such other state as applicable.

5.2. Public Entity Crimes Statement

A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a contractor, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, Florida Statute for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list. By submission of a proposal in response to this solicitation, the proposer certifies compliance with the above requirements as stated in Section 287.133, Florida Statutes.

5.3. Certification Regarding Debarment, Suspension, and Other Responsibility Matters

The prospective primary participant must certify to the best of its knowledge and belief, that it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency and meet all other such responsibility matters as contained on the attached certification form.

5.4. Unauthorized Alien(s)

The Contractor agrees that unauthorized aliens shall not be employed nor utilized in the performance of the requirements of this solicitation or any work authorized thereunder. 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 cause for unilateral termination of this Agreement by the County. As part of the response to this solicitation, please complete and submit the attached form “AFFIDAVIT CERTIFICATION IMMIGRATION LAWS.”

5.5. 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.

5.6. Local Preference in Purchasing and Contracting

A. Preference in requests for proposals. In purchasing of, or letting of contracts for procurement of, personal property, materials, contractual services, and construction of improvements to real property or existing structures for which a request for proposals is developed with evaluation criteria, a local preference of the total score may be assigned for a local preference, as follows:
   1. Individuals or firms which have a home office located within Leon, Gadsden, Wakulla, or Jefferson County, and which meet all of the criteria for a local business as set forth below, shall be given a preference in the amount of five percent.
   2. Individuals or firms which do not have a home office located within Leon, Gadsden, Wakulla, or Jefferson County, and which meet all of the criteria for a local business as set forth below, shall be given a preference in the amount of three percent.
   3. For the purposes of this section, "home office" shall mean a business's principal office or headquarters constituting the center for administration and policymaking.

B. Local business definition. For purposes of this section, "local business" shall mean a business which:
   1. Has had a fixed office or distribution point located in and having a street address within Leon, Gadsden, Wakulla, or Jefferson County for at least six (6) months immediately prior to the issuance of the request for competitive bids or request for proposals by the County; and
   2. Holds any business license required by Leon County, and, if applicable, the City of Tallahassee; and
   3. Is the principal offeror who is a single offeror; a business which is the prime contractor and not a subcontractor; or a partner or joint venturer submitting an offer in conjunction with other businesses.

C. Certification. Any vendor claiming to be a local business as defined herein, shall so certify in writing to the Purchasing Division. The certification shall provide all necessary information to meet the requirements set forth above. The Local Vendor Certification Form is enclosed. The purchasing agent shall not be required to verify the accuracy of any such certifications, and shall have the sole discretion to determine if a vendor meets the definition of a "local business."

5.7. Drug Free Workplace

In accordance with Section 287.087, Florida Statutes, whenever two or more bids, proposals, or replies that are equal with respect to price, quality, and service are received by the County for the procurement of commodities or contractual services, a bid, proposal, or reply received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. In order to have a drug-free workplace program, a business shall:

A. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.

B. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
C. Give each employee engaged in providing the commodities or contractual services that are under response/bid a copy of the statement specified in subsection (1).
D. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under response/bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 (Florida Statutes) or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
E. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, or any employee who is so convicted.
F. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

5.8. Equal Opportunity

The contractors and all subcontractors shall agree to a commitment to the principles and practices of equal opportunity in employment and to comply with the letter and spirit of federal, state, and local laws and regulations prohibiting discrimination based on race, color, religion, national region, sex, age, handicap, marital status, and political affiliation or belief.

5.9. Scrutinized Company Certification

In accordance with Section 287.135, Florida Statutes, a company or other entity is ineligible to, and may not, bid on, submit a proposal for, or enter into or renew a contract with Leon County for goods or services of one hundred thousand dollars or more, at the time of bidding on, submitting a proposal for, or entering into or renewing such contract, the company or other entity is on the Scrutinized Companies or Other Entities that Boycott Israel List, created pursuant to section 215.4725, Florida Statutes, or is engaged in a boycott of Israel.

A company or other entity is ineligible to, and may not, bid on, submit a proposal for, or enter into or renew a contract with Leon County for goods or services of one million dollars or more if, at the time of bidding on, submitting a proposal for, or entering into or renewing such contract, the company or other entity is on the Scrutinized Companies with Activities in Sudan List, or the Scrutinized Companies with Activities in the Iran Terrorism Sectors List, created pursuant to Florida Statutes, Section 215.473, Florida Statutes, or is engaged in business operations in Cuba or Syria.

6. Selection Process

6.1. Evaluation Committee

The County Administrator shall appoint an Evaluation Committee composed of either three members or five members who will review and evaluate all proposals received on time.

Meetings of Evaluation Committees subsequent to the opening of the solicitation shall be public meetings. Notice of all meetings shall be posted on the Purchasing Division website at:https://procurement.opengov.com/portal/leoncounty and in the Purchasing Division Offices no less than 72 hours (excluding weekends and holidays).

6.2. Scoring and Ranking

Evaluators will independently score each responsive proposal based upon the points given in the Scoring Sheet utilizing the Evaluation Criteria Matrix. If applicable, the scores will be provided by the Purchasing Division for both Price/Cost and Local preference.

Proposals will be ranked using the ordinal ranking process. First, each evaluator will score proposals based upon the points given in the Scoring Sheet utilizing the Evaluation Criteria contained herein. Then each evaluator will utilize ordinal ranking to rank each proposal. These rankings will be averaged to determine the final ranking of proposals.

6.3. Award

Award shall be made to the responsive, responsible offeror whose proposal is determined in writing to be the most advantageous to Leon County, taking into consideration the evaluation factors set forth in the Request for Proposals. No other factors or criteria shall be used in the evaluation criteria that are not included in the Request for Proposal. The County reserves the right to waive any minor irregularity in proposals and to make an award in whole or in part when either or both conditions are in the best interest of Leon County.

7. Evaluation Criteria

Actual rating for each criteria may range from zero (lowest rating) to the maximum rating points for that criteria as detailed below:

Numerical Score	Evaluation Word	Description
5	Superior	Response exhaustively addresses the evaluation criterion or demonstrates extraordinary capability and/or experience related to the criterion.
4	Excellent	Response extensively addresses the evaluation criterion or demonstrates exceptional capability and/or experience related to the criterion.
3	Acceptable	Response adequately addresses the evaluation criterion or demonstrates sufficient capability and/or experience related to the criterion.
2	Fair	Response minimally addresses the evaluation criterion or demonstrates nominal capability and/or experience related to the criterion.
1	Poor	Response inadequately addresses the evaluation criterion or demonstrates limited capability and/or experience related to the criterion.
0	Missing	Response does not address the evaluation criterion and/or does not demonstrate any capability and/or experience related to the criterion.

Proposals will be evaluated and ranked on the basis of the following considerations:

No.	Evaluation Criteria	Scoring Method	Weight (Points)

1.	**Firm's Professional Personnel** Proposals will be evaluated and scored on the basis of the following considerations: 1 - Project team personnel do not have appropriate level of qualifications. Organization of project team is inappropriate. 2 - Most project team personnel have the proper level of qualifications. Organization of project team is insufficient. 3 - All project team personnel have the proper level of qualifications. Organization of project team is sufficient to the project. 4 - All project team personnel have the proper level of qualifications and at least one member has extensive qualifications. Organization of project team is more than sufficient to the project. 5 - All project team personnel have the proper level of qualifications and several have extensive qualifications. Organization of project team is exceptional for the project.	0-5 Points	20 *(20% of Total)*
2.	**Firm's Relevant Experience** 1 - No successful experience with similar type projects. 2 - Successful experience with 1 - 2 similar type projects. 3 - Successful experience with 3 - 6 similar type projects, at least one of which had been in the past 2-years. 4 - Successful experience with more than 5 similar type projects, 1 - 2 of which are the same type projects. 5 - Successful experience with more than 5 similar type projects, 3 or more of which are the same type projects.	0-5 Points	25 *(25% of Total)*

3.	**Firm's Approach to a Project** Proposals will be evaluated and scored on the basis of the following considerations: 1 - Submittal is lacking in a demonstration of a clear understanding of the most basic requirements of the type of work for the category. 2 - Submittal shows some basic understanding of the type of work for the category, but provides little clarity as to consultant's understanding of the County's needs; a plan to address the scope of work; the consultant's design philosophy; or possible alternatives and/or cost saving measures. 3 - Submittal shows understanding of the type of work for the category and may address in their approach, in whole or part one or more, but not all the following: consultant's understanding of the County's needs; a plan to address the scope of work; the consultant's design philosophy; or possible alternatives and/or cost saving measures. 4 - Submittal shows that consultant understands the type of work to be performed in this category and addresses the following in their approach; the County's needs and has a plan to respond to the project or scope or work, firms' proposed design philosophy; possible alternatives; and/or cost savings. 5 - Submittal clearly shows that consultant understands the type of work to be performed in this category and clearly identifies/states the following in their approach; the County's needs and has a clear and specific plan to respond to the project or scope or work, and clearly states firms' proposed design philosophy; possible alternatives; and/or cost savings.	Points Based	30 *(30% of Total)*

4.	**Willingness to Meet Schedule and Budget Requirements** Proposals will be evaluated and scored on the basis of the following considerations: 1 - Approach in the submittal does not address either the schedule or budget. 2 - Approach in the submittal indicates that the consultant will likely not meet the project schedule. 3 - Approach in the submittal indicates that the consultant will meet the project schedule. 4 - Approach in the submittal indicates that the consultant will meet the same or better project schedule. 5 - Approach in the submittal indicates that the consultant will provide an improved project schedule.	0-5 Points	5 *(5% of Total)*

5.	**Effect of Firms Recent, Current, and Projected Workload** Proposals will be evaluated and scored on the basis of the following considerations: 1 - Submittal shows that consultant does not have sufficient available personnel to provide services on relatively short notice for the small to medium size projects that are contemplated in the resultant contract on schedule. 2 - Submittal shows that consultant will have to work overtime to provide services on relatively short notice for the small to medium size projects that are contemplated in the resultant contract on schedule. 3 - Submittal shows that consultant has adequate time and available personnel to provide services on relatively short notice for the small to medium size projects that are contemplated in the resultant contract on schedule. 4 - Submittal shows that consultant's project team has adequate time and available personnel to complete project on or ahead of schedule. 5 - Submittal shows that consultant's project team has no or very light current of projected workload.	Points Based	5 *(5% of Total)*
6.	**Agency Cost** The Proposer with the lowest cost will receive the maximum (10) points. Proposer's with a higher cost will receive fewer points, on a pro-rata basis, using the formula below: (L / P) X (10) Where: L = Lowest cost proposed P = Proposer's cost	Points Based	10 *(10% of Total)*

7.	**Local Preference** Points for Local Preference will be awarded as follows: A. Individuals or firms which have a home office located within Leon, Gadsden, Wakulla, or Jefferson County, and which have been certified by the Leon County Purchasing Division as a Local Business, as set forth in this RFP, shall be given a preference in the amount of five percent (five (5) points out of the 100 maximum points allowed); and B. Individuals or firms which do not have a home office located within Leon, Gadsden, Wakulla, or Jefferson County, and which have been certified by the Leon County Purchasing Division as a Local Business, as set forth in this RFP, shall be given a preference in the amount of three percent (three (3) points out of the 100 maximum points allowed); and C. All other individuals or firms shall be given zero (0) points for Local Preference. For the purposes of this section, "home office" shall mean a business's principal office or headquarters constituting the center for administration and policymaking.	Points Based	5 *(5% of Total)*

8. Insurance Requirements

8.1. Overview

Bidders' attention is directed to the insurance requirements set forth in the Agreement contained in the "Attachments" section of this solicitation. Bidders should confer with their respective insurance carriers or brokers to determine in advance of bid submission the availability of insurance certificates and endorsements as prescribed and provided herein. If an apparent low bidder fails to comply strictly with the insurance requirements, that bidder may be disqualified from award of the contract.

The awarded Contractor shall procure and maintain for the duration of the contract 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 Contractor, his agents, representatives, employees or subcontractors. The cost of such insurance shall be included in the Contractor's bid.

9. Terms and Conditions

9.1. Standard Terms and Conditions

The terms and conditions associated with this solicitation are as set forth in the Agreement contained in the "Attachments" section of this solicitation. After the proposal award the County will, at its option, prepare a purchase order or an agreement specifying the terms and conditions resulting from the award of this bid. Every procurement of contractual services shall be evidenced by a written agreement. The respondent will have five calendar days after receipt to acknowledge the purchase order or execute the agreement.

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

9.2. Travel Expenses

Consultant travel which is not covered within the scope of the consultant's contract and which is billed separately to the County on a cost reimbursement basis must receive prior approval and will be reimbursed in accordance with the Leon County Travel Policy. Travel expenses shall be limited to those expenses necessarily incurred in the performance of a public purpose authorized by law to be performed by the Leon County Board of County Commissioners and must be within limitations described herein and in Section 112.061, Florida Statutes. Consultants and contractors, traveling on a cost reimbursement basis, must have their travel authorized by the department head from whose budget the travel expenses will be paid and the County Administrator.

9.3. Purchases By Other Public Agencies

With the consent and agreement of the successful vendor(s), purchases may be made under this solicitation by other governmental agencies or political subdivisions within the State of Florida. Such purchases shall be governed by the same pricing, terms and conditions stated herein with no deviations allowed. This agreement in no way restricts or interferes with the right of any public agency or political subdivision to bid any or all of the items or services independently.

9.4. Penalties

PROPOSALS MAY BE REJECTED AND/OR BIDDER(S)/PROPOSERS DISQUALIFIED FOR THE FOLLOWING REASONS:

A. Failure to perform according to contract provisions.
B. Conviction in a court of law of any criminal offense in connection with the conduct of business.
C. Clear and convincing evidence of a violation of any federal or state anti-trust law based on the submission of bids or proposals, or the awarding of contracts.
D. Clear and convincing evidence that the bidder has attempted to give a Board employee a gratuity of any kind for the purpose of influencing a recommendation or decision in connection with any part of the Board's purchasing activity.
E. Other reasons deemed appropriate by the Board of County Commissioners.

10. Ethical Business Practices

10.1. Gratuities

It shall be unethical for any person to offer, give, or agree to give any County employee, or for any County employee to solicit, demand, accept, or agree to accept from another person, a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, or preparation of any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or performing in any other advisory capacity in any proceeding or application, request for ruling, determination, claim or controversy, or other particular matter, subcontract, or to any solicitation or proposal therefor.

10.2. Kickbacks

It shall be unethical for any payment, gratuity, or offer of employment to be made by or on behalf of a subcontractor under a contract to the prime contractor or higher tier subcontractor or any person associated therewith, as an inducement for the award of a subcontract or order.

10.3. Board Action

The Board reserves the right to deny award or immediately suspend any contract resulting from this proposal pending final determination of charges of unethical business practices. At its sole discretion, the Board may deny award or cancel the contract if it determines that unethical business practices were involved.

EXHIBIT B – CONTRACTOR'S PROPOSAL

The Contractor's proposal has been designated by the Contractor as containing proprietary and confidential information and is therefore omitted from this publicly posted version of the Agreement.

The complete, unredacted proposal will be made available to the Board of County Commissioners for its consideration and remains incorporated into the Agreement as Exhibit B.

AGREEMENT

THIS AGREEMENT, by and between **LEON COUNTY, FLORIDA,** a charter county and a political subdivision of the State of Florida, herein ("County"), and **HALFF ASSOCIATES, INC.** herein ("Contractor"), (each a "Party" or together the "Parties") is entered into as of the date of last signature below ("Effective Date"). For good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

1. SERVICES TO BE PROVIDED

The Contractor agrees to provide its services to the County to perform the Work related to Grant Support Services for Public Works Engineering set forth in: 1) Bid# BC-2026-024, attached hereto and incorporated herein as Exhibit A; and 2) the Contractor's bid submission, attached hereto and incorporated herein as Exhibit B (collectively "Work"). If any provision contained in this Agreement conflicts with any provision in Exhibit A or Exhibit B, the provision contained in this Agreement shall govern and control.

2. WORK

Contractor understands that no amount of Work is guaranteed to it nor is the County under any obligation to utilize the services of the Contractor in those instances where the Work to be performed can be done by County personnel or under separate contract. Any Work to be performed shall be upon the written request of the County Administrator or his designee, which request shall set forth the commencement date of such Work and the time within which such Work shall be completed.

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

3. TERM

The Agreement shall be for a period of three (3) years, commencing on December 1, 2026, and shall continue until November 30, 2029. After the initial three (3) year period, at the sole option of the County, this Agreement may be renewed for no more than two additional one (1) year periods. Such one (1) year renewals will be automatic unless the County provides written notice of non-renewal to the Contractor no less than thirty (30) days prior to the expiration date of the then current term.

4. TIME OF THE ESSENCE

Time is of the essence in performing the duties, obligations, and responsibilities required by this Agreement.

The term "Business Day," means any day occurring Monday through Friday, except when such day is deemed to be a Holiday. The term "Holiday" means any day observed as a holiday by the Leon County Board of County Commissioners pursuant BCC Policy 03-16, as may be amended, which, as of the Effective Date of this Agreement, are the following days: New Year's Day, Martin Luther King Jr. Day, Memorial Day, Juneteenth, Independence Day, Labor Day, Election Day (first Tuesday after the first Monday in November in even-numbered years), Veteran's Day, Thanksgiving Day, Friday After Thanksgiving Day, and Christmas Day; provided, however, that when any of these observed holidays fall on a Saturday, the preceding Friday shall be the day observed as a holiday, and when any of these observed holidays falls on a Sunday, the following Monday shall be the day observed as a holiday. In addition, when New Year's Day and Christmas Day fall on a Thursday, the Friday following those days shall also be observed as a holiday, and when New Year's Day and Christmas Day fall on a Tuesday, the Monday preceding those days shall also be observed as a holiday.

5. CONTRACT SUM

A. The Contractor agrees that for the performance of the Work as outlined in Sections 1 above, it shall be paid a contract sum by the County according to the rates in the Unit Pricing Sheet contained in Exhibit B, which is attached hereto (Contract Sum).

B. Travel Expenses: Any travel by the Contractor, which is contained within, or otherwise associated with, the scope of Work for a specific project shall be considered incidental to, and a part of, the Contract Sum. As such, there shall be no reimbursement of such travel expenses by the County.

Contractor travel, which is not covered within the scope of Work, and which is billed separately to the County on a cost reimbursement basis must receive prior approval and will be reimbursed in accordance with the Leon County Travel Policy. Travel expenses shall be limited to those expenses necessarily incurred in the performance of a public purpose authorized by law to be performed by the County and must be within limitations described herein and in Section 112.061, Florida Statutes. Contractors traveling on a cost reimbursement basis must have their travel authorized by the department head or representative from whose budget the travel expenses will be paid and by the County Administrator.

6. PAYMENTS

Payments will be made in accordance with Section 218.70, Florida Statutes, et. seq., the "Local Government Prompt Payment Act."

7. PROMPT PAYMENT INFORMATION REQUIREMENTS AND NOTICES

A. The County Project Manager is:
Name:
Street Address:
City, State, Zip Code:
Telephone:
E-mail:

B. The Contractor's Project Manager is:
Name:
Street Address:
City, State, Zip Code:
Telephone:
E-mail:

C. Notices to the Contractor are to be submitted to:
Name:
Street Address:
City, State, Zip Code:
Telephone:
E-mail:

D. Invoices are to be submitted to:
Name:
Street Address:
City, State, Zip Code:
Telephone:
E-mail:

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.

F. Payment Dispute Resolution: Section 16.01 of the Leon County Purchasing Policy details the policy and procedures for payment disputes under this Agreement.

8. TAXES

The County is tax-exempt and therefore is not obligated to pay sales, use and excise taxes. A copy of the Customer's Certificate of Exemption is available upon request.

9. PRICE INCREASES/DECREASES

Upon written request from the vendor no less than sixty (60) days prior to each renewal date of the agreement, and at the discretion of the County, a price increase may be negotiated. It is the intent of the County to not allow a price increase greater than the Consumer Price Index (CPI-U) for the latest twelve-month period reported at the time of request. All price increases shall be at the sole discretion of the County and shall be memorialized by written amendment to this agreement. If approved by the County, the price increase shall become effective on the contract anniversary date.

10. 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.

11. 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.

12. INSURANCE

Contractor 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 Contractor, its agents, representatives, employees or subcontractors. The cost of such insurance shall be included in the Contractor's bid.

A. Minimum Limits of Insurance. Contractor shall maintain limits no less than:

1) General Liability: $1,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage. If commercial general liability insurance or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to this Project/location or the general aggregate limit shall be twice the required occurrence limit.

2) Automobile Liability: $1,000,000 combined single limit per accident for bodily injury and property damage. (non-owned, hired car).

3) 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. Waiver of subrogation in lieu of additional insured is required.

4) Professional Liability Insurance, including errors and omissions: for all Work performed under the terms of this agreement with minimum limits of One Million and 00/100 ($1,000,000.00) Dollars per occurrence; or claims made form with "tail coverage" extending four (4) years beyond the term of the Agreement. Proof of "tail coverage" must be submitted with the invoice for final payment.

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).

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; premises owned, occupied or used by the Contractor; or automobiles owned, leased, hired or borrowed 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.

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. Contractor 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 work commences. 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 commencement of the work. 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.

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.

F. Subcontractors. Contractors 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.

13. PERMITS

The Contractor shall obtain all necessary permits as required by law to lawfully perform the obligations under this Agreement.

14. 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).

15. WARRANTY OF PERFORMANCE

A. Warranty

The Contractor represents and warrants that it possesses the knowledge, skill, experience, and financial capability required to perform and provide all Work under this Agreement and that each person and entity that will perform the Work is duly qualified to perform such Work by all appropriate governmental authorities, where required, and is sufficiently experienced and skilled in the area(s) for which such person or entity will perform such Work. The Contractor represents and warrants that the Work shall be performed in a skillful and respectful manner, and that

the quality of all such Work shall equal or exceed prevailing industry standards for the performance of such Work.

B. Breach of Warranty

In entering into this Agreement, the Contractor acknowledges that the County is materially relying on the warranties stated in this paragraph. The County shall be entitled to recover any damages it incurs to the extent any such warranty is untrue. In addition, if any such warranty is untrue, the County shall have the right, at its sole discretion, to terminate this Agreement without any further liability to the County, to deduct from any amounts due Contractor under this Agreement the full amount of any value paid in violation of a warranty, and to recover all sums paid to Contractor under this Agreement.

16. 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.

17. INDEMNIFICATION

Contractor shall indemnify, hold harmless, and defend County and all of County's current, past, and future officers, agents, and employees (collectively, "Indemnified Party") from and against any and all causes of action, demands, claims, losses, liabilities, and expenditures of any kind, including attorneys' fees, court costs, and expenses, including through the conclusion of any appellate proceedings, raised or asserted by any person or entity not a party to this Agreement, and caused or alleged to be caused, in whole or in part, by any breach of this Agreement by Contractor, or any intentional, reckless, or negligent act or omission of Contractor, its officers, employees, or agents, arising from, relating to, or in connection with this Agreement (collectively, a "Claim"). If any Claim is brought against an Indemnified Party, Contractor shall, upon written notice from County, defend each Indemnified Party with counsel satisfactory to County or, at County's option, pay for an attorney selected by the County to defend the Indemnified Party. The obligations of this section shall survive the expiration or earlier termination of this Agreement. The Contractor acknowledges that ten dollars ($10.00) of the Contract Sum paid to the Contractor, and the promises and covenants herein, constitute sufficient consideration for the Contractor's indemnification of the County, its officials, officers, and employees.

18. 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. In accordance with Section 119.0701(2)(b),1-4, Florida Statutes, the Contractor specifically agrees 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 Contractor does not transfer the records to the County; and

D. Upon completion or termination of the contract, transfer, at no cost, to the County all public records in possession of the Contractor or keep and maintain public records required by the County to perform the service. If the Contractor transfers all public records to the County upon completion or termination of the Agreement, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion or

termination of the Agreement, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the County, upon request from the County, in a format that is compatible with the information technology systems of the County.

A request for public records regarding this Agreement must be made directly to the County, who will be responsible for responding to any such public records requests. Contractor will provide any requested records to County to enable the County to respond to the public records request.

Any material submitted to the County that Bidder 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. Respondent's failure to identify the applicable statutory exemption for any redacted material shall constitute a waiver of the Respondent's request that the County treat such material as exempt from disclosure, and the County shall have no obligation to assert an exemption on the Respondent's behalf. The redacted copy should be provided to the County at the same time Bidder submits its reply to the solicitation and should only exclude those exact portions which are claimed confidential, proprietary, or trade secret. Bidder shall be responsible for defending its determination that the redacted portions of its Reply are confidential, trade secret or otherwise not subject to disclosure. Further, Bidder shall protect, defend, and indemnify 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 Bidder's determination that the redacted portions of its reply are confidential, proprietary, trade secret or otherwise not subject to disclosure. If Bidder fails to submit a Redacted Copy with its Reply, the County is authorized to produce the entire documents, data or records submitted by Bidder in answer to a public records request for these records.

The Bidder is required to also provide an unredacted copy of the redacted information as part of the Bid. If a third party submits a request to the County for records designated as Trade Secret Materials by a Bidder, 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 Bidder. By submitting a Bid, Bidder 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 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 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 as stated in the Solicitation document.

19. 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. 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.

20. MONITORING

The Agreement will require the Contractor to permit persons duly authorized by the County to inspect any records, papers, documents, facilities, goods, and Work of the Contractor which are relevant to this Agreement and interview any clients and employees of the provider to assure the County of satisfactory performance of the terms and conditions of this Agreement.

Following such evaluation, the County will deliver to the Contractor a written report of its findings and will include written recommendations with regard to the Contractor's performance of the terms and conditions of this Agreement. The Contractor will correct all noted deficiencies identified by the County within the specified period of time set forth in the recommendations. The Contractor's failure to correct noted deficiencies may, at the sole and exclusive discretion of the County, result in any one or any combination of the following: (1) the Contractor being deemed in breach or default of this Agreement; (2) the withholding of payments to the Contractor by the County; and (3) the termination of this Agreement for cause.

21. DATA AND PRIVACY.

Consultant shall comply with all applicable data and privacy laws and regulations, including without limitation Sections 287.138, and 501.171, Florida Statutes and shall ensure that County's data processed, transmitted, or stored by Consultant or in the system is not stored outside the United States. Consultant 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 Consultant 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, Consultant 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.

22. TERMINATION

Leon County may terminate this Agreement without cause by giving the Contractor thirty (30) days written notice of termination. Either party may terminate this Agreement for cause by giving the other party hereto thirty (30) days written notice of termination. The County shall not be required to give Contractor such thirty (30) day written notice if, in the opinion of the County, the Contractor is unable to perform its obligations hereunder or, in the County's opinion, the Work being performed is not satisfactory. In such case, the County may immediately terminate the Agreement effective upon notice of termination to the Contractor.

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 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(2)(a), Florida Statutes, been placed on the Scrutinized Companies or other entities that Boycott Israel List or is engaged in a boycott of Israel.

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), Florida Statutes, or has been placed on a list created pursuant to Section 215.473, Florida Statutes relating to scrutinized active business operations in Iran.

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, created pursuant to s. 215.473; or is engaged in business operations in Cuba or Syria.

23. PURCHASES BY OTHER PUBLIC AGENCIES

With the consent and agreement of the successful bidder(s), purchases may be made under this bid by other governmental entities. Such purchases shall be governed by the same pricing, terms and conditions stated herein. This Agreement in no way restricts or interferes with the right of any public agency or political subdivision to bid any or all of the items or Work independently.

24. 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.

25. 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.

26. 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.

27. 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.

Continuing Warranty of Compliance

Contractor warrants that throughout the term of this Agreement, including any renewals or extensions, Contractor shall remain in compliance with the above certifications and shall not permit County funds to be used in a manner prohibited by Sections 125.595 and 287.139, Florida Statutes.

Upon reasonable request of the County, Contractor shall provide records, certifications, or other documentation reasonably necessary to demonstrate compliance with this provision.

Indemnification for Noncompliance

To the fullest extent permitted by law, Contractor 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:

a. Contractor's breach of the certifications or warranties contained in this Agreement;
b. Contractor's violation of Sections 125.595 and 287.139, Florida Statutes (2026)
c. Any claim, investigation, administrative proceeding, or civil action arising from Contractor's use of County funds in a manner prohibited by Florida law; or
d. Any false, misleading, or inaccurate certification made by Contractor pursuant to this Agreement.

The obligations contained in this section shall survive expiration or termination of the Agreement.

Termination for Cause

Contractor 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.

28. 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.

29. DELAY

No claim for damages or any claim other than for an extension of time shall be made or asserted against the County by reason of any delays. The Contractor shall not be entitled to an increase in the Contract Sum or payment or compensation of any kind from the County for direct, indirect, consequential, impact or other costs, expenses or damages, including but not limited to costs of acceleration or inefficiency, arising because of delay, disruption, interference or hindrance from any cause whatsoever, whether such delay, disruption, interference or hindrance be reasonable or unreasonable, foreseeable or unforeseeable, or avoidable or unavoidable; provided, however, that this provision shall not preclude recovery of damages by the Contractor for hindrances or delays due solely to fraud, bad faith, or active interference on the part of the County or its agents. Otherwise, the Contractor shall be entitled only to extensions of this Agreement time as the sole and exclusive remedy for such resulting delay, in accordance with and to the extent specifically provided above.

30. 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.

31. 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.

32. RESERVATION OF 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 this Agreement. The County is included within the definition of "state agencies or subdivisions" in Section 768.28, Florida Statutes, and shall be responsible for the negligent or wrongful acts or omissions of its employees pursuant to Section 768.28, Florida Statutes.

33. 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.

34. 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.

35. CONSTRUCTION

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

36. SEVERABILITY

It is intended that each section of this Agreement 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.

37. AMENDMENTS

No modification, amendment, or alteration in the terms or conditions contained in this Agreement shall be effective unless 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.

38. CONFLICTING TERMS AND CONDITIONS

In the instance that any other agreement exists concerning the matters herein, then the terms and conditions in this Agreement shall prevail over all other terms and conditions.

39. INTERPRETATION

This Agreement shall be interpreted without the aid of any canon, custom, or rule requiring construction against the drafter.

40. 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.

41. 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.

42. 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. Agreement
2. Exhibit A
3. Exhibit B

ATTACHMENTS

Exhibit A – Solicitation Document #BC-2026-024
Exhibit B – Contractor's Response to Solicitation #BC-2026-024

[THE REMAINDER OF THIS 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: _____

Melanie Hooley
Leon County Purchasing Director

Date: _____

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

BY: _____

DATE: _____

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

By: _____

Daniel R. Krumbholz
Assistant County Attorney

Date: _____

HALFF ASSOCIATES, INC.

By: _____

Printed
Name _____

Title: _____

Date: _____

REQUEST FOR PROPOSAL

FOR

GRANT SUPPORT SERVICES FOR PUBLIC WORK ENGINEERING

Proposal Number BC-2026-024

BOARD OF COUNTY COMMISSIONERS
LEON COUNTY, FLORIDA

RELEASE DATE: August 6, 2026

Grant Support Services for Public Work Engineering

1. Introduction
2. General Instructions
3. Scope of Services
4. Solicitation Instructions
5. Required Certifications
6. Selection Process
7. Evaluation Criteria
8. Insurance Requirements
9. Terms and Conditions
10. Ethical Business Practices
11. Submittals
12. Pricing Proposal

Attachments:
A - Proposal Response Cover Sheet with Signature
B - Forms_for_Solicitation_7.26
C - Agreement 8.13.26

1. Introduction

1.1. Summary

Leon County, Florida ("County") is issuing this Request for Proposals ("RFP") from qualified firms to provide Grant Support Services.

It is the intent of the County to enter into Agreements with multiple firms to meet the anticipated need for services. The distribution of the work to these awarded firms shall be at the sole discretion of the Public Works Division of Engineering Services, based on what staff deems as in the best interests of the County. The Agreement period shall be for three (3) years with two (2) optional one (1) year renewal periods for a possible total of five (5) years.

Services will be on as needed basis for small projects to be administered primarily by Public Works Division of Engineering Services, however, other County Divisions and Constitutional Offices may request and administer these services as well during the term of this Agreement.

1.2. Contact Information

Melanie Hooley
Purchasing Director
1800-3 Blair Stone Rd
Tallahassee, FL 32308
Email: hooleym@leoncountyfl.gov
Phone: (850) 606-1600
Department:
Procurement

Department Head:
Melanie Hooley
Purchasing Director

1.3. Timeline

Below is the current schedule of the events that will take place as part of this solicitation. The County reserves the right to make changes or alterations to the schedule as the County determines is in the best interest of the public. If any changes to the Schedule of Events are made, Leon County will post the changes on the Leon County procurement website either as a public meeting notice, or as an addendum, as applicable. It is the responsibility of the firm to register as a vendor in the County's eProcurement Portal located at https://procurement.opengov.com/portal/leoncounty and to click the "Follow" button on your interested projects in order to receive email notifications of changes. Ultimately, it is the responsibility of the firm and other interested persons and parties to review the Purchasing Division's website to stay informed of the Schedule of Events, addenda to the RFP, and public meetings. The main procurement website address is: https://secure.procurenow.com/portal/leoncounty.

Release Project Date	August 6, 2026

Question/Inquiries Deadline	August 14, 2026, 4:00pm
Opening Date	September 8, 2026, 2:00pm

2. General Instructions

Respondents are expected to examine the proposal documents carefully, including specifications, delivery schedule, freight requirements, prices and extensions and all general and special conditions of the solicitation prior to submission. In case of error in price extension, the unit price will govern. Proposals must be submitted electronically via OpenGov Procurement (formerly ProcureNow).

2.1. Special Accommodations

Any person requiring a special accommodation at a Pre-Proposal Conference or RFP opening because of a disability must call the Division of Purchasing at (850) 606-1600 at least five (5) workdays prior to the Pre-Proposal Conference or RFP opening. If you are hearing or speech impaired, please contact the Purchasing Division by calling the County Administrator's Office using the Florida Relay Service which can be reached at 1(800) 955-8771 (TDD).

2.2. Prohibited Communications

Any Form of communication, except for written correspondence with the Purchasing Division requesting clarification or asking questions, shall be prohibited regarding a particular request for proposal, request for qualification, bid, or any other competitive solicitation between:

A. Any person or person's representative seeking an award from such competitive solicitation; and
B. Any County Commissioner or Commissioner's staff, or any county employee authorized to act on behalf of the Commission to award a particular contract.

For the purpose of this section, a person's representative shall include, but not be limited to, the person's employee, partner, officer, director, consultant, lobbyist, lawyer, relative, or any actual or potential subcontractor or consultant of the person.

The prohibited communication shall be in effect as of the release of the competitive solicitation and terminate at the time the Board, or a County department authorized to act on behalf of the Board, awards or approves a contract, rejects all bids or responses, or otherwise takes action which ends the solicitation process.

The provisions of this section shall not apply to oral communications at any public proceeding, including pre-bid conferences, oral presentations before selection committees, contract negotiations during any public meetings, presentations made to the Board, and protest hearings. Further, the provisions of this section shall not apply to contract negotiations between any employee and the intended awardee, any dispute resolution process following the filing of a protest between the person filing the protest and any employee, communications with the County Attorney or communications with the Purchasing Director.

Violation of this section may result in disqualification from this solicitation and shall be grounds for suspension from doing business with the County.

2.3. Proposal Media Format (Electronic Only)

Proposals for this RFP shall be submitted (uploaded in the "Submittals" section) electronically to this solicitation in OPENGOV.

2.4. Respondent Registration

Respondents who obtain solicitation documents from sources other than the County Purchasing Division MUST officially register with the County Purchasing Division in order to be placed on the plan holders list for the solicitation. This list is used for communications from the County to prospective respondents. Also, respondents should be aware that solicitation documents obtained from sources other than those listed above may be drafts, incomplete, or in some other fashion different from the official solicitation document(s). Failure to register as a prospective respondent through the Purchasing Division may cause your submittal to be rejected as non-responsive. To Register, complete the online vendor registration process, find the opportunity of interest, and click "Follow" or "Draft Response".

2.5. Registered Plan Holders List

A plan holders list is made available via the internet lists of all registered plan holders for each bid or request for proposals. The information is available on-line at https://procurement.opengov.com/portal/leoncounty. by simply clicking the Followers tab for each respective solicitation. A listing of the registered vendors with their contact information is designed to assist vendors in preparation of their responses.

2.6. Errors and Omissions

The County and its representatives shall not be responsible for any errors or omission in the RFP. Due care and diligence has been exercised in the preparation of this RFP, and all information contained herein is believed to be substantially correct. Information is subject to review by the successful respondent.

2.7. Acceptance of County Terms

Leon County objects to and shall not consider any additional terms or conditions submitted by a respondent, including any appearing in documents attached as part of a respondent's response. In submitting its response, a respondent agrees that any additional terms or conditions, whether submitted intentionally or inadvertently, shall have no force or effect. Failure to comply with terms and conditions, including those specifying information that must be submitted with a response, shall be grounds for rejecting a response or placing a respondent in default.

3. Scope of Services

3.1. Grant Support Services

Work in this category shall consist of reviewing Notices of Funding Opportunity (NOFOs), identifying and recommending County projects suitable for grant applications, and preparing complete grant application packages. This includes, but is not limited to, conducting benefit to cost ratio analyses, developing project narratives, and gathering and compiling all required supporting documentation when requested.

3.2. Administrative Process to Issue Work Assignments

The administrative process, when work assignments are issued, will be as follows:

- Step 1 - County staff will contact the Consultant for a meeting to review the assignment and will describe in general the scope of services required.
- Step 2 - Consultant will prepare a detailed scope of services, including a time frame for completion of various phases and/or milestones. Consultant will prepare a computation of fees to be charged for the services based on the approved hourly rates and fee schedule. These documents will be submitted to County staff for review and approval.
- Step 3 - If acceptable to County staff making the assignment, County staff will issue a letter of authorization to proceed (Notice to Proceed). There will be a purchase order issued for each work assignment for monitoring and tracking of the budget and project funds. The fee computation will be considered to be a limiting amount, not to be exceeded without subsequent approval by County staff.

Consultants are advised that at this time, there are not enough assignments to guarantee that a work assignment will be issued. It is anticipated that over the life of this agreement sufficient assignments will be developed, but it is not guaranteed. Further, staff will attempt to distribute assignments evenly among consultants, but cannot guarantee that sufficient assignments will develop to guarantee that action.

3.3. Labor Categories and Minimum Qualifications

The labor categories identified below establish the minimum qualifications for personnel that may be assigned under this Contract. Personnel proposed by the Consultant shall, at a minimum, meet the qualifications established for the applicable labor category. Consultants may assign personnel whose qualifications exceed the stated minimum requirements.

The County reserves the right to review and approve the qualifications of personnel assigned under this Contract. Upon request, the Consultant shall provide resumes, professional registrations, certifications, or other documentation demonstrating that assigned personnel meet the minimum qualifications for the applicable labor category. If the County determines that assigned personnel do not meet the minimum qualifications for the labor category being billed, the County may require the Consultant to assign qualified personnel or bill the services under the appropriate labor category.

The following labor categories and minimum qualifications shall apply:

Labor Category	Minimum Qualifications

Project Manager	Bachelor's degree in Planning, Engineering, or a related field and a minimum of five (5) years of professional experience in grant applications or management. Responsible for overall project management, coordination, scheduling, and quality assurance for assigned task orders.
Senior Engineer	Registered Professional Engineer (P.E.). Out-of-state P.E. licensure is acceptable; however, engineering work products may only be signed and sealed by a Florida licensed Professional Engineer. Minimum ten (10) years of post-registration experience. Typically serves in a senior technical production role and provides quality assurance/quality control and technical guidance.
Grant Specialist	Bachelor's degree in Business Administration, Finance, Public Administration, or a related field and a minimum of five (5) years of experience in grant research, grant writing, grant administration, funding compliance, or related grant management activities.
Secretary/Clerical	High school diploma or equivalent. Entry-level position responsible for providing administrative, clerical, and document support services.

The labor categories listed above are intended to encompass the services anticipated under this Contract. However, the County reserves the right to negotiate the addition of unanticipated related labor categories, including associated qualifications and fully burdened hourly rates, when determined to be in the best interest of the County and necessary to support services within the scope of the Contract.

3.4. Price Proposal

Price Proposal Requirements

Proposers shall submit pricing in accordance with the Price Proposal Table provided with this solicitation. Pricing shall include all costs associated with providing the services described in this RFP, including labor, overhead, profit, and any other costs necessary to perform the services.

Evaluated Price Proposal

The County will evaluate proposed pricing based on the representative project scenario identified in the Price Proposal - Sample Project table. Proposers shall provide fully burdened hourly rates for the labor categories identified in the form. The Total Evaluated Cost will be calculated by multiplying each proposed hourly rate by the estimated hours identified for that labor category and summing the resulting extended costs.

The estimated hours provided in the Evaluated Price Proposal are for evaluation purposes only and are intended to establish a common basis for comparing proposals. The estimated hours do not represent the County's anticipated usage, do not guarantee any minimum or maximum amount of work, and shall not be construed as a commitment by the County to procure services in the stated quantities.

The County reserves the right to utilize any applicable labor category identified in the complete hourly rate schedule when requesting services under the Contract, based on the scope and requirements of each individual task order. Inclusion of a labor category or hourly rate does not guarantee that the County will request services under that category or utilize the Consultant at any specific level of effort.

The County reserves the right to negotiate additional unanticipated related labor categories and associated hourly rates when necessary to support services within the scope of the Contract and when determined to be in the best interest of the County.

4. Solicitation Instructions

4.1. Submitting Questions

Questions shall be submitted (before the Question/Inquiries Deadline) directly through the Question & Answer tab found in this solicitation. **Please do not Email questions/inquiries.**

Each respondent shall examine the solicitation documents carefully, including the forms and agreement; and, no later than the last day for questions listed in schedule of events, shall make a written request to the County for interpretations or corrections of any ambiguity, inconsistency or error discovered in the solicitation, including the agreement. The County will prepare a written response to each written question, comment, and recommendation that is delivered to the County prior to the deadline listed in the schedule of events. The County's written responses will be posted to this solicitation. The County will not be responsible for oral clarifications. No negotiations, decisions or actions shall be initiated or executed by the proposer as a result of any discussions with any County employee prior to the opening of proposals. Only those communications which are in writing from the County may be considered as a duly authorized expression on the behalf of the Board. Also, only communications from firms which are in writing and signed will be recognized by the Board as duly authorized expressions on behalf of respondent. Each respondent shall be deemed to have waived all questions, comments, and recommendations that are not submitted to the County in compliance with this section.

4.2. Addenda To Solicitation

Addenda to this solicitation will be posted to the solicitation. For those projects with separate plans, blueprints, or other materials that cannot be accessed through the internet, the Purchasing Division will make a good faith effort to ensure that all registered vendors (those vendors who have been registered as receiving a proposal package) receive the documents. It is the responsibility of the vendor prior to submission of any proposal to check the solicitation to verify any addenda issued.

4.3. Proposal Deadline

Proposals shall be electronically submitted (uploaded) to the solicitation no later than the Opening Date (Tuesday, September 8, 2026 at 2:00 pm), as identified in the Schedule of Events, to be considered.

4.4. Receipt and Opening of Proposals

Proposals will be opened publicly at the time and place stated in the Timeline. When the specified time has arrived no proposals received thereafter will be considered. At the time fixed for the opening of proposals, the tabulation sheet will be made public and will be posted on the Purchasing Division website at: https://procurement.opengov.com/portal/leoncounty.

Sealed bids, proposals, or replies received by the County pursuant to a competitive solicitation are exempt from public records disclosure until such time as the County posts an intended decision or until 30 days after opening of the documents, whichever is earlier. If the County rejects all Proposals submitted in response to this RFP, the rejected Proposals remain exempt from public records disclosure until the County posts an intended decision or until the County withdraws the reissued Proposal. Proposals received by the County pursuant to this RFP will not remain exempt for longer than twelve (12) months after the County rejects such Bids.

4.5. Timely Delivery

It is the respondent's responsibility to assure that the proposal is submitted at the proper time and location. Electronic submissions will not be allowed through the County's e-Procurement portal once the deadline has passed.

4.6. Preparation Costs

The County is not liable for any costs incurred by respondents prior to the issuance of an executed contract.

4.7. Preparation of Proposal

Any material submitted to the County that Respondent 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. The Respondent is required to also provide an unredacted copy of the redacted information as part of the Proposal. If a third party submits a request to the County for records designated as Trade Secret Materials by a Respondent, the County shall refrain from disclosing the Trade Secret Materials, unless otherwise ordered by a court of competent jurisdiction or authorized in writing by Respondent. By submitting a Proposal, Respondent 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.

4.8. Reservation of Rights

The County reserves the right to reject any and/or all proposals, in whole or in part, when such rejection is in the best interest of the County. Further, the County reserves the right to withdraw this solicitation at any time prior to final award of contract.

4.9. Award of RFP and Protest

Award shall be made to the responsive, responsible vendor whose proposal is determined in writing to be the most advantageous to Leon County, taking into consideration the evaluation factors set forth in the Request for Proposals. In accordance with Section 287.05701(3), Florida Statutes, in determining whether a bidder is responsible, the County will not request documentation of or consider a bidder's social, political, or ideological interests, nor give preference to a bidder based on such interests. No other factors or criteria shall be used in the evaluation criteria that are not included in the Request for Proposal. The County reserves the right to waive any minor irregularity in proposals and to make an award in whole or in part when either or both conditions are in the best interest of Leon County.

Notice of the Intended Decision will be posted on the County website at: https://procurement.opengov.com/portal/leoncounty for a period of seventy-two (72) consecutive hours, which does not include weekends or County observed holidays. Failure to file a protest within the time prescribed in Leon County Policy No. 96-1, Purchasing Policy, or failure to post the bond or other security required by law within the time allowed for filing a bond shall constitute a waiver of proceedings. Notice of intent of bid protest shall be made in writing to the Purchasing Director, 1800-3 N. Blair Stone Road, Tallahassee, Florida 32308. The bidder shall be responsible for inquiring as to any and all award recommendation/postings.

Any award recommendation may be protested on the grounds of irregularities in the specifications, procedure, or the evaluation of the proposal. Such notice of an intent to protest shall be made in writing to the Purchasing Director within 72 hours after receipt of the intended recommendation of award and the protestor shall file a formal written bid challenge within 5 business days after the date in which the notice of intent of bid protest has been submitted. The notice of protest shall contain at minimum: the name of the Protestor; the Protestor's address and phone number; the name of the Protestor's representative to whom notices may be sent; the name and bid number of the solicitation; and a brief factual summary of the basis of the protest. Failure to file a notice of an intent to protest or failure to file a formal written bid protest shall constitute a waiver of all rights granted under this section.

5. Required Certifications

5.1. Licenses and Certifications

The respondent shall be responsible for obtaining and maintaining throughout the contract period any licenses required pursuant to the laws of Leon County, the City of Tallahassee, or the State of Florida.

If the contractor is operating under a fictitious name as defined in Section 865.09, Florida Statutes, proof of current registration with the Florida Secretary of State shall be submitted with the proposal. A business formed by an attorney actively licensed to practice law in this state, by a person actively licensed by the Department of Business and Professional Regulation or the Department of Health for the purpose of practicing his or her licensed profession, or by any corporation, partnership, or other commercial entity that is actively organized or registered with the Department of State may submit a copy of the current licensing from the appropriate agency and/or proof of current active status with the Division of Corporations of the State of Florida or such other state as applicable.

5.2. Public Entity Crimes Statement

A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a contractor, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, Florida Statute for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list. By submission of a proposal in response to this solicitation, the proposer certifies compliance with the above requirements as stated in Section 287.133, Florida Statutes.

5.3. Certification Regarding Debarment, Suspension, and Other Responsibility Matters

The prospective primary participant must certify to the best of its knowledge and belief, that it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency and meet all other such responsibility matters as contained on the attached certification form.

5.4. Unauthorized Alien(s)

The Contractor agrees that unauthorized aliens shall not be employed nor utilized in the performance of the requirements of this solicitation or any work authorized thereunder. 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 cause for unilateral termination of this Agreement by the County. As part of the response to this solicitation, please complete and submit the attached form “AFFIDAVIT CERTIFICATION IMMIGRATION LAWS.”

5.5. 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.

5.6. Local Preference in Purchasing and Contracting

A. Preference in requests for proposals. In purchasing of, or letting of contracts for procurement of, personal property, materials, contractual services, and construction of improvements to real property or existing structures for which a request for proposals is developed with evaluation criteria, a local preference of the total score may be assigned for a local preference, as follows:
   1. Individuals or firms which have a home office located within Leon, Gadsden, Wakulla, or Jefferson County, and which meet all of the criteria for a local business as set forth below, shall be given a preference in the amount of five percent.
   2. Individuals or firms which do not have a home office located within Leon, Gadsden, Wakulla, or Jefferson County, and which meet all of the criteria for a local business as set forth below, shall be given a preference in the amount of three percent.
   3. For the purposes of this section, "home office" shall mean a business's principal office or headquarters constituting the center for administration and policymaking.

B. Local business definition. For purposes of this section, "local business" shall mean a business which:
   1. Has had a fixed office or distribution point located in and having a street address within Leon, Gadsden, Wakulla, or Jefferson County for at least six (6) months immediately prior to the issuance of the request for competitive bids or request for proposals by the County; and
   2. Holds any business license required by Leon County, and, if applicable, the City of Tallahassee; and
   3. Is the principal offeror who is a single offeror; a business which is the prime contractor and not a subcontractor; or a partner or joint venturer submitting an offer in conjunction with other businesses.

C. Certification. Any vendor claiming to be a local business as defined herein, shall so certify in writing to the Purchasing Division. The certification shall provide all necessary information to meet the requirements set forth above. The Local Vendor Certification Form is enclosed. The purchasing agent shall not be required to verify the accuracy of any such certifications, and shall have the sole discretion to determine if a vendor meets the definition of a "local business."

5.7. Drug Free Workplace

In accordance with Section 287.087, Florida Statutes, whenever two or more bids, proposals, or replies that are equal with respect to price, quality, and service are received by the County for the procurement of commodities or contractual services, a bid, proposal, or reply received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. In order to have a drug-free workplace program, a business shall:

A. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.

B. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
C. Give each employee engaged in providing the commodities or contractual services that are under response/bid a copy of the statement specified in subsection (1).
D. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under response/bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 (Florida Statutes) or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
E. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, or any employee who is so convicted.
F. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

5.8. Equal Opportunity

The contractors and all subcontractors shall agree to a commitment to the principles and practices of equal opportunity in employment and to comply with the letter and spirit of federal, state, and local laws and regulations prohibiting discrimination based on race, color, religion, national region, sex, age, handicap, marital status, and political affiliation or belief.

5.9. Scrutinized Company Certification

In accordance with Section 287.135, Florida Statutes, a company or other entity is ineligible to, and may not, bid on, submit a proposal for, or enter into or renew a contract with Leon County for goods or services of one hundred thousand dollars or more, at the time of bidding on, submitting a proposal for, or entering into or renewing such contract, the company or other entity is on the Scrutinized Companies or Other Entities that Boycott Israel List, created pursuant to section 215.4725, Florida Statutes, or is engaged in a boycott of Israel.

A company or other entity is ineligible to, and may not, bid on, submit a proposal for, or enter into or renew a contract with Leon County for goods or services of one million dollars or more if, at the time of bidding on, submitting a proposal for, or entering into or renewing such contract, the company or other entity is on the Scrutinized Companies with Activities in Sudan List, or the Scrutinized Companies with Activities in the Iran Terrorism Sectors List, created pursuant to Florida Statutes, Section 215.473, Florida Statutes, or is engaged in business operations in Cuba or Syria.

6. Selection Process

6.1. Evaluation Committee

The County Administrator shall appoint an Evaluation Committee composed of either three members or five members who will review and evaluate all proposals received on time.

Meetings of Evaluation Committees subsequent to the opening of the solicitation shall be public meetings. Notice of all meetings shall be posted on the Purchasing Division website at:https://procurement.opengov.com/portal/leoncounty and in the Purchasing Division Offices no less than 72 hours (excluding weekends and holidays).

6.2. Scoring and Ranking

Evaluators will independently score each responsive proposal based upon the points given in the Scoring Sheet utilizing the Evaluation Criteria Matrix. If applicable, the scores will be provided by the Purchasing Division for both Price/Cost and Local preference.

Proposals will be ranked using the ordinal ranking process. First, each evaluator will score proposals based upon the points given in the Scoring Sheet utilizing the Evaluation Criteria contained herein. Then each evaluator will utilize ordinal ranking to rank each proposal. These rankings will be averaged to determine the final ranking of proposals.

6.3. Award

Award shall be made to the responsive, responsible offeror whose proposal is determined in writing to be the most advantageous to Leon County, taking into consideration the evaluation factors set forth in the Request for Proposals. No other factors or criteria shall be used in the evaluation criteria that are not included in the Request for Proposal. The County reserves the right to waive any minor irregularity in proposals and to make an award in whole or in part when either or both conditions are in the best interest of Leon County.

7. Evaluation Criteria

Actual rating for each criteria may range from zero (lowest rating) to the maximum rating points for that criteria as detailed below:

Numerical Score	Evaluation Word	Description
5	Superior	Response exhaustively addresses the evaluation criterion or demonstrates extraordinary capability and/or experience related to the criterion.
4	Excellent	Response extensively addresses the evaluation criterion or demonstrates exceptional capability and/or experience related to the criterion.
3	Acceptable	Response adequately addresses the evaluation criterion or demonstrates sufficient capability and/or experience related to the criterion.
2	Fair	Response minimally addresses the evaluation criterion or demonstrates nominal capability and/or experience related to the criterion.
1	Poor	Response inadequately addresses the evaluation criterion or demonstrates limited capability and/or experience related to the criterion.
0	Missing	Response does not address the evaluation criterion and/or does not demonstrate any capability and/or experience related to the criterion.

Proposals will be evaluated and ranked on the basis of the following considerations:

No.	Evaluation Criteria	Scoring Method	Weight (Points)

1.	**Firm's Professional Personnel** Proposals will be evaluated and scored on the basis of the following considerations: 1 - Project team personnel do not have appropriate level of qualifications. Organization of project team is inappropriate. 2 - Most project team personnel have the proper level of qualifications. Organization of project team is insufficient. 3 - All project team personnel have the proper level of qualifications. Organization of project team is sufficient to the project. 4 - All project team personnel have the proper level of qualifications and at least one member has extensive qualifications. Organization of project team is more than sufficient to the project. 5 - All project team personnel have the proper level of qualifications and several have extensive qualifications. Organization of project team is exceptional for the project.	0-5 Points	20 *(20% of Total)*
2.	**Firm's Relevant Experience** 1 - No successful experience with similar type projects. 2 - Successful experience with 1 - 2 similar type projects. 3 - Successful experience with 3 - 6 similar type projects, at least one of which had been in the past 2-years. 4 - Successful experience with more than 5 similar type projects, 1 - 2 of which are the same type projects. 5 - Successful experience with more than 5 similar type projects, 3 or more of which are the same type projects.	0-5 Points	25 *(25% of Total)*

3.	**Firm's Approach to a Project** Proposals will be evaluated and scored on the basis of the following considerations: 1 - Submittal is lacking in a demonstration of a clear understanding of the most basic requirements of the type of work for the category. 2 - Submittal shows some basic understanding of the type of work for the category, but provides little clarity as to consultant's understanding of the County's needs; a plan to address the scope of work; the consultant's design philosophy; or possible alternatives and/or cost saving measures. 3 - Submittal shows understanding of the type of work for the category and may address in their approach, in whole or part one or more, but not all the following: consultant's understanding of the County's needs; a plan to address the scope of work; the consultant's design philosophy; or possible alternatives and/or cost saving measures. 4 - Submittal shows that consultant understands the type of work to be performed in this category and addresses the following in their approach; the County's needs and has a plan to respond to the project or scope or work, firms' proposed design philosophy; possible alternatives; and/or cost savings. 5 - Submittal clearly shows that consultant understands the type of work to be performed in this category and clearly identifies/states the following in their approach; the County's needs and has a clear and specific plan to respond to the project or scope or work, and clearly states firms' proposed design philosophy; possible alternatives; and/or cost savings.	Points Based	30 *(30% of Total)*

4.	**Willingness to Meet Schedule and Budget Requirements** Proposals will be evaluated and scored on the basis of the following considerations: 1 - Approach in the submittal does not address either the schedule or budget. 2 - Approach in the submittal indicates that the consultant will likely not meet the project schedule. 3 - Approach in the submittal indicates that the consultant will meet the project schedule. 4 - Approach in the submittal indicates that the consultant will meet the same or better project schedule. 5 - Approach in the submittal indicates that the consultant will provide an improved project schedule.	0-5 Points	5 *(5% of Total)*

5.	**Effect of Firms Recent, Current, and Projected Workload** Proposals will be evaluated and scored on the basis of the following considerations: 1 - Submittal shows that consultant does not have sufficient available personnel to provide services on relatively short notice for the small to medium size projects that are contemplated in the resultant contract on schedule. 2 - Submittal shows that consultant will have to work overtime to provide services on relatively short notice for the small to medium size projects that are contemplated in the resultant contract on schedule. 3 - Submittal shows that consultant has adequate time and available personnel to provide services on relatively short notice for the small to medium size projects that are contemplated in the resultant contract on schedule. 4 - Submittal shows that consultant's project team has adequate time and available personnel to complete project on or ahead of schedule. 5 - Submittal shows that consultant's project team has no or very light current of projected workload.	Points Based	5 *(5% of Total)*
6.	**Agency Cost** The Proposer with the lowest cost will receive the maximum (10) points. Proposer's with a higher cost will receive fewer points, on a pro-rata basis, using the formula below: (L / P) X (10) Where: L = Lowest cost proposed P = Proposer's cost	Points Based	10 *(10% of Total)*

7.	**Local Preference** Points for Local Preference will be awarded as follows: A. Individuals or firms which have a home office located within Leon, Gadsden, Wakulla, or Jefferson County, and which have been certified by the Leon County Purchasing Division as a Local Business, as set forth in this RFP, shall be given a preference in the amount of five percent (five (5) points out of the 100 maximum points allowed); and B. Individuals or firms which do not have a home office located within Leon, Gadsden, Wakulla, or Jefferson County, and which have been certified by the Leon County Purchasing Division as a Local Business, as set forth in this RFP, shall be given a preference in the amount of three percent (three (3) points out of the 100 maximum points allowed); and C. All other individuals or firms shall be given zero (0) points for Local Preference. For the purposes of this section, "home office" shall mean a business's principal office or headquarters constituting the center for administration and policymaking.	Points Based	5 *(5% of Total)*

8. Insurance Requirements

8.1. Overview

Bidders' attention is directed to the insurance requirements set forth in the Agreement contained in the "Attachments" section of this solicitation. Bidders should confer with their respective insurance carriers or brokers to determine in advance of bid submission the availability of insurance certificates and endorsements as prescribed and provided herein. If an apparent low bidder fails to comply strictly with the insurance requirements, that bidder may be disqualified from award of the contract.

The awarded Contractor shall procure and maintain for the duration of the contract 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 Contractor, his agents, representatives, employees or subcontractors. The cost of such insurance shall be included in the Contractor's bid.

9. Terms and Conditions

9.1. Standard Terms and Conditions

The terms and conditions associated with this solicitation are as set forth in the Agreement contained in the "Attachments" section of this solicitation. After the proposal award the County will, at its option, prepare a purchase order or an agreement specifying the terms and conditions resulting from the award of this bid. Every procurement of contractual services shall be evidenced by a written agreement. The respondent will have five calendar days after receipt to acknowledge the purchase order or execute the agreement.

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

9.2. Travel Expenses

Consultant travel which is not covered within the scope of the consultant's contract and which is billed separately to the County on a cost reimbursement basis must receive prior approval and will be reimbursed in accordance with the Leon County Travel Policy. Travel expenses shall be limited to those expenses necessarily incurred in the performance of a public purpose authorized by law to be performed by the Leon County Board of County Commissioners and must be within limitations described herein and in Section 112.061, Florida Statutes. Consultants and contractors, traveling on a cost reimbursement basis, must have their travel authorized by the department head from whose budget the travel expenses will be paid and the County Administrator.

9.3. Purchases By Other Public Agencies

With the consent and agreement of the successful vendor(s), purchases may be made under this solicitation by other governmental agencies or political subdivisions within the State of Florida. Such purchases shall be governed by the same pricing, terms and conditions stated herein with no deviations allowed. This agreement in no way restricts or interferes with the right of any public agency or political subdivision to bid any or all of the items or services independently.

9.4. Penalties

PROPOSALS MAY BE REJECTED AND/OR BIDDER(S)/PROPOSERS DISQUALIFIED FOR THE FOLLOWING REASONS:

A. Failure to perform according to contract provisions.
B. Conviction in a court of law of any criminal offense in connection with the conduct of business.
C. Clear and convincing evidence of a violation of any federal or state anti-trust law based on the submission of bids or proposals, or the awarding of contracts.
D. Clear and convincing evidence that the bidder has attempted to give a Board employee a gratuity of any kind for the purpose of influencing a recommendation or decision in connection with any part of the Board's purchasing activity.
E. Other reasons deemed appropriate by the Board of County Commissioners.

10. Ethical Business Practices

10.1. Gratuities

It shall be unethical for any person to offer, give, or agree to give any County employee, or for any County employee to solicit, demand, accept, or agree to accept from another person, a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, or preparation of any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or performing in any other advisory capacity in any proceeding or application, request for ruling, determination, claim or controversy, or other particular matter, subcontract, or to any solicitation or proposal therefor.

10.2. Kickbacks

It shall be unethical for any payment, gratuity, or offer of employment to be made by or on behalf of a subcontractor under a contract to the prime contractor or higher tier subcontractor or any person associated therewith, as an inducement for the award of a subcontract or order.

10.3. Board Action

The Board reserves the right to deny award or immediately suspend any contract resulting from this proposal pending final determination of charges of unethical business practices. At its sole discretion, the Board may deny award or cancel the contract if it determines that unethical business practices were involved.

Leon County
Procurement
Melanie Hooley, Purchasing Director
1800-3 North Blair Stone Road, Tallahassee, FL 32308

[HALFF ASSOCIATES, INC.] RESPONSE DOCUMENT REPORT

RFP No. BC-2026-024

Grant Support Services for Public Work Engineering

RESPONSE DEADLINE: September 8, 2026 at 2:00 pm

Report Generated: Tuesday, September 8, 2026

Halff Associates, Inc. Response

CONTACT INFORMATION

Company:
Halff Associates, Inc.

Email:
info-marketing@halff.com

Contact:
Lauren Hunter

Address:
2380 PERFORMANCE DR
Building C, Suite 150
Richardson, TX 75082

Phone:
(214) 346-6200

Website:
www.halff.com

Submission Date:
Sep 4, 2026 8:08 PM (Eastern Time - New York)

ADDENDA CONFIRMATION

Addendum #1
Confirmed Sep 4, 2026 5:13 PM by Lauren Hunter

Addendum #2
Confirmed Sep 4, 2026 5:13 PM by Lauren Hunter

Addendum #3
Confirmed Sep 4, 2026 5:13 PM by Lauren Hunter

QUESTIONNAIRE

ACCEPTANCE OF COUNTY TERMS AND CONDITIONS*

The terms and conditions associated with this solicitation are set forth in the Agreement contained in the "Attachments" section of this solicitation. By submitting a response, the proposer acknowledges that it has reviewed the Agreement and agrees to comply with and be bound by all terms, conditions, and requirements contained therein.
Leon County objects to and shall not consider any additional terms or conditions submitted by a proposer, including any terms appearing in documents attached to or incorporated within the proposal. Any such additional terms or conditions, whether submitted intentionally or inadvertently, shall have no force or effect.
Failure to agree to the terms and conditions of the solicitation, including the Agreement, or failure to comply with the solicitation requirements, including those specifying information that must be submitted with a proposal, may result in the proposal being deemed non-responsive and rejected.
Confirmed

Company Information*

Provide company name as registered with the Florida Department of State, Division of Corporations.
Maximum response length: 100 characters
Halff Associates, Inc.

Taxpayer ID Number*

Provide the company's FEI/EIN Number.
Maximum response length: 15 characters
751308699

Drug-Free Workplace Certification*

Is the firm in compliance with the Drug-Free Workplace requirements set forth in Section 287.087, Florida Statutes?

(A "No" response will not result in disqualification.)
Yes

Scrutinized Company Certification*

As required by Section 287.135(5) Florida Statutes, I certify that the firm is not participating in a boycott of Israel, is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, and it does not have business operations in Cuba or Syria.
Confirmed

Insurance Certification*

Bidders' attention is directed to the insurance requirements set forth in the Agreement contained in the "Attachments" section of this solicitation.
I certify that this firm has coverage in place at the required levels or, if awarded, coverage will be in place at the required levels.
Confirmed

Equal Opportunity *

The contractors and all subcontractors hereby agree to a commitment to the principles and practices of equal opportunity in employment and to comply with the letter and spirit of federal, state, and local laws and regulations prohibiting discrimination based on race, color, religion, national region, sex, age, handicap, marital status, and political affiliation or belief.

Confirmed

Proposal Response Cover Sheet with Signature*

Halff_Leon_County_Proposal_Response_Cover_Sheet.pdf

RFP Response - Firm's Professional Personnel - Tab 1*

Proposer is requested to provide the following information using the same numbering/lettering scheme as the format below as one PDF file:

1. Provide the total number of professionals in your organization who may be assigned to this category and their availability to provide services on relatively short notice for the potential projects that are contemplated in this category.
2. Give brief resume of key persons to be assigned to the category including but, not limited to:
    1. Name & title
    2. Job assignment for other projects
    3. Percentage of time to be assigned full time
    4. How many years with this firm
    5. How many years with other firms
    6. Experience
        1. Types of projects
        2. Size of projects ($$ value and SF or LF of project)
        3. What was the specific project involvement
    7. Education
    8. Active registration
    9. Other experience and qualifications that are relevant to this category
3. If the respondent is not a joint venture, list outside consultants anticipated to be used on this Category. When listing consultants, give the respective specialty of the firm.

Tab1_Halff_Leon_County_Grant_Support_Proposal.pdf

RFP Response - Firm's Relevant Experience - Tab 2*

Proposer is requested to provide the following information using the same numbering/lettering scheme as the format below as one PDF file:

A. List the projects which best illustrate the experience of the firm and current staff which is being assigned to this project. (List no more than 10 projects, nor projects which were completed more than five (5) years ago.)
    1. Name and location of the project
    2. The nature of the firm's responsibility on this project
    3. Project Owner's representative name
    4. Project user agency's representative name
    5. Date project was completed or is anticipated to be completed
    6. Fee for this project
    7. Project manager and other key professionals involved and specify the role of each.
B. Describe the Firm/Joint Venture's process and procedures for insuring compliance with current grant applications, federal funding requirements, state funding requirements, grant agency guidance, benefit-cost-analysis standards and funding compliance requirements.
C. Names and descriptions of major projects for which the firm is presently under contract that demonstrate capabilities and qualifications for this work category.
D. Describe basic and special resources available to the firm for the performance of the duties that may be assigned in this work category. Examples would be specialty software, equipment, computers, vehicles, etc.

Tab2_Halff_Leon_County_Grant_Support_Proposal.pdf

RFP Response - Ability to Meet Schedules and Budget Requirements- Tab 3*

Describe your methodology for ensuring critical and/or high priority project schedules are met and for ensuring budget requirements are not exceeded.

Tab3_Halff_Leon_County_Grant_Support_Proposal.pdf

RFP Response - Project Approach - Tab 4*

Proposer is requested to provide the following information using the same numbering/lettering scheme as the format below as one PDF file:

A. Present in brief, concise terms, a summary level description of the company’s approach to accepting and completing any specific projects assigned under this contract.
B. Provide names and descriptions of projects for which the firm is presently under contract and the anticipated completion dates of those projects.

C. Describe the firm's ability to absorb any projects resulting from this contract.
D. Provide the location of where the project team will predominately reside to conduct the majority of work. If located out of the region, please describe how the project team can interact with County staff and be responsive to any requests.
E. Given the fiscal constraints of local governments, and Leon County in particular, all budget requirements for projects to be assigned must be met. Describe your methodology for ensuring the schedule is met and for ensuring budget requirements are not exceeded. In addition, describe your Quality Control and Quality Assurance program under this contract.

Tab4_Halff_Leon_County_Grant_Support_Proposal.pdf

Additional Forms to Fill Out and Submit - Tab 5*

Submit the items on the following list and any other items required by any section of this Invitation for Bids. The checklist is provided as a courtesy and may not be inclusive of all items required within this Invitation for Bids.
Please see Attachments for all the necessary forms for the bidder to complete for this solicitation. Failure to complete or attach the necessary forms will result in the bidder being deemed nonresponsive.

- Affidavit Immigration Laws
- Identical Tie Bid Statement
- Non-Collusion Affidavit
- Certification/Debarment Form
- Local Vendor Certification (if applicable)
- Employment Eligibility (E-Verify)
- Affidavit In Compliance with Section 787.06(14), F.S.

Tab5_Halff_Leon_County_Grant_Support_Proposal.pdf

CONFIDENTIAL, PROPRIETARY OR TRADE SECRET INFORMATION

If necessary, please upload a redacted copy of your submittal.
No response submitted

PRICE TABLES

PRICE PROPOSAL - SAMPLE PROJECT

The estimated labor hours below are provided solely for proposal evaluation purposes to establish a common basis for comparing costs. The estimated quantities do not represent the County's anticipated usage, do not guarantee any minimum or maximum amount of work, and shall not be construed as a commitment by the County to procure services in the stated quantities. The extended costs will be summed to determine each Proposer's Total Evaluated Cost. The estimated hours are for evaluation purposes only and do not represent actual or guaranteed work under the Contract.

Line Item	Description	Quantity	Unit of Measure	Unit Cost	Total
1	Project Manager	20	HR	$224.00	$4,480.00
2	Senior Engineer	20	HR	$431.00	$8,620.00
3	Grant Specialist	30	HR	$155.00	$4,650.00
4	Secretary/Clerical	10	HR	$86.00	$860.00
TOTAL					$18,610.00

Proposal Response Cover Sheet

PROPOSAL RESPONSE COVER SHEET

This page is to be completed and included in your response to the Request for Proposals.

Leon County, Florida reserves the right to accept or reject any and/or all bids in the best interest of Leon County.

Melanie Hooley
Purchasing Director
Leon County, Florida

This solicitation response is submitted by the below named firm/individual by the undersigned authorized representative.

Halff Associates, Inc.
(Firm Name)

BY _____
(Authorized Representative)

Mark Llewellyn, Sr., PE
(Printed or Typed Name)

ADDRESS 2255 Killearn Center Boulevard, Suite 200
Tallahassee, FL 32309

EMAIL ADDRESS mllewellynsr@halff.com

TELEPHONE 850.848.9410

FAX N/A

The Contractor's Project Manager is:

Name: Mark Llewellyn, Sr., PE
Street Address: 2255 Killearn Center Boulevard, Suite 200
City, State, Zip Code: Tallahassee, FL 32309
Telephone: 850.848.9410
E-mail: mllewellynsr@halff.com

Notices to the Contractor are to be submitted to:

Name: Mark Llewellyn, Sr., PE
Street Address: 2255 Killearn Center Boulevard, Suite 200
City, State, Zip Code: Tallahassee, FL 32309
Telephone: 850.848.9410
E-mail: mllewellynsr@halff.com

Tab 1: Firm's Professional Personnel

Halff is a full-service infrastructure consulting firm designed, engineered, planned, constructed – and purposed – for people. For **76 years**, we've been creating smart solutions that improve lives and communities by turning ideas into reality. The firm provides services throughout the United States from 32 offices in Florida, Texas, Arizona, Arkansas, Oklahoma, Louisiana and Georgia. Halff has seven offices in Florida, including our office in Tallahassee with 38 employees. **The firm's staff of more than 1,300 includes engineers, planners, scientists, and surveyors.** Halff is ranked #100 in *Engineering News-Record* magazine's list of the top 500 design firms in the United States. The firm was founded in Dallas in 1950 by Albert H. Halff, PhD-Eng., PE. Today, Halff remains focused on the future while preserving Dr. Halff's legacy of integrity, dedication to client service and commitment to quality. Halff develops smarter solutions for a variety of market sectors. No matter the size or scope of the project, every one of our solutions is designed with a single purpose: our client's success.

Halff was founded on a core tenet: Focus on people, treat them well and success will follow. It's no wonder, then, that our employees, and the culture they create, define us. We are members of a company built on integrity, technical knowledge and commitment to client service.



A. Staffing Capacity

DISCIPLINE	FIRMWIDE	N. FLORIDA
Administrative	185	11
CADD Technician	67	3
Civil Engineer	447	27
Construction Inspector	43	8
Construction Manager	3	1
Electrical Engineer	17	-
Environmental Scientist	51	-
Funding Resources Manager	3	1
Funding Resource Specialists	7	1
GIS Specialist	45	-
Geologist	4	-
Land Surveyor	97	-
Landscape Architect	46	6
Planner: Urban/Regional	27	2
Structural Engineer	16	-
Transportation Engineer	60	3
Water Resources Engineer	66	1

Availability to Provide Services

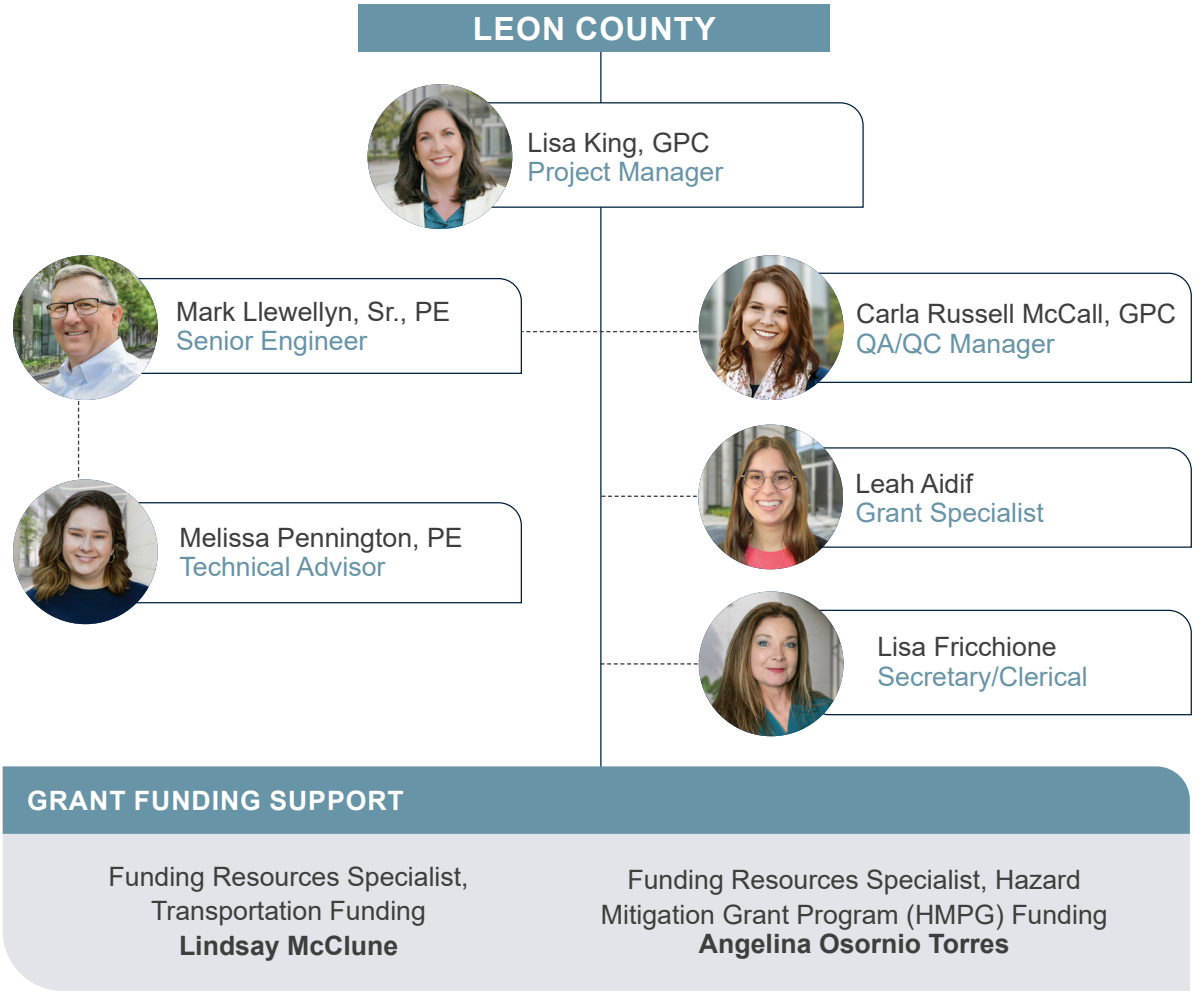
Halff understands there are many important considerations when selecting a qualified engineering firm. Halff has assembled the most highly qualified team with a proven history of working together and specialized experience to work with Leon County. Our team is committed to the success of every project and will apply our knowledge and experience to be available and immediately responsive. We consider our staff a direct extension of Leon County staff and pride ourselves on the working relationship we share – this partnership is a model for public/private integration to create engineering solutions for community infrastructure improvements.

Our Project Manager, Lisa King, GPC, Team Leadership, Funding Resources Specialists and Engineers, and support personnel, are available and ready to immediately begin work. Current workloads allow ample time for the identified project personnel to execute task orders under the proposed contract.

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B. Key Personnel Resumes

We have identified a robust team that is structured to be responsive to the specific needs of this contract. The organizational chart below demonstrates the staff's roles, responsibilities, and the reporting structure. **Lisa King, GPC, will serve as the Project Manager** and will be the main point of contact for Leon County. Her experience in all aspects of grant administration and consulting, and specifically within the region, provides her with invaluable knowledge of local standards and regulations, as well as established relationships with many of the local entities and agencies. **Serving as Senior Engineer is Mark Llewellyn, Sr., PE,** who will oversee the project and provide technical expertise, gained throughout his 44 years of experience working in Leon County. **Carla Russell McCall, GPC, will serve as QA/QC manager,** providing an independent review of the production team's work for the delivery of a quality, competitive production that will maximize all available points per the Notice of Funding Opportunity. **Leah Aidif** will serve as the Grant Specialist and provide grant-writing services, working with Leon County to craft competitive applications that align projects with the federal and state funding programs.



Our people are individuals with diverse, yet complementary, professional backgrounds. We know this attribute, more than any other, allows us to maintain a loyal client base. We are members of a company built on integrity, technical knowledge and commitment to client service.



ROLE
Project Manager

EXPERIENCE
4 years with Halff
35 years with other firms

EDUCATION
BA, Political Science,
Stetson University

REGISTRATION
Grant Professional Certification (GPC),
Florida No. NV110030

AVAILABILITY
25%

Lisa King, GPC

Lisa has more than 32 years of experience in providing grant writing and grant administration consulting services to local governments in Florida. She specializes in projects related to the life cycle of water, transportation, and resilience including emergency management and mitigation. **Lisa has successfully obtained over $300 million in grants for Florida local governments.**

REPRESENTATIVE PROJECT EXPERIENCE

City of Mount Dora, Wastewater Treatment Plant No. 2 Expansion Funding, Mount Dora, FL. Funding Resources Manager responsible for development of Funding Strategy and grant applications. Funding from this program will go towards the City's needs to update and expand their wastewater treatment plant, supporting the continued growth of Mount Dora and improving the quality of life for its residents. The new updates will enhance capacity for the rapid population growth and mitigate the impact of the rising number of storms and increased severity of flooding events. The City received a $19.6 million fully forgiven loan.

City of Fruitland Park, SRF Compliance, Fruitland Park, FL. Funding Resources Manager responsible for grant administration and Davis Bacon compliance for the installation of a 10,000 LF capital sanitary force main extension. The construction includes approximately 3,400 LF of 8-inch force main, 5,100 LF of 10-inch force main, 600 LF of 10-inch PE, and 2,300 LF of 12-inch PE force mains installed via directional boring.

City of Umatilla, On Call Engineering and Land Surveying Services, Umatilla, FL. Funding Resources Manager responsible for grant writing and administration services in support of professional engineering and land surveying services for the City. Halff is providing assistance to obtain funding assistance for their projects in the forms of grants and low-interest loans. Lisa specializes in researching funding sources and the preparation of applications for projects under this contract that enhance safety or improve quality of life.

City of Edgewater, Wastewater Treatment Plant Funding, Edgewater, FL. Funding Resources Manager responsible for development of an application for SAHM-SRF funding to update and expand their wastewater treatment plant and build resilience to flooding. The City ranked #8 out of 52 projects and received a $19.6 million fully forgiven loan.

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Melissa Pennington, PE

Melissa is a Public Works Team Leader in Northwest Florida and is highly experienced in project permitting, project design team coordination, and the preparation of preliminary plans and construction documents via C3D. Her focus is in municipal roadway design, including pavement assessment and reconstruction. Melissa is also experienced in preparing drainage analyses and reports, environmental permitting, site development design, utility coordination, and complex project management.

City of Tallahassee, FAMU Way Phase IV, Tallahassee, FL. Project Manager responsible for roadway engineering design and plans production for FAMU Way Phase IV, from MLK Jr Boulevard to South Monroe Street. Halff provided the stormwater management design, permitting coordination and efforts, and landscaping for this iconic corridor. Halff also provided roadway engineering design and plans production for the realignment of Mill Street to tie into the proposed FAMU Way Phase III roadway.

Blueprint Intergovernmental Agency, Airport Gateway, Tallahassee, FL. Assistant Project Manager who oversaw planning, schematic and preliminary design, and environmental review. Melissa led all Halff design efforts, including Levy Avenue, Stuckey Avenue, and Segment C through Innovation Park. Work included public engagement, coordination, data collection, environmental and geotechnical reviews, and transportation analysis to enhance community mobility and safety.

Bay County, Titus Road Intersection Design, Bay County, FL. Project Manager and Engineer of Record for the design and permitting of a single-lane roundabout at CR 2321 and Titus Road, with construction beginning in Q4 2025 and future expansion capacity to a two-lane configuration. She led roadway and sidewalk design, utility coordination, stormwater analysis, and permitting through USACE and the Northwest Florida Water Management District (NWFWMD). The project also included temporary traffic control plans and ongoing coordination with the County to address evolving needs and priorities.

Blueprint Intergovernmental Agency, Meridian-Orange Placemaking Project, Tallahassee FL. Project Manager responsible for assisting with the planning and designing of two iconic placemaking elements for south Tallahassee in support of the Blueprint Intergovernmental Agency's vision for expanding recreational, cultural, and environmental aspects of local communities and neighborhoods. The primary placemaking elements include improvements to a portion of the East Drainage Ditch to accommodate a walking and biking trail and a new community park and playground proposed within the boundaries of an existing stormwater management facility.

ROLE
Technical Advisor

EXPERIENCE
11 Years with Halff
0 Years with other firms

EDUCATION
BS, Civil Engineering,
Florida State University

REGISTRATION
Professional Engineer:
FL #91022

CERTIFICATIONS
Temporary Traffic Control (TTC)
Advanced #660039

Qualified Stormwater
Management Inspector (FSESCI)
#44397

AVAILABILITY
25%



Mark Llewellyn, Sr., PE

Mark has more than 45 years of civil engineering experience leading roadway, complete streets, and multi-use trail projects for public and private clients. As Project Manager and Principal-in-Charge, he has overseen projects involving corridor planning, multimodal design, public engagement, environmental permitting, and construction support, with expertise in complete streets, trail systems, stormwater improvements, and context-sensitive transportation solutions.

ROLE

Senior Engineer

EXPERIENCE

40 Years with Halff
5 Years with other firms

EDUCATION

BS, Civil Engineering,
Brigham Young University

REGISTRATION

Professional Engineer:
FL #37307

AVAILABILITY

25%

REPRESENTATIVE PROJECT EXPERIENCE

Blueprint Intergovernmental Agency, Orange-Meridian Placemaking, Tallahassee, FL. Principal-in-Charge responsible for the site analysis, H&H analysis of the East Drainage Ditch, park programming, design and permitting. The project includes two placemaking sites, the East Drainage Ditch Multi-Use Trail and Orange Avenue Stormwater Facility.

Groundwork Jacksonville, Hogans Creek Restoration and Trail Plan, Jacksonville, FL. Principal-in-Charge responsible for the development of the stream restoration design of Hogans Creek in downtown Jacksonville. Project work includes coordination of a multidisciplinary team of experts and extensive outreach efforts to restore Hogans Creek to a more natural state. The project seeks to provide safe access to the creek and to design a trail as part of the City's Emerald Trail system. Project tasks include stream restoration, hydraulic modeling, alternatives analysis, trail planning and design, environmental assessment, surveying, and outreach support.

Blueprint Intergovernmental Agency, Cascades Park, Tallahassee, FL. Project Manager responsible for the Cascades Park Alum Remediation Project, overseeing planning and design efforts for the Capital Cascades Trail and Cascades Park since 2002. Responsibilities included stormwater management, stream restoration, and landscape design. The park features a 1,546-seat amphitheater, Cascade Fountain waterfall, signature bridges, Smokey Hollow historic community commemoration, Korean War Memorial, Meridian Plaza, Discovery and Adventure Garden, an interactive fountain and water play area, and scenic trails.

Apalachee Regional Planning Council (ARPC), Regional Flood Vulnerability Assessment, Apalachee Region, FL. Principal-in-Charge responsible for the development of the Apalachee Region's nine-county flood vulnerability assessment. Project work included managing client relationships with the ARPC and providing task support. The project benefited 9 counties and 28 municipalities and evaluated the vulnerabilities of more than 17,000 critical and regionally significant assets.



Carla Russell McCall, GPC

Carla Russell McCall has worked with municipal and county government clients throughout Florida since 2013, providing research and grant development services to a broad range of communities. Carla is recognized for identifying high-value funding opportunities, fostering strategic collaborations, and maintaining federal and state compliance in complex funding environments. She has helped Florida clients achieve nearly $350 million in grant awards, which have helped communities access broadband in rural areas, plan for safer streets, strengthen emergency preparations and management, and address resiliency needs. Her knowledge of federal and state resources in Florida helps her to identify strong grant opportunities that are well aligned with clients' funding needs and makes her a trusted leader in a complex funding landscape.

ROLE

QA/QC Manager

EXPERIENCE

2 years with Halff
17 years with other firms

EDUCATION

MA, Sociology, University of Delaware
BA, Sociology, University of Massachusetts Amherst

REGISTRATION

Grant Professional Certification (GPC) #9005281

AVAILABILITY

25%

REPRESENTATIVE PROJECT EXPERIENCE

City of Fernandina, Vulnerability Assessment and Adaption Plan, Fernandina Beach, FL. Funding Professional responsible for reviewing federal and state of Florida grant programs for Fernandina Beach, Florida that relate to resilience and sustainability. This comprehensive inventory also included funding opportunities that may address the City's Vision 2045 Key Themes and Goals: Environmental Sustainability and Resilience; Preservation of Character; Livability; Future Ready Infrastructure, Utilities, and Public Facilities; and Mobility and Transportation.

City of St. Cloud, 10th Street Reconstruction Study USDOT Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant, St. Cloud, FL.* Funding Professional responsible for the grant application for a RAISE Planning Grant to conduct PS&E for a Complete Streets redesign of a high-conflict transportation corridor.

Osceola County, Basin Studies for Resilience USDOT Promoting Resilient Operations for Transformative, Efficient, and Cost-Saving Transportation (PROTECT), Osceola County, FL.* Grant Funding Specialist on project that involved the preliminary study of three basins through Osceola County that impacted transportation infrastructure and aimed to identify preliminary solutions for resilience transportation.

City of Fort Smith, Fort Smith Parks Department RAISE Grant Scope Modification, Fort Smith, AR. Funding Professional responsible for supporting the City of Fort Smith in its grant agreement scope modification for a $24 million grant award through RAISE. Tasks included support with the change of scope narrative and budget realignment, communication with the regional FHWA program team, communication with the congressional delegation for Fort Smith, and providing technical assistance and guidance as requested.

**Prior to Halff*



Leah Aidif

Leah is an experienced grant writer with a strong background in environmental conservation, contract compliance, and technical writing. She specializes in supporting municipalities and counties with the development of grant applications for state and federal funding programs. In her current role, Leah focuses on helping local governments apply for Florida state and federal funding. She works closely with clients to gather supporting data, align project scopes with program requirements, and prepare clear, compelling narratives that strengthen funding competitiveness.

ROLE

Grant Specialist

EXPERIENCE

3 years with Halff
4 years with other firms

EDUCATION

MS, Agronomy,
University of Florida

BS, Plant Science,
University of Florida

REGISTRATION

N/A

AVAILABILITY

35%

REPRESENTATIVE PROJECT EXPERIENCE

City of Mount Dora, SRF - Supplemental Appropriation for Helene, Milton, and Hawaii Wildfires - WWTP #2 Expansion, Mount Dora, FL. Grant Specialist who developed the grant application for Mount Dora's WWTP #2 Expansion project. Funding from this program will go towards the City's needs to update and expand their wastewater treatment plant, supporting continued growth in Mount Dora and improving quality of life for its residents. The new updates will enhance capacity for the rapid population growth and to mitigate the impact of the rising number of storms and increased severity of flooding events. The City requested: $105 million.

City of Mount Dora, WWTP #2 Expansion Funding Strategy, Mount Dora, FL. Grant Specialist responsible for preparing a funding strategy for the WWTP #2 Expansion project to provide the City with ideal grant and loan options and prepositioning applications for success. Our team developed a roadmap for grant success that prioritized opportunities and developed a strategic timeline that met the City's needs. To date, the strategy has resulted in $19.1 million in grant awards.

Umatilla Industrial Park Expansion, Umatilla, FL. Grant Specialist responsible for developing a successful application for the Florida Job Growth Grant Fund. Prepared and submitted a winning application to support Phase II of the Lake Ferns Industrial Park expansion, a major infrastructure project for the REDI-designated City of Umatilla. The $4.8 million grant is supporting water, wastewater, and stormwater improvements expected to attract new businesses, retain existing employers, and create up to 300 new jobs in the community.

Brevard County, Flood Forecasting through Resilient Florida Funding, Brevard County, FL. Grant Specialist responsible for preparing a successful application under the Resilient Florida Program. The County was awarded $900,000 to develop a Countywide flood forecasting model (FFM) that will allow Brevard County to be more proactive and therefore resilient in the face of storm threats. The tool will allow advanced notification to the County and municipal personnel of the potential flood levels and impacts which in turn will allow them to prepare better, take proactive steps to mitigate risks and damages, and better allocate resources to recover quicker.

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Lindsay McClune

ROLE
Funding Resources Specialist

EXPERIENCE
4 years with Halff
6 years with other firms

EDUCATION
MS, Public Health, University of Texas Health Science Center at Houston

BS, Exercise and Science Concentration, Health and Wellness, Texas State University

REGISTRATION
N/A

AVAILABILITY
20%

Lindsay began her career as a development associate at a nonprofit organization, where she transitioned to a local government specializing in local, state, and federal grant opportunities. Lindsay offers a broad-based background in local government, program planning and evaluation, grant application development, needs assessments, and community engagement. She brings extensive knowledge in a range of grant programs covering conservation, planning, parks and recreation, trails/active transportation, transportation infrastructure, public/community health, public safety, hazard mitigation, emergency planning, and criminal justice. Lindsay has won over $17.5 million in grant funding for a local government, and works with a team of professionals with deep experience in alternative funding opportunities, including state revolving funds loans.

- **Fallwell Lane, Austin, TX**
- **USDOT PROTECT Grant, San Marcos, TX**
- **Housing Projects, Hays County, TX**



Angelina Osornio Torres

ROLE
Funding Resources Specialist

EXPERIENCE
2 years with Halff
13 years with other firms

EDUCATION
BA, Psychology and Sociology, Angelo State University

REGISTRATION
N/A

AVAILABILITY
20%

Angelina began her career as the Development Director for a nonprofit agency, where she successfully led efforts to secure $5 million for a capital campaign, in addition to ongoing program funding. Inspired by this experience, she founded her own consulting firm, offering grant writing and fund development services to nonprofits, hospital districts, and behavioral health authorities nationwide. During the early years of operating her business, Angelina also spent two years with a private firm specializing in infrastructure grant writing for cities and counties in California and Texas. Over the course of eight successful years as a business owner, she cultivated a diverse and robust skill set, particularly in crafting competitive state and federal grant proposals. In February 2025, Angelina joined the Halff Funding Resources team, bringing with her a wealth of experience and a proven track record. To date, she has secured over $13 million in grant funding, reflecting her deep commitment to helping communities access the resources they need to thrive.

- **MHMR Concho Valley Behavioral Health Needs Assessment Report 2024, San Angelo, TX**
- **City of Waco, Primrose Creek Bridges Planning Grant Writing, Waco, TX**
- **City of Montgomery, Town Creek Wastewater Treatment Plant Funding Strategy, Montgomery, TX**



Lisa Fricchione

ROLE
Secretary/Clerical

EXPERIENCE
11 years with Halff
22 years with other firms

EDUCATION
High School Diploma, Winter Park High School

REGISTRATION
N/A

AVAILABILITY
15%

Lisa has extensive professional experience in administration, office management, accounting, and customer service. Her responsibilities include providing administrative support to project managers, operations manager, and office staff; organizing and maintaining the details of departmental meetings and conferences, travel arrangements, calendars, conference calls, itineraries, agendas, and meeting minutes; creating, organizing, and maintaining project and accounting files; accounting activities, including accounts payable, accounts receivable, subconsultant invoicing, expense reports; setting up new projects, project revisions, and project closeout; and updating and maintaining Outlook contact databases. She oversees the maintenance of individual and company professional and occupational licenses in compliance with State, County and City requirements, manages company fleet vehicles, including mileage logs, maintenance, and service coordination. She also prepares marketing pursuit proposals for client execution by printing, assembling, and binding materials, and coordinates company events and employee team-building activities.







Tab 2: Relevant Experience

A. Representative Past Experience

Umatilla Industrial Park Road and Water-Wastewater/Stormwater Service Expansion Phases I and II

Client: City of Umatilla, Florida
Location: Umatilla, Florida
Services Provided: Grant administration services, grant writing, and engineering design to support the project, including record keeping, reporting, amendment support, financial management, procurement and contracting assistance, labor standards compliance, and project monitoring and closeout.
Project Owner's Representative:
Aaron Mercer, City Manager
352-669-2917
amercer@umatillafl.org
Project User Agency: FloridaCommerce Jobs Growth Grant, FloridaCommerce Rural Infrastructure Fund
Date Completed: August 2026
Award Amount: $4.5 million & $482,500
Project Manager & Other Key Professionals: Lisa King, GPC; Leah Aidif

Provided full, turn-key application development services to support the City of Umatilla, a rural area of economic opportunity, to fund construction for its Lake Ferns Industrial Park through two grants through Florida Commerce, the Jobs Growth Grant Fund ($4.5 million award) and the Rural Infrastructure Fund/Community Development Block Grant ($482,500 grant award). Funding supports the need to increase water and sewer capacity to achieve an adequate minimum level of service for industrial development.



WWTP #2 Expansion Funding Strategy

Client: City of Mount Dora, Florida
Location: Mount Dora, Florida
Services Provided: Engineering and design, funding strategy
Project Owner's Representative:
Vince Sandersfeld, City Manager
510 N. Baker Street
Mount Dora, FL 32779
352.735.7126
Project User Agency: City of Mount Dora's Wastewater Treatment Plant
Date Completed: Ongoing
Award Amount: $19,166,503
Project Manager & Other Key Professionals: Lisa King, GPC; Carla Russell McCall, GPC; Leah Aidif

Firm's Responsibility: Halff provided engineering and design for the City of Mount Dora's Wastewater Treatment Plant #2 expansion. As part of this effort, Halff also developed a funding strategy to identify funding sources for the remaining $105 million needed for engineering, design, and construction. The Funding Strategy provided a calendar and program for applying for well-aligned federal and state funding to support the phases of the WWTP expansion.

As part of the funding strategy, Halff prepared and submitted a complete Supplemental Appropriation for Hurricanes Helene and Milton and Hawai'i Wildfires (SAHM) Clean Water State Revolving Fund (CWSRF) request to the Florida Department of Environmental Protection (FDEP) for the Wastewater Treatment Plant No. 2 Capacity Expansion project, securing the full $19.1 million funding cap. Halff provided turn-key application services, including Request for Inclusion forms, technical narratives, supporting documentation, hurricane impact materials, and cost estimates. The firm coordinated with partners and agencies, managed project submission, and supported multiple rounds of requests for information and public meetings. Hurricane Milton significantly impacted Mount Dora's WWTP No. 2 by exacerbating inflow and infiltration (I&I) issues and allowing excessive stormwater into the wastewater system, underscoring the need for improvements. The planned expansion will increase treatment capacity to support rapid growth and improve resilience against more frequent and severe flooding events.

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Surface Water Model Framework and Coastal Surge Real-Time Flood Warning System

Client: Brevard County, Florida
Location: Brevard County, Florida
Services Provided: Grant writing
Project Owner's Representative:
Bach McClure
Stormwater Program Administrator
321.633.2016
Project User Agency: Florida Department of Environmental Protection (FDEP)
Date Completed: Ongoing
Award Amount: $900,000
Project Manager & Other Key Professionals:
Lisa King, GPC, Leah Aidif

Halff prepared and submitted a complete Resilient Florida planning application to the Florida Department of Environmental Protection (FDEP) for the Brevard County Surface Water Model Framework and Coastal Surge Real-Time Flood Warning System project, securing $900,000 in funding. Services included turn-key application development, including technical narratives, maps and figures, and cost estimates. The firm coordinated with partners and agencies, managed project documentation, and submission. The development of a Countywide flood forecasting model (FFM) and dashboard using real-time coastal surge and tidal information will improve the delivery of accurate, locational, and time-critical flood forecasting information to emergency managers and first responders. This project will allow Brevard County to be more proactive and therefore resilient in the face of storm threats.



Vulnerability Assessment and Adaptation Plan

Client: City of DeLand
Location: Volusia County, Florida
Services Provided: Turn-key application development services included technical narratives, maps and figures, and cost estimates.
Project Owner's Representative:
Ray Bahrami
City of DeLand, Florida
386.626.7189
Project User Agency: Florida Department of Environmental Protection (FDEP)
Date Completed: April 2025
Award Amount: $185,000
Project Manager & Other Key Professionals:
Lisa King, GPC, Leah Aidif

Halff prepared and submitted a complete Resilient Florida planning application to the Florida Department of Environmental Protection (FDEP) for the City of DeLand's Vulnerability Assessment and Adaptation Plan, securing $185,000 in funding. The firm coordinated with partners and agencies, managed project documentation, and submission. The Project will evaluate the vulnerabilities of critical and regionally significant assets to a broad range of flood hazards and will subsequently prioritize flood and climate adaptation action items which can be pursued through grant funding, local policies, and the identification of implementation activities.

Watershed Planning Program

Client: City of Fernandina Beach, Florida
Location: Nassau County, Florida
Services Provided: Turn-key application development services included technical narratives, maps and figures, and cost estimates.
Project Owner's Representative:
Andre Desilet, P.E.
Public Works - Utilities Director
City of Fernandina Beach
1180 S 5th Street
Fernandina Beach, Florida 32034
904.310.3431
Project User Agency: Florida Department of Environmental Protection (FDEP)
Date Completed: Ongoing
Award Amount: $300,000
Project Manager & Other Key Professionals: Lisa King, GPC, Leah Aidif

Halff prepared and submitted a complete Watershed Planning Program application to the Florida Department of Emergency Management (FDEM) for the City of Fernandina Beach to create a Watershed Management Plan (WMP), securing $300,000 in funding. The objective of this scope of work is to create a Watershed Management Plan (WMP) for the City of Fernandina Beach to assist the City in master planning, prioritization, and flood vulnerability assessment efforts. The firm coordinated with partners and agencies, managed project documentation, and submission. The City wants to develop a proactive Watershed Master Plan (WMP) to better understand system-wide vulnerabilities, identify high-risk areas, and guide long-term decision-making.

Watershed Planning Program

Client: Brevard County, Florida
Location: Brevard County, Florida
Services Provided: Turn-key application development services included technical narratives, maps and figures, and cost estimates.
Project Owner's Representative:
Bach McClure
Stormwater Program Administrator
321. 633.2016
Project User Agency: Florida Department of Environmental Protection (FDEP)
Date Completed: Ongoing
Award Amount: $300,000
Project Manager & Other Key Professionals: Lisa King, GPC, Leah Aidif

Halff prepared and submitted a complete Watershed Planning Program application to the Florida Department of Emergency Management (FDEM) for Brevard County to create a Watershed Management Plan (WMP), securing $300,000 in funding. The WMP will involve a single H&H model for the western portion of Brevard County, excluding the Salt Lake Watershed, draining to the St. Johns River to assist the County in master planning, prioritization, and flood vulnerability assessment efforts throughout this portion of the County. The firm coordinated with partners and agencies, managed project documentation, and submission. This project will allow Brevard County to be more proactive and therefore resilient in the face of storm threats.

Community Planning Technical Assistance

Client: Bradford County, Florida
Location: Bradford County, Florida
Services Provided: Turn-key application development services included technical narratives, maps and figures, and cost estimates.
Project Owner's Representative:
Scott Kornegay, MPA, County Manager
Bradford County, Florida
945 North Temple Avenue
Post Office Drawer B
Starke, Florida 32091
904.966.6327
Project User Agency: Florida Department of Environmental Protection (FDEP)
Date Completed: Ongoing
Award Amount: $125,000
Project Manager & Other Key Professionals: Lisa King, GPC, Leah Aidif

Halff prepared and submitted two complete Community Planning Technical Assistance grants to FloridaCommerce for Bradford County to advance strategic planning. The firm coordinated with partners and agencies, managed project documentation, and submission.

Wastewater Treatment Plant #2 Capacity Expansion

Client: City of Mount Dora, Florida
Location: Mount Dora, Florida
Services Provided: Turn-key application development services included technical narratives, maps and figures, and cost estimates.
Project Owner's Representative:
Andrew Marsian
Director of Utilities and Plant Operations
Public Works & Utilities Department
401 Limit Ave.
Mount Dora, FL 32757
Project User Agency: Florida Department of Environmental Protection (FDEP)
Date Completed: Ongoing
Award Amount: $19.1 million
Project Manager & Other Key Professionals:
Lisa King, GPC, Carla Russell McCall, GPC, Leah Aidif

Halff prepared and submitted a complete Supplemental Appropriation for Hurricanes Helene and Milton and Hawai'i Wildfires (SAHM) Clean Water State Revolving Fund (CWSRF) request for inclusion to the Florida Department of Environmental Protection (FDEP) for the Mount Dora Wastewater Treatment Plant #2 Capacity Expansion project, securing $19.1 million in funding. Services included turn-key application development: hurricane impact documentation, and cost estimates. The firm coordinated with partners and agencies, managed project documentation and submission, and offered post-application assistance throughout multiple rounds of requests for information and public meetings. Hurricane Milton resulted in severe inflow and infiltration (I&I) issues at WWTP#2, causing excessive stormwater to enter the wastewater system. The City of Mount Dora will expand its WWTP #2 to enhance capacity for the rapid population growth and to mitigate the impact of the rising number of storms and increased severity of hazardous flooding events.

Fallwell Lane Capital Renewal Project

Client: City of Austin, Texas
Location: Austin, Texas
Services Provided: Grant writing, Peer review, BCA revisions and expansion, Grant administration, engineering and design to support project.
Project Owner's Representative:
Craig McColloch, Capital Delivery Project Manager
Craig.McColloch@austintexas.gov
Project User Agency: FEMA Building Resilient Infrastructure and Communities Program
Date Completed: Ongoing
Award Amount: $50 million
Project Manager & Other Key Professionals:
Lindsay McClune

Halff developed the grant application, benefit cost analysis, cost estimate, and preliminary design plans for the City of Austin's Fallwell Lane project for FEMA's Building Resilient Infrastructure and Communities* program. The City was awarded $50 million to prevent Austin Energy's Sand Hill Energy Center and Austin Water's South Austin Regional Wastewater Treatment Plant (AW-SAR WWTP) from failure due to a major flood event. The proposed project included multiple complex components that the Team simplified through narrative and exhibits throughout the application, including 1) raising the flood walls/flood protection levee around the utility plants and extending the levee to SH 130, and 2) mitigation through Onion Creek channel benching, acquiring mitigation drainage easements to allow for flood flows to spread out before breaching the levee, and internal drainage mitigation at the AW-SAR WWTP.



B. Regulatory Compliance Process

Procedures for Funding, Compliance and Documentation

Halff uses a structured project-management and quality-control process to keep projects eligible, compliant and audit-ready throughout the funding lifecycle.

- **Current funding requirements:** At project initiation, Halff confirms the applicable funding program, award conditions, eligible activities, match obligations, reimbursement procedures, schedules and required deliverables. Our team maintains a requirements matrix and milestone calendar, monitors agency updates and evaluates project changes for potential impacts to eligibility, scope, budget or schedule.
- **Regulatory compliance:** Halff identifies applicable local, state and federal requirements early and incorporates permits, reviews and agency coordination into the project schedule. Compliance is checked at defined milestones, with issues documented and elevated for resolution before they affect funding or delivery.

C. Representative Projects Currently Under Contract

Halff is engaged in more than 3,500 active projects at any given time. Given the volume of this work, we are providing a representative selection of ongoing projects in Florida that are most similar in scope and relevance to the services requested for this category. This representative project list includes those that best demonstrate Halff's qualifications and capabilities for the County's needs.

PROJECT/CONTRACT	CLIENT	SERVICES PROVIDED	ANTICIPATED COMPLETION DATE*
Grant Writing and Administration Services related to WWTP#1	City of Mount Dora	Development of Funding Strategy, Development of grant applications including: SAHM SRF, Jobs Growth Grant, Water Quality Improvement Program, Springs Protection Grant, Alternative Water Supply Grant and WIFIA	2030
Grant Writing and Administration Services related to WWTP	City of Fruitland Park	Development of Funding Strategy, Development of grant applications including: SRF, Jobs Growth Grant, Water Quality Improvement Pprogram, Springs Protection Grant, Alternative Water Supply Grant and WIFIA	2030
Grant Writing and Administration Services related to city infrastructure	City of Umatilla	Development of grant applications including: SAHM SRF, Jobs Growth Grant, Rural Infrastructure Fund, SRF	2030

**Most contracts the Funding Resources Team enters are extremely time limited to specific grant deadlines. The above are ongoing contracts.*

D. Resources

Lisa and her team of senior grant professionals have submitted hundreds of complex applications, securing more than $1 billion in funding. They have reviewed multiple infrastructure grant applications and are confident in delivering a dedicated, supportive grants development team. Halff operates as one profit center, with transportation planners, engineers, environmental scientists, and landscape architects collaborating seamlessly to provide cost estimating services, planning, environmental review, design, and full grant application development. A dedicated grants award and administration team with decades of federal and state compliance expertise further distinguishes Halff, adding protection and confidence when managing awarded funds.

Certified Grant Professionals

Halff's Funding Resources Team includes professionals who have attained their Grant Professional Certified (GPC) credential, a nationally accredited professional certification. This certification validates that they have met the professional standards for skills required by grant professionals, such as building an effective grant application as well as project design, funding research, organizational development, ethics, grant management, funder cultivation, and professionalism.

Sample Grant Assistance Experience Types:

- Federal Land Access Program (FLAP)
- FEMA Hazard Mitigation Grant Program (HMGP)
- FHWA Better Utilizing Investments to Leverage Development (BUILD)
- Defense Community Infrastructure
- Safe Streets for All
- Transportation Alternatives (TA)
- Land and Water Conservation Fund (LWCF)
- EDA Public Works and Economic Adjustment Assistance (PWEAA)
- CDBG Disaster Relief (CDBG-DR)
- CDBG Mitigation (CDBG-MIT)



Grant Writing
Take Your Project from Planning to Reality

Halff's Funding Resources Team has secured more than $1 billion in infrastructure grant awards that have improved countless lives and communities. Drawing on three decades of experience and strong relationships with granting agencies, the team provides strategic guidance in developing competitive projects for grant applications. Halff's professionals work closely with you to verify your project is planned and budgeted to meet federal and state grant requirements.

Tab 3: Ability to Meet Schedules and Budget Requirements

Schedule Management

Our methodology combines proactive project management, rigorous budget tracking, and continuous client communication to see critical schedules are met without exceeding budget constraints. At project initiation, we develop a detailed work plan that identifies key milestones, regulatory deadlines, review periods, responsible team members, and potential schedule risks. High-priority tasks are assigned to experienced personnel and monitored through regular internal status meetings, progress dashboards, and milestone tracking tools to identify and address issues before they impact delivery. Budget performance is managed through real-time tracking of labor hours, expenses, and percent-complete metrics against the approved scope and budget. Project managers review budget reports regularly to evaluate burn rates, forecast remaining effort, and implement corrective actions when necessary. Any potential scope, schedule, or budget impacts are communicated promptly to the client, along with recommended solutions, overseeing informed decision-making and preventing unexpected cost overruns. This disciplined approach, supported by our quality management procedures and experienced project leadership, enables us to consistently deliver complex grant-funded projects on time, within budget, and in compliance with all applicable requirements.

Efficient & Effective Schedule Management



Tab 4: Project Approach

A. Overall Approach

Halff is a full-service partner capable of supporting Leon County from project conception and grant application through procurement, compliance, drawdown and reimbursement, construction oversight coordination, reporting, and closeout. With its in-house grant team, Halff provides integrated funding solutions to address grant writing and grant administration along with engineering to support infrastructure projects.

The Halff Funding Resources Team comprises tenured Grant Professionals leveraging a collective 100+ years of experience in local government grant consulting and a proven track record of success with more than $1 billion in direct grant wins and $1 billion in grant award administration. Our success is across state and federal agencies including Federal Emergency Management Agency (FEMA), US Department of Transportation (USDOT), Florida Department of Environmental Protection (FDEP), Florida Division of Emergency Management (FDEM), Environmental Protection Agency (EPA), Florida Department of Transportation (FDOT), and others. Our team brings together grant strategy, technical project understanding, persuasive storytelling, and compliance across all stages of grant writing and administration to help fund and implement your community's projects.

For each assignment, Halff will:

- Meet with County staff to confirm goals, scope, schedule, budget, funding requirements and deliverables.
- Assign the appropriate grant, engineering and technical professionals.
- Evaluate funding eligibility, project readiness, benefits, cost-effectiveness and applicable merit criteria.
- Develop a work plan identifying responsibilities, milestones, required decisions and quality-control reviews.
- Complete the assignment in coordination with County staff, regulatory agencies and other stakeholders.
- Track progress, budget, compliance requirements and documentation through completion and closeout

For grant applications, Halff uses streamlined checklists and targeted interviews to identify project benefits, cost-effectiveness and readiness early in the process.

The team also confirms that each project is planned and budgeted to meet applicable state and federal grant requirements.

Grant Applications and Funding Support

Preparing grant applications requires a blend of planning and engineering knowledge and experience. The Halff Funding Resources Team is ready to work with Leon County staff to develop competitive infrastructure grant applications.

The team employs a structured approach using streamlined checklists and targeted interviews to effectively identify potential benefits and cost-effectiveness, appeal to merit criteria and level of project readiness early in the grant application planning process to favorably position projects. The team also verifies your project is planned and budgeted to meet federal and state grant requirements. With a team of certified grant professionals and decades of experience in both application development and award administration, Halff provides the expertise and structure needed to position Leon County for the highest probability of success.

Multidisciplinary Expertise and Collaborative Support

Halff's Funding Resources Team is supported by professionals in transportation safety, mobility, and resilience, including traffic engineers, planners, landscape architects, environmental scientists, and civil engineers. These specialists bring a depth of experience in developing strong, competitive applications that are successful.

Through this collaboration, Halff supports every stage of application development, from cost estimating and innovative solutions to BCA, exhibits, and federal environmental review guidance, making sure that grant applications are developed through strategic collaboration among appropriately qualified professionals. Our graphics team enhances each application with professional visuals and clear, compelling representations that simplify complex narratives and strengthen justifications.

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B. Projects Currently Under Contract

SIMILAR ONGOING PROJECTS	ANTICIPATED COMPLETION DATE*
Grant Writing and Administration Services related to WWTP#1	2030
Grant Writing and Administration Services related to WWTP	2030
Grant Writing and Administration Services related to city infrastructure	2030

C. Ability to Absorb Assigned Projects

Halff has the personnel and multidisciplinary resources to absorb projects resulting from this contract. The Funding Resources Team comprises tenured grant professionals with more than 100 years of combined local-government grant consulting experience. Our staff leverage their deep and broad experience to develop sharp, competitive application packages that highlight the project and align with funding program priorities.

Funding Resources is integrated with engineers, planners and other practice professionals across Halff to provide comprehensive funding solutions for a range of infrastructure projects. This structure allows Halff to:

- Mobilize staff based on each assignment's scope and schedule.
- Manage multiple assignments concurrently.
- Balance workloads across grant and technical disciplines.
- Provide specialized expertise when needed.
- Support cost estimating, benefit-cost analysis, exhibits and federal environmental review.
- Maintain continuity, responsiveness and quality throughout each assignment.

Halff's experience includes programs administered by FEMA, USDOT, FDEP, FDEM, EPA and FDOT, among other state and federal agencies.

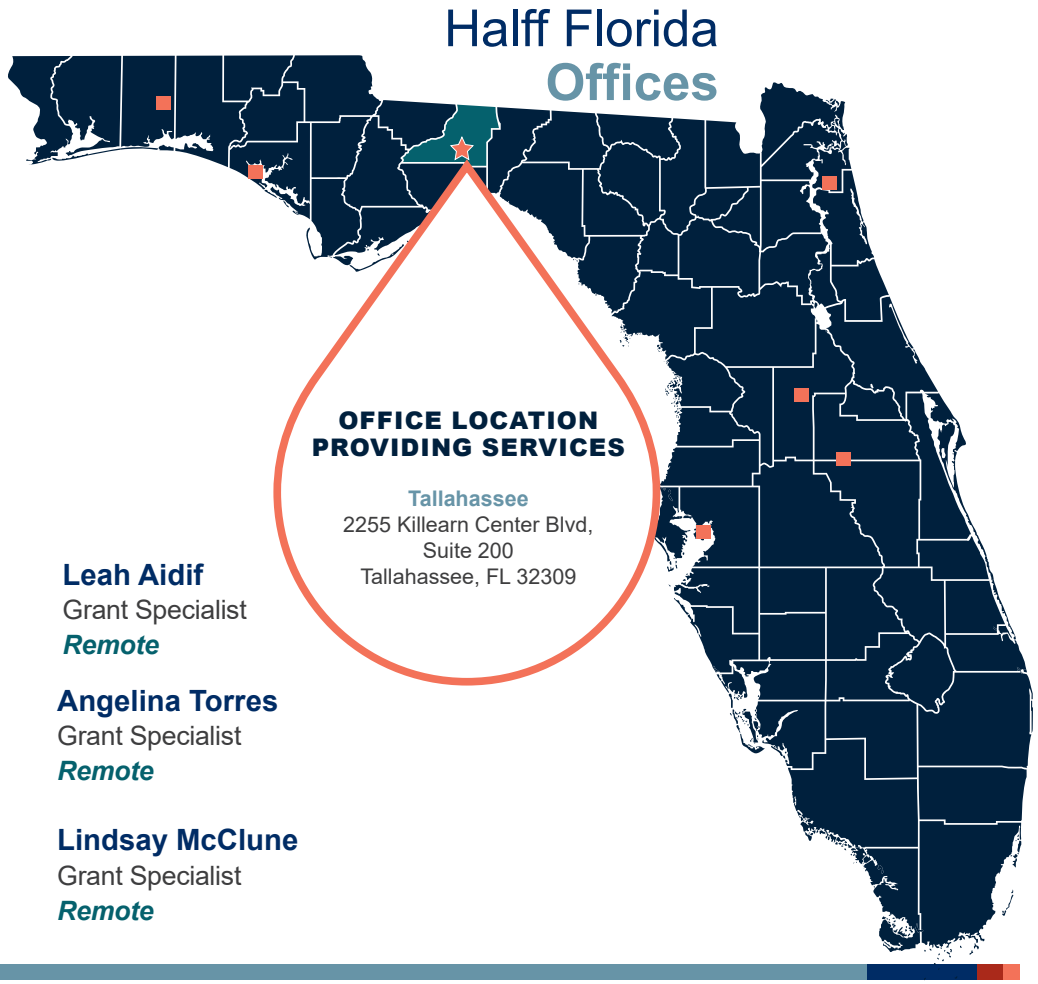
D. Project Team Responsiveness and Location

Halff's Tallahassee office will serve as the primary office supporting this contract, providing a strong local presence throughout Leon County and Northwest Florida. Our Florida experience includes work with cities, counties, regional agencies and special districts across the state, including Tallahassee, Jacksonville, Jacksonville Beach, Tampa, Leon County, Baker County, Gulf County, Union County and Osceola County. This experience gives our team a thorough understanding of Florida and local government processes, including procurement and approvals, public-meeting requirements, regulatory permitting, infrastructure priorities, grant compliance, funding opportunities, budgeting, documentation and agency coordination.

Our Tallahassee-based leadership is supported by more than 200 Florida-based employees in offices that include Jacksonville, Orlando and Tampa, as well as Halff's companywide network of more than 1,300 professionals and our specialty subconsultants. This depth of resources allows us to mobilize the right personnel, balance workloads and manage multiple assignments while maintaining quality, responsiveness and project schedules.

Project Manager Lisa King, GPC, will serve as the client's primary point of contact and coordinate Halff staff. At project initiation, we will confirm communication protocols, decision-making authority, reporting expectations and meeting frequency. Regular progress meetings and concise status reports will cover completed and upcoming work, schedule and budget, required decisions, funding requirements and potential risks. Urgent matters will be communicated directly rather than held for a scheduled report.

As a continuing services partner, Halff understands the importance of accessibility, flexibility and timely delivery. Our Florida-based personnel will be available for in-person meetings, site visits, field investigations, public meetings, workshops and presentations, with virtual participation available when appropriate. Our local presence and distributed office network also provide flexibility for short-notice needs and schedule changes. Through proactive communication, coordinated project management and rigorous QA/QC, Halff will deliver practical, cost-effective solutions aligned with the County's priorities and schedule.



Lisa King, GPC
Project Manager
Tallahassee (Remote), FL

Mark Llewellyn, Sr., PE
Senior Engineer
Tallahassee, FL

Carla Russell McCall, GPC
QA/QC Manager
Remote

Melissa Pennington, PE
Technical Advisor
Tallahassee, FL

Lisa Fricchione
Secretary/Clerical
Tallahassee, FL

Leah Aidif
Grant Specialist
Remote

Angelina Torres
Grant Specialist
Remote

Lindsay McClune
Grant Specialist
Remote

E. QA/QC & Budget Control

Quality Control

At Halff, implementing a quality review process is an essential component of our workflow. We have established a toolbox of quality control best practices and lessons learned that have evolved from our firm's lengthy history of serving public clients and delivering excellence and exceptional value.

Our Quality Management Program is founded on a commitment to achieve consistent performance through continuous improvement as well as the delivery of quality work that is on schedule and within budget.

Carla Russell McCall, GPC, will manage the quality control review of the team's deliverables, overseeing QA/QC efforts by personnel within each individual discipline. During project quality control, she will focus on document integrity, accuracy, coordination, and compliance with jurisdictional codes and ordinance requirements.

Internal QA/QC Processes

At Halff, our quality control methodology is designed to verify the customary standards of workmanship and adherence to industry best practices.

To uphold our commitment to excellence, we have established internal QA/QC processes and procedures that our team strictly adheres to. These processes encompass the following:

- Multi-Disciplinary Review: Our staff leverages multi-level reviews to confirm that applications maximize funding program evaluation criteria.
- Peer Review: All applications undergo the peer review process at the 80% and 100% level to solicit constructive feedback and improve the overall application quality.

Continuous Training and Development: Our staff participate in regular training and professional development programs to stay abreast of the latest industry trends and technologies.

Compliance With Scope Limitations and Schedule



Halff begins each project by developing a clear and comprehensive scope of services that aligns with client objectives, available resources, and schedule requirements. This foundation allows our team to allocate appropriate expertise, anticipate challenges, and maintain focus on achieving project goals.

Halff's Funding Resources Team has never missed a grant deadline. Following our meticulous Quality Management Program, a clear schedule is defined with the County's Project Manager at the application kick-off call. Halff determines availability for County staff to review and sign application documents, factoring in time for authorizing resolutions, public meetings, signing authority, hard-copy mail requirements, and County-required processes. Halff will submit the grant application on behalf of the County when requested, or be available to assist virtually as the County staff upload or submit applications.

The Halff team serves as an extension of your staff, with the ability to successfully perform multiple, simultaneous task assignments.

Staying Within Budget



With a strong focus on fiscal responsibility, Halff approaches every assignment as a partner with our clients. Our team monitors budget requirements through a variety of internal processes. Staff members receive weekly reports showing hours charged to each task, total expenditures to date, and remaining budget in both dollar and hours formats.

Halff administers contracts in a way that supports a clear understanding of clients' work plans, which allows the team to work collaboratively to avoid costly issues. When changes are necessary, Halff's team is equipped to offer creative solutions that uphold the quality of the work while mitigating cost impacts.

Tab 5: Forms

AFFIDAVIT CERTIFICATION
IMMIGRATION LAWS

Leon County will not intentionally award County contracts to any contractor who knowingly employs unauthorized alien workers, constituting a violation of the employment provisions contained in 8 U.S.C. Section 1324 A(e) {Section 274a(e) of the Immigration and Nationality Act ("INA").

Leon County may consider the employment by any Contractor of Unauthorized Aliens a violation of Section 274A(e) of the INA. **Such violation by the Recipient of the employment provision contained in Section 274A(e) of the INA shall be ground for unilateral cancellation of the contract by Leon County.**

BIDDER ATTESTS THAT THEY ARE FULLY COMPLIANT WITH ALL APPLICABLE IMMIGRATION LAWS (SPECIFICALLY TO THE 1986 IMMIGRATION ACT AND SUBSEQUENT AMENDMENTS).

Company Name: Halff Associates, Inc.

Signature: _____ Title: Executive Vice President

STATE OF Florida
COUNTY OF Leon County

Sworn to and subscribed before me this 8th day of Sept., 2026

Personally known ✓ _____
NOTARY PUBLIC

OR Produced identification _____ Notary Public - State of Florida

_____ My commission expires: 06-16-28
(Type of identification)

LISA FRICCHIONE
MY COMMISSION # HH 534353
EXPIRES: June 16, 2028

Lisa Fricchione
Printed, typed, or stamped commissioned name of notary

The signee of this Affidavit guarantees, as evidenced by the sworn affidavit required herein, the truth and accuracy of this affidavit to interrogatories hereinafter made.

LEON COUNTY RESERVES THE RIGHT TO REQUEST SUPPORTING DOCUMENTATION, AS EVIDENCE OF SERVICES PROVIDED, AT ANY TIME.

IDENTICAL TIE BIDS

Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids which are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.

2) Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.

3) Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).

4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employees will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.

5) Impose a sanction on, or require the satisfactory participation in a drug assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.

6) Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify the

following: (Check one and sign in the space provided.)

__X__ This firm complies fully with the above requirements.

_____ This firm does not have a drug free work place program at this time.

Bidder's Signature

Executive Vice President

Title

September 8, 2026

Date

NON-COLLUSION AFFIDAVIT

The undersigned being first duly sworn as provided by law, deposes and says:

1. This Affidavit is made with the knowledge and intent that it is to be filed with Leon County Government, Leon County, Florida and that it will be relied upon by said County, in any consideration which may give to and any action it may take with respect to this Proposal.

2. The undersigned is authorized to make this Affidavit on behalf of,

   Halff Associates, Inc.
   (Name of Corporation, Partnership, Individual, etc.)

   a Corporation (Type of Business), formed under the laws of Texas (State or Province)

   of which he/she is Executive Vice President (Sole Owner, partner, president, etc.).

3. Neither the undersigned nor any other person, firm or corporation named in above Paragraph 2, nor anyone else to the knowledge of the undersigned, have themselves solicited or employed anyone else to solicit favorable action for this Proposal by the County, also that no head of any department or employee therein, or any officer of Leon County, Florida is directly interested therein.

4. This Proposal is genuine and not collusive or a sham; the person, firm or corporation named above in Paragraph 2 has not colluded, conspired, connived or agreed directly or indirectly with any bidder or person, firm or corporation, to put in a sham Proposal, or that such other person, firm or corporation, shall refrain from bidding, and has not in any manner, directly or indirectly, sought by agreement or collusion, or communication or conference with any person, firm or corporation, to fix the prices of said proposal or proposals of any other bidder; and all statements contained in the proposal or proposals described above are true; and further, neither the undersigned, nor the person, firm or corporation named above in Paragraph 3, has directly or indirectly submitted said proposal or the contents thereof, or divulged information or data relative thereto, to any association or to any member or agent thereof.

Mark Llewellyn, Sr., PE
AFFIANT'S NAME

Executive Vice President
AFFIANT'S TITLE

AFFIANT'S SIGNATURE

TAKEN, SWORN AND SUBSCRIBED TO BEFORE ME this 8th Day of Sept, 20 26

Personally Known ✓ Or Produced Identification

Type of Identification

LISA FRICCHIONE
MY COMMISSION # HH 534353
EXPIRES: June 16, 2028

NOTARY PUBLIC
(Print, Type or Stamp Commissioned Name of Notary Public)

My Commission Expires: 06-16-28

CERTIFICATION REGARDING DEBARMENT, SUSPENSION, And OTHER RESPONSIBILITY MATTERS PRIMARY COVERED TRANSACTIONS

1) The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:

   a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;

   b) Have not within a three-year period preceding this been convicted of or had a civil judgement rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statues or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

   c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of these offenses enumerated in paragraph (1)(b) of this certification; and

   d) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.

2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

3) No subcontract will be issued for this project to any party which is debarred or suspended from eligibility to receive federally funded contracts.

Signature

Executive Vice President
Title

Mark Llewellyn Sr., PE Halff Associates, Inc.
Contractor/Firm

2255 Killearn Center Blvd, Suite 200, Tallahassee, FL 32309
Address

LOCAL VENDOR CERTIFICATION

The undersigned, as a duly authorized representative of the vendor listed herein, certifies to the best of his/her knowledge and belief, that the vendor meets the definition of a "Local Business." For purposes of this section, "local business" shall mean a business which:

a) Has had a fixed office or distribution point located in and having a street address within Leon, Gadsden, Wakulla, or Jefferson County for at least six (6) months immediately prior to the issuance of the request for competitive bids or request for proposals by the County; and

b) Holds any business license required by Leon County (or one of the other local counties), and, if applicable, the City of Tallahassee;
and

c) Is the principal offeror who is a single offeror; a business which is the prime contractor and not a subcontractor; or a partner or joint venturer submitting an offer in conjunction with other businesses.

Please complete the following in support of the self-certification.
Failure to provide the information requested will result in denial of certification as a local business.

Business Name: Halff Associates, Inc.	
Current Local Address: 2255 Killearn Center Blvd, Suite 200 Tallahassee, FL 32309	Phone: 850.848.9410 Fax: N/A
If the above address has been for less than six months, please provide the prior address. N/A Length of time at this address:	
Home Office Address: 2380 Performance Dr, Bldg C, Suite 150 Richardson, TX 75082	Phone: 214.346.6200 Fax: 214.739.0095

Signature of Authorized Representative

September 8, 2026
Date

STATE OF Florida
COUNTY OF Leon

The foregoing instrument was acknowledged before me this By 8 day of September ,20 26
Mark Llewellyn, Sr., PE, Executive Vice President of Halff Associates, Inc. ,
(Name of officer or agent, title of officer or agent) (Name of corporation acknowledging)

a Texas Corporation, on behalf of the corporation. He/she is personally known to me
(State or place of incorporation)
or has produced _____ as identification.

Lisa Fricchione
Signature of Notary

Lisa Fricchione
Print, Type or Stamp Name of Notary

Administrative Assistant
Title or Rank

Serial Number, If Any

LISA FRICCHIONE
MY COMMISSION # HH 534353
EXPIRES: June 16, 2028

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.

Signature Mark Llewellyn Sr
Executive Vice President

September 8, 2026
Date

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.

SIGNATURE OF AFFIANT

Affiant's Name: Mark Llewellyn Sr., PE
Title: Executive Vice President
Entity: Halff Associates, Inc.

STATE OF Florida
COUNTY OF Leon

Sworn to (or affirmed) and subscribed before me by means of [✓] physical presence or [____] online notarization, this 8th day of September, 20 26, by Mark Llewellyn Sr. (Affiant's Name).

(Signature of Notary Public)
(Print, Type, or Stamp Commissioned Name of Notary and Affix Notary Seal)

LISA FRICCHIONE
MY COMMISSION # HH 534353
EXPIRES: June 16, 2028

[X] Who is personally known to me, or
[___] Who produced identification; Type of identification produced:_____

LEON COUNTY RESERVES THE RIGHT TO REQUEST SUPPORTING DOCUMENTATION, AS EVIDENCE OF SERVICES PROVIDED, AT ANY TIME.

AGREEMENT

THIS AGREEMENT, by and between **LEON COUNTY, FLORIDA,** a charter county and a political subdivision of the State of Florida, herein ("County"), and **PANHANDLE ENGINEERING, INC.** herein ("Contractor"), (each a "Party" or together the "Parties") is entered into as of the date of last signature below ("Effective Date"). For good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

1. SERVICES TO BE PROVIDED

The Contractor agrees to provide its services to the County to perform the Work related to Grant Support Services for Public Works Engineering set forth in: 1) Bid# BC-2026-024, attached hereto and incorporated herein as Exhibit A; and 2) the Contractor's bid submission, attached hereto and incorporated herein as Exhibit B (collectively "Work"). If any provision contained in this Agreement conflicts with any provision in Exhibit A or Exhibit B, the provision contained in this Agreement shall govern and control.

2. WORK

Contractor understands that no amount of Work is guaranteed to it nor is the County under any obligation to utilize the services of the Contractor in those instances where the Work to be performed can be done by County personnel or under separate contract. Any Work to be performed shall be upon the written request of the County Administrator or his designee, which request shall set forth the commencement date of such Work and the time within which such Work shall be completed.

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

3. TERM

The Agreement shall be for a period of three (3) years, commencing on December 1, 2026, and shall continue until November 30, 2029. After the initial three (3) year period, at the sole option of the County, this Agreement may be renewed for no more than two additional one (1) year periods. Such one (1) year renewals will be automatic unless the County provides written notice of non-renewal to the Contractor no less than thirty (30) days prior to the expiration date of the then current term.

4. TIME OF THE ESSENCE

Time is of the essence in performing the duties, obligations, and responsibilities required by this Agreement.

The term "Business Day," means any day occurring Monday through Friday, except when such day is deemed to be a Holiday. The term "Holiday" means any day observed as a holiday by the Leon County Board of County Commissioners pursuant BCC Policy 03-16, as may be amended, which, as of the Effective Date of this Agreement, are the following days: New Year's Day, Martin Luther King Jr. Day, Memorial Day, Juneteenth, Independence Day, Labor Day, Election Day (first Tuesday after the first Monday in November in even-numbered years), Veteran's Day, Thanksgiving Day, Friday After Thanksgiving Day, and Christmas Day; provided, however, that when any of these observed holidays fall on a Saturday, the preceding Friday shall be the day observed as a holiday, and when any of these observed holidays falls on a Sunday, the following Monday shall be the day observed as a holiday. In addition, when New Year's Day and Christmas Day fall on a Thursday, the Friday following those days shall also be observed as a holiday, and when New Year's Day and Christmas Day fall on a Tuesday, the Monday preceding those days shall also be observed as a holiday.

5. CONTRACT SUM

A. The Contractor agrees that for the performance of the Work as outlined in Sections 1 above, it shall be paid a contract sum by the County according to the rates in the Unit Pricing Sheet contained in Exhibit B, which is attached hereto (Contract Sum).

B. Travel Expenses: Any travel by the Contractor, which is contained within, or otherwise associated with, the scope of Work for a specific project shall be considered incidental to, and a part of, the Contract Sum. As such, there shall be no reimbursement of such travel expenses by the County.

Contractor travel, which is not covered within the scope of Work, and which is billed separately to the County on a cost reimbursement basis must receive prior approval and will be reimbursed in accordance with the Leon County Travel Policy. Travel expenses shall be limited to those expenses necessarily incurred in the performance of a public purpose authorized by law to be performed by the County and must be within limitations described herein and in Section 112.061, Florida Statutes. Contractors traveling on a cost reimbursement basis must have their travel authorized by the department head or representative from whose budget the travel expenses will be paid and by the County Administrator.

6. PAYMENTS

Payments will be made in accordance with Section 218.70, Florida Statutes, et. seq., the "Local Government Prompt Payment Act."

7. PROMPT PAYMENT INFORMATION REQUIREMENTS AND NOTICES

A. The County Project Manager is:
Name:
Street Address:
City, State, Zip Code:
Telephone:
E-mail:

B. The Contractor's Project Manager is:
Name:
Street Address:
City, State, Zip Code:
Telephone:
E-mail:

C. Notices to the Contractor are to be submitted to:
Name:
Street Address:
City, State, Zip Code:
Telephone:
E-mail:

D. Invoices are to be submitted to:
Name:
Street Address:
City, State, Zip Code:
Telephone:
E-mail:

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.

F. Payment Dispute Resolution: Section 16.01 of the Leon County Purchasing Policy details the policy and procedures for payment disputes under this Agreement.

8. TAXES

The County is tax-exempt and therefore is not obligated to pay sales, use and excise taxes. A copy of the Customer's Certificate of Exemption is available upon request.

9. PRICE INCREASES/DECREASES

Upon written request from the vendor no less than sixty (60) days prior to each renewal date of the agreement, and at the discretion of the County, a price increase may be negotiated. It is the intent of the County to not allow a price increase greater than the Consumer Price Index (CPI-U) for the latest twelve-month period reported at the time of request. All price increases shall be at the sole discretion of the County and shall be memorialized by written amendment to this agreement. If approved by the County, the price increase shall become effective on the contract anniversary date.

10. 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.

11. 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.

12. INSURANCE

Contractor 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 Contractor, its agents, representatives, employees or subcontractors. The cost of such insurance shall be included in the Contractor's bid.

A. Minimum Limits of Insurance. Contractor shall maintain limits no less than:

1) General Liability: $1,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage. If commercial general liability insurance or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to this Project/location or the general aggregate limit shall be twice the required occurrence limit.

2) Automobile Liability: $1,000,000 combined single limit per accident for bodily injury and property damage. (non-owned, hired car).

3) 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. Waiver of subrogation in lieu of additional insured is required.

4) Professional Liability Insurance, including errors and omissions: for all Work performed under the terms of this agreement with minimum limits of One Million and 00/100 ($1,000,000.00) Dollars per occurrence; or claims made form with "tail coverage" extending four (4) years beyond the term of the Agreement. Proof of "tail coverage" must be submitted with the invoice for final payment.

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).

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; premises owned, occupied or used by the Contractor; or automobiles owned, leased, hired or borrowed 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.

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. Contractor 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 work commences. 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 commencement of the work. 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.

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.

F. Subcontractors. Contractors 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.

13. PERMITS

The Contractor shall obtain all necessary permits as required by law to lawfully perform the obligations under this Agreement.

14. 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).

15. WARRANTY OF PERFORMANCE

A. Warranty

The Contractor represents and warrants that it possesses the knowledge, skill, experience, and financial capability required to perform and provide all Work under this Agreement and that each person and entity that will perform the Work is duly qualified to perform such Work by all appropriate governmental authorities, where required, and is sufficiently experienced and skilled in the area(s) for which such person or entity will perform such Work. The Contractor represents and warrants that the Work shall be performed in a skillful and respectful manner, and that

the quality of all such Work shall equal or exceed prevailing industry standards for the performance of such Work.

B. Breach of Warranty

In entering into this Agreement, the Contractor acknowledges that the County is materially relying on the warranties stated in this paragraph. The County shall be entitled to recover any damages it incurs to the extent any such warranty is untrue. In addition, if any such warranty is untrue, the County shall have the right, at its sole discretion, to terminate this Agreement without any further liability to the County, to deduct from any amounts due Contractor under this Agreement the full amount of any value paid in violation of a warranty, and to recover all sums paid to Contractor under this Agreement.

16. 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.

17. INDEMNIFICATION

Contractor shall indemnify, hold harmless, and defend County and all of County's current, past, and future officers, agents, and employees (collectively, "Indemnified Party") from and against any and all causes of action, demands, claims, losses, liabilities, and expenditures of any kind, including attorneys' fees, court costs, and expenses, including through the conclusion of any appellate proceedings, raised or asserted by any person or entity not a party to this Agreement, and caused or alleged to be caused, in whole or in part, by any breach of this Agreement by Contractor, or any intentional, reckless, or negligent act or omission of Contractor, its officers, employees, or agents, arising from, relating to, or in connection with this Agreement (collectively, a "Claim"). If any Claim is brought against an Indemnified Party, Contractor shall, upon written notice from County, defend each Indemnified Party with counsel satisfactory to County or, at County's option, pay for an attorney selected by the County to defend the Indemnified Party. The obligations of this section shall survive the expiration or earlier termination of this Agreement. The Contractor acknowledges that ten dollars ($10.00) of the Contract Sum paid to the Contractor, and the promises and covenants herein, constitute sufficient consideration for the Contractor's indemnification of the County, its officials, officers, and employees.

18. 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. In accordance with Section 119.0701(2)(b),1-4, Florida Statutes, the Contractor specifically agrees 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 Contractor does not transfer the records to the County; and

D. Upon completion or termination of the contract, transfer, at no cost, to the County all public records in possession of the Contractor or keep and maintain public records required by the County to perform the service. If the Contractor transfers all public records to the County upon completion or termination of the Agreement, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion or

termination of the Agreement, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the County, upon request from the County, in a format that is compatible with the information technology systems of the County.

A request for public records regarding this Agreement must be made directly to the County, who will be responsible for responding to any such public records requests. Contractor will provide any requested records to County to enable the County to respond to the public records request.

Any material submitted to the County that Bidder 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. Respondent's failure to identify the applicable statutory exemption for any redacted material shall constitute a waiver of the Respondent's request that the County treat such material as exempt from disclosure, and the County shall have no obligation to assert an exemption on the Respondent's behalf. The redacted copy should be provided to the County at the same time Bidder submits its reply to the solicitation and should only exclude those exact portions which are claimed confidential, proprietary, or trade secret. Bidder shall be responsible for defending its determination that the redacted portions of its Reply are confidential, trade secret or otherwise not subject to disclosure. Further, Bidder shall protect, defend, and indemnify 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 Bidder's determination that the redacted portions of its reply are confidential, proprietary, trade secret or otherwise not subject to disclosure. If Bidder fails to submit a Redacted Copy with its Reply, the County is authorized to produce the entire documents, data or records submitted by Bidder in answer to a public records request for these records.

The Bidder is required to also provide an unredacted copy of the redacted information as part of the Bid. If a third party submits a request to the County for records designated as Trade Secret Materials by a Bidder, 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 Bidder. By submitting a Bid, Bidder 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 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 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 as stated in the Solicitation document.

19. 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. 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.

20. MONITORING

The Agreement will require the Contractor to permit persons duly authorized by the County to inspect any records, papers, documents, facilities, goods, and Work of the Contractor which are relevant to this Agreement and interview any clients and employees of the provider to assure the County of satisfactory performance of the terms and conditions of this Agreement.

Following such evaluation, the County will deliver to the Contractor a written report of its findings and will include written recommendations with regard to the Contractor's performance of the terms and conditions of this Agreement. The Contractor will correct all noted deficiencies identified by the County within the specified period of time set forth in the recommendations. The Contractor's failure to correct noted deficiencies may, at the sole and exclusive discretion of the County, result in any one or any combination of the following: (1) the Contractor being deemed in breach or default of this Agreement; (2) the withholding of payments to the Contractor by the County; and (3) the termination of this Agreement for cause.

21. DATA AND PRIVACY.

Consultant shall comply with all applicable data and privacy laws and regulations, including without limitation Sections 287.138, and 501.171, Florida Statutes and shall ensure that County's data processed, transmitted, or stored by Consultant or in the system is not stored outside the United States. Consultant 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 Consultant 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, Consultant 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.

22. TERMINATION

Leon County may terminate this Agreement without cause by giving the Contractor thirty (30) days written notice of termination. Either party may terminate this Agreement for cause by giving the other party hereto thirty (30) days written notice of termination. The County shall not be required to give Contractor such thirty (30) day written notice if, in the opinion of the County, the Contractor is unable to perform its obligations hereunder or, in the County's opinion, the Work being performed is not satisfactory. In such case, the County may immediately terminate the Agreement effective upon notice of termination to the Contractor.

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 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(2)(a), Florida Statutes, been placed on the Scrutinized Companies or other entities that Boycott Israel List or is engaged in a boycott of Israel.

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), Florida Statutes, or has been placed on a list created pursuant to Section 215.473, Florida Statutes relating to scrutinized active business operations in Iran.

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, created pursuant to s. 215.473; or is engaged in business operations in Cuba or Syria.

23. PURCHASES BY OTHER PUBLIC AGENCIES

With the consent and agreement of the successful bidder(s), purchases may be made under this bid by other governmental entities. Such purchases shall be governed by the same pricing, terms and conditions stated herein. This Agreement in no way restricts or interferes with the right of any public agency or political subdivision to bid any or all of the items or Work independently.

24. 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.

25. 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.

26. 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.

27. 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.

Continuing Warranty of Compliance

Contractor warrants that throughout the term of this Agreement, including any renewals or extensions, Contractor shall remain in compliance with the above certifications and shall not permit County funds to be used in a manner prohibited by Sections 125.595 and 287.139, Florida Statutes.

Upon reasonable request of the County, Contractor shall provide records, certifications, or other documentation reasonably necessary to demonstrate compliance with this provision.

Indemnification for Noncompliance

To the fullest extent permitted by law, Contractor 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:

a. Contractor's breach of the certifications or warranties contained in this Agreement;
b. Contractor's violation of Sections 125.595 and 287.139, Florida Statutes (2026)
c. Any claim, investigation, administrative proceeding, or civil action arising from Contractor's use of County funds in a manner prohibited by Florida law; or
d. Any false, misleading, or inaccurate certification made by Contractor pursuant to this Agreement.

The obligations contained in this section shall survive expiration or termination of the Agreement.

Termination for Cause

Contractor 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.

28. 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.

29. DELAY

No claim for damages or any claim other than for an extension of time shall be made or asserted against the County by reason of any delays. The Contractor shall not be entitled to an increase in the Contract Sum or payment or compensation of any kind from the County for direct, indirect, consequential, impact or other costs, expenses or damages, including but not limited to costs of acceleration or inefficiency, arising because of delay, disruption, interference or hindrance from any cause whatsoever, whether such delay, disruption, interference or hindrance be reasonable or unreasonable, foreseeable or unforeseeable, or avoidable or unavoidable; provided, however, that this provision shall not preclude recovery of damages by the Contractor for hindrances or delays due solely to fraud, bad faith, or active interference on the part of the County or its agents. Otherwise, the Contractor shall be entitled only to extensions of this Agreement time as the sole and exclusive remedy for such resulting delay, in accordance with and to the extent specifically provided above.

30. 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.

31. 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.

32. RESERVATION OF 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 this Agreement. The County is included within the definition of "state agencies or subdivisions" in Section 768.28, Florida Statutes, and shall be responsible for the negligent or wrongful acts or omissions of its employees pursuant to Section 768.28, Florida Statutes.

33. 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.

34. 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.

35. CONSTRUCTION

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

36. SEVERABILITY

It is intended that each section of this Agreement 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.

37. AMENDMENTS

No modification, amendment, or alteration in the terms or conditions contained in this Agreement shall be effective unless 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.

38. CONFLICTING TERMS AND CONDITIONS

In the instance that any other agreement exists concerning the matters herein, then the terms and conditions in this Agreement shall prevail over all other terms and conditions.

39. INTERPRETATION

This Agreement shall be interpreted without the aid of any canon, custom, or rule requiring construction against the drafter.

40. 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.

41. 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.

42. 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. Agreement
2. Exhibit A
3. Exhibit B

ATTACHMENTS

Exhibit A – Solicitation Document #BC-2026-024
Exhibit B – Contractor's Response to Solicitation #BC-2026-024

[THE REMAINDER OF THIS 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: _____

Melanie Hooley
Leon County Purchasing Director

Date: _____

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

BY: _____

DATE: _____

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

By: _____

Daniel R. Krumbholz
Assistant County Attorney

Date: _____

PANHANDLE ENGINEERING, INC.

By: _____

Printed
Name _____

Title: _____

Date: _____

REQUEST FOR PROPOSAL

FOR

GRANT SUPPORT SERVICES FOR PUBLIC WORK ENGINEERING

Proposal Number BC-2026-024

BOARD OF COUNTY COMMISSIONERS
LEON COUNTY, FLORIDA

RELEASE DATE: August 6, 2026

Grant Support Services for Public Work Engineering

1. Introduction
2. General Instructions
3. Scope of Services
4. Solicitation Instructions
5. Required Certifications
6. Selection Process
7. Evaluation Criteria
8. Insurance Requirements
9. Terms and Conditions
10. Ethical Business Practices
11. Submittals
12. Pricing Proposal

Attachments:
A - Proposal Response Cover Sheet with Signature
B - Forms_for_Solicitation_7.26
C - Agreement 8.13.26

1. Introduction

1.1. Summary

Leon County, Florida ("County") is issuing this Request for Proposals ("RFP") from qualified firms to provide Grant Support Services.

It is the intent of the County to enter into Agreements with multiple firms to meet the anticipated need for services. The distribution of the work to these awarded firms shall be at the sole discretion of the Public Works Division of Engineering Services, based on what staff deems as in the best interests of the County. The Agreement period shall be for three (3) years with two (2) optional one (1) year renewal periods for a possible total of five (5) years.

Services will be on as needed basis for small projects to be administered primarily by Public Works Division of Engineering Services, however, other County Divisions and Constitutional Offices may request and administer these services as well during the term of this Agreement.

1.2. Contact Information

Melanie Hooley
Purchasing Director
1800-3 Blair Stone Rd
Tallahassee, FL 32308
Email: hooleym@leoncountyfl.gov
Phone: (850) 606-1600
Department:
Procurement

Department Head:
Melanie Hooley
Purchasing Director

1.3. Timeline

Below is the current schedule of the events that will take place as part of this solicitation. The County reserves the right to make changes or alterations to the schedule as the County determines is in the best interest of the public. If any changes to the Schedule of Events are made, Leon County will post the changes on the Leon County procurement website either as a public meeting notice, or as an addendum, as applicable. It is the responsibility of the firm to register as a vendor in the County's eProcurement Portal located at https://procurement.opengov.com/portal/leoncounty and to click the "Follow" button on your interested projects in order to receive email notifications of changes. Ultimately, it is the responsibility of the firm and other interested persons and parties to review the Purchasing Division's website to stay informed of the Schedule of Events, addenda to the RFP, and public meetings. The main procurement website address is: https://secure.procurenow.com/portal/leoncounty.

Release Project Date	August 6, 2026

Question/Inquiries Deadline	August 14, 2026, 4:00pm
Opening Date	September 8, 2026, 2:00pm

2. General Instructions

Respondents are expected to examine the proposal documents carefully, including specifications, delivery schedule, freight requirements, prices and extensions and all general and special conditions of the solicitation prior to submission. In case of error in price extension, the unit price will govern. Proposals must be submitted electronically via OpenGov Procurement (formerly ProcureNow).

2.1. Special Accommodations

Any person requiring a special accommodation at a Pre-Proposal Conference or RFP opening because of a disability must call the Division of Purchasing at (850) 606-1600 at least five (5) workdays prior to the Pre-Proposal Conference or RFP opening. If you are hearing or speech impaired, please contact the Purchasing Division by calling the County Administrator's Office using the Florida Relay Service which can be reached at 1(800) 955-8771 (TDD).

2.2. Prohibited Communications

Any Form of communication, except for written correspondence with the Purchasing Division requesting clarification or asking questions, shall be prohibited regarding a particular request for proposal, request for qualification, bid, or any other competitive solicitation between:

A. Any person or person's representative seeking an award from such competitive solicitation; and
B. Any County Commissioner or Commissioner's staff, or any county employee authorized to act on behalf of the Commission to award a particular contract.

For the purpose of this section, a person's representative shall include, but not be limited to, the person's employee, partner, officer, director, consultant, lobbyist, lawyer, relative, or any actual or potential subcontractor or consultant of the person.

The prohibited communication shall be in effect as of the release of the competitive solicitation and terminate at the time the Board, or a County department authorized to act on behalf of the Board, awards or approves a contract, rejects all bids or responses, or otherwise takes action which ends the solicitation process.

The provisions of this section shall not apply to oral communications at any public proceeding, including pre-bid conferences, oral presentations before selection committees, contract negotiations during any public meetings, presentations made to the Board, and protest hearings. Further, the provisions of this section shall not apply to contract negotiations between any employee and the intended awardee, any dispute resolution process following the filing of a protest between the person filing the protest and any employee, communications with the County Attorney or communications with the Purchasing Director.

Violation of this section may result in disqualification from this solicitation and shall be grounds for suspension from doing business with the County.

2.3. Proposal Media Format (Electronic Only)

Proposals for this RFP shall be submitted (uploaded in the "Submittals" section) electronically to this solicitation in OPENGOV.

2.4. Respondent Registration

Respondents who obtain solicitation documents from sources other than the County Purchasing Division MUST officially register with the County Purchasing Division in order to be placed on the plan holders list for the solicitation. This list is used for communications from the County to prospective respondents. Also, respondents should be aware that solicitation documents obtained from sources other than those listed above may be drafts, incomplete, or in some other fashion different from the official solicitation document(s). Failure to register as a prospective respondent through the Purchasing Division may cause your submittal to be rejected as non-responsive. To Register, complete the online vendor registration process, find the opportunity of interest, and click "Follow" or "Draft Response".

2.5. Registered Plan Holders List

A plan holders list is made available via the internet lists of all registered plan holders for each bid or request for proposals. The information is available on-line at https://procurement.opengov.com/portal/leoncounty. by simply clicking the Followers tab for each respective solicitation. A listing of the registered vendors with their contact information is designed to assist vendors in preparation of their responses.

2.6. Errors and Omissions

The County and its representatives shall not be responsible for any errors or omission in the RFP. Due care and diligence has been exercised in the preparation of this RFP, and all information contained herein is believed to be substantially correct. Information is subject to review by the successful respondent.

2.7. Acceptance of County Terms

Leon County objects to and shall not consider any additional terms or conditions submitted by a respondent, including any appearing in documents attached as part of a respondent's response. In submitting its response, a respondent agrees that any additional terms or conditions, whether submitted intentionally or inadvertently, shall have no force or effect. Failure to comply with terms and conditions, including those specifying information that must be submitted with a response, shall be grounds for rejecting a response or placing a respondent in default.

3. Scope of Services

3.1. Grant Support Services

Work in this category shall consist of reviewing Notices of Funding Opportunity (NOFOs), identifying and recommending County projects suitable for grant applications, and preparing complete grant application packages. This includes, but is not limited to, conducting benefit to cost ratio analyses, developing project narratives, and gathering and compiling all required supporting documentation when requested.

3.2. Administrative Process to Issue Work Assignments

The administrative process, when work assignments are issued, will be as follows:

- Step 1 - County staff will contact the Consultant for a meeting to review the assignment and will describe in general the scope of services required.
- Step 2 - Consultant will prepare a detailed scope of services, including a time frame for completion of various phases and/or milestones. Consultant will prepare a computation of fees to be charged for the services based on the approved hourly rates and fee schedule. These documents will be submitted to County staff for review and approval.
- Step 3 - If acceptable to County staff making the assignment, County staff will issue a letter of authorization to proceed (Notice to Proceed). There will be a purchase order issued for each work assignment for monitoring and tracking of the budget and project funds. The fee computation will be considered to be a limiting amount, not to be exceeded without subsequent approval by County staff.

Consultants are advised that at this time, there are not enough assignments to guarantee that a work assignment will be issued. It is anticipated that over the life of this agreement sufficient assignments will be developed, but it is not guaranteed. Further, staff will attempt to distribute assignments evenly among consultants, but cannot guarantee that sufficient assignments will develop to guarantee that action.

3.3. Labor Categories and Minimum Qualifications

The labor categories identified below establish the minimum qualifications for personnel that may be assigned under this Contract. Personnel proposed by the Consultant shall, at a minimum, meet the qualifications established for the applicable labor category. Consultants may assign personnel whose qualifications exceed the stated minimum requirements.

The County reserves the right to review and approve the qualifications of personnel assigned under this Contract. Upon request, the Consultant shall provide resumes, professional registrations, certifications, or other documentation demonstrating that assigned personnel meet the minimum qualifications for the applicable labor category. If the County determines that assigned personnel do not meet the minimum qualifications for the labor category being billed, the County may require the Consultant to assign qualified personnel or bill the services under the appropriate labor category.

The following labor categories and minimum qualifications shall apply:

Labor Category	Minimum Qualifications

Project Manager	Bachelor's degree in Planning, Engineering, or a related field and a minimum of five (5) years of professional experience in grant applications or management. Responsible for overall project management, coordination, scheduling, and quality assurance for assigned task orders.
Senior Engineer	Registered Professional Engineer (P.E.). Out-of-state P.E. licensure is acceptable; however, engineering work products may only be signed and sealed by a Florida licensed Professional Engineer. Minimum ten (10) years of post-registration experience. Typically serves in a senior technical production role and provides quality assurance/quality control and technical guidance.
Grant Specialist	Bachelor's degree in Business Administration, Finance, Public Administration, or a related field and a minimum of five (5) years of experience in grant research, grant writing, grant administration, funding compliance, or related grant management activities.
Secretary/Clerical	High school diploma or equivalent. Entry-level position responsible for providing administrative, clerical, and document support services.

The labor categories listed above are intended to encompass the services anticipated under this Contract. However, the County reserves the right to negotiate the addition of unanticipated related labor categories, including associated qualifications and fully burdened hourly rates, when determined to be in the best interest of the County and necessary to support services within the scope of the Contract.

3.4. Price Proposal

Price Proposal Requirements

Proposers shall submit pricing in accordance with the Price Proposal Table provided with this solicitation. Pricing shall include all costs associated with providing the services described in this RFP, including labor, overhead, profit, and any other costs necessary to perform the services.

Evaluated Price Proposal

The County will evaluate proposed pricing based on the representative project scenario identified in the Price Proposal - Sample Project table. Proposers shall provide fully burdened hourly rates for the labor categories identified in the form. The Total Evaluated Cost will be calculated by multiplying each proposed hourly rate by the estimated hours identified for that labor category and summing the resulting extended costs.

The estimated hours provided in the Evaluated Price Proposal are for evaluation purposes only and are intended to establish a common basis for comparing proposals. The estimated hours do not represent the County's anticipated usage, do not guarantee any minimum or maximum amount of work, and shall not be construed as a commitment by the County to procure services in the stated quantities.

The County reserves the right to utilize any applicable labor category identified in the complete hourly rate schedule when requesting services under the Contract, based on the scope and requirements of each individual task order. Inclusion of a labor category or hourly rate does not guarantee that the County will request services under that category or utilize the Consultant at any specific level of effort.

The County reserves the right to negotiate additional unanticipated related labor categories and associated hourly rates when necessary to support services within the scope of the Contract and when determined to be in the best interest of the County.

4. Solicitation Instructions

4.1. Submitting Questions

Questions shall be submitted (before the Question/Inquiries Deadline) directly through the Question & Answer tab found in this solicitation. **Please do not Email questions/inquiries.**

Each respondent shall examine the solicitation documents carefully, including the forms and agreement; and, no later than the last day for questions listed in schedule of events, shall make a written request to the County for interpretations or corrections of any ambiguity, inconsistency or error discovered in the solicitation, including the agreement. The County will prepare a written response to each written question, comment, and recommendation that is delivered to the County prior to the deadline listed in the schedule of events. The County's written responses will be posted to this solicitation. The County will not be responsible for oral clarifications. No negotiations, decisions or actions shall be initiated or executed by the proposer as a result of any discussions with any County employee prior to the opening of proposals. Only those communications which are in writing from the County may be considered as a duly authorized expression on the behalf of the Board. Also, only communications from firms which are in writing and signed will be recognized by the Board as duly authorized expressions on behalf of respondent. Each respondent shall be deemed to have waived all questions, comments, and recommendations that are not submitted to the County in compliance with this section.

4.2. Addenda To Solicitation

Addenda to this solicitation will be posted to the solicitation. For those projects with separate plans, blueprints, or other materials that cannot be accessed through the internet, the Purchasing Division will make a good faith effort to ensure that all registered vendors (those vendors who have been registered as receiving a proposal package) receive the documents. It is the responsibility of the vendor prior to submission of any proposal to check the solicitation to verify any addenda issued.

4.3. Proposal Deadline

Proposals shall be electronically submitted (uploaded) to the solicitation no later than the Opening Date (Tuesday, September 8, 2026 at 2:00 pm), as identified in the Schedule of Events, to be considered.

4.4. Receipt and Opening of Proposals

Proposals will be opened publicly at the time and place stated in the Timeline. When the specified time has arrived no proposals received thereafter will be considered. At the time fixed for the opening of proposals, the tabulation sheet will be made public and will be posted on the Purchasing Division website at: https://procurement.opengov.com/portal/leoncounty.

Sealed bids, proposals, or replies received by the County pursuant to a competitive solicitation are exempt from public records disclosure until such time as the County posts an intended decision or until 30 days after opening of the documents, whichever is earlier. If the County rejects all Proposals submitted in response to this RFP, the rejected Proposals remain exempt from public records disclosure until the County posts an intended decision or until the County withdraws the reissued Proposal. Proposals received by the County pursuant to this RFP will not remain exempt for longer than twelve (12) months after the County rejects such Bids.

4.5. Timely Delivery

It is the respondent's responsibility to assure that the proposal is submitted at the proper time and location. Electronic submissions will not be allowed through the County's e-Procurement portal once the deadline has passed.

4.6. Preparation Costs

The County is not liable for any costs incurred by respondents prior to the issuance of an executed contract.

4.7. Preparation of Proposal

Any material submitted to the County that Respondent 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. The Respondent is required to also provide an unredacted copy of the redacted information as part of the Proposal. If a third party submits a request to the County for records designated as Trade Secret Materials by a Respondent, the County shall refrain from disclosing the Trade Secret Materials, unless otherwise ordered by a court of competent jurisdiction or authorized in writing by Respondent. By submitting a Proposal, Respondent 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.

4.8. Reservation of Rights

The County reserves the right to reject any and/or all proposals, in whole or in part, when such rejection is in the best interest of the County. Further, the County reserves the right to withdraw this solicitation at any time prior to final award of contract.

4.9. Award of RFP and Protest

Award shall be made to the responsive, responsible vendor whose proposal is determined in writing to be the most advantageous to Leon County, taking into consideration the evaluation factors set forth in the Request for Proposals. In accordance with Section 287.05701(3), Florida Statutes, in determining whether a bidder is responsible, the County will not request documentation of or consider a bidder's social, political, or ideological interests, nor give preference to a bidder based on such interests. No other factors or criteria shall be used in the evaluation criteria that are not included in the Request for Proposal. The County reserves the right to waive any minor irregularity in proposals and to make an award in whole or in part when either or both conditions are in the best interest of Leon County.

Notice of the Intended Decision will be posted on the County website at: https://procurement.opengov.com/portal/leoncounty for a period of seventy-two (72) consecutive hours, which does not include weekends or County observed holidays. Failure to file a protest within the time prescribed in Leon County Policy No. 96-1, Purchasing Policy, or failure to post the bond or other security required by law within the time allowed for filing a bond shall constitute a waiver of proceedings. Notice of intent of bid protest shall be made in writing to the Purchasing Director, 1800-3 N. Blair Stone Road, Tallahassee, Florida 32308. The bidder shall be responsible for inquiring as to any and all award recommendation/postings.

Any award recommendation may be protested on the grounds of irregularities in the specifications, procedure, or the evaluation of the proposal. Such notice of an intent to protest shall be made in writing to the Purchasing Director within 72 hours after receipt of the intended recommendation of award and the protestor shall file a formal written bid challenge within 5 business days after the date in which the notice of intent of bid protest has been submitted. The notice of protest shall contain at minimum: the name of the Protestor; the Protestor's address and phone number; the name of the Protestor's representative to whom notices may be sent; the name and bid number of the solicitation; and a brief factual summary of the basis of the protest. Failure to file a notice of an intent to protest or failure to file a formal written bid protest shall constitute a waiver of all rights granted under this section.

5. Required Certifications

5.1. Licenses and Certifications

The respondent shall be responsible for obtaining and maintaining throughout the contract period any licenses required pursuant to the laws of Leon County, the City of Tallahassee, or the State of Florida.

If the contractor is operating under a fictitious name as defined in Section 865.09, Florida Statutes, proof of current registration with the Florida Secretary of State shall be submitted with the proposal. A business formed by an attorney actively licensed to practice law in this state, by a person actively licensed by the Department of Business and Professional Regulation or the Department of Health for the purpose of practicing his or her licensed profession, or by any corporation, partnership, or other commercial entity that is actively organized or registered with the Department of State may submit a copy of the current licensing from the appropriate agency and/or proof of current active status with the Division of Corporations of the State of Florida or such other state as applicable.

5.2. Public Entity Crimes Statement

A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a contractor, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, Florida Statute for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list. By submission of a proposal in response to this solicitation, the proposer certifies compliance with the above requirements as stated in Section 287.133, Florida Statutes.

5.3. Certification Regarding Debarment, Suspension, and Other Responsibility Matters

The prospective primary participant must certify to the best of its knowledge and belief, that it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency and meet all other such responsibility matters as contained on the attached certification form.

5.4. Unauthorized Alien(s)

The Contractor agrees that unauthorized aliens shall not be employed nor utilized in the performance of the requirements of this solicitation or any work authorized thereunder. 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 cause for unilateral termination of this Agreement by the County. As part of the response to this solicitation, please complete and submit the attached form “AFFIDAVIT CERTIFICATION IMMIGRATION LAWS.”

5.5. 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.

5.6. Local Preference in Purchasing and Contracting

A. Preference in requests for proposals. In purchasing of, or letting of contracts for procurement of, personal property, materials, contractual services, and construction of improvements to real property or existing structures for which a request for proposals is developed with evaluation criteria, a local preference of the total score may be assigned for a local preference, as follows:
   1. Individuals or firms which have a home office located within Leon, Gadsden, Wakulla, or Jefferson County, and which meet all of the criteria for a local business as set forth below, shall be given a preference in the amount of five percent.
   2. Individuals or firms which do not have a home office located within Leon, Gadsden, Wakulla, or Jefferson County, and which meet all of the criteria for a local business as set forth below, shall be given a preference in the amount of three percent.
   3. For the purposes of this section, "home office" shall mean a business's principal office or headquarters constituting the center for administration and policymaking.

B. Local business definition. For purposes of this section, "local business" shall mean a business which:
   1. Has had a fixed office or distribution point located in and having a street address within Leon, Gadsden, Wakulla, or Jefferson County for at least six (6) months immediately prior to the issuance of the request for competitive bids or request for proposals by the County; and
   2. Holds any business license required by Leon County, and, if applicable, the City of Tallahassee; and
   3. Is the principal offeror who is a single offeror; a business which is the prime contractor and not a subcontractor; or a partner or joint venturer submitting an offer in conjunction with other businesses.

C. Certification. Any vendor claiming to be a local business as defined herein, shall so certify in writing to the Purchasing Division. The certification shall provide all necessary information to meet the requirements set forth above. The Local Vendor Certification Form is enclosed. The purchasing agent shall not be required to verify the accuracy of any such certifications, and shall have the sole discretion to determine if a vendor meets the definition of a "local business."

5.7. Drug Free Workplace

In accordance with Section 287.087, Florida Statutes, whenever two or more bids, proposals, or replies that are equal with respect to price, quality, and service are received by the County for the procurement of commodities or contractual services, a bid, proposal, or reply received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. In order to have a drug-free workplace program, a business shall:

A. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.

B. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
C. Give each employee engaged in providing the commodities or contractual services that are under response/bid a copy of the statement specified in subsection (1).
D. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under response/bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 (Florida Statutes) or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
E. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, or any employee who is so convicted.
F. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

5.8. Equal Opportunity

The contractors and all subcontractors shall agree to a commitment to the principles and practices of equal opportunity in employment and to comply with the letter and spirit of federal, state, and local laws and regulations prohibiting discrimination based on race, color, religion, national region, sex, age, handicap, marital status, and political affiliation or belief.

5.9. Scrutinized Company Certification

In accordance with Section 287.135, Florida Statutes, a company or other entity is ineligible to, and may not, bid on, submit a proposal for, or enter into or renew a contract with Leon County for goods or services of one hundred thousand dollars or more, at the time of bidding on, submitting a proposal for, or entering into or renewing such contract, the company or other entity is on the Scrutinized Companies or Other Entities that Boycott Israel List, created pursuant to section 215.4725, Florida Statutes, or is engaged in a boycott of Israel.

A company or other entity is ineligible to, and may not, bid on, submit a proposal for, or enter into or renew a contract with Leon County for goods or services of one million dollars or more if, at the time of bidding on, submitting a proposal for, or entering into or renewing such contract, the company or other entity is on the Scrutinized Companies with Activities in Sudan List, or the Scrutinized Companies with Activities in the Iran Terrorism Sectors List, created pursuant to Florida Statutes, Section 215.473, Florida Statutes, or is engaged in business operations in Cuba or Syria.

6. Selection Process

6.1. Evaluation Committee

The County Administrator shall appoint an Evaluation Committee composed of either three members or five members who will review and evaluate all proposals received on time.

Meetings of Evaluation Committees subsequent to the opening of the solicitation shall be public meetings. Notice of all meetings shall be posted on the Purchasing Division website at:https://procurement.opengov.com/portal/leoncounty and in the Purchasing Division Offices no less than 72 hours (excluding weekends and holidays).

6.2. Scoring and Ranking

Evaluators will independently score each responsive proposal based upon the points given in the Scoring Sheet utilizing the Evaluation Criteria Matrix. If applicable, the scores will be provided by the Purchasing Division for both Price/Cost and Local preference.

Proposals will be ranked using the ordinal ranking process. First, each evaluator will score proposals based upon the points given in the Scoring Sheet utilizing the Evaluation Criteria contained herein. Then each evaluator will utilize ordinal ranking to rank each proposal. These rankings will be averaged to determine the final ranking of proposals.

6.3. Award

Award shall be made to the responsive, responsible offeror whose proposal is determined in writing to be the most advantageous to Leon County, taking into consideration the evaluation factors set forth in the Request for Proposals. No other factors or criteria shall be used in the evaluation criteria that are not included in the Request for Proposal. The County reserves the right to waive any minor irregularity in proposals and to make an award in whole or in part when either or both conditions are in the best interest of Leon County.

7. Evaluation Criteria

Actual rating for each criteria may range from zero (lowest rating) to the maximum rating points for that criteria as detailed below:

Numerical Score	Evaluation Word	Description
5	Superior	Response exhaustively addresses the evaluation criterion or demonstrates extraordinary capability and/or experience related to the criterion.
4	Excellent	Response extensively addresses the evaluation criterion or demonstrates exceptional capability and/or experience related to the criterion.
3	Acceptable	Response adequately addresses the evaluation criterion or demonstrates sufficient capability and/or experience related to the criterion.
2	Fair	Response minimally addresses the evaluation criterion or demonstrates nominal capability and/or experience related to the criterion.
1	Poor	Response inadequately addresses the evaluation criterion or demonstrates limited capability and/or experience related to the criterion.
0	Missing	Response does not address the evaluation criterion and/or does not demonstrate any capability and/or experience related to the criterion.

Proposals will be evaluated and ranked on the basis of the following considerations:

No.	Evaluation Criteria	Scoring Method	Weight (Points)

1.	**Firm's Professional Personnel** Proposals will be evaluated and scored on the basis of the following considerations: 1 - Project team personnel do not have appropriate level of qualifications. Organization of project team is inappropriate. 2 - Most project team personnel have the proper level of qualifications. Organization of project team is insufficient. 3 - All project team personnel have the proper level of qualifications. Organization of project team is sufficient to the project. 4 - All project team personnel have the proper level of qualifications and at least one member has extensive qualifications. Organization of project team is more than sufficient to the project. 5 - All project team personnel have the proper level of qualifications and several have extensive qualifications. Organization of project team is exceptional for the project.	0-5 Points	20 *(20% of Total)*
2.	**Firm's Relevant Experience** 1 - No successful experience with similar type projects. 2 - Successful experience with 1 - 2 similar type projects. 3 - Successful experience with 3 - 6 similar type projects, at least one of which had been in the past 2-years. 4 - Successful experience with more than 5 similar type projects, 1 - 2 of which are the same type projects. 5 - Successful experience with more than 5 similar type projects, 3 or more of which are the same type projects.	0-5 Points	25 *(25% of Total)*

3.	**Firm's Approach to a Project** Proposals will be evaluated and scored on the basis of the following considerations: 1 - Submittal is lacking in a demonstration of a clear understanding of the most basic requirements of the type of work for the category. 2 - Submittal shows some basic understanding of the type of work for the category, but provides little clarity as to consultant's understanding of the County's needs; a plan to address the scope of work; the consultant's design philosophy; or possible alternatives and/or cost saving measures. 3 - Submittal shows understanding of the type of work for the category and may address in their approach, in whole or part one or more, but not all the following: consultant's understanding of the County's needs; a plan to address the scope of work; the consultant's design philosophy; or possible alternatives and/or cost saving measures. 4 - Submittal shows that consultant understands the type of work to be performed in this category and addresses the following in their approach; the County's needs and has a plan to respond to the project or scope or work, firms' proposed design philosophy; possible alternatives; and/or cost savings. 5 - Submittal clearly shows that consultant understands the type of work to be performed in this category and clearly identifies/states the following in their approach; the County's needs and has a clear and specific plan to respond to the project or scope or work, and clearly states firms' proposed design philosophy; possible alternatives; and/or cost savings.	Points Based	30 *(30% of Total)*

4.	**Willingness to Meet Schedule and Budget Requirements** Proposals will be evaluated and scored on the basis of the following considerations: 1 - Approach in the submittal does not address either the schedule or budget. 2 - Approach in the submittal indicates that the consultant will likely not meet the project schedule. 3 - Approach in the submittal indicates that the consultant will meet the project schedule. 4 - Approach in the submittal indicates that the consultant will meet the same or better project schedule. 5 - Approach in the submittal indicates that the consultant will provide an improved project schedule.	0-5 Points	5 *(5% of Total)*

5.	**Effect of Firms Recent, Current, and Projected Workload** Proposals will be evaluated and scored on the basis of the following considerations: 1 - Submittal shows that consultant does not have sufficient available personnel to provide services on relatively short notice for the small to medium size projects that are contemplated in the resultant contract on schedule. 2 - Submittal shows that consultant will have to work overtime to provide services on relatively short notice for the small to medium size projects that are contemplated in the resultant contract on schedule. 3 - Submittal shows that consultant has adequate time and available personnel to provide services on relatively short notice for the small to medium size projects that are contemplated in the resultant contract on schedule. 4 - Submittal shows that consultant's project team has adequate time and available personnel to complete project on or ahead of schedule. 5 - Submittal shows that consultant's project team has no or very light current of projected workload.	Points Based	5 *(5% of Total)*
6.	**Agency Cost** The Proposer with the lowest cost will receive the maximum (10) points. Proposer's with a higher cost will receive fewer points, on a pro-rata basis, using the formula below: (L / P) X (10) Where: L = Lowest cost proposed P = Proposer's cost	Points Based	10 *(10% of Total)*

7.	**Local Preference** Points for Local Preference will be awarded as follows: A. Individuals or firms which have a home office located within Leon, Gadsden, Wakulla, or Jefferson County, and which have been certified by the Leon County Purchasing Division as a Local Business, as set forth in this RFP, shall be given a preference in the amount of five percent (five (5) points out of the 100 maximum points allowed); and B. Individuals or firms which do not have a home office located within Leon, Gadsden, Wakulla, or Jefferson County, and which have been certified by the Leon County Purchasing Division as a Local Business, as set forth in this RFP, shall be given a preference in the amount of three percent (three (3) points out of the 100 maximum points allowed); and C. All other individuals or firms shall be given zero (0) points for Local Preference. For the purposes of this section, "home office" shall mean a business's principal office or headquarters constituting the center for administration and policymaking.	Points Based	5 *(5% of Total)*

8. Insurance Requirements

8.1. Overview

Bidders' attention is directed to the insurance requirements set forth in the Agreement contained in the "Attachments" section of this solicitation. Bidders should confer with their respective insurance carriers or brokers to determine in advance of bid submission the availability of insurance certificates and endorsements as prescribed and provided herein. If an apparent low bidder fails to comply strictly with the insurance requirements, that bidder may be disqualified from award of the contract.

The awarded Contractor shall procure and maintain for the duration of the contract 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 Contractor, his agents, representatives, employees or subcontractors. The cost of such insurance shall be included in the Contractor's bid.

9. Terms and Conditions

9.1. Standard Terms and Conditions

The terms and conditions associated with this solicitation are as set forth in the Agreement contained in the "Attachments" section of this solicitation. After the proposal award the County will, at its option, prepare a purchase order or an agreement specifying the terms and conditions resulting from the award of this bid. Every procurement of contractual services shall be evidenced by a written agreement. The respondent will have five calendar days after receipt to acknowledge the purchase order or execute the agreement.

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

9.2. Travel Expenses

Consultant travel which is not covered within the scope of the consultant's contract and which is billed separately to the County on a cost reimbursement basis must receive prior approval and will be reimbursed in accordance with the Leon County Travel Policy. Travel expenses shall be limited to those expenses necessarily incurred in the performance of a public purpose authorized by law to be performed by the Leon County Board of County Commissioners and must be within limitations described herein and in Section 112.061, Florida Statutes. Consultants and contractors, traveling on a cost reimbursement basis, must have their travel authorized by the department head from whose budget the travel expenses will be paid and the County Administrator.

9.3. Purchases By Other Public Agencies

With the consent and agreement of the successful vendor(s), purchases may be made under this solicitation by other governmental agencies or political subdivisions within the State of Florida. Such purchases shall be governed by the same pricing, terms and conditions stated herein with no deviations allowed. This agreement in no way restricts or interferes with the right of any public agency or political subdivision to bid any or all of the items or services independently.

9.4. Penalties

PROPOSALS MAY BE REJECTED AND/OR BIDDER(S)/PROPOSERS DISQUALIFIED FOR THE FOLLOWING REASONS:

A. Failure to perform according to contract provisions.
B. Conviction in a court of law of any criminal offense in connection with the conduct of business.
C. Clear and convincing evidence of a violation of any federal or state anti-trust law based on the submission of bids or proposals, or the awarding of contracts.
D. Clear and convincing evidence that the bidder has attempted to give a Board employee a gratuity of any kind for the purpose of influencing a recommendation or decision in connection with any part of the Board's purchasing activity.
E. Other reasons deemed appropriate by the Board of County Commissioners.

10. Ethical Business Practices

10.1. Gratuities

It shall be unethical for any person to offer, give, or agree to give any County employee, or for any County employee to solicit, demand, accept, or agree to accept from another person, a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, or preparation of any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or performing in any other advisory capacity in any proceeding or application, request for ruling, determination, claim or controversy, or other particular matter, subcontract, or to any solicitation or proposal therefor.

10.2. Kickbacks

It shall be unethical for any payment, gratuity, or offer of employment to be made by or on behalf of a subcontractor under a contract to the prime contractor or higher tier subcontractor or any person associated therewith, as an inducement for the award of a subcontract or order.

10.3. Board Action

The Board reserves the right to deny award or immediately suspend any contract resulting from this proposal pending final determination of charges of unethical business practices. At its sole discretion, the Board may deny award or cancel the contract if it determines that unethical business practices were involved.

Leon County
Procurement
Melanie Hooley, Purchasing Director
1800-3 North Blair Stone Road, Tallahassee, FL 32308

[PANHANDLE ENGINEERING, INC.] RESPONSE DOCUMENT REPORT

RFP No. BC-2026-024

Grant Support Services for Public Work Engineering

RESPONSE DEADLINE: September 8, 2026 at 2:00 pm

Report Generated: Tuesday, September 8, 2026

Panhandle Engineering, Inc. Response

CONTACT INFORMATION

Company:
Panhandle Engineering, Inc.

Email:
alr@panhandleengineering.com

Contact:
Mandy Reed

Address:
600 OHIO AVE
LYNN HAVEN, FL 32444-1776

Phone:
N/A

Website:
panhandleengineering.com

Submission Date:
Sep 8, 2026 12:07 PM (Eastern Time - New York)

ADDENDA CONFIRMATION

Addendum #1
Confirmed Sep 8, 2026 11:52 AM by Mandy Reed

Addendum #2
Confirmed Sep 8, 2026 11:52 AM by Mandy Reed

Addendum #3
Confirmed Sep 8, 2026 11:54 AM by Mandy Reed

QUESTIONNAIRE

ACCEPTANCE OF COUNTY TERMS AND CONDITIONS*

The terms and conditions associated with this solicitation are set forth in the Agreement contained in the "Attachments" section of this solicitation. By submitting a response, the proposer acknowledges that it has reviewed the Agreement and agrees to comply with and be bound by all terms, conditions, and requirements contained therein.
Leon County objects to and shall not consider any additional terms or conditions submitted by a proposer, including any terms appearing in documents attached to or incorporated within the proposal. Any such additional terms or conditions, whether submitted intentionally or inadvertently, shall have no force or effect.
Failure to agree to the terms and conditions of the solicitation, including the Agreement, or failure to comply with the solicitation requirements, including those specifying information that must be submitted with a proposal, may result in the proposal being deemed non-responsive and rejected.
Confirmed

Company Information*

Provide company name as registered with the Florida Department of State, Division of Corporations.
Maximum response length: 100 characters
Panhandle Engineering, Inc

Taxpayer ID Number*

Provide the company's FEI/EIN Number.
Maximum response length: 15 characters
593348254

Drug-Free Workplace Certification*

Is the firm in compliance with the Drug-Free Workplace requirements set forth in Section 287.087, Florida Statutes?

(A "No" response will not result in disqualification.)
Yes

Scrutinized Company Certification*

As required by Section 287.135(5) Florida Statutes, I certify that the firm is not participating in a boycott of Israel, is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, and it does not have business operations in Cuba or Syria.
Confirmed

Insurance Certification*

Bidders' attention is directed to the insurance requirements set forth in the Agreement contained in the "Attachments" section of this solicitation.
I certify that this firm has coverage in place at the required levels or, if awarded, coverage will be in place at the required levels.
Confirmed

Equal Opportunity *

The contractors and all subcontractors hereby agree to a commitment to the principles and practices of equal opportunity in employment and to comply with the letter and spirit of federal, state, and local laws and regulations prohibiting discrimination based on race, color, religion, national region, sex, age, handicap, marital status, and political affiliation or belief.
Confirmed

Proposal Response Cover Sheet with Signature*

0.0_Proposal_Response_Cover_Sheet_with_Signature_.pdf

RFP Response - Firm's Professional Personnel - Tab 1*

Proposer is requested to provide the following information using the same numbering/lettering scheme as the format below as one PDF file:

1. Provide the total number of professionals in your organization who may be assigned to this category and their availability to provide services on relatively short notice for the potential projects that are contemplated in this category.
2. Give brief resume of key persons to be assigned to the category including but, not limited to:
    1. Name & title
    2. Job assignment for other projects
    3. Percentage of time to be assigned full time
    4. How many years with this firm
    5. How many years with other firms
    6. Experience
        1. Types of projects
        2. Size of projects ($$ value and SF or LF of project)
        3. What was the specific project involvement
    7. Education
    8. Active registration
    9. Other experience and qualifications that are relevant to this category
3. If the respondent is not a joint venture, list outside consultants anticipated to be used on this Category. When listing consultants, give the respective specialty of the firm.

1.1a_Firms_Professional_Personnel.pdf
1.1b_Key_Personnel.pdf
1.2_CBF_Resume.pdf
1.4_SBS_Resumes.pdf
1.8_Subconsultants.pdf
1.11_BT_CEI_Resume.pdf
1.16_Org_Chart.pdf

RFP Response - Firm's Relevant Experience - Tab 2*

Proposer is requested to provide the following information using the same numbering/lettering scheme as the format below as one PDF file:

A. List the projects which best illustrate the experience of the firm and current staff which is being assigned to this project. (List no more than 10 projects, nor projects which were completed more than five (5) years ago.)
    1. Name and location of the project
    2. The nature of the firm's responsibility on this project
    3. Project Owner's representative name
    4. Project user agency's representative name
    5. Date project was completed or is anticipated to be completed
    6. Fee for this project
    7. Project manager and other key professionals involved and specify the role of each.
B. Describe the Firm/Joint Venture's process and procedures for insuring compliance with current grant applications, federal funding requirements, state funding requirements, grant agency guidance, benefit-cost-analysis standards and funding compliance requirements.
C. Names and descriptions of major projects for which the firm is presently under contract that demonstrate capabilities and qualifications for this work category.
D. Describe basic and special resources available to the firm for the performance of the duties that may be assigned in this work category. Examples would be specialty software, equipment, computers, vehicles, etc.

2.0_Relevant_Experience.pdf

RFP Response - Ability to Meet Schedules and Budget Requirements- Tab 3*

Describe your methodology for ensuring critical and/or high priority project schedules are met and for ensuring budget requirements are not exceeded.

3._Ability_to_Meet_Schedules_and_Budget_Requirements.pdf

3.1_Client_References.pdf

RFP Response - Project Approach - Tab 4*

Proposer is requested to provide the following information using the same numbering/lettering scheme as the format below as one PDF file:

A. Present in brief, concise terms, a summary level description of the company's approach to accepting and completing any specific projects assigned under this contract.
B. Provide names and descriptions of projects for which the firm is presently under contract and the anticipated completion dates of those projects.
C. Describe the firm's ability to absorb any projects resulting from this contract.
D. Provide the location of where the project team will predominately reside to conduct the majority of work. If located out of the region, please describe how the project team can interact with County staff and be responsive to any requests.
E. Given the fiscal constraints of local governments, and Leon County in particular, all budget requirements for projects to be assigned must be met. Describe your methodology for ensuring the schedule is met and for ensuring budget requirements are not exceeded. In addition, describe your Quality Control and Quality Assurance program under this contract.

4.0_Project_Approach.pdf

Additional Forms to Fill Out and Submit - Tab 5*

Submit the items on the following list and any other items required by any section of this Invitation for Bids. The checklist is provided as a courtesy and may not be inclusive of all items required within this Invitation for Bids.
Please see Attachments for all the necessary forms for the bidder to complete for this solicitation. Failure to complete or attach the necessary forms will result in the bidder being deemed nonresponsive.

- Affidavit Immigration Laws
- Identical Tie Bid Statement
- Non-Collusion Affidavit
- Certification/Debarment Form
- Local Vendor Certification (if applicable)
- Employment Eligibility (E-Verify)
- Affidavit In Compliance with Section 787.06(14), F.S.

5.0_Forms_for_Solicitation_(signed).pdf

CONFIDENTIAL, PROPRIETARY OR TRADE SECRET INFORMATION

If necessary, please upload a redacted copy of your submittal.
No response submitted

PRICE TABLES

PRICE PROPOSAL - SAMPLE PROJECT

The estimated labor hours below are provided solely for proposal evaluation purposes to establish a common basis for comparing costs. The estimated quantities do not represent the County's anticipated usage, do not guarantee any minimum or maximum amount of work, and shall not be construed as a commitment by the County to procure services in the stated quantities. The extended costs will be summed to determine each Proposer's Total Evaluated Cost. The estimated hours are for evaluation purposes only and do not represent actual or guaranteed work under the Contract.

Line Item	Description	Quantity	Unit of Measure	Unit Cost	Total
1	Project Manager	20	HR	$235.00	$4,700.00
2	Senior Engineer	20	HR	$285.00	$5,700.00
3	Grant Specialist	30	HR	$225.00	$6,750.00
4	Secretary/Clerical	10	HR	$85.00	$850.00
TOTAL					**$18,000.00**

PROPOSAL RESPONSE COVER SHEET

This page is to be completed and included in your response to the Request for Proposals.

Leon County, Florida reserves the right to accept or reject any and/or all bids in the best interest of Leon County.

Melanie Hooley
Purchasing Director
Leon County, Florida

This solicitation response is submitted by the below named firm/individual by the undersigned authorized representative.

Panhandle Engineering, Inc
(Firm Name)

BY 
(Authorized Representative)

Christopher B. Forehand
(Printed or Typed Name)

ADDRESS 501 E Tennessee Ave

Tallahassee, FL 32308

EMAIL ADDRESS cbf@panhandleengineering.com

TELEPHONE 850.596.1235

FAX

The Contractor's Project Manager is:

Name: Chris Forehand
Street Address: 501 E Tennessee Ave
City, State, Zip Code: Tallahassee, FL 32308
Telephone: 850.596.1235
E-mail: cbf@panhandleengineering.com

Notices to the Contractor are to be submitted to:

Name: Chris Forehand
Street Address: 600 Ohio Ave
City, State, Zip Code: Lynn Haven, FL 32444
Telephone: 850.596.1235
E-mail: cbf@panhandleengineering.com

A. FIRMS PROFESSIONAL PERSONNEL

WHO IS PANHANDLE ENGINEERING?

PANHANDLE ENGINEERING

Panhandle Engineering, Inc.
600 Ohio Avenue, Lynn Haven, FL 32444
850-763-5200
panhandleengineering.com
FED ID #59-3348254
DUNS #930779566
CAGE Code 7QJW7

FDOT Certified in the following work groups:

Group 3 – Highway Design Roadway
- **3.1 – Minor Highway Design**
- **3.2 – Major Highway Design**

Group 4 – Highway Design – Bridges
- **4.1.1 – Miscellaneous Structures**
- **4.1.2 – Minor Bridge Design**

Group 7 – Traffic Operations Design Inspection
- **7.1 – Signing, Pavement Marking & Channelization Engineering**
- **7.3 – Signalization**

Group 10 – Construction Engineering
- **10.1 – Roadway Construction Inspection**
- **10.3 – Construction Materials Inspection**

36 Years
of Service to Northwest Florida and Bay County

Established in 1990, Panhandle Engineering, Inc. (***PE***) is a full-service engineering firm located in Bay County Florida. We are a registered corporation registered with the State of Florida, authorized to practice Engineering. Our team includes ten (10) licensed engineers supported by a staff of Civil CADD Designers, Administrative Assistants, and FDOT Certified Inspectors - totaling 26 employees who will be readily available at any time to provide services for any project.

PE provides a broad range of services including engineering design, grant writing, contract administration, and construction engineering inspection (CEI). We serve a diverse client base that includes county and city government, school districts, airport and port authorities, state agencies, as well as several private sector clients in Florida.

PRINCIPALS





Chris Forehand, P.E.
President (Left)
Cell: 850.596.1235
Email: cbf@panhandleengineering.com

J. Doug Crook, P.E., LEED AP
Vice President (Right)
Cell: 321.436.3600
Email: jdc@panhandleengineering.com

ASSOCIATES



Sethin Simmons, P.E.



William Thompson, P.E.



Tyler Robinson, P.E.

For over 36 years, Panhandle Engineering has delivered reliable, cost-effective solutions built on long-standing client relationships founded in trust, respect and integrity. Our broad client base necessitates a versatile service offering, tailored to meet a wide range of needs. Our mission is to deliver accurate, efficient solutions that reflect our clients' values and priorities. ***We are committed to delivering prompt and responsive service as our top priority.***

We bring a shared sense of purpose to every project – designing infrastructure that is resilient, cost-effective, and built to serve future generations. Our core strength lies in assisting our clients in obtaining grant funding, providing comprehensive civil engineering services – spanning stormwater, roadway, traffic, utilities, site development, environmental, and CEI – with a focus on responsiveness, technical depth, and long-term value.

Mr. Forehand specializes in public infrastructure and the provision of ongoing engineering services to a wide array of government agencies. With 28 years of experience in public sector infrastructure, he is recognized as an expert in this field. He brings trusted leadership and technical expertise to every project, offering clients deep regional knowledge, proactive communication, and a strategic mindset. His long-standing relationships with municipalities and counties across the Florida Panhandle, combined with his experience managing diverse infrastructure projects, allow him to anticipate challenges, align with community goals, and deliver efficient, forward-thinking solutions. As Principle-in-Charge, he adds value through hands-on involvement, strong quality oversight, and a commitment to client success from planning through implementation. Mr. Forehand has overseen numerous successful government projects throughout his career and has secured over $350M in grant funds for his government clients.

The Southern Group, a lobbying firm, has been retained by our firm to assist with state funding and advocating for our clients. Leon County also has the Southern Group on retainer for legislation and state assistance, so if we are hired, the County will also get the benefit of them being our lobbyist as well.

THE RIGHT TEAM With Professional Engineering & Consulting Services in the following areas and disciplines:

Aviation
Asphalt Mix Design
Beach Renourishment
Boat Ramps
Bridges (Minor)
Brownfields
Capital Improvement Plans
County and City Right-of-Way Use
Coastal Engineering
Comprehensive Plan Changes
Construction Oversight
Construction Engineering Inspection (CEI)
Concrete Mix Design
Design / Build
Development of Regional Impact Studies (DRI's)
Drainage and Flood Evaluations
Environmental
Expert Witness
FAA Permitting
FDEP Beaches & Shores (CCCL) Permitting
FDEP Dredge & Fill Permitting
FDEP Solid Waste Permitting
FDEP Water and Wastewater Permitting
FDOT Connection
FDOT Permitting FDOT Drainage
FDOT Utility Use
FEMA Flood Plan Changes/Revisions/Modeling
FEMA Map Revisions
Flood Plain Analysis/Modeling
Geographic Information Systems (GIS)
Geotechnical
Grant Writing/Administration
HRS Commercial Septic System
Hydraulic Modeling
Impact Fee Assistance
Infrastructure Feasibility Studies
Intersection Improvements
Land Development Codes/Changes
Landfills
Large Scale Comprehensive Plan Amendments
Large Diameter Transmission Mains
Life Cycle Cost Analysis
Lighting Design
Local Government
Development Approval
Mapping
Master Planned Communities Mining & Mining
Marinas Projects
NWFWMD – Consumptive Use
NWFWMD and FDEP - ERP
(Environmental Resource Permitting)
Owner's Representation
Parks
Planning
Program Management
Production Wells
Residential, Commercial and Industrial Developments Reuse
Booster Pump Stations for Water and Reuse
Reuse Distribution Systems
Reuse Sprayfields
Resident Compliance Specialist (RCS)
Roads
Roadway/Rehabilitation/Reconstruction
Sidewalks
Signalization Design
Small Scale Comprehensive Plan Amendments
Stormwater
Stormwater Design/Studies
System Evaluations
Traffic Planning
Traffic Studies
Transportation
Utility Rate Studies
Utility Relocation Projects
U.S. Coast Guard Bridge
USACOE Dredge & Fill
Water Storage and Booster Pump Stations
Water Distribution Systems
Wastewater Collection Systems and Lift Stations
Wastewater Treatment Plants
Wastewater System Rehabilitation



Panhandle Engineering Stockholders

B. FIRMS PROFESSIONAL PERSONNEL

Included in this section are our proposed resumes for each team member, primarily, **Mr. Chris Forehand**, **P.E.**, will be the contact person for the County for this project. Other staff personnel listed below will also be utilized. The proposed primary staff to support Leon County projects are as follows:

Mr. Chris Forehand, P.E., President – Primary Consultant Contact.



Mr. Chris Forehand, P.E., President
- 11 years with ***PE***; 17 years' experience with another firm.
- 28 years of total experience.

Other **specific staff** who will work on this project are as follows:



Mr. Sethin Simmons, P.E., Project Manager
- 9 years with ***PE***.

PE was established in 1990 and since that time has obtained more than **$350 million** for City and County clients. While we began as an engineering firm, we have since expanded our services to include grant writing in order to meet the needs of our clients. We obtain grants and low interest loans not only for roadway, sidewalks, multiuse trails, water and sewer improvements, but also parks, boating improvements, fire departments, community centers, and many other governmental projects. We also have close relationships with our State Representatives, State Senators, Secretaries of FDEP/FDOT and the Governor of Florida, which is required to assist our clients with State Agency Funding and Legislative Appropriations.

Federal Funding Programs

- American Recovery & Reinvestment Act (ARRA)
- Community Development Block Grant (CDBG) Program
- Federal Emergency Management Agency (FEMA) Programs
- U.S. Department of Agriculture (USDA) Rural Development

Florida Environmental Funding Programs

- Florida Department of Environmental Protection (FDEP) State Revolving Fund (SRF) Program
- FDEP Section 319 Nonpoint Source Grant Program
- FDEP Parks and Open Space Florida Grant Program
- FDEP Small Community Wastewater Facilities Grant Program
- FDEP Resiliency Funding
- Rural Infrastructure Fund

Florida Transportation Funding Programs

- Florida Department of Transportation (FDOT) Community Traffic Safety Team (CTST) Program
- FDOT County Incentive Grant Program (CIGP)
- FDOT Transportation Alternatives (TA) Program
- FDOT Discretionary Landscape Grant Program
- FDOT SUN Trail Program

GRANT EXPERIENCE

- FDOT Safe Routes to School Program
- FDOT Safety Improvement Grants
- FDOT Small County Road Assistance Program (SCRAP)
- FDOT Small County Outreach Program (SCOP)

Recreation, Water & Natural Resources Funding

- Florida Recreation Development Assistance Program (FRDAP)
- Florida Fish and Wildlife Conservation Commission (FWC) Florida Boating Improvement Program (FBIP)
- Northwest Florida Water Management District (NWFWMD) Grant Programs
- NWFWMD Water Project Funding
- NWFWMD Spring Protection Funding

Disaster Recovery & Special Funding Sources

- BP Oil Spill Restoration Funds
- Gulf Coast Triumph Funds
- Florida Division of Emergency Management (FDEM)

Legislative & Financing Sources

- Community Budget Issue Requests (CBIR) – Florida Legislature
- Bond Issue Funding/Requirements
- Florida Energy and Climate Commission (FECC) Grant Program

SRF FUNDING

Our team has worked on over $ 140M in SRF projects over the last 10 years. Specifically for the City of Lynn Haven and City of Panama City. We are the Lead Engineers for the City of Panama City's $125M SRF program, which is approximately 75% complete. We assisted with the request for inclusion, preliminary engineering reports, asset management plans, design, permitting and CEI. We are responsible for 6 other design engineers and also manage the financial tracking and reimbursement process for all 16 projects currently under contract. This is the largest SRF Funding with no interest, ever awarded to one City in Florida in the last 1 years and our experience with SRF is unmatched. We have managed the grant funds for all types of SRF Projects.

As illustrated above, our firm has a unique skill set, which includes multiple disciplines and grant writing/administration capabilities to offer to County. **Our business model is to assist our clients with obtaining grant funds at no cost to them until funding is committed.**

To us, it makes more sense for your grant writers to be engineers. Most grant writers who are not engineers can't do all grant writing without engineer assistance, and we feel this gets the County a better value with less payout for grant funding assistance.



Christopher Forehand, P.E.

President

EDUCATION:

Bachelor of Science in Civil Engineering
Florida State University

Associate in Arts Degree - Pre-Engineering
Gulf Coast Community College

YEARS OF EXPERIENCE: 28

REGISTRATIONS:

Professional Engineer
State of Florida FL Reg. No. 58028


Ron DeSantis, Governor
Melanie S. Griffin, Secretary
FBPE
STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
BOARD OF PROFESSIONAL ENGINEERS
THE PROFESSIONAL ENGINEER HEREIN IS LICENSED UNDER THE PROVISIONS OF CHAPTER 471, FLORIDA STATUTES
FOREHAND, CHRISTOPHER B.
600 OHIO AVENUE
LYNN HAVEN FL 32444
LICENSE NUMBER: PE58028
EXPIRATION DATE: FEBRUARY 28, 2027
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Mr. Forehand has been responsible for numerous types of civil and utility design projects, encompassing major utility and roadway infrastructure projects to include design, permitting, project bidding, and construction oversight. Mr. Forehand has managed multiple large County and City projects over the past 28 years, incorporating all components of project management from conception to construction. Other responsibilities have included Federal and State funding applications for City/County governments which contained several different project types throughout the panhandle. Mr. Forehand is currently serving as the President of the firm.

AFFILIATIONS:

American Society of Civil Engineers (ASCE)
American Water Works Association (AWWA)
Florida Rural Water Association (FRWA)
Florida Engineering Society (FES)
Bay County Chamber of Commerce Board Member
FSU College of Engineering Advisory Board (Panama City Campus)
Gulf Coast State Colleg Engineering/Architecture Advisory Board
Bay County League of Cities (Associate Member)
Lynn Haven Planning Board Member (2009 Chairman)
Panama City Beach Chamber of Commerce Member
Northwest Florida League of Cities Member
Northwest Florida Beaches Int'l Airport Board Member
Jr. Achievement Board Member
Panama City Beach Chamber of Commerce
Country Club Harbor Estates HOA Board Member
American Heart Association Board Member
FSU Panama City Development Board (Current Member)
FSU-Boosters-Platinum Chief (Current Member)
Bowdens Society Member
Seminole 100 Award Recipient – 2022 and 2024
Florda Board of Professional Engineers Board Member – Appointed by Govenor Desantis in 2025

FUNDING SOURCE EXPERTISE:

- American Recovery & Reinvestment Act (ARRA)
- Community Development Block Grant (CDBG) Program
- Federal Emergency Management Agency (FEMA) Programs
- U.S. Department of Agriculture (USDA) Rural Development
- Florida Department of Environmental Protection (FDEP) State Revolving Fund (SRF) Program
- FDEP Section 319 Nonpoint Source Grant Program
- FDEP Parks and Open Space Florida Grant Program
- FDEP Small Community Wastewater Facilities Grant Program
- FDEP Resiliency Funding
- Rural Infrastructure Fund
- Florida Department of Transportation (FDOT) Community Traffic Safety Team (CTST) Program
- FDOT County Incentive Grant Program (CIGP)
- FDOT Transportation Alternatives (TA) Program
- FDOT Discretionary Landscape Grant Program
- FDOT SUN Trail Program
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- FDOT Safety Improvement Grants
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- FDOT Small County Outreach Program (SCOP)
- Florida Recreation Development Assistance Program (FRDAP)
- Florida Fish and Wildlife Conservation Commission (FWC) Florida Boating Improvement Program (FBIP)
- Northwest Florida Water Management District (NWFWMD) Grant Programs
- NWFWMD Water Project Funding
- NWFWMD Spring Protection Funding
- BP Oil Spill Restoration Funds
- Gulf Coast Triumph Funds
- Florida Division of Emergency Management (FDEM) Loan Programs
- Community Budget Issue Requests (CBIR) – Florida Legislature
- Florida Legislative Appropriation Funding
- Bond Issue Funding/Requirements
- Florida Energy and Climate Commission (FECC) Grant Program



Sethin Simmons, P.E.

EDUCATION:

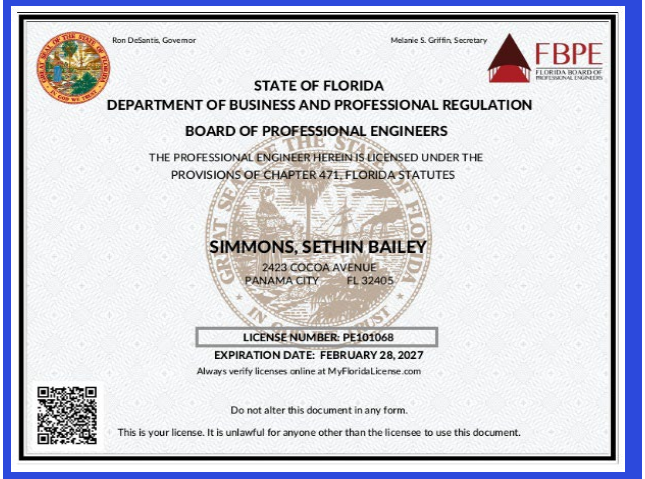
Bachelor of Science in Civil Engineering
Florida State University

Associate in Arts Degree - Pre-Engineering
Northwest Florida State College

YEARS OF EXPERIENCE: 8

REGISTRATIONS:

Professional Engineer
State of Florida FL Reg No. 101068


Ron DeSantis, Governor
Melanie S. Griffin, Secretary
FBPE
FLORIDA BOARD OF PROFESSIONAL ENGINEERS
STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
BOARD OF PROFESSIONAL ENGINEERS
THE PROFESSIONAL ENGINEER HEREIN IS LICENSED UNDER THE PROVISIONS OF CHAPTER 471, FLORIDA STATUTES
SIMMONS, SETHIN BAILEY
2423 COCOA AVENUE
PANAMA CITY FL 32405
LICENSE NUMBER: PE101068
EXPIRATION DATE: FEBRUARY 28, 2027
Always verify licenses online at MyFloridaLicense.com
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Mr. Simmons efficiently performs engineering tasks for utility projects throughout design, permitting, modeling, contract administration, construction site testing, and project surveillance/inspection. Mr. Simmons has experience as a Resident Compliance Specialist for FDOT-LAP Projects. He is also an expert in all Grant Programs with both the State of Florida and multiple Federal Programs.

FUNDING SOURCE EXPERTISE:

- American Recovery & Reinvestment Act (ARRA)
- Community Development Block Grant (CDBG) Program
- Federal Emergency Management Agency (FEMA) Programs
- U.S. Department of Agriculture (USDA) Rural Development
- Florida Department of Environmental Protection (FDEP) State Revolving Fund (SRF) Program
- FDEP Section 319 Nonpoint Source Grant Program
- FDEP Parks and Open Space Florida Grant Program
- FDEP Small Community Wastewater Facilities Grant Program
- FDEP Resiliency Funding
- Rural Infrastructure Fund
- Florida Department of Transportation (FDOT) Community Traffic Safety Team (CTST) Program
- FDOT County Incentive Grant Program (CIGP)
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- FDOT Small County Outreach Program (SCOP)
- Florida Recreation Development Assistance Program (FRDAP)
- Florida Fish and Wildlife Conservation Commission (FWC) Florida Boating Improvement Program (FBIP)
- Northwest Florida Water Management District (NWFWMD) Grant Programs
- NWFWMD Water Project Funding
- NWFWMD Spring Protection Funding
- BP Oil Spill Restoration Funds
- Gulf Coast Triumph Funds
- Florida Division of Emergency Management (FDEM) Loan Programs
- Community Budget Issue Requests (CBIR) – Florida Legislature
- Florida Legislative Appropriation Funding
- Bond Issue Funding/Requirements
- Florida Energy and Climate Commission (FECC) Grant Program

SUBCONSULTANTS

CEI:

Anchor Consulting Engineering and Inspection, Brittany Trumbull, P.E., Vice President
emoore@anchorcei.com, 850.215.1285
Firm Established: 2015
450 Magnolia Avenue
Panama City, Florida 32401

Anchor Consulting Engineering and Inspection, Inc. (Anchor) is a woman owned, full-service consulting engineering firm that delivers grant administration and engineering, full-scale civil engineering design, site design, permitting, bidding, and construction administration and inspection services to private sector clients, the federal government, and state and local municipalities. Anchor provides quality service, effective communication, and a superior product in a timely manner that meets the specific needs of our clients. Anchor constantly strives to be a company that delivers an outstanding work product for all clients.



Brittany Trumbull, P.E.
Anchor Vice President
Senior Project Manager

Registrations
Professional Engineer – State of Alabama License No. 35667
Professional Engineer – State of Florida License No. 80762

Affiliations
Junior League of Panama City
FSU Panama City Development Board
Florida Engineering Society/National Society of Professional Engineers
Habitat for Humanity
Bay County Chamber of Commerce Board Member

Education
Bachelor of Science in Biosystems Engineering
2011 – Auburn University

Mrs. Trumbull has been an engineer since 2011. Upon graduation from the Auburn University with a degree in Biosystems Engineering (Concentration: Environmental Engineering), Mrs. Trumbull began her career as a project engineer for Preble-Rish, Inc. (2011 – 2015), a northwest Florida engineering firm where she managed multiple civil engineering projects. In 2015, Mrs. Trumbull and Mrs. Moore founded Anchor CEI, Inc. Ms. Trumbull's experience included minor roadway design, sidewalk design, utility design, site design, regulatory permitting, traffic analysis, stormwater system design/master planning, water and wastewater design, master planning, grant writing construction administration, and engineering services during construction/inspection services.

Funding Source Expertise:

- **American Recovery & Reinvestment Act (ARRA)**
- **Community Development Block Grant (CDBG) Program**
- **Federal Emergency Management Agency (FEMA) Program**
- **US Department of Agriculture (USDA) Rural Development**
- **Florida Department of Environmental Protection (FDEP)**
- **State Revolving Fund (SRF) Program**
- **FDEP Section 319 Nonpoint Source Grant Program**
- **FDEP Parks and Open Spaces Florida Grant Program**
- **FDEP Small Community Wastewater Facilities Grant Program**
- **FDEP Resiliency Funding**
- **Rural Infrastructure Fund**
- **Florida Department of Transportation (FDOT) Community Traffic Safety Team (CTST) Program**
- **FDOT County Incentive Grant Program (CIGP)**
- **FDOT Transportation Alternatives (TA) Program**
- **FDOT Discretionary Landscape Grant Program**
- **FDOT SUN Trail Program**
- **FDOT Transportation Enhancement Grants**
- **FDOT Safe Routes to Schools Program**
- **FDOT Safety Improvement Grants**
- **FDOT Small County Road Assistance Program (SCRAP)**
- **FDOT Small County Outreach Program (SCOP)**
- **Florida Recreation Development Assistance Program (FRDAP)**
- **Florida Fish and Wildlife Conservation Commission (FWC) Florida Boating Improvement Program (FBIP)**
- **Northwest Florida Water Management District (NWFWMD) Grant Programs**
- **NWFWMD Water Project Funding**
- **NWFWMD Spring Protection Funding**
- **BP Oil Spill Restoration Fund**
- **Gulf Coast Triumph Funds**
- **Florida Division of Emergency Management (FDEM) Loan Programs**
- **Community Budget Issue Requests (CBIR) - Florida Legislature**
- **Florida Legislature Appropriation Funding**
- **Bond Issue Funding/Requirements**
- **Florida Emergency and Climate Commission (FECC) Grant Program**

TEAM ORGANIZATIONAL STRUCTURE

LEON COUNTY, FLORIDA
Christian Caban - Commissioner
David O'Keefe – Commissioner
Bill Proctor – Commissioner
Rick Minor – Commissioner
Brian Welch – Commissioner
Carolyn Cummings - Commissioner
Nick Maddox - Commissioner

Vincent Long
County Administrator

Nawfal Ezzagaghi
Assist County Administrator

Brent Pell
Public Works Director

PANHANDLE ENGINEERING


Chris Forehand, P.E., President
Sr. Project Manager/
Primary Client Contact


Doug Crook, P.E.
Vice President
Stormwater Modeling/
QA/QC


Sethin Simmons, P.E., Associate
LAP Resident Compliance
Specialist/Grant Funding Expert


Tyler Robinson, P.E., Associate
Assistant Project Manager
Design Lead


Aaron Pacher, E.I.
Project Engineer, Permitting
Stormwater Design/Modeling


Austin Childree, E.I.
Project Engineer,
Permitting/CEI Support

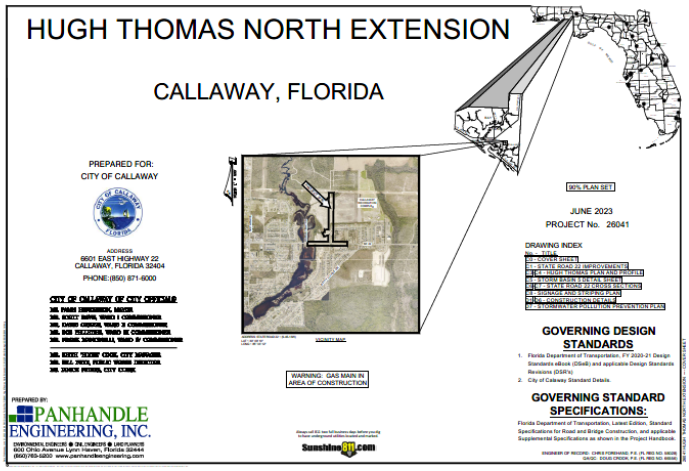

James Giles
Sr. CEI Inspector

Anchor CEI
CEI and Grant Management

RELEVANT EXPERIENCE

Hugh Thomas North Extension
Client Name: City of Callaway
Client Address: 6601 E Highway 22, Callaway, FL 32404
Client Contact Information: Mr. Eddie Cook, City Manager, 850.871.6000, citymanager@cityofcallaway.com

Description of Work: Design includes a 2,500ft boulevard to serve a 600 unit workforce housing development. The project includes major intersection improvements and added turn lanes to SR22. Panhandle Engineering obtained 100% grant funding from the state Florida Commerce on behalf of the city. Panhandle Engineering was responsible for all design and on permitting as well as CEI. We were responsible for obtaining these funds from Florida Commerce which funded the project 100%. We were also responsible for administrating the grant.
Project Cost: $3.0M
Completed: 2026





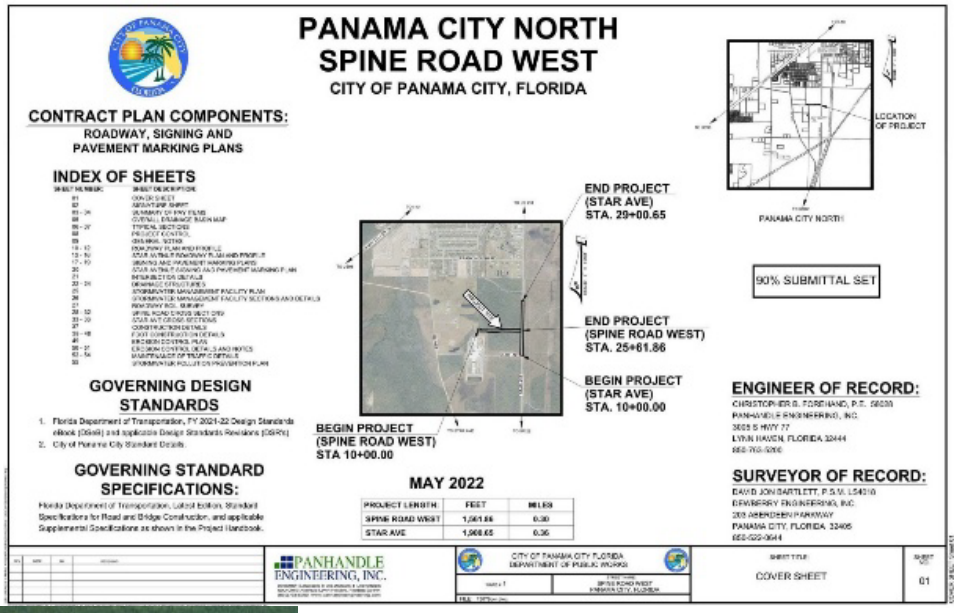


RELEVANT EXPERIENCE

Panama City North Spine Road & Intersection Improvements
Client Name: City of Panama City
Client Address: 501 Harrison Ave, Panama City, FL 32401
Client Contact Information: Jonathan Hayes, City Manager, 850.630.4267, jhayes@panamacity.gov

Description of Work: Panhandle Engineering was responsible for the design, permitting, bidding and CEI of a new Spine entrance road, intersection, and signalization improvements to serve a 3,000-unit housing development. Panhandle Engineering was instrumental in obtaining the grant for the city from Florida Commerce for 100% of the funding. The project included new turn lanes and signalization, but the signalization has not been completed. We were also responsible for administrating the grant.

Project Cost: $2.7M
Completed: 2023



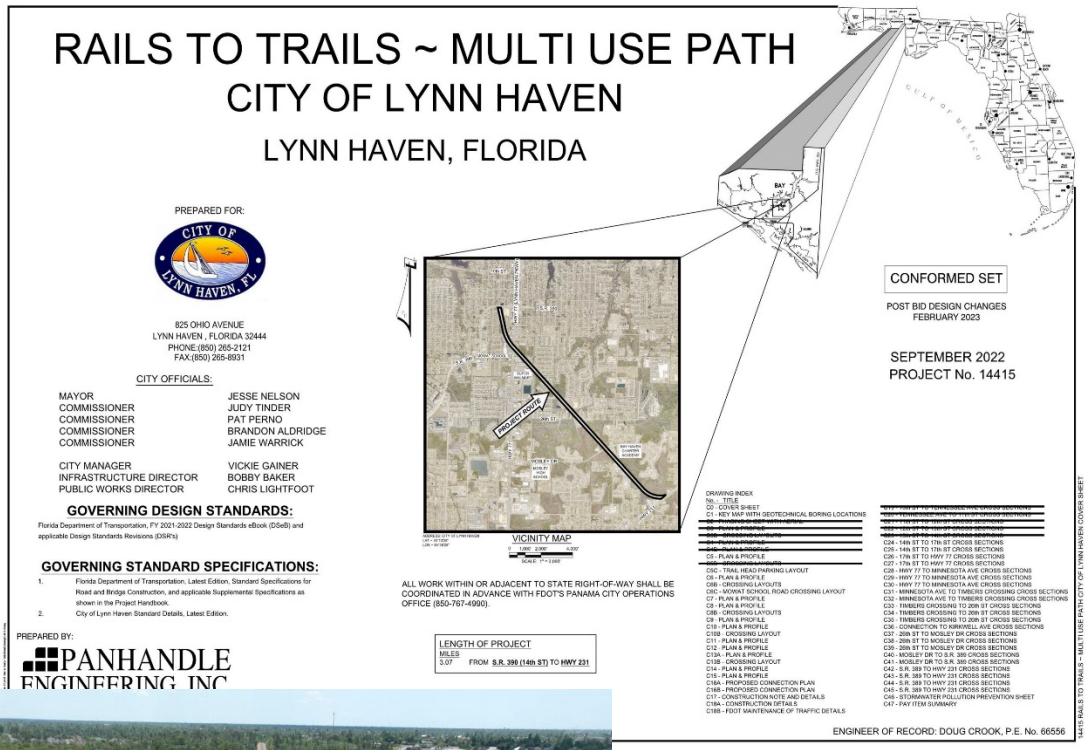




RELEVANT EXPERIENCE

Rails To Trails
Client Name: City of Lynn Haven
Client Address: 817 Ohio Ave, Lynn Haven, FL 32444
Client Contact Information: Bobby Baker, Public Works Director, 850.265.5989, bbaker@cityoflynnhaven.com

Description of Work: The project included the design and permitting of the 12' multiuse path along an abandonded railroad from SR390 to US 231. A separate firm performed the CEI per FDOT requirements. The project was funded by the **FDOT** and our firm secured 100% of the grant funds for the city from FDOT**.** We were also responsible for administrating the grant.
Project Cost: $4.3M
Completed: 2023



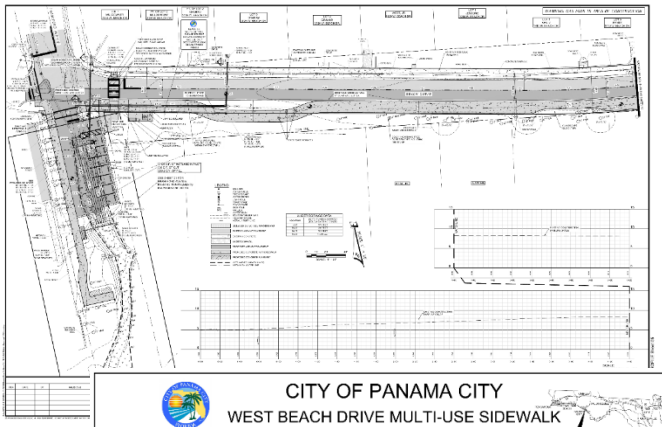




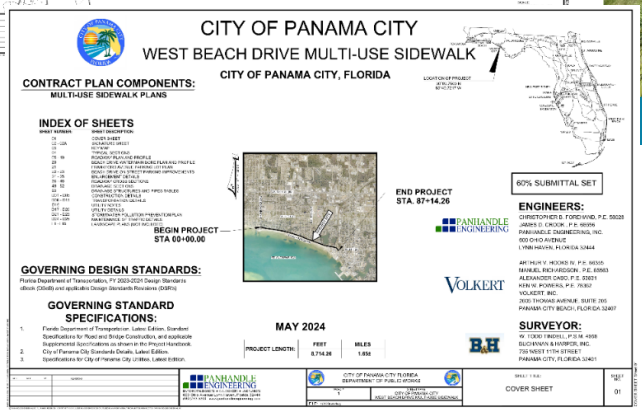
RELEVANT EXPERIENCE

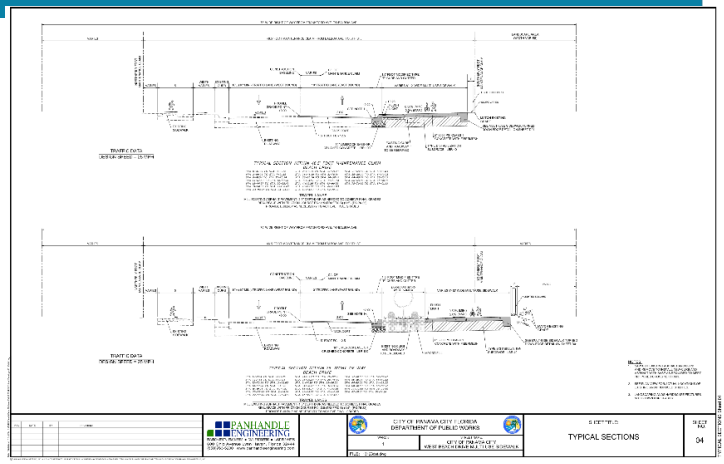
Beach Drive Multiuse Trail
Client Name: City of Panama City
Client Address: 501 Harrison Ave, Panama City, FL 32401
Client Contact Information: Jonathan Hayes, City Manager, 850.630.4267
jhayes@panamacity.gov

Description of Work: The project consists of the design and permitting a new 12-foot-wide concrete multi-use sidewalk to be constructed on West Beach Drive from Frankford Avenue to 6th Street in downtown Panama City. The scope of the project included design of a scenic waterfront sidewalk along W. Beach Drive that increases connectivity and promotes walkability between Downtown Panama City and historic St. Andrews. The proposed 12-foot-wide sidewalk on the southside (water side) of W. Beach Drive may include low profile lighting, benches, bike racks, water fountains, a parking area, and emergency call boxes for pedestrians and bicyclists using the multi-use sidewalk. In addition, this project will likely need to implement a "road diet" representing a reduction in the current design lane width of W. Beach Drive from 13 ½ feet (27 feet total), to a smaller width to accommodate the construction of the multi-use sidewalk. This will require the relocation of curb and drainage structures in certain areas to facilitate the final design. Two bridge structures for the multi-use sidewalk will be required as part of the scope, one over the outfall of Lake Caroline (at Asbell Park), and one over the inlet to Johnson Bayou just to the west of Florida Avenue. The project funding is $8.0M and was funded through the Florida Legislature. Our firm was involved in obtaining the funding for this project and was funded 100% by a grant. We were also responsible for administrating the grant.
Project Cost: $8M
Design completed: 2025, Construction to begin in 2026









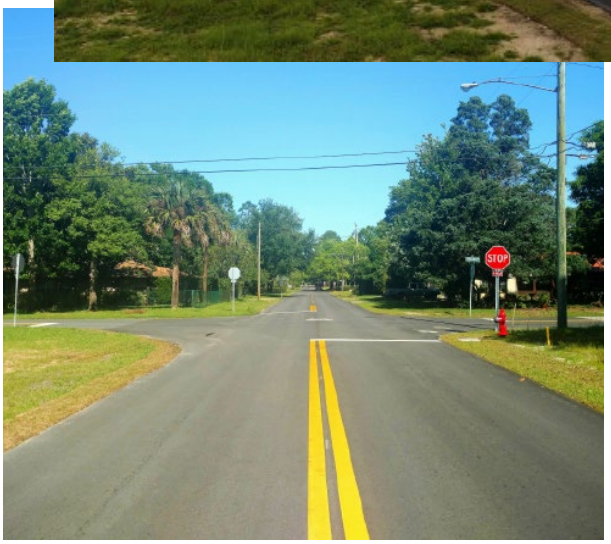
REQUEST FOR QUALIFICATIONS
GRANT SUPPORT SERVICES FOR
PUBLIC WORK ENGINEERING
RFQ: BC-2026-024

RELEVANT EXPERIENCE

Lynn Haven ½ Cent Sales Tax Paving
Client Name: City of Lynn Haven
Client Address: 817 Ohio Ave, Lynn Haven, FL 32444
Client Contact Information: Bobby Baker, Chief Infrastructure Director, 850.248.0566, bbaker@cityoflynnhaven.com

Description Of Work: Panhandle Engineering was selected to provide design work for over 40 miles of city streets in the city limits. Our scope included rehabilitation of existing roads by use of asphalt reclamation, crack relief and other innovative street rehabilitation measures. The project was funded by the 1/2 Cent Surtax.
Our firm was actively involved in the fundraising to support the advertisement for the referendum to establish this Tax which is funded 65% by tourism. The tax was recently placed on the ballot and voters approved another 10 years of the tax because the progress was so successful. We are currently planning the next $20M in improvements. The project is a design build RFQ delivery method and the city performed the CEI in house. We were also responsible for administrating the grant.
Project Cost: $20M
Completed: 2022



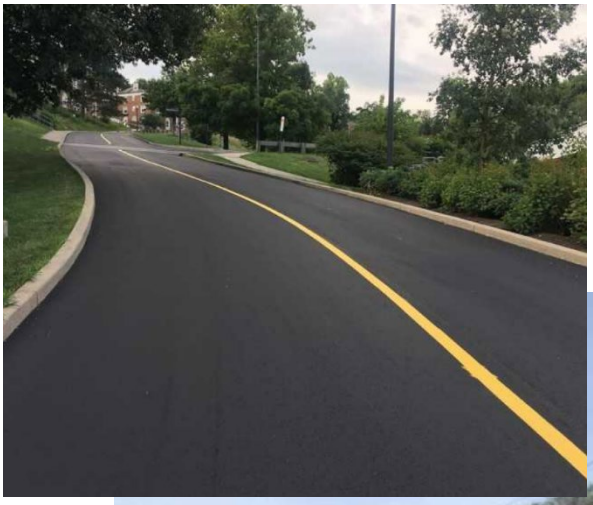




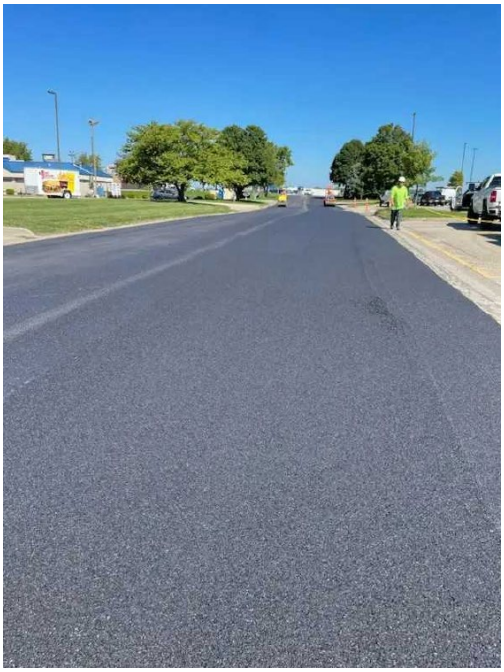
RELEVANT EXPERIENCE

Callaway FEMA Road Repairs
Client Name: City of Callaway
Client Address: 6601 E Highway 22, Callaway, FL 32404
Client Contact Information: Mr. Eddie Cook, City Manager, 850.871.6000, citymanager@cityofcallaway.com

Description of Work: Panhandle Engineering, Inc. provided design to meet minimum requirements of the City standards to include slope design as applicable, pedestrian crossings where applicable, appropriate signage as applicable, minimal surface drainage where needed, appropriate thermoplastic striping, valve and manhole adjustment, milling, leveling where required, replacement where required, and asphalt design. PE was responsible for all design, bidding and CEI. PE also wrote the project worksheet for FEMA funding as a result of Hurricane Michael damage from debris trucks. We were also responsible for administrating the grant.
Project Cost: $2.5M
Completed: 2021







RELEVANT EXPERIENCE

Callaway Legislative Paving 2019 & 2021
Client Name: City of Callaway
Client Address: 6601 E Highway 22, Callaway, FL 32404
Client Contact Information: Mr. Eddie Cook, City Manager, 850.871.6000, citymanager@cityofcallaway.com

Description of Work: Panhandle Engineering, Inc. provided design to meet minimum requirements of the City standards to include slope design as applicable, pedestrian crossings where applicable, appropriate signage as applicable, minimal surface drainage where needed, appropriate thermoplastic striping, valve and manhole adjustment, milling, leveling where required, replacement where required, and asphalt design. Our firm secured the funding for this project from the Florida Legislature two consecutive years, $1.0M each year. We were also responsible for administrating the grant.
Project Cost: $2.0M
Completed: 2021









RELEVANT EXPERIENCE

LH Legislative Paving 2023, 2024
Client Name: City of Lynn Haven
Client Address: 817 Ohio Avenue, Lynn Haven, FL 32444
Client Contact Information: Mr. Bobby Baker, Public Works Director, 850.248.0566, bbaker@cityoflynnhaven.com

Description of Work: ***Panhandle Engineering, Inc.*** PE was responsible for design, bidding and EOR services during construction. The design included slope design, pedestrian crossings, appropriate signage, minimal surface drainage, appropriate thermoplastic striping, valve and manhole adjustment, milling, leveling, replacement where required, asphalt design, erosion control, and restoration. A combination of milling, crack relief and full depth reclamation was utilized. Our firm was responsible for obtaining the funding from the Florida Legislature two years in a row, $1.0M each year. The city matched ½ cent funds to complete the projects. We were also responsible for administrating the grant.
Project Construction Cost: $4.5M
Completed: 2023, 2024







RELEVANT EXPERIENCE

B. Firm Process and Procedures for Ensuring Current Design Standards, Codes, and Regulatory Requirements

Panhandle Engineering maintains a comprehensive quality management program to ensure that all engineering services are performed in accordance with the latest federal, state, and local regulations, design criteria, and industry best practices. Our design staff routinely utilizes current editions of applicable Florida Department of Environmental Protection (FDEP) regulations, Northwest Florida Water Management District permitting requirements, FDOT Drainage Manual, FDOT Plans Preparation Manual, Florida Stormwater Erosion and Sedimentation Control Inspector Manual, FEMA guidance, and applicable local government criteria.

Each project is assigned a Project Manager responsible for regulatory compliance throughout the design process. Design milestones include formal internal quality control reviews by senior Professional Engineers independent of the primary designer. Prior to submittal, plans, calculations, reports, and specifications undergo technical, hydraulic, constructability, and regulatory compliance reviews.

Our staff regularly participates in continuing education, professional conferences, agency workshops, and technical training to remain current with evolving regulations, modeling methodologies, permitting requirements, and engineering technology. This process ensures our clients receive technically sound, cost-effective, and fully compliant engineering solutions.

C. Current Contracts Demonstrating Firm Capabilities

Panhandle Engineering is currently providing engineering, permitting, and design services for numerous public sector clients throughout Northwest Florida. These ongoing assignments demonstrate our ability to successfully manage multiple continuing service contracts while maintaining responsiveness and quality.

Representative current contracts include:

• **Panama City** – Beach Dr. Multiuse Trail – Obtained $8.0M from the legislature.

– Downtown Marina Boat Ramp – Obtained $300,000 from FBIP

• **Bay County** – High Point Boat Ramp – Obtained $675,000 from FBIP

– West Bay Wastewater Treatment Plant – Obtained $4.5M from the legislature

• **City of Lynn Haven** – Wastewater Treatment Plant Headworks – Obtained $1.67M from the legislature

RELEVANT EXPERIENCE

D. Firm Resources Available for Performance of Work

Panhandle Engineering maintains the personnel, technology, software, and equipment necessary to efficiently perform all aspects of grant writing and administrative services.

Technical resources include:

- AutoCAD Civil 3D for exhibits
- ArcGIS Geographic Information System (GIS)
- Microsoft Project and Microsoft Office Professional Suite
- High-performance engineering workstations
- Company-owned vehicles for site investigations, inspections, and construction observation
- Tallahassee Office

Our staff includes licensed Professional Engineers, Engineering Interns, CAD Designers, Construction Engineering Inspection personnel, GIS specialists, and experienced Project Managers with extensive expertise in all engineering, permitting, for local government infrastructure design as well as grant support services. We have found that engineers serve as the best grant writers and grant administration support staff.

These resources enable Panhandle Engineering to respond quickly to task work orders, perform detailed technical analyses, complete projects efficiently, and provide exceptional service throughout the duration of the contract.

ABILITY TO MEET SCHEDULES AND BUDGET REQUIREMENTS

Panhandle Engineering combines extensive experience in grant development and administration with a disciplined project management and financial oversight process. Our approach ensures that grant opportunities are pursued efficiently, application deadlines are met, awarded funds are administered in compliance with federal and state requirements, and project budgets remain on track throughout the grant lifecycle.

METHODOLOGY FOR ENSURING SCHEDULES ARE MET

Work Plan Development

Upon engagement, a comprehensive Grant Management Work Plan is developed and shared with the client and project team. The Work Plan identifies funding opportunities, key application and reporting deadlines, required documentation, budget development milestones, compliance requirements, responsible personnel, and communication protocols. The plan is maintained as a living document and updated as grant requirements, funding opportunities, or project priorities evolve.

Kickoff and Recurring Coordination

A kickoff meeting establishes project objectives, funding priorities, eligibility requirements, and grant development strategies. Regular coordination meetings, conducted in person or virtually, provide progress updates, monitor upcoming deadlines, identify potential challenges, and ensure accountability among all stakeholders.

Grant Development Scheduling

For grant application services, detailed schedules are developed to track critical milestones such as data collection, stakeholder engagement, narrative development, budget preparation, review cycles, and submission deadlines. For grant administration, schedules track reporting deadlines, reimbursement requests, project implementation milestones, procurement activities, and compliance requirements. This structured approach ensures all deliverables are completed accurately and submitted on time.



Progress Monitoring and Reporting

Project status is reviewed regularly and documented through progress reports that identify completed activities, upcoming tasks, outstanding action items, and potential schedule risks. Continuous monitoring allows for proactive adjustments to maintain compliance with grant requirements and funding agency expectations.

Early-Warning Escalation Process

If any grant-related deadline or compliance requirement is at risk of delay, the Project Manager immediately notifies the client and develops a corrective action plan. This may include reallocating staff resources, accelerating review processes, prioritizing critical deliverables, or coordinating directly with funding agencies to preserve project eligibility and maintain compliance.



Staffing Depth and Resource Availability

Our multidisciplinary team provides sufficient capacity to respond quickly to changing grant opportunities, compressed application timelines, and evolving reporting requirements. Cross-trained staff ensure uninterrupted service and continuity throughout the grant development and administration process.

ABILITY TO MEET SCHEDULES AND BUDGET REQUIREMENTS

METHODOLOGY FOR ENSURING BUDGET REQUIREMENTS ARE NOT EXCEEDED

Grant-Specific Financial Tracking
Each grant project is managed through dedicated financial tracking systems that monitor labor hours, administrative costs, reimbursable expenses, matching fund requirements, and grant-funded expenditures. This allows for real-time oversight of project finances and ensures spending aligns with approved grant budgets.



Ongoing Budget Monitoring
Project managers regularly review project costs, reimbursement activity, and grant expenditures to ensure budgets remain aligned with grant agreements and client expectations. Potential variances are identified early and addressed before they affect project performance.

Defined Variance Thresholds
Internal budget controls establish performance benchmarks and variance thresholds that trigger management review when expenditure rates exceed planned levels or project activities fall behind projected progress. This proactive monitoring helps maintain financial accountability and prevents budget overruns.

Proactive Client Coordination
When budget or compliance concerns arise, the Project Manager works directly with the client to evaluate available options, including budget amendments, scope adjustments, rebudgeting requests, or grant agency approvals. This collaborative approach ensures informed decision-making and uninterrupted project delivery.

Financial Reporting and Compliance
Comprehensive financial reports are provided in accordance with grant requirements and client preferences. Reports may include expenditure tracking, reimbursement status, match contributions, budget-to-actual comparisons, and compliance documentation to support audits and agency reviews.

Financial Capacity and Administrative Support
Panhandle Engineering maintains the administrative systems, financial controls, and staffing resources necessary to manage multiple grants simultaneously while maintaining compliance with federal, state, and local funding requirements. Our established procedures support accurate reporting, timely reimbursements, and effective stewardship of public funds.



Data Management and Record Retention
All grant documentation, financial records, application materials, and compliance reports are securely maintained through electronic document management systems with established backup and retention protocols. These practices support transparency, audit readiness, and long-term record accessibility.

COMMITMENT TO PUBLIC ACCOUNTABILITY

As a trusted partner to public agencies and nonprofit organizations, Panhandle Engineering understands that grant funding represents a significant public investment. Our commitment to schedule management, fiscal responsibility, regulatory compliance, and transparent communication ensures that clients maximize funding opportunities while maintaining the highest standards of accountability and stewardship.



Panhandle Engineering is fully committed to providing the financial management, administrative oversight, and proactive communication necessary to successfully support grant development, grant administration, and long-term funding program success.

CALL OUR CLIENTS

Listed below are primary municipal and county client references with continuing contracts:

1. Mr. Jonathan Hayes
   City Manager, City of Panama City
   202.603.0570, jhayes@panamacity.gov

2. Mr. Eddie Cook
   City Manager, City of Callaway
   501.605.2752, citymanager@cityofcallaway.com

3. Mr. Chris Lightfoot
   City Manager,
   City of Lynn Haven
   850.890.8796, clightfoot@cityoflynnhaven.com

4. Mr. Jason Jowers
   Facilities Manager, Bay County
   850.819.8646, jjowers@baycountyfl.gov

5. Mr. Steven Barry
   Escambia County Commissioner
   850.341.2424, district5@myescambia.com

6. Mr. Wesley Griffin
   Washington County Commissioner
   850.557.1966, district4@washingtonfl.com

7. Mr. Ken Worth
   Bureau Chief of Facilities FDOC
   386.365.8327, kenneth.worth@fdc.myflorida.com

Our firm was recently hired by the following agencies in 2025 under continuing contract services:

- Escambia County - Currently working on 2 projects.
- Town of Jay - Currently working on 6 projects and applying for funding.
- Florida Department of Environmental Protection - Currently preparing proposals for 2 projects.
- Florida Department of Corrections - Currently working on 4 projects.
- Washington County - Currently working on 2 projects.
- City of Apalachicola
- Florida State University
- City of Crestview

We perform grant writing services for references 1, 2, 3, 4, and 6.

City of Panama City, Florida
501 Harrison Avenue, Panama City, FL 32401
(850) 872-3000 | panamacity.gov

April 28, 2023

RE: Letter of Reference for Panhandle Engineering, Inc.

To Whom It May Concern:

It is a privilege to write a letter of reference for Panhandle Engineering, Inc. ("PEI") on behalf of the City of Panama City ("the City").

I have known Chris Forehand, P.E. (the President of PEI) for over a decade and engaged with him in several different capacities over the years. Since returning to Panama City in the summer of 2021 and joining the leadership team of the City – the work load and items to be addressed requires almost a daily interaction between he and I.

Chris and the entire team at PEI are great to work with and their attention to detail and responsiveness is deeply appreciated and valued at the City.

To list the projects, from small to large, that they are partnered with the City on would fill up pages – so I will simply say they have a broad range of capabilities – able to step in to any job and help get it done.

The City enjoys our regular and ongoing working relationship with PEI and have come to count on their support.

Please accept this letter in the spirit intended and do not hesitate to reach out to me with any questions regarding PEI at (850) 872-3029 or jhayes@panamacity.gov.

Sincerely,

Jonathan H. Hayes
Public Works Director

RESPECT. INTEGRITY. INNOVATION. COURAGE. EXCELLENCE.

JESSE NELSON
MAYOR

VICKIE GAINER
CITY MANAGER

KEVIN OBOS
CITY ATTORNEY

COMMISSIONERS
SAM PEEBLES
PAT PERNO
JAMIE WARRICK
JUDY VANDERGRIFT

February 14, 2024

To Whom It May Concern,

I am writing this letter as a letter of recommendation for Panhandle Engineering. I have been doing work with Panhandle for the past three years in my role as Public Works Director for the City of Lynn Haven and worked with them for four years in my previous role with the City of Panama City. Panhandle Engineering and their team has always delivered quality plans and work to their client. The communication and service they provide to their clients is imperative to ensure that the project is completed and continuously moves forward throughout the duration of the project. Chris Forehand and the his team have also provided work and insight for other projects that they were not under contract for as well, ensuring that they always put their client's needs first whether it benefits their firm or not. We trust Panhandle and their team and will continue to use them for future projects and designs.

If you have any questions or would like to discuss further, please do not hesitate to reach out to me at clightfoot@cityoflynnhavenc.com or 850-640-9292.

Respectfully,

Chris Lightfoot
Public Works Director

825 Ohio Avenue • Lynn Haven, FL 32444
(850) 265-7520

CITY OF CALLAWAY
CITY HALL
6601 EAST HIGHWAY 22
CALLAWAY, FL 32404
PHONE: 850-871-6000
WWW.CITYOFCALLAWAY.COM

MAYOR
PAMN HENDERSON

COMMISSIONERS
BOBBY BIRDSELL, WARD I
DAVID GRIGGS, WARD II
BOB PELLETIER, WARD III
KENNETH AYERS, WARD IV

Kevin Obos, City Attorney | Keith "Ed" Cook, City Manager | Ashley Robyck, City Clerk

December 9, 2025

Panhandle Engineering, Inc.
Attn: Chris Forehand
Lynn Haven, FL 32444

RE: Letter of Recommendation

Mr. Forehand,

It is with great pleasure that I provide Panhandle Engineering a letter of recommendation from the City of Callaway. Panhandle Engineering has provided the City with services including, but not limited to, stormwater, wastewater, potable water, transportation, public park facilities, and grant management.

Panhandle Engineering has been responsible for designing, permitting and construction oversight on numerous projects in the City of Callaway. I can confirm that all work performed has been completed in accordance with the appropriate technical standards and legal regulations. Their professionalism and response has been outstanding. They have fulfilled their duties with entire satisfaction, and I believe they will bring value to any organization that partners with them.

Sincerely,

Keith "Ed" Cook
City Manager

CODE ENFORCEMENT 871-4672 | FIRE DEPARTMENT 871-5300 | ARTS & CONFERENCE CENTER 874-0035 | LEISURE SERVICES 874-0031 | PUBLIC WORKS/PLANNING Ph.: 871-1033

"This institution is an equal opportunity provider and employer."

CITY OF LYNN HAVEN, FLORIDA
825 Ohio Avenue | Lynn Haven, FL 32444 | (850) 265-2121 | cityoflynnhaven.com

12/9/2025

Re: Panhandle Engineering

The City of Lynn Haven has used Panhandle Engineering since 1999 as a primary engineering service. Their work has included utility projects, roadways, stormwater, parks, grant writing along with various other projects. The work ethic and response to the city's needs have always been above and beyond. They serve their clients in a exceptionally quick manner and always make themselves available to complete whatever tasks are at hand.

We look forward to working on them in the future and would recommend them without hesitation.

Sincerely,

Bobby Baker

Chief Infrastructure Director

Commissioners Sam Peebles | Pat Perno | Jamie Warrick | Judy Tinder

Mayor Jesse Nelson
Interim City Manager Chris Lightfoot
City Attorney Amy Myers

PUBLIC WORKS DEPARTMENT
840 W. 11th Street
Panama City, Florida 32401
(850) 248-8302

May 19, 2017

BOARD OF COUNTY COMMISSIONERS

www.baycountyfl.gov

POST OFFICE BOX 1818
PANAMA CITY, FL 32402

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DISTRICT IV

PHILIP "GRIFF" GRIFFITTS
DISTRICT V

ROBERT J. MAJKA JR.
COUNTY MANAGER

To Whom It May Concern:

Re: Performance of Panhandle Engineering CR 389 Multi-Use Path I Project

Panhandle Engineering teamed with GAC Contractors to do a design-build contract for construction of the CR 389 Multi-Use Path project.

The design team lead by Mr. Forehand was always service oriented and provided the County good engineering services. In addition, they were very good at communicating with all stakeholders during the design and staying on top of issues as they arose.

Should you have any questions please call me at 850-248-8301. I can also be reached by email at jcyr@baycountyfl.gov.

Sincerely,

Josee Cyr

Josee Cyr, P.E.
Engineering Division Manager

Cc: File

C:\Users\incervantes\Desktop\Public Works Letterhead for Josee.doc

*"Dedicated to Excellence . . .
People Serving People"*

October 8, 2021

To Whom it May Concern,

Chris Forehand and Panhandle Engineering have worked with the City of Panama City over the last 7 years. They have completed 28 projects, scopes of which include utility work, roadways, drainage, municipal parks and coastal work.

Their performance is exceptional and the city highly recommends the firm for any public infrastructure project.

If you have any questions, please call me at 850-872-3000

Sincerely,

City of Panama City

Johnny C. Sims, P.E.
Public Works Director

City of Panama City, FL
501 Harrison Ave, Panama City FL 32401

BOARD OF COUNTY COMMISSIONERS
www.baycountyfl.gov

BAY COUNTY UTILITY SERVICES DEPARTMENT
PERMITTING
3410 TRANSMITTER ROAD
PANAMA CITY, FL 32404
OFFICE: 850-248-5010 FAX: 850-248-5006

16015

December 16, 2015

Panhandle Engineering
3005 Lynn Haven Parkway
Lynn Haven, FL 32444

840 W. 11TH ST
PANAMA CITY, FL 32401

Re: Letter of Recommendation

To Whom It May Concern;

Bay County Utility Services (BCUS) recently completed a design build project for the construction of a potable water storage tank and booster pump station with GAC Contractors and Panhandle Engineering Inc. The Engineer of record for the project was Mr. Chris Forehand, P.E.

The project was a success from preliminary design through permitting and construction completion. BCUS recommends engineering services of Panhandle Engineering Inc.

Should you have any questions comments please do not hesitate to contact me.

Regards,

Donald E. Hamm
Utility Development and Permitting Manager

COMMISSIONERS:

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DISTRICT I

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ROBERT J. MAJKA, JR
COUNTY MANAGER

MARGO DEAL ANDERSON
MAYOR

JOEL B. SCHUBERT
CITY MANAGER

ROBERT C. JACKSON
CITY ATTORNEY

COMMISSIONERS
JOSEPH ASHBROOK
ANTONIUS G. BARNES
RODNEY FRIEND
ROGER P. SCHAD

September 29, 2015

RE: Letter of Recommendation
Panhandle Engineering, Inc.

To Whom It May Concern:

Panhandle Engineering, Inc. has provided the City of Lynn Haven engineering services since 1997. These services have included, but are not limited to, stormwater management, potable water, wastewater, transportation, public facilities and comprehensive planning.

Panhandle Engineering, Inc. has been responsible for the design, permitting and construction oversight on numerous jobs throughout the City of Lynn Haven for a number of years. The work they perform is done in an exceptional manner and they are in good standing with the City. Should you have any questions or comments please do not hesitate to contact me at (850) 265-2121.

Sincerely,

Joel B. Schubert
City Manager

825 Ohio Avenue • Lynn Haven, Florida 32444
(850) 265-2121 • Fax (850) 265-8931
www.cityoflynnhaven.com

WILLIAM V. HUSFELT III
SUPERINTENDENT

1311 Balboa Avenue
Panama City, Florida
32401-2080

(850) 767-4100
Hearing Impaired Access
(800) 955-8770 Voice
(800) 955-8771 TDD

www.bay.k12.fl.us

Board Members:

Jerry Register
District 1

Ginger Littleton
District 2

Joe Wayne Walker
District 3

Ryan Neves
District 4

Steve Moss
District 5

May 17, 2017

To Whom It May Concern:

It is my pleasure to write a letter of reference for Chris Forehand/Panhandle Engineering, Inc. located in Bay County, Florida.

Panhandle Engineering is a community partner with Bay District Schools and has been for several years. We have used their company frequently for our projects and have always found them to be a very reliable company. They work hard to complete the projects within the timelines while considering our budget requirements. They strive to meet our expectations and to promote customer satisfaction. Their ability to work with the contractors is one of their strongest assets.

In conclusion, Bay District Schools is very pleased with the relationship that exists with Chris Forehand/Panhandle Engineering, Inc. and will continue to work with them in the future. If you need any additional information or have any questions, feel free to contact me at your convenience.

Sincerely,

Bill Husfelt
Superintendent of Schools

THE FLORIDA SUN SPOT

PANAMA CITY BEACH
Home of the World's Most Beautiful Beach

December 17, 2015

To: Whom It may Concern

Re: Letter of Reference

Between 2000 and 2012, Mr. Chris Forehand, P.E., provided engineering design and managed multiple City utility projects including water booster pump stations, large diameter water mains, small waterline replacement projects, Community Redevelopment Association (CRA) project utility relocation work and other small site work projects.

During his tenure as a consultant for the City, Mr. Forehand was always service oriented and provided quality engineering services for a reasonable fee. Mr. Forehand always had a personal vested interest in the City projects, by setting benchmarks for providing value-added service to any project.

I appreciate the opportunity to have worked with Mr. Forehand on utility projects for the City of Panama City Beach and can highly recommend Mr. Forehand for similar engineering consulting work. If you have any questions, please feel free to contact me at (850) 258-4231.

Sincerely,

Albert E. Shortt, P.E.
Utilities Director

Mayor Gayle F Oberst | Vice Mayor Rick Russell | Council John Reichard Keith Curry Josie B Strange | City Attorney Doug Sale Amy Myers | City Manager Mario Gisbert | City Clerk Holly J White

110 SOUTH ARNOLD RD. 32413-2199 FAX (850) 233-5108 PH. (850) 233-5100

PROJECT APPROACH

Leon County seeks a qualified consultant to assist with the identification, preparation, submission, and post-award administration of grant applications to state and federal funding sources. Panhandle Engineering, Inc. (“Panhandle Engineering”) understands that the County's funding priorities span infrastructure, resilience, water/wastewater, transportation, and community development, and that a successful grants program requires both technical grant-writing capability and active coordination with the agencies and legislative offices that control appropriations and program rules.
Panhandle Engineering brings a combination of in-house engineering expertise which allows us to develop technically sound, fundable project narratives, cost estimates, and supporting documentation together with an established government affairs relationship that gives Leon County a direct line into the state appropriations process. This dual capability is central to our approach, described in the sections below.

Project Approach and Methodology

Our approach is organized into four phases that align with the typical grant lifecycle:

Phase 1 Grant Identification and Strategy

- Maintain a continuously updated matrix of state and federal funding programs relevant to the County's capital and operating priorities (e.g., FDEP, FDOT, Triumph Gulf Coast, HUD, EDA, USDA Rural Development, and legislative appropriations).
- Meet with County staff at the outset of each funding cycle to confirm priority projects, budget needs, and eligibility considerations.
- Track application windows, match requirements, and scoring criteria, and provide the County with a rolling funding calendar.

Phase 2 Application Preparation

- Prepare narratives, scopes of work, budgets, and supporting technical documentation (engineering data, cost opinions, mapping, and resilience/vulnerability analyses where required). Most grant writers who are engineers cannot provide this component without engineers.
- Coordinate required certifications, resolutions, and authorizing documents with the County Attorney's Office and Clerk as needed.
- Conduct internal quality review of each application against the funding agency's scoring rubric prior to submission.

Phase 3 Submission and Agency Coordination

- Submit applications through the applicable state or federal portal and confirm receipt.
- Serve as the County's point of contact for agency follow-up questions, clarifications, and requested revisions during the review period.
- Coordinate directly with agency program staff and, where beneficial, with the County's legislative delegation to support the application.
- Support with lobbying services where appropriate and applicable. Successful grants are not solely awarded on whether or not the application looks good. Advocacy is just as important if not more important.

Phase 4 Award Administration and Compliance

- Assist with grant agreement review, reimbursement request preparation, and progress/close-out reporting.
- Monitor compliance deadlines and maintain documentation to support audit readiness.
- Provide the County with periodic status reports summarizing active applications, pending awards, and compliance obligations.

PROJECT APPROACH

Legislative and Appropriations Coordination

State grant funding particularly discretionary and legislatively appropriated funding often depends on effective coordination with the state legislative process, not just a completed application. To strengthen the County's position on state-funded requests, Panhandle Engineering notes the following:

- Leon County has retained The Southern Group for lobbying and governmental affairs services.
- Panhandle Engineering has independently retained The Southern Group for lobbying services on its own behalf.

Because both the County and Panhandle Engineering are represented by The Southern Group, our team is well positioned to coordinate efficiently with the County's government affairs strategy. Panhandle Engineering will work through appropriate channels and in coordination with County staff and the County's designated lobbying contacts at The Southern Group to ensure that grant applications and state appropriations requests are aligned, non-duplicative, and consistently messaged to legislators and agency staff. This existing relationship is intended to support and defer to the County's own direction on legislative strategy and priorities at all times.

Project Team

Chris Forehand, PE, President of Panhandle Engineering, will serve as Principal-in-Charge and primary point of contact for this contract, supported by Panhandle Engineering's Lynn Haven and Tallahassee-based staff. The Tallahassee office provides proximity to state agencies and the Capitol and State Agencies, supporting responsive coordination throughout each application cycle.

Communication and Schedule

- Kickoff meeting with County staff to establish priorities, reporting format, and points of contact.
- Monthly status updates summarizing active pursuits, upcoming deadlines, and agency correspondence.
- Immediate notification to the County of any award, denial, or agency request requiring County input or action.

Conclusion

Panhandle Engineering offers Leon County a combined technical and government affairs approach to grant application assistance pairing in-house engineering and grant-writing capability with an established relationship with The Southern Group that mirrors the County's own lobbying representation. We welcome the opportunity to support the County's funding priorities and are available to discuss our approach further at the County's convenience.

AFFIDAVIT CERTIFICATION
IMMIGRATION LAWS

Leon County will not intentionally award County contracts to any contractor who knowingly employs unauthorized alien workers, constituting a violation of the employment provisions contained in 8 U.S.C. Section 1324 A(e) {Section 274a(e) of the Immigration and Nationality Act ("INA").

Leon County may consider the employment by any Contractor of Unauthorized Aliens a violation of Section 274A(e) of the INA. **Such violation by the Recipient of the employment provision contained in Section 274A(e) of the INA shall be ground for unilateral cancellation of the contract by Leon County.**

BIDDER ATTESTS THAT THEY ARE FULLY COMPLIANT WITH ALL APPLICABLE IMMIGRATION LAWS (SPECIFICALLY TO THE 1986 IMMIGRATION ACT AND SUBSEQUENT AMENDMENTS).

Company Name: Panhandle Engineering, Inc.

Signature: _____ Title: President

STATE OF Florida
COUNTY OF Bay

Sworn to and subscribed before me this 8th day of September, 2026.

Personally known X

NOTARY PUBLIC

OR Produced identification _____

Notary Public - State of Florida

_____
(Type of identification)

AMANDA L. REED
Notary Public
State of Florida
Comm# HH445391
Expires 9/19/2027

My commission expires: 9/19/2027

Amanda L Reed
Printed, typed, or stamped commissioned name of notary

The signee of this Affidavit guarantees, as evidenced by the sworn affidavit required herein, the truth and accuracy of this affidavit to interrogatories hereinafter made.

LEON COUNTY RESERVES THE RIGHT TO REQUEST SUPPORTING DOCUMENTATION, AS EVIDENCE OF SERVICES PROVIDED, AT ANY TIME.

IDENTICAL TIE BIDS

Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids which are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.

2) Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.

3) Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).

4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employees will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.

5) Impose a sanction on, or require the satisfactory participation in a drug assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.

6) Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify the

following: (Check one and sign in the space provided.)

X This firm complies fully with the above requirements.

_____ This firm does not have a drug free work place program at thistime.



Bidder's Signature

President

Title

September 8, 2026

Date

NON-COLLUSION AFFIDAVIT

The undersigned being first duly sworn as provided by law, deposes and says:

1. This Affidavit is made with the knowledge and intent that it is to be filed with Leon County Government, Leon County, Florida and that it will be relied upon by said County, in any consideration which may give to and any action it may take with respect to this Proposal.

2. The undersigned is authorized to make this Affidavit on behalf of,

Panhandle Engineering, Inc.
(Name of Corporation, Partnership, Individual, etc.)

a Corporation, formed under the laws of Florida
(Type of Business) (State or Province)

of which he/she is President.
(Sole Owner, partner, president, etc.)

3. Neither the undersigned nor any other person, firm or corporation named in above Paragraph 2, nor anyone else to the knowledge of the undersigned, have themselves solicited or employed anyone else to solicit favorable action for this Proposal by the County, also that no head of any department or employee therein, or any officer of Leon County, Florida is directly interested therein.

4. This Proposal is genuine and not collusive or a sham; the person, firm or corporation named above in Paragraph 2 has not colluded, conspired, connived or agreed directly or indirectly with any bidder or person, firm or corporation, to put in a sham Proposal, or that such other person, firm or corporation, shall refrain from bidding, and has not in any manner, directly or indirectly, sought by agreement or collusion, or communication or conference with any person, firm or corporation, to fix the prices of said proposal or proposals of any other bidder; and all statements contained in the proposal or proposals described above are true; and further, neither the undersigned, nor the person, firm or corporation named above in Paragraph 3, has directly or indirectly submitted said proposal or the contents thereof, or divulged information or data relative thereto, to any association or to any member or agent thereof.

Chris Forehand
AFFIANT'S NAME

President
AFFIANT'S TITLE

AFFIANT'S SIGNATURE

TAKEN, SWORN AND SUBSCRIBED TO BEFORE ME this 8th Day of September, 20 26.

Personally Known X Or Produced Identification

Type of Identification

Amanda L Reed
NOTARY PUBLIC
(Print, Type or Stamp Commissioned Name of Notary Public)

My Commission Expires: 9/19/2027

AMANDA L. REED
Notary Public
State of Florida
Comm# HH445391
Expires 9/19/2027

CERTIFICATION REGARDING DEBARMENT, SUSPENSION, And OTHER RESPONSIBILITY MATTERS PRIMARY COVERED TRANSACTIONS

1) The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:

   a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department oragency;

   b) Have not within a three-year period preceding this been convicted of or had a civil judgement rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statues or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

   c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of these offenses enumerated in paragraph (1)(b) of this certification; and

   d) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.

2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

3) No subcontract will be issued for this project to any party which is debarred or suspended from eligibility to receive federally funded contracts.



Signature

President

Title

Panhandle Engineering, Inc

Contractor/Firm

501 E Tennessee Ave. Tallahassee, FL 32308

Address

LOCAL VENDOR CERTIFICATION

The undersigned, as a duly authorized representative of the vendor listed herein, certifies to the best of his/her knowledge and belief, that the vendor meets the definition of a "Local Business." For purposes of this section, "local business" shall mean a business which:

a) Has had a fixed office or distribution point located in and having a street address within Leon, Gadsden, Wakulla, or Jefferson County for at least six (6) months immediately prior to the issuance of the request for competitive bids or request for proposals by the County; and

b) Holds any business license required by Leon County (or one of the other local counties), and, if applicable, the City of Tallahassee;

and

c) Is the principal offeror who is a single offeror; a business which is the prime contractor and not a subcontractor; or a partner or joint venturer submitting an offer in conjunction with otherbusinesses.

Please complete the following in support of the self-certification.
Failure to provide the information requested will result in denial of certification as a local business.

Business Name: Panhandle Engineering, Inc.	
Current Local Address: 501 E Tennessee Ave. Tallahassee, FL 32308	Phone: 850.596.1235 Fax:
If the above address has been for less than six months, please provide the prior address. Length of time at this address:	
Home Office Address: 600 Ohio Ave. Lynn Haven, FL 32444	Phone: 850.763.5200 Fax:

Signature of Authorized Representative

9/8/2026
Date

STATE OF Florida
COUNTY OF Bay

The foregoing instrument was acknowledged before me this 8th day of,20 September 26
By Chris Forehand of Panhandle Engineering, Inc.,
(Name of officer or agent, title of officer or agent) (Name of corporationacknowledging)

a Florida Corporation, on behalf of the corporation. He/she is personally known to me
(State or place of incorporation)
or has produced _____ as identification.

Signature of Notary

Amanda L Reed
Print, Type or Stamp Name of Notary

Title or Rank

HH445391
Serial Number, If Any

AMANDA L. REED
Notary Public
State of Florida
Comm# HH445391
Expires 9/19/2027

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.



Signature

September 8, 2026
Date

AFFIDAVIT IN COMPLIANCE WITH SECTION 787.06(14), FLORIDA STATUTES

Ina ccordance withS ection 787.06(14),F loridaS tatutes,th e undersigned, onb ehalfo f the entity listedb elow ("Entity"),b eingd ulys worn,h erebya ttestsu nderp enalty ofp erjury 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: Chris Forehand
Title: President
Entity: _____

STATE OF Florida
COUNTY OF Bay

Sworn to (or affirmed) and subscribed before me by means of [X] physical presence or [ ] online notarization, this 8th day of September, 20 26, by Chris Forehand (Affiant's Name).

_____
(Signature of Notary Public)
(Print, Type, or Stamp Commissioned Name of Notary and Affix Notary Seal)

AMANDA L. REED
Notary Public
State of Florida
Comm# HH445391
Expires 9/19/2027

[X] Who is personally known to me, or
[ ] Who produced identification; Type of identification produced: _____

LEON COUNTY RESERVES THE RIGHT TO REQUEST SUPPORTING DOCUMENTATION, AS EVIDENCE OF SERVICES PROVIDED, AT ANY TIME.

AGREEMENT

THIS AGREEMENT, by and between **LEON COUNTY, FLORIDA,** a charter county and a political subdivision of the State of Florida, herein ("County"), and **PATEL, GREENE, AND ASSOCIATES, LLC** herein ("Contractor"), (each a "Party" or together the "Parties") is entered into as of the date of last signature below ("Effective Date"). For good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

1. SERVICES TO BE PROVIDED

The Contractor agrees to provide its services to the County to perform the Work related to Grant Support Services for Public Works Engineering set forth in: 1) Bid# BC-2026-024, attached hereto and incorporated herein as Exhibit A; and 2) the Contractor's bid submission, attached hereto and incorporated herein as Exhibit B (collectively "Work"). If any provision contained in this Agreement conflicts with any provision in Exhibit A or Exhibit B, the provision contained in this Agreement shall govern and control.

2. WORK

Contractor understands that no amount of Work is guaranteed to it nor is the County under any obligation to utilize the services of the Contractor in those instances where the Work to be performed can be done by County personnel or under separate contract. Any Work to be performed shall be upon the written request of the County Administrator or his designee, which request shall set forth the commencement date of such Work and the time within which such Work shall be completed.

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

3. TERM

The Agreement shall be for a period of three (3) years, commencing on December 1, 2026, and shall continue until November 30, 2029. After the initial three (3) year period, at the sole option of the County, this Agreement may be renewed for no more than two additional one (1) year periods. Such one (1) year renewals will be automatic unless the County provides written notice of non-renewal to the Contractor no less than thirty (30) days prior to the expiration date of the then current term.

4. TIME OF THE ESSENCE

Time is of the essence in performing the duties, obligations, and responsibilities required by this Agreement.

The term "Business Day," means any day occurring Monday through Friday, except when such day is deemed to be a Holiday. The term "Holiday" means any day observed as a holiday by the Leon County Board of County Commissioners pursuant BCC Policy 03-16, as may be amended, which, as of the Effective Date of this Agreement, are the following days: New Year's Day, Martin Luther King Jr. Day, Memorial Day, Juneteenth, Independence Day, Labor Day, Election Day (first Tuesday after the first Monday in November in even-numbered years), Veteran's Day, Thanksgiving Day, Friday After Thanksgiving Day, and Christmas Day; provided, however, that when any of these observed holidays fall on a Saturday, the preceding Friday shall be the day observed as a holiday, and when any of these observed holidays falls on a Sunday, the following Monday shall be the day observed as a holiday. In addition, when New Year's Day and Christmas Day fall on a Thursday, the Friday following those days shall also be observed as a holiday, and when New Year's Day and Christmas Day fall on a Tuesday, the Monday preceding those days shall also be observed as a holiday.

5. CONTRACT SUM

A. The Contractor agrees that for the performance of the Work as outlined in Sections 1 above, it shall be paid a contract sum by the County according to the rates in the Unit Pricing Sheet contained in Exhibit B, which is attached hereto (Contract Sum).

B. Travel Expenses: Any travel by the Contractor, which is contained within, or otherwise associated with, the scope of Work for a specific project shall be considered incidental to, and a part of, the Contract Sum. As such, there shall be no reimbursement of such travel expenses by the County.

Contractor travel, which is not covered within the scope of Work, and which is billed separately to the County on a cost reimbursement basis must receive prior approval and will be reimbursed in accordance with the Leon County Travel Policy. Travel expenses shall be limited to those expenses necessarily incurred in the performance of a public purpose authorized by law to be performed by the County and must be within limitations described herein and in Section 112.061, Florida Statutes. Contractors traveling on a cost reimbursement basis must have their travel authorized by the department head or representative from whose budget the travel expenses will be paid and by the County Administrator.

6. PAYMENTS

Payments will be made in accordance with Section 218.70, Florida Statutes, et. seq., the "Local Government Prompt Payment Act."

7. PROMPT PAYMENT INFORMATION REQUIREMENTS AND NOTICES

A. The County Project Manager is:
Name:
Street Address:
City, State, Zip Code:
Telephone:
E-mail:

B. The Contractor's Project Manager is:
Name:
Street Address:
City, State, Zip Code:
Telephone:
E-mail:

C. Notices to the Contractor are to be submitted to:
Name:
Street Address:
City, State, Zip Code:
Telephone:
E-mail:

D. Invoices are to be submitted to:
Name:
Street Address:
City, State, Zip Code:
Telephone:
E-mail:

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.

F. Payment Dispute Resolution: Section 16.01 of the Leon County Purchasing Policy details the policy and procedures for payment disputes under this Agreement.

8. TAXES

The County is tax-exempt and therefore is not obligated to pay sales, use and excise taxes. A copy of the Customer's Certificate of Exemption is available upon request.

9. PRICE INCREASES/DECREASES

Upon written request from the vendor no less than sixty (60) days prior to each renewal date of the agreement, and at the discretion of the County, a price increase may be negotiated. It is the intent of the County to not allow a price increase greater than the Consumer Price Index (CPI-U) for the latest twelve-month period reported at the time of request. All price increases shall be at the sole discretion of the County and shall be memorialized by written amendment to this agreement. If approved by the County, the price increase shall become effective on the contract anniversary date.

10. 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.

11. 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.

12. INSURANCE

Contractor 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 Contractor, its agents, representatives, employees or subcontractors. The cost of such insurance shall be included in the Contractor's bid.

A. Minimum Limits of Insurance. Contractor shall maintain limits no less than:

1) General Liability: $1,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage. If commercial general liability insurance or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to this Project/location or the general aggregate limit shall be twice the required occurrence limit.

2) Automobile Liability: $1,000,000 combined single limit per accident for bodily injury and property damage. (non-owned, hired car).

3) 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. Waiver of subrogation in lieu of additional insured is required.

4) Professional Liability Insurance, including errors and omissions: for all Work performed under the terms of this agreement with minimum limits of One Million and 00/100 ($1,000,000.00) Dollars per occurrence; or claims made form with "tail coverage" extending four (4) years beyond the term of the Agreement. Proof of "tail coverage" must be submitted with the invoice for final payment.

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).

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; premises owned, occupied or used by the Contractor; or automobiles owned, leased, hired or borrowed 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.

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. Contractor 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 work commences. 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 commencement of the work. 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.

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.

F. Subcontractors. Contractors 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.

13. PERMITS

The Contractor shall obtain all necessary permits as required by law to lawfully perform the obligations under this Agreement.

14. 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).

15. WARRANTY OF PERFORMANCE

A. Warranty

The Contractor represents and warrants that it possesses the knowledge, skill, experience, and financial capability required to perform and provide all Work under this Agreement and that each person and entity that will perform the Work is duly qualified to perform such Work by all appropriate governmental authorities, where required, and is sufficiently experienced and skilled in the area(s) for which such person or entity will perform such Work. The Contractor represents and warrants that the Work shall be performed in a skillful and respectful manner, and that

the quality of all such Work shall equal or exceed prevailing industry standards for the performance of such Work.

B. Breach of Warranty

In entering into this Agreement, the Contractor acknowledges that the County is materially relying on the warranties stated in this paragraph. The County shall be entitled to recover any damages it incurs to the extent any such warranty is untrue. In addition, if any such warranty is untrue, the County shall have the right, at its sole discretion, to terminate this Agreement without any further liability to the County, to deduct from any amounts due Contractor under this Agreement the full amount of any value paid in violation of a warranty, and to recover all sums paid to Contractor under this Agreement.

16. 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.

17. INDEMNIFICATION

Contractor shall indemnify, hold harmless, and defend County and all of County's current, past, and future officers, agents, and employees (collectively, "Indemnified Party") from and against any and all causes of action, demands, claims, losses, liabilities, and expenditures of any kind, including attorneys' fees, court costs, and expenses, including through the conclusion of any appellate proceedings, raised or asserted by any person or entity not a party to this Agreement, and caused or alleged to be caused, in whole or in part, by any breach of this Agreement by Contractor, or any intentional, reckless, or negligent act or omission of Contractor, its officers, employees, or agents, arising from, relating to, or in connection with this Agreement (collectively, a "Claim"). If any Claim is brought against an Indemnified Party, Contractor shall, upon written notice from County, defend each Indemnified Party with counsel satisfactory to County or, at County's option, pay for an attorney selected by the County to defend the Indemnified Party. The obligations of this section shall survive the expiration or earlier termination of this Agreement. The Contractor acknowledges that ten dollars ($10.00) of the Contract Sum paid to the Contractor, and the promises and covenants herein, constitute sufficient consideration for the Contractor's indemnification of the County, its officials, officers, and employees.

18. 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. In accordance with Section 119.0701(2)(b),1-4, Florida Statutes, the Contractor specifically agrees 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 Contractor does not transfer the records to the County; and

D. Upon completion or termination of the contract, transfer, at no cost, to the County all public records in possession of the Contractor or keep and maintain public records required by the County to perform the service. If the Contractor transfers all public records to the County upon completion or termination of the Agreement, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion or

termination of the Agreement, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the County, upon request from the County, in a format that is compatible with the information technology systems of the County.

A request for public records regarding this Agreement must be made directly to the County, who will be responsible for responding to any such public records requests. Contractor will provide any requested records to County to enable the County to respond to the public records request.

Any material submitted to the County that Bidder 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. Respondent's failure to identify the applicable statutory exemption for any redacted material shall constitute a waiver of the Respondent's request that the County treat such material as exempt from disclosure, and the County shall have no obligation to assert an exemption on the Respondent's behalf. The redacted copy should be provided to the County at the same time Bidder submits its reply to the solicitation and should only exclude those exact portions which are claimed confidential, proprietary, or trade secret. Bidder shall be responsible for defending its determination that the redacted portions of its Reply are confidential, trade secret or otherwise not subject to disclosure. Further, Bidder shall protect, defend, and indemnify 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 Bidder's determination that the redacted portions of its reply are confidential, proprietary, trade secret or otherwise not subject to disclosure. If Bidder fails to submit a Redacted Copy with its Reply, the County is authorized to produce the entire documents, data or records submitted by Bidder in answer to a public records request for these records.

The Bidder is required to also provide an unredacted copy of the redacted information as part of the Bid. If a third party submits a request to the County for records designated as Trade Secret Materials by a Bidder, 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 Bidder. By submitting a Bid, Bidder 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 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 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 as stated in the Solicitation document.

19. 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. 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.

20. MONITORING

The Agreement will require the Contractor to permit persons duly authorized by the County to inspect any records, papers, documents, facilities, goods, and Work of the Contractor which are relevant to this Agreement and interview any clients and employees of the provider to assure the County of satisfactory performance of the terms and conditions of this Agreement.

Following such evaluation, the County will deliver to the Contractor a written report of its findings and will include written recommendations with regard to the Contractor's performance of the terms and conditions of this Agreement. The Contractor will correct all noted deficiencies identified by the County within the specified period of time set forth in the recommendations. The Contractor's failure to correct noted deficiencies may, at the sole and exclusive discretion of the County, result in any one or any combination of the following: (1) the Contractor being deemed in breach or default of this Agreement; (2) the withholding of payments to the Contractor by the County; and (3) the termination of this Agreement for cause.

21. DATA AND PRIVACY.

Consultant shall comply with all applicable data and privacy laws and regulations, including without limitation Sections 287.138, and 501.171, Florida Statutes and shall ensure that County's data processed, transmitted, or stored by Consultant or in the system is not stored outside the United States. Consultant 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 Consultant 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, Consultant 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.

22. TERMINATION

Leon County may terminate this Agreement without cause by giving the Contractor thirty (30) days written notice of termination. Either party may terminate this Agreement for cause by giving the other party hereto thirty (30) days written notice of termination. The County shall not be required to give Contractor such thirty (30) day written notice if, in the opinion of the County, the Contractor is unable to perform its obligations hereunder or, in the County's opinion, the Work being performed is not satisfactory. In such case, the County may immediately terminate the Agreement effective upon notice of termination to the Contractor.

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 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(2)(a), Florida Statutes, been placed on the Scrutinized Companies or other entities that Boycott Israel List or is engaged in a boycott of Israel.

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), Florida Statutes, or has been placed on a list created pursuant to Section 215.473, Florida Statutes relating to scrutinized active business operations in Iran.

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, created pursuant to s. 215.473; or is engaged in business operations in Cuba or Syria.

23. PURCHASES BY OTHER PUBLIC AGENCIES

With the consent and agreement of the successful bidder(s), purchases may be made under this bid by other governmental entities. Such purchases shall be governed by the same pricing, terms and conditions stated herein. This Agreement in no way restricts or interferes with the right of any public agency or political subdivision to bid any or all of the items or Work independently.

24. 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.

25. 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.

26. 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.

27. 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.

Continuing Warranty of Compliance

Contractor warrants that throughout the term of this Agreement, including any renewals or extensions, Contractor shall remain in compliance with the above certifications and shall not permit County funds to be used in a manner prohibited by Sections 125.595 and 287.139, Florida Statutes.

Upon reasonable request of the County, Contractor shall provide records, certifications, or other documentation reasonably necessary to demonstrate compliance with this provision.

Indemnification for Noncompliance

To the fullest extent permitted by law, Contractor 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:

a. Contractor's breach of the certifications or warranties contained in this Agreement;
b. Contractor's violation of Sections 125.595 and 287.139, Florida Statutes (2026)
c. Any claim, investigation, administrative proceeding, or civil action arising from Contractor's use of County funds in a manner prohibited by Florida law; or
d. Any false, misleading, or inaccurate certification made by Contractor pursuant to this Agreement.

The obligations contained in this section shall survive expiration or termination of the Agreement.

Termination for Cause

Contractor 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.

28. 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.

29. DELAY

No claim for damages or any claim other than for an extension of time shall be made or asserted against the County by reason of any delays. The Contractor shall not be entitled to an increase in the Contract Sum or payment or compensation of any kind from the County for direct, indirect, consequential, impact or other costs, expenses or damages, including but not limited to costs of acceleration or inefficiency, arising because of delay, disruption, interference or hindrance from any cause whatsoever, whether such delay, disruption, interference or hindrance be reasonable or unreasonable, foreseeable or unforeseeable, or avoidable or unavoidable; provided, however, that this provision shall not preclude recovery of damages by the Contractor for hindrances or delays due solely to fraud, bad faith, or active interference on the part of the County or its agents. Otherwise, the Contractor shall be entitled only to extensions of this Agreement time as the sole and exclusive remedy for such resulting delay, in accordance with and to the extent specifically provided above.

30. 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.

31. 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.

32. RESERVATION OF 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 this Agreement. The County is included within the definition of "state agencies or subdivisions" in Section 768.28, Florida Statutes, and shall be responsible for the negligent or wrongful acts or omissions of its employees pursuant to Section 768.28, Florida Statutes.

33. 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.

34. 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.

35. CONSTRUCTION

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

36. SEVERABILITY

It is intended that each section of this Agreement 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.

37. AMENDMENTS

No modification, amendment, or alteration in the terms or conditions contained in this Agreement shall be effective unless 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.

38. CONFLICTING TERMS AND CONDITIONS

In the instance that any other agreement exists concerning the matters herein, then the terms and conditions in this Agreement shall prevail over all other terms and conditions.

39. INTERPRETATION

This Agreement shall be interpreted without the aid of any canon, custom, or rule requiring construction against the drafter.

40. 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.

41. 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.

42. 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. Agreement
2. Exhibit A
3. Exhibit B

ATTACHMENTS

Exhibit A – Solicitation Document #BC-2026-024
Exhibit B – Contractor's Response to Solicitation #BC-2026-024

[THE REMAINDER OF THIS 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: _____

Melanie Hooley
Leon County Purchasing Director

Date: _____

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

BY: _____

DATE: _____

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

By: _____

Daniel R. Krumbholz
Assistant County Attorney

Date: _____

PATEL, GREENE, AND ASSOCIATES, LLC

By: _____

Printed
Name _____

Title: _____

Date: _____

REQUEST FOR PROPOSAL

FOR

GRANT SUPPORT SERVICES FOR PUBLIC WORK ENGINEERING

Proposal Number BC-2026-024

BOARD OF COUNTY COMMISSIONERS
LEON COUNTY, FLORIDA

RELEASE DATE: August 6, 2026

Grant Support Services for Public Work Engineering

1. Introduction
2. General Instructions
3. Scope of Services
4. Solicitation Instructions
5. Required Certifications
6. Selection Process
7. Evaluation Criteria
8. Insurance Requirements
9. Terms and Conditions
10. Ethical Business Practices
11. Submittals
12. Pricing Proposal

Attachments:
A - Proposal Response Cover Sheet with Signature
B - Forms_for_Solicitation_7.26
C - Agreement 8.13.26

1. Introduction

1.1. Summary

Leon County, Florida ("County") is issuing this Request for Proposals ("RFP") from qualified firms to provide Grant Support Services.

It is the intent of the County to enter into Agreements with multiple firms to meet the anticipated need for services. The distribution of the work to these awarded firms shall be at the sole discretion of the Public Works Division of Engineering Services, based on what staff deems as in the best interests of the County. The Agreement period shall be for three (3) years with two (2) optional one (1) year renewal periods for a possible total of five (5) years.

Services will be on as needed basis for small projects to be administered primarily by Public Works Division of Engineering Services, however, other County Divisions and Constitutional Offices may request and administer these services as well during the term of this Agreement.

1.2. Contact Information

Melanie Hooley
Purchasing Director
1800-3 Blair Stone Rd
Tallahassee, FL 32308
Email: hooleym@leoncountyfl.gov
Phone: (850) 606-1600
Department:
Procurement

Department Head:
Melanie Hooley
Purchasing Director

1.3. Timeline

Below is the current schedule of the events that will take place as part of this solicitation. The County reserves the right to make changes or alterations to the schedule as the County determines is in the best interest of the public. If any changes to the Schedule of Events are made, Leon County will post the changes on the Leon County procurement website either as a public meeting notice, or as an addendum, as applicable. It is the responsibility of the firm to register as a vendor in the County's eProcurement Portal located at https://procurement.opengov.com/portal/leoncounty and to click the "Follow" button on your interested projects in order to receive email notifications of changes. Ultimately, it is the responsibility of the firm and other interested persons and parties to review the Purchasing Division's website to stay informed of the Schedule of Events, addenda to the RFP, and public meetings. The main procurement website address is: https://secure.procurenow.com/portal/leoncounty.

Release Project Date	August 6, 2026

Question/Inquiries Deadline	August 14, 2026, 4:00pm
Opening Date	September 8, 2026, 2:00pm

2. General Instructions

Respondents are expected to examine the proposal documents carefully, including specifications, delivery schedule, freight requirements, prices and extensions and all general and special conditions of the solicitation prior to submission. In case of error in price extension, the unit price will govern. Proposals must be submitted electronically via OpenGov Procurement (formerly ProcureNow).

2.1. Special Accommodations

Any person requiring a special accommodation at a Pre-Proposal Conference or RFP opening because of a disability must call the Division of Purchasing at (850) 606-1600 at least five (5) workdays prior to the Pre-Proposal Conference or RFP opening. If you are hearing or speech impaired, please contact the Purchasing Division by calling the County Administrator's Office using the Florida Relay Service which can be reached at 1(800) 955-8771 (TDD).

2.2. Prohibited Communications

Any Form of communication, except for written correspondence with the Purchasing Division requesting clarification or asking questions, shall be prohibited regarding a particular request for proposal, request for qualification, bid, or any other competitive solicitation between:

A. Any person or person's representative seeking an award from such competitive solicitation; and
B. Any County Commissioner or Commissioner's staff, or any county employee authorized to act on behalf of the Commission to award a particular contract.

For the purpose of this section, a person's representative shall include, but not be limited to, the person's employee, partner, officer, director, consultant, lobbyist, lawyer, relative, or any actual or potential subcontractor or consultant of the person.

The prohibited communication shall be in effect as of the release of the competitive solicitation and terminate at the time the Board, or a County department authorized to act on behalf of the Board, awards or approves a contract, rejects all bids or responses, or otherwise takes action which ends the solicitation process.

The provisions of this section shall not apply to oral communications at any public proceeding, including pre-bid conferences, oral presentations before selection committees, contract negotiations during any public meetings, presentations made to the Board, and protest hearings. Further, the provisions of this section shall not apply to contract negotiations between any employee and the intended awardee, any dispute resolution process following the filing of a protest between the person filing the protest and any employee, communications with the County Attorney or communications with the Purchasing Director.

Violation of this section may result in disqualification from this solicitation and shall be grounds for suspension from doing business with the County.

2.3. Proposal Media Format (Electronic Only)

Proposals for this RFP shall be submitted (uploaded in the "Submittals" section) electronically to this solicitation in OPENGOV.

2.4. Respondent Registration

Respondents who obtain solicitation documents from sources other than the County Purchasing Division MUST officially register with the County Purchasing Division in order to be placed on the plan holders list for the solicitation. This list is used for communications from the County to prospective respondents. Also, respondents should be aware that solicitation documents obtained from sources other than those listed above may be drafts, incomplete, or in some other fashion different from the official solicitation document(s). Failure to register as a prospective respondent through the Purchasing Division may cause your submittal to be rejected as non-responsive. To Register, complete the online vendor registration process, find the opportunity of interest, and click "Follow" or "Draft Response".

2.5. Registered Plan Holders List

A plan holders list is made available via the internet lists of all registered plan holders for each bid or request for proposals. The information is available on-line at https://procurement.opengov.com/portal/leoncounty. by simply clicking the Followers tab for each respective solicitation. A listing of the registered vendors with their contact information is designed to assist vendors in preparation of their responses.

2.6. Errors and Omissions

The County and its representatives shall not be responsible for any errors or omission in the RFP. Due care and diligence has been exercised in the preparation of this RFP, and all information contained herein is believed to be substantially correct. Information is subject to review by the successful respondent.

2.7. Acceptance of County Terms

Leon County objects to and shall not consider any additional terms or conditions submitted by a respondent, including any appearing in documents attached as part of a respondent's response. In submitting its response, a respondent agrees that any additional terms or conditions, whether submitted intentionally or inadvertently, shall have no force or effect. Failure to comply with terms and conditions, including those specifying information that must be submitted with a response, shall be grounds for rejecting a response or placing a respondent in default.

3. Scope of Services

3.1. Grant Support Services

Work in this category shall consist of reviewing Notices of Funding Opportunity (NOFOs), identifying and recommending County projects suitable for grant applications, and preparing complete grant application packages. This includes, but is not limited to, conducting benefit to cost ratio analyses, developing project narratives, and gathering and compiling all required supporting documentation when requested.

3.2. Administrative Process to Issue Work Assignments

The administrative process, when work assignments are issued, will be as follows:

- Step 1 - County staff will contact the Consultant for a meeting to review the assignment and will describe in general the scope of services required.
- Step 2 - Consultant will prepare a detailed scope of services, including a time frame for completion of various phases and/or milestones. Consultant will prepare a computation of fees to be charged for the services based on the approved hourly rates and fee schedule. These documents will be submitted to County staff for review and approval.
- Step 3 - If acceptable to County staff making the assignment, County staff will issue a letter of authorization to proceed (Notice to Proceed). There will be a purchase order issued for each work assignment for monitoring and tracking of the budget and project funds. The fee computation will be considered to be a limiting amount, not to be exceeded without subsequent approval by County staff.

Consultants are advised that at this time, there are not enough assignments to guarantee that a work assignment will be issued. It is anticipated that over the life of this agreement sufficient assignments will be developed, but it is not guaranteed. Further, staff will attempt to distribute assignments evenly among consultants, but cannot guarantee that sufficient assignments will develop to guarantee that action.

3.3. Labor Categories and Minimum Qualifications

The labor categories identified below establish the minimum qualifications for personnel that may be assigned under this Contract. Personnel proposed by the Consultant shall, at a minimum, meet the qualifications established for the applicable labor category. Consultants may assign personnel whose qualifications exceed the stated minimum requirements.

The County reserves the right to review and approve the qualifications of personnel assigned under this Contract. Upon request, the Consultant shall provide resumes, professional registrations, certifications, or other documentation demonstrating that assigned personnel meet the minimum qualifications for the applicable labor category. If the County determines that assigned personnel do not meet the minimum qualifications for the labor category being billed, the County may require the Consultant to assign qualified personnel or bill the services under the appropriate labor category.

The following labor categories and minimum qualifications shall apply:

Labor Category	**Minimum Qualifications**

Project Manager	Bachelor's degree in Planning, Engineering, or a related field and a minimum of five (5) years of professional experience in grant applications or management. Responsible for overall project management, coordination, scheduling, and quality assurance for assigned task orders.
Senior Engineer	Registered Professional Engineer (P.E.). Out-of-state P.E. licensure is acceptable; however, engineering work products may only be signed and sealed by a Florida licensed Professional Engineer. Minimum ten (10) years of post-registration experience. Typically serves in a senior technical production role and provides quality assurance/quality control and technical guidance.
Grant Specialist	Bachelor's degree in Business Administration, Finance, Public Administration, or a related field and a minimum of five (5) years of experience in grant research, grant writing, grant administration, funding compliance, or related grant management activities.
Secretary/Clerical	High school diploma or equivalent. Entry-level position responsible for providing administrative, clerical, and document support services.

The labor categories listed above are intended to encompass the services anticipated under this Contract. However, the County reserves the right to negotiate the addition of unanticipated related labor categories, including associated qualifications and fully burdened hourly rates, when determined to be in the best interest of the County and necessary to support services within the scope of the Contract.

3.4. Price Proposal

Price Proposal Requirements

Proposers shall submit pricing in accordance with the Price Proposal Table provided with this solicitation. Pricing shall include all costs associated with providing the services described in this RFP, including labor, overhead, profit, and any other costs necessary to perform the services.

Evaluated Price Proposal

The County will evaluate proposed pricing based on the representative project scenario identified in the Price Proposal - Sample Project table. Proposers shall provide fully burdened hourly rates for the labor categories identified in the form. The Total Evaluated Cost will be calculated by multiplying each proposed hourly rate by the estimated hours identified for that labor category and summing the resulting extended costs.

The estimated hours provided in the Evaluated Price Proposal are for evaluation purposes only and are intended to establish a common basis for comparing proposals. The estimated hours do not represent the County's anticipated usage, do not guarantee any minimum or maximum amount of work, and shall not be construed as a commitment by the County to procure services in the stated quantities.

The County reserves the right to utilize any applicable labor category identified in the complete hourly rate schedule when requesting services under the Contract, based on the scope and requirements of each individual task order. Inclusion of a labor category or hourly rate does not guarantee that the County will request services under that category or utilize the Consultant at any specific level of effort.

The County reserves the right to negotiate additional unanticipated related labor categories and associated hourly rates when necessary to support services within the scope of the Contract and when determined to be in the best interest of the County.

4. Solicitation Instructions

4.1. Submitting Questions

Questions shall be submitted (before the Question/Inquiries Deadline) directly through the Question & Answer tab found in this solicitation. **Please do not Email questions/inquiries.**

Each respondent shall examine the solicitation documents carefully, including the forms and agreement; and, no later than the last day for questions listed in schedule of events, shall make a written request to the County for interpretations or corrections of any ambiguity, inconsistency or error discovered in the solicitation, including the agreement. The County will prepare a written response to each written question, comment, and recommendation that is delivered to the County prior to the deadline listed in the schedule of events. The County's written responses will be posted to this solicitation. The County will not be responsible for oral clarifications. No negotiations, decisions or actions shall be initiated or executed by the proposer as a result of any discussions with any County employee prior to the opening of proposals. Only those communications which are in writing from the County may be considered as a duly authorized expression on the behalf of the Board. Also, only communications from firms which are in writing and signed will be recognized by the Board as duly authorized expressions on behalf of respondent. Each respondent shall be deemed to have waived all questions, comments, and recommendations that are not submitted to the County in compliance with this section.

4.2. Addenda To Solicitation

Addenda to this solicitation will be posted to the solicitation. For those projects with separate plans, blueprints, or other materials that cannot be accessed through the internet, the Purchasing Division will make a good faith effort to ensure that all registered vendors (those vendors who have been registered as receiving a proposal package) receive the documents. It is the responsibility of the vendor prior to submission of any proposal to check the solicitation to verify any addenda issued.

4.3. Proposal Deadline

Proposals shall be electronically submitted (uploaded) to the solicitation no later than the Opening Date (Tuesday, September 8, 2026 at 2:00 pm), as identified in the Schedule of Events, to be considered.

4.4. Receipt and Opening of Proposals

Proposals will be opened publicly at the time and place stated in the Timeline. When the specified time has arrived no proposals received thereafter will be considered. At the time fixed for the opening of proposals, the tabulation sheet will be made public and will be posted on the Purchasing Division website at: https://procurement.opengov.com/portal/leoncounty.

Sealed bids, proposals, or replies received by the County pursuant to a competitive solicitation are exempt from public records disclosure until such time as the County posts an intended decision or until 30 days after opening of the documents, whichever is earlier. If the County rejects all Proposals submitted in response to this RFP, the rejected Proposals remain exempt from public records disclosure until the County posts an intended decision or until the County withdraws the reissued Proposal. Proposals received by the County pursuant to this RFP will not remain exempt for longer than twelve (12) months after the County rejects such Bids.

4.5. Timely Delivery

It is the respondent's responsibility to assure that the proposal is submitted at the proper time and location. Electronic submissions will not be allowed through the County's e-Procurement portal once the deadline has passed.

4.6. Preparation Costs

The County is not liable for any costs incurred by respondents prior to the issuance of an executed contract.

4.7. Preparation of Proposal

Any material submitted to the County that Respondent 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. The Respondent is required to also provide an unredacted copy of the redacted information as part of the Proposal. If a third party submits a request to the County for records designated as Trade Secret Materials by a Respondent, the County shall refrain from disclosing the Trade Secret Materials, unless otherwise ordered by a court of competent jurisdiction or authorized in writing by Respondent. By submitting a Proposal, Respondent 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.

4.8. Reservation of Rights

The County reserves the right to reject any and/or all proposals, in whole or in part, when such rejection is in the best interest of the County. Further, the County reserves the right to withdraw this solicitation at any time prior to final award of contract.

4.9. Award of RFP and Protest

Award shall be made to the responsive, responsible vendor whose proposal is determined in writing to be the most advantageous to Leon County, taking into consideration the evaluation factors set forth in the Request for Proposals. In accordance with Section 287.05701(3), Florida Statutes, in determining whether a bidder is responsible, the County will not request documentation of or consider a bidder's social, political, or ideological interests, nor give preference to a bidder based on such interests. No other factors or criteria shall be used in the evaluation criteria that are not included in the Request for Proposal. The County reserves the right to waive any minor irregularity in proposals and to make an award in whole or in part when either or both conditions are in the best interest of Leon County.

Notice of the Intended Decision will be posted on the County website at: https://procurement.opengov.com/portal/leoncounty for a period of seventy-two (72) consecutive hours, which does not include weekends or County observed holidays. Failure to file a protest within the time prescribed in Leon County Policy No. 96-1, Purchasing Policy, or failure to post the bond or other security required by law within the time allowed for filing a bond shall constitute a waiver of proceedings. Notice of intent of bid protest shall be made in writing to the Purchasing Director, 1800-3 N. Blair Stone Road, Tallahassee, Florida 32308. The bidder shall be responsible for inquiring as to any and all award recommendation/postings.

Any award recommendation may be protested on the grounds of irregularities in the specifications, procedure, or the evaluation of the proposal. Such notice of an intent to protest shall be made in writing to the Purchasing Director within 72 hours after receipt of the intended recommendation of award and the protestor shall file a formal written bid challenge within 5 business days after the date in which the notice of intent of bid protest has been submitted. The notice of protest shall contain at minimum: the name of the Protestor; the Protestor's address and phone number; the name of the Protestor's representative to whom notices may be sent; the name and bid number of the solicitation; and a brief factual summary of the basis of the protest. Failure to file a notice of an intent to protest or failure to file a formal written bid protest shall constitute a waiver of all rights granted under this section.

5. Required Certifications

5.1. Licenses and Certifications

The respondent shall be responsible for obtaining and maintaining throughout the contract period any licenses required pursuant to the laws of Leon County, the City of Tallahassee, or the State of Florida.

If the contractor is operating under a fictitious name as defined in Section 865.09, Florida Statutes, proof of current registration with the Florida Secretary of State shall be submitted with the proposal. A business formed by an attorney actively licensed to practice law in this state, by a person actively licensed by the Department of Business and Professional Regulation or the Department of Health for the purpose of practicing his or her licensed profession, or by any corporation, partnership, or other commercial entity that is actively organized or registered with the Department of State may submit a copy of the current licensing from the appropriate agency and/or proof of current active status with the Division of Corporations of the State of Florida or such other state as applicable.

5.2. Public Entity Crimes Statement

A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a contractor, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, Florida Statute for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list. By submission of a proposal in response to this solicitation, the proposer certifies compliance with the above requirements as stated in Section 287.133, Florida Statutes.

5.3. Certification Regarding Debarment, Suspension, and Other Responsibility Matters

The prospective primary participant must certify to the best of its knowledge and belief, that it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency and meet all other such responsibility matters as contained on the attached certification form.

5.4. Unauthorized Alien(s)

The Contractor agrees that unauthorized aliens shall not be employed nor utilized in the performance of the requirements of this solicitation or any work authorized thereunder. 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 cause for unilateral termination of this Agreement by the County. As part of the response to this solicitation, please complete and submit the attached form “AFFIDAVIT CERTIFICATION IMMIGRATION LAWS.”

5.5. 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.

5.6. Local Preference in Purchasing and Contracting

A. Preference in requests for proposals. In purchasing of, or letting of contracts for procurement of, personal property, materials, contractual services, and construction of improvements to real property or existing structures for which a request for proposals is developed with evaluation criteria, a local preference of the total score may be assigned for a local preference, as follows:
   1. Individuals or firms which have a home office located within Leon, Gadsden, Wakulla, or Jefferson County, and which meet all of the criteria for a local business as set forth below, shall be given a preference in the amount of five percent.
   2. Individuals or firms which do not have a home office located within Leon, Gadsden, Wakulla, or Jefferson County, and which meet all of the criteria for a local business as set forth below, shall be given a preference in the amount of three percent.
   3. For the purposes of this section, "home office" shall mean a business's principal office or headquarters constituting the center for administration and policymaking.

B. Local business definition. For purposes of this section, "local business" shall mean a business which:
   1. Has had a fixed office or distribution point located in and having a street address within Leon, Gadsden, Wakulla, or Jefferson County for at least six (6) months immediately prior to the issuance of the request for competitive bids or request for proposals by the County; and
   2. Holds any business license required by Leon County, and, if applicable, the City of Tallahassee; and
   3. Is the principal offeror who is a single offeror; a business which is the prime contractor and not a subcontractor; or a partner or joint venturer submitting an offer in conjunction with other businesses.

C. Certification. Any vendor claiming to be a local business as defined herein, shall so certify in writing to the Purchasing Division. The certification shall provide all necessary information to meet the requirements set forth above. The Local Vendor Certification Form is enclosed. The purchasing agent shall not be required to verify the accuracy of any such certifications, and shall have the sole discretion to determine if a vendor meets the definition of a "local business."

5.7. Drug Free Workplace

In accordance with Section 287.087, Florida Statutes, whenever two or more bids, proposals, or replies that are equal with respect to price, quality, and service are received by the County for the procurement of commodities or contractual services, a bid, proposal, or reply received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. In order to have a drug-free workplace program, a business shall:

A. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.

B. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
C. Give each employee engaged in providing the commodities or contractual services that are under response/bid a copy of the statement specified in subsection (1).
D. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under response/bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 (Florida Statutes) or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
E. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, or any employee who is so convicted.
F. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

5.8. Equal Opportunity

The contractors and all subcontractors shall agree to a commitment to the principles and practices of equal opportunity in employment and to comply with the letter and spirit of federal, state, and local laws and regulations prohibiting discrimination based on race, color, religion, national region, sex, age, handicap, marital status, and political affiliation or belief.

5.9. Scrutinized Company Certification

In accordance with Section 287.135, Florida Statutes, a company or other entity is ineligible to, and may not, bid on, submit a proposal for, or enter into or renew a contract with Leon County for goods or services of one hundred thousand dollars or more, at the time of bidding on, submitting a proposal for, or entering into or renewing such contract, the company or other entity is on the Scrutinized Companies or Other Entities that Boycott Israel List, created pursuant to section 215.4725, Florida Statutes, or is engaged in a boycott of Israel.

A company or other entity is ineligible to, and may not, bid on, submit a proposal for, or enter into or renew a contract with Leon County for goods or services of one million dollars or more if, at the time of bidding on, submitting a proposal for, or entering into or renewing such contract, the company or other entity is on the Scrutinized Companies with Activities in Sudan List, or the Scrutinized Companies with Activities in the Iran Terrorism Sectors List, created pursuant to Florida Statutes, Section 215.473, Florida Statutes, or is engaged in business operations in Cuba or Syria.

6. Selection Process

6.1. Evaluation Committee

The County Administrator shall appoint an Evaluation Committee composed of either three members or five members who will review and evaluate all proposals received on time.

Meetings of Evaluation Committees subsequent to the opening of the solicitation shall be public meetings. Notice of all meetings shall be posted on the Purchasing Division website at:https://procurement.opengov.com/portal/leoncounty and in the Purchasing Division Offices no less than 72 hours (excluding weekends and holidays).

6.2. Scoring and Ranking

Evaluators will independently score each responsive proposal based upon the points given in the Scoring Sheet utilizing the Evaluation Criteria Matrix. If applicable, the scores will be provided by the Purchasing Division for both Price/Cost and Local preference.

Proposals will be ranked using the ordinal ranking process. First, each evaluator will score proposals based upon the points given in the Scoring Sheet utilizing the Evaluation Criteria contained herein. Then each evaluator will utilize ordinal ranking to rank each proposal. These rankings will be averaged to determine the final ranking of proposals.

6.3. Award

Award shall be made to the responsive, responsible offeror whose proposal is determined in writing to be the most advantageous to Leon County, taking into consideration the evaluation factors set forth in the Request for Proposals. No other factors or criteria shall be used in the evaluation criteria that are not included in the Request for Proposal. The County reserves the right to waive any minor irregularity in proposals and to make an award in whole or in part when either or both conditions are in the best interest of Leon County.

7. Evaluation Criteria

Actual rating for each criteria may range from zero (lowest rating) to the maximum rating points for that criteria as detailed below:

Numerical Score	Evaluation Word	Description
5	Superior	Response exhaustively addresses the evaluation criterion or demonstrates extraordinary capability and/or experience related to the criterion.
4	Excellent	Response extensively addresses the evaluation criterion or demonstrates exceptional capability and/or experience related to the criterion.
3	Acceptable	Response adequately addresses the evaluation criterion or demonstrates sufficient capability and/or experience related to the criterion.
2	Fair	Response minimally addresses the evaluation criterion or demonstrates nominal capability and/or experience related to the criterion.
1	Poor	Response inadequately addresses the evaluation criterion or demonstrates limited capability and/or experience related to the criterion.
0	Missing	Response does not address the evaluation criterion and/or does not demonstrate any capability and/or experience related to the criterion.

Proposals will be evaluated and ranked on the basis of the following considerations:

No.	Evaluation Criteria	Scoring Method	Weight (Points)

1.	**Firm's Professional Personnel** Proposals will be evaluated and scored on the basis of the following considerations: 1 - Project team personnel do not have appropriate level of qualifications. Organization of project team is inappropriate. 2 - Most project team personnel have the proper level of qualifications. Organization of project team is insufficient. 3 - All project team personnel have the proper level of qualifications. Organization of project team is sufficient to the project. 4 - All project team personnel have the proper level of qualifications and at least one member has extensive qualifications. Organization of project team is more than sufficient to the project. 5 - All project team personnel have the proper level of qualifications and several have extensive qualifications. Organization of project team is exceptional for the project.	0-5 Points	20 *(20% of Total)*
2.	**Firm's Relevant Experience** 1 - No successful experience with similar type projects. 2 - Successful experience with 1 - 2 similar type projects. 3 - Successful experience with 3 - 6 similar type projects, at least one of which had been in the past 2-years. 4 - Successful experience with more than 5 similar type projects, 1 - 2 of which are the same type projects. 5 - Successful experience with more than 5 similar type projects, 3 or more of which are the same type projects.	0-5 Points	25 *(25% of Total)*

3.	**Firm's Approach to a Project** Proposals will be evaluated and scored on the basis of the following considerations: 1 - Submittal is lacking in a demonstration of a clear understanding of the most basic requirements of the type of work for the category. 2 - Submittal shows some basic understanding of the type of work for the category, but provides little clarity as to consultant's understanding of the County's needs; a plan to address the scope of work; the consultant's design philosophy; or possible alternatives and/or cost saving measures. 3 - Submittal shows understanding of the type of work for the category and may address in their approach, in whole or part one or more, but not all the following: consultant's understanding of the County's needs; a plan to address the scope of work; the consultant's design philosophy; or possible alternatives and/or cost saving measures. 4 - Submittal shows that consultant understands the type of work to be performed in this category and addresses the following in their approach; the County's needs and has a plan to respond to the project or scope or work, firms' proposed design philosophy; possible alternatives; and/or cost savings. 5 - Submittal clearly shows that consultant understands the type of work to be performed in this category and clearly identifies/states the following in their approach; the County's needs and has a clear and specific plan to respond to the project or scope or work, and clearly states firms' proposed design philosophy; possible alternatives; and/or cost savings.	Points Based	30 *(30% of Total)*

4.	**Willingness to Meet Schedule and Budget Requirements** Proposals will be evaluated and scored on the basis of the following considerations: 1 - Approach in the submittal does not address either the schedule or budget. 2 - Approach in the submittal indicates that the consultant will likely not meet the project schedule. 3 - Approach in the submittal indicates that the consultant will meet the project schedule. 4 - Approach in the submittal indicates that the consultant will meet the same or better project schedule. 5 - Approach in the submittal indicates that the consultant will provide an improved project schedule.	0-5 Points	5 *(5% of Total)*

5.	**Effect of Firms Recent, Current, and Projected Workload** Proposals will be evaluated and scored on the basis of the following considerations: 1 - Submittal shows that consultant does not have sufficient available personnel to provide services on relatively short notice for the small to medium size projects that are contemplated in the resultant contract on schedule. 2 - Submittal shows that consultant will have to work overtime to provide services on relatively short notice for the small to medium size projects that are contemplated in the resultant contract on schedule. 3 - Submittal shows that consultant has adequate time and available personnel to provide services on relatively short notice for the small to medium size projects that are contemplated in the resultant contract on schedule. 4 - Submittal shows that consultant's project team has adequate time and available personnel to complete project on or ahead of schedule. 5 - Submittal shows that consultant's project team has no or very light current of projected workload.	Points Based	5 *(5% of Total)*
6.	**Agency Cost** The Proposer with the lowest cost will receive the maximum (10) points. Proposer's with a higher cost will receive fewer points, on a pro-rata basis, using the formula below: (L / P) X (10) Where: L = Lowest cost proposed P = Proposer's cost	Points Based	10 *(10% of Total)*

7.	**Local Preference** Points for Local Preference will be awarded as follows: A. Individuals or firms which have a home office located within Leon, Gadsden, Wakulla, or Jefferson County, and which have been certified by the Leon County Purchasing Division as a Local Business, as set forth in this RFP, shall be given a preference in the amount of five percent (five (5) points out of the 100 maximum points allowed); and B. Individuals or firms which do not have a home office located within Leon, Gadsden, Wakulla, or Jefferson County, and which have been certified by the Leon County Purchasing Division as a Local Business, as set forth in this RFP, shall be given a preference in the amount of three percent (three (3) points out of the 100 maximum points allowed); and C. All other individuals or firms shall be given zero (0) points for Local Preference. For the purposes of this section, "home office" shall mean a business's principal office or headquarters constituting the center for administration and policymaking.	Points Based	5 *(5% of Total)*

8. Insurance Requirements

8.1. Overview

Bidders' attention is directed to the insurance requirements set forth in the Agreement contained in the "Attachments" section of this solicitation. Bidders should confer with their respective insurance carriers or brokers to determine in advance of bid submission the availability of insurance certificates and endorsements as prescribed and provided herein. If an apparent low bidder fails to comply strictly with the insurance requirements, that bidder may be disqualified from award of the contract.

The awarded Contractor shall procure and maintain for the duration of the contract 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 Contractor, his agents, representatives, employees or subcontractors. The cost of such insurance shall be included in the Contractor's bid.

9. Terms and Conditions

9.1. Standard Terms and Conditions

The terms and conditions associated with this solicitation are as set forth in the Agreement contained in the "Attachments" section of this solicitation. After the proposal award the County will, at its option, prepare a purchase order or an agreement specifying the terms and conditions resulting from the award of this bid. Every procurement of contractual services shall be evidenced by a written agreement. The respondent will have five calendar days after receipt to acknowledge the purchase order or execute the agreement.

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

9.2. Travel Expenses

Consultant travel which is not covered within the scope of the consultant's contract and which is billed separately to the County on a cost reimbursement basis must receive prior approval and will be reimbursed in accordance with the Leon County Travel Policy. Travel expenses shall be limited to those expenses necessarily incurred in the performance of a public purpose authorized by law to be performed by the Leon County Board of County Commissioners and must be within limitations described herein and in Section 112.061, Florida Statutes. Consultants and contractors, traveling on a cost reimbursement basis, must have their travel authorized by the department head from whose budget the travel expenses will be paid and the County Administrator.

9.3. Purchases By Other Public Agencies

With the consent and agreement of the successful vendor(s), purchases may be made under this solicitation by other governmental agencies or political subdivisions within the State of Florida. Such purchases shall be governed by the same pricing, terms and conditions stated herein with no deviations allowed. This agreement in no way restricts or interferes with the right of any public agency or political subdivision to bid any or all of the items or services independently.

9.4. Penalties

PROPOSALS MAY BE REJECTED AND/OR BIDDER(S)/PROPOSERS DISQUALIFIED FOR THE FOLLOWING REASONS:

A. Failure to perform according to contract provisions.
B. Conviction in a court of law of any criminal offense in connection with the conduct of business.
C. Clear and convincing evidence of a violation of any federal or state anti-trust law based on the submission of bids or proposals, or the awarding of contracts.
D. Clear and convincing evidence that the bidder has attempted to give a Board employee a gratuity of any kind for the purpose of influencing a recommendation or decision in connection with any part of the Board's purchasing activity.
E. Other reasons deemed appropriate by the Board of County Commissioners.

10. Ethical Business Practices

10.1. Gratuities

It shall be unethical for any person to offer, give, or agree to give any County employee, or for any County employee to solicit, demand, accept, or agree to accept from another person, a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, or preparation of any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or performing in any other advisory capacity in any proceeding or application, request for ruling, determination, claim or controversy, or other particular matter, subcontract, or to any solicitation or proposal therefor.

10.2. Kickbacks

It shall be unethical for any payment, gratuity, or offer of employment to be made by or on behalf of a subcontractor under a contract to the prime contractor or higher tier subcontractor or any person associated therewith, as an inducement for the award of a subcontract or order.

10.3. Board Action

The Board reserves the right to deny award or immediately suspend any contract resulting from this proposal pending final determination of charges of unethical business practices. At its sole discretion, the Board may deny award or cancel the contract if it determines that unethical business practices were involved.

Leon County
Procurement
Melanie Hooley, Purchasing Director
1800-3 North Blair Stone Road, Tallahassee, FL 32308

[PATEL, GREENE AND ASSOCIATES, LLC] RESPONSE DOCUMENT REPORT

RFP No. BC-2026-024

Grant Support Services for Public Work Engineering

RESPONSE DEADLINE: September 8, 2026 at 2:00 pm

Report Generated: Tuesday, September 8, 2026

Patel, Greene and Associates, LLC Response

CONTACT INFORMATION

Company:
Patel, Greene and Associates, LLC

Email:
marketing@patelgreene.com

Contact:
PGA Marketing PGA Marketing

Address:
12570 Telecom Dr
Temple Terrace, FL 33637

Phone:
(607) 643-2894

Website:
patelgreene.com

Submission Date:
Sep 8, 2026 11:25 AM (Eastern Time - New York)

ADDENDA CONFIRMATION

Addendum #1
Confirmed Sep 1, 2026 1:31 PM by PGA Marketing PGA Marketing

Addendum #2
Confirmed Sep 1, 2026 1:31 PM by PGA Marketing PGA Marketing

Addendum #3
Confirmed Sep 1, 2026 1:31 PM by PGA Marketing PGA Marketing

QUESTIONNAIRE

ACCEPTANCE OF COUNTY TERMS AND CONDITIONS*

The terms and conditions associated with this solicitation are set forth in the Agreement contained in the "Attachments" section of this solicitation. By submitting a response, the proposer acknowledges that it has reviewed the Agreement and agrees to comply with and be bound by all terms, conditions, and requirements contained therein.
Leon County objects to and shall not consider any additional terms or conditions submitted by a proposer, including any terms appearing in documents attached to or incorporated within the proposal. Any such additional terms or conditions, whether submitted intentionally or inadvertently, shall have no force or effect.
Failure to agree to the terms and conditions of the solicitation, including the Agreement, or failure to comply with the solicitation requirements, including those specifying information that must be submitted with a proposal, may result in the proposal being deemed non-responsive and rejected.
Confirmed

Company Information*

Provide company name as registered with the Florida Department of State, Division of Corporations.
Maximum response length: 100 characters
Patel, Greene and Associates, LLC

Taxpayer ID Number*

Provide the company's FEI/EIN Number.
Maximum response length: 15 characters
45-2209743

Drug-Free Workplace Certification*

Is the firm in compliance with the Drug-Free Workplace requirements set forth in Section 287.087, Florida Statutes?

(A "No" response will not result in disqualification.)
Yes

Scrutinized Company Certification*

As required by Section 287.135(5) Florida Statutes, I certify that the firm is not participating in a boycott of Israel, is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, and it does not have business operations in Cuba or Syria.
Confirmed

Insurance Certification*

Bidders' attention is directed to the insurance requirements set forth in the Agreement contained in the "Attachments" section of this solicitation.
I certify that this firm has coverage in place at the required levels or, if awarded, coverage will be in place at the required levels.
Confirmed

Equal Opportunity *

The contractors and all subcontractors hereby agree to a commitment to the principles and practices of equal opportunity in employment and to comply with the letter and spirit of federal, state, and local laws and regulations prohibiting discrimination based on race, color, religion, national region, sex, age, handicap, marital status, and political affiliation or belief.
Confirmed

Proposal Response Cover Sheet with Signature*

Proposal_Response_Cover_Sheet.pdf

RFP Response - Firm's Professional Personnel - Tab 1*

Proposer is requested to provide the following information using the same numbering/lettering scheme as the format below as one PDF file:

1. Provide the total number of professionals in your organization who may be assigned to this category and their availability to provide services on relatively short notice for the potential projects that are contemplated in this category.
2. Give brief resume of key persons to be assigned to the category including but, not limited to:
    1. Name & title
    2. Job assignment for other projects
    3. Percentage of time to be assigned full time
    4. How many years with this firm
    5. How many years with other firms
    6. Experience
        1. Types of projects
        2. Size of projects ($$ value and SF or LF of project)
        3. What was the specific project involvement
    7. Education
    8. Active registration
    9. Other experience and qualifications that are relevant to this category
3. If the respondent is not a joint venture, list outside consultants anticipated to be used on this Category. When listing consultants, give the respective specialty of the firm.

Firm's_Professional_Personnel_-_Tab_1.pdf

RFP Response - Firm's Relevant Experience - Tab 2*

Proposer is requested to provide the following information using the same numbering/lettering scheme as the format below as one PDF file:

A. List the projects which best illustrate the experience of the firm and current staff which is being assigned to this project. (List no more than 10 projects, nor projects which were completed more than five (5) years ago.)
    1. Name and location of the project
    2. The nature of the firm's responsibility on this project

3. Project Owner's representative name
4. Project user agency's representative name
5. Date project was completed or is anticipated to be completed
6. Fee for this project
7. Project manager and other key professionals involved and specify the role of each.

B. Describe the Firm/Joint Venture's process and procedures for insuring compliance with current grant applications, federal funding requirements, state funding requirements, grant agency guidance, benefit-cost-analysis standards and funding compliance requirements.
C. Names and descriptions of major projects for which the firm is presently under contract that demonstrate capabilities and qualifications for this work category.
D. Describe basic and special resources available to the firm for the performance of the duties that may be assigned in this work category. Examples would be specialty software, equipment, computers, vehicles, etc.

Firm's_Relevant_Experience_-_Tab_2.pdf

RFP Response - Ability to Meet Schedules and Budget Requirements- Tab 3*

Describe your methodology for ensuring critical and/or high priority project schedules are met and for ensuring budget requirements are not exceeded.

Ability_to_Meet_Schedule_and_Budget_Requirements_-_Tab_3.pdf

RFP Response - Project Approach - Tab 4*

Proposer is requested to provide the following information using the same numbering/lettering scheme as the format below as one PDF file:

A. Present in brief, concise terms, a summary level description of the company’s approach to accepting and completing any specific projects assigned under this contract.
B. Provide names and descriptions of projects for which the firm is presently under contract and the anticipated completion dates of those projects.
C. Describe the firm’s ability to absorb any projects resulting from this contract.
D. Provide the location of where the project team will predominately reside to conduct the majority of work. If located out of the region, please describe how the project team can interact with County staff and be responsive to any requests.

E. Given the fiscal constraints of local governments, and Leon County in particular, all budget requirements for projects to be assigned must be met. Describe your methodology for ensuring the schedule is met and for ensuring budget requirements are not exceeded. In addition, describe your Quality Control and Quality Assurance program under this contract.

Project_Approach_-_Tab_4.pdf

Additional Forms to Fill Out and Submit - Tab 5*

Submit the items on the following list and any other items required by any section of this Invitation for Bids. The checklist is provided as a courtesy and may not be inclusive of all items required within this Invitation for Bids.
Please see Attachments for all the necessary forms for the bidder to complete for this solicitation. Failure to complete or attach the necessary forms will result in the bidder being deemed nonresponsive.

- Affidavit Immigration Laws
- Identical Tie Bid Statement
- Non-Collusion Affidavit
- Certification/Debarment Form
- Local Vendor Certification (if applicable)
- Employment Eligibility (E-Verify)
- Affidavit In Compliance with Section 787.06(14), F.S.

Additional_Forms_to_Fill_Out_and_Submit_-_Tab_5.pdf

CONFIDENTIAL, PROPRIETARY OR TRADE SECRET INFORMATION

If necessary, please upload a redacted copy of your submittal.
No response submitted

PRICE TABLES

PRICE PROPOSAL - SAMPLE PROJECT

The estimated labor hours below are provided solely for proposal evaluation purposes to establish a common basis for comparing costs. The estimated quantities do not represent the County's anticipated usage, do not guarantee any minimum or maximum amount of work, and shall not be construed as a commitment by the County to procure services in the stated quantities. The extended costs

will be summed to determine each Proposer's Total Evaluated Cost. The estimated hours are for evaluation purposes only and do not represent actual or guaranteed work under the Contract.

Line Item	Description	Quantity	Unit of Measure	Unit Cost	Total
1	Project Manager	20	HR	$341.43	$6,828.60
2	Senior Engineer	20	HR	$270.01	$5,400.20
3	Grant Specialist	30	HR	$174.11	$5,223.30
4	Secretary/Clerical	10	HR	$76.65	$766.50
TOTAL					$18,218.60

PROPOSAL RESPONSE COVER SHEET

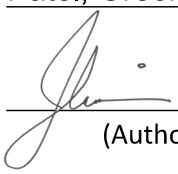
This page is to be completed and included in your response to the Request for Proposals.

Leon County, Florida reserves the right to accept or reject any and/or all bids in the best interest of Leon County.

Melanie Hooley
Purchasing Director
Leon County, Florida

This solicitation response is submitted by the below named firm/individual by the undersigned authorized representative.

Patel, Greene and Associates, LLC
(Firm Name)

BY 
(Authorized Representative)

Joseph Losaria, PE
(Printed or Typed Name)

ADDRESS 12570 Telecom Dr

Temple Terrace, FL 33637

EMAIL ADDRESS joseph.losaria@patelgreene.com

TELEPHONE 863.220.7435

FAX N/A

The Contractor's Project Manager is:

Name: Chad Thompson, PE
Street Address: 124 Marriott Dr, Suite 101
City, State, Zip Code: Tallahassee, FL 32301
Telephone: 850.320.0093
E-mail: chad.thompson@patelgreene.com

Notices to the Contractor are to be submitted to:

Name: Patel, Greene and Associates, LLC
Street Address: 124 Marriott Dr, Suite 101
City, State, Zip Code: Tallahassee, FL 32301
Telephone: 850.320.0093
E-mail: chad.thompson@patelgreene.com

LEON COUNTY

BC-2026-024

Grant Support Services for Public Work Engineering

SEPTEMBER 8, 2026

PROJECT MANAGER
Chad Thompson, PE
Chad.Thompson@patelgreene.com | 850.320.0093
124 Marriott Drive, Suite 101, Tallahassee, FL 32301

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OUR MISSION

WE EXIST TO ELEVATE OUR FAMILIES, COMMUNITIES, AND PROFESSION.

COVER LETTER

September 8, 2026

Melanie Hooley
Purchasing Director
1800-3 N. Blair Stone Road
Tallahassee, FL 32308

RE: BC-2026-024 Grant Support Services for Public Work Engineering

Dear Members of the Selection Committee:

Patel, Greene and Associates, LLC (PGA) is excited for the opportunity to serve Leon County under this Grant Support Services contract.

PGA currently employs 170+ staff with seven offices throughout Florida, based on a foundation of providing high-quality service on assignment-based contracts such as this one. PGA currently manages numerous continuing services contracts throughout Florida's counties including Bay, Osceola, Polk, Sarasota, Manatee, Pasco, and Lee. Additionally, our firm holds two general engineering consultant (GEC) contracts with FDOT Districts One and Seven, as well as various FDOT continuing services and Districtwide contracts. PGA maintains a diverse staff of professionals with extensive program and project experience in roadway, drainage, structures, traffic and ITS, and civil site design, as well as PD&E, planning, environmental, GIS, and landscape architecture services. We've got it covered with experts in all discipline areas that typically involve federal and state grants.

Chad Thompson, PE will be PGA's contract manager. Chad has spent the last 18 years living in Leon County with most of that time working for the Federal Highway Administration. He is well prepared to lead and manage this contract for PGA. His unique experience covers the entire grant funding and administration process, from the initial NOFO establishment through agreement closeouts. He was part of a USDOT team that reviewed and recommended TIGER grant funding, and he has helped to administer millions of dollars in Florida grant funding. He has an array of project development experience, having been involved in planning, financing, designing, constructing, and maintaining infrastructure assets. Throughout his career, Chad has committed to maintaining project timelines and budgets, always being a steward for the client and taxpayer, and he's eager to serve Leon County in the same capacity.

Thank you for the opportunity to present this proposal. We hope you find our qualifications and experience to be an asset and that we can serve as a valuable extension to County staff. If you have any questions or need additional information, please contact me by phone at (850) 320-0093 or email at Chad.Thompson@patelgreene.com.



Chad Thompson, PE
Project Manager
chad.thompson@patelgreene.com
850.320.0093

Joseph Losaria, PE
Principal
joseph.losaria@patelgreene.com
863.220.435

TAB 1

Firm's Professional Personnel

A. PROVIDE THE TOTAL NUMBER OF PROFESSIONALS IN YOUR ORGANIZATION WHO MAY BE ASSIGNED TO THIS CATEGORY AND THEIR AVAILABILITY TO PROVIDE SERVICES ON RELATIVELY SHORT NOTICE FOR THE POTENTIAL PROJECTS THAT ARE CONTEMPLATED IN THIS CATEGORY.

Patel, Greene and Associates maintains a staff of more than 170 engineering, planning, environmental, and grant support professionals strategically located in Tallahassee and throughout Florida, providing the depth and flexibility to respond quickly to Leon County's needs. This broad technical resource allows us to rapidly assemble the appropriate project team, supplement our local staff with additional specialized expertise from our sole subconsultant, SRF Consulting, and adjust staffing levels as project demands evolve. Whether responding to an unexpected funding opportunity, an accelerated schedule, emergency infrastructure needs, or multiple concurrent assignments, we can begin work on relatively short notice while maintaining consistent quality and meeting established schedules.

Key Staff	Discipline	Current Workload	Projected Workload	Availability
Chad Thompson, PE	Project Manager	60%	50%	**50%**
Amy Hudson, PE	Senior Engineer	60%	50%	**50%**
Nick Semeja, PE (SRF)	Grant Specialist	70%	60%	**40%**
Paul Chellevold, AICP (SRF)	Grant Specialist	70%	60%	**40%**
Cassandra Mohney	Secretary/Clerical	50%	40%	**60%**
Joseph Losaria, PE	Principal-in-Charge & QA/QC Manager	70%	60%	**40%**
Joseph Lauk, PE	QA/QC Team	60%	50%	**50%**
Peyton McLeod, PTP	QA/QC Team	70%	60%	**40%**
Joseph Hitterman, PE	QA/QC Team	70%	60%	**40%**
Katie Habgood, AICP	Grant Specialist Support	70%	60%	**40%**
Mohammadreza Koloushani, PhD, PE, RSP1	Grant Specialist Support & GIS	50%	40%	**60%**
Mary Weber	GIS	60%	50%	**50%**

Patel, Greene & Associates

ORGANIZATIONAL CHART

LEGEND

Patel, Greene and Associates, LLC

SRF Consulting Group, Inc. – **SRF**

(XX) - Years of Experience

★ - Key Staff (Resumes Included)

Leon County

Project Manager
★Chad Thompson, PE (28)

Principal-in-Charge & QA/QC Manager
★Joseph Losaria, PE (26)

Senior Engineer
★Amy Hudson, PE (23)

QA/QC Team
★Joseph Lauk, PE (20)
★Peyton McLeod, PTP (23)
★Joseph Hitterman, PE (34)

Grant Specialist
★Nick Semeja, PE (13) – **SRF**
★Paul Chellevold, AICP (25) – **SRF**

Secretary/Clerical
★Cassandra Mohney (8)

*Grant Specialist Support
★Katie Habgood, AICP (22)
★Mohammadreza Koloushani, PhD, PE, RSP1 (3)
Lucas Cruse, AICP (22)
Mark VanHorne, PE (34)

*Graphic Design Support
Ryan Tyrrell (16)
Elise Allen (6)

*GIS Support
★Mary Weber (30)
★Mohammadreza Koloushani, PhD, PE, RSP1 (3)

*Drone Services Support
Noah Pullon (4)

*Potential additional resources identified for grant support services

B. GIVE BRIEF RESUME OF KEY PERSONS TO BE ASSIGNED TO THE CATEGORY.



1. Name and Title
- Chad Thompson, PE
  Project Manager
- Patel, Greene and Associates, LLC

2. Previous Job Assignments
- Project Manager
- Roadway EOR
- Congressionally-Designated Projects Coordinator

3. Assigned Time
- 50%

4. Years with This Firm
- 2 Years

5. Years with Other Firms
- 26 Years

7. Education
- M.S., Civil Engineering, University of Louisville, 2001
- B.S., Civil Engineering, University of Louisville, 1998

8. Active Registration
- Professional Engineer, Virginia, 0402040667, 06/10/2005
- Professional Engineer, Florida, 92470, 09/30/2021

9. Other Qualifications
- FDOT Specifications

*Experience prior to joining PGA

CHAD THOMPSON, PE
Project Manager

Chad is the Tallahassee Roadway Group Leader with Patel, Greene and Associates (PGA). He has 28 years of experience leading teams and managing projects, including overseeing project phases from planning through to construction, ensuring compliance with federal requirements, and managing stakeholder relationships. He also has experience ensuring compliance with federal regulations, managing grant agreements, and providing oversight for design and construction projects. Chad's roles have involved implementing innovative solutions such as roundabout designs and multimodal network improvements, and include traffic management, design-build, and roadway design.

6. Experience

*Federal Highway Administration, Florida Division

a. **Project Type:** Federal Highway Program Administration & Oversight
b. **Project Value:** N/A, **SF or LF of Project:** N/A
c. **Project Involvement:** Director/Program Operations Team Leader/LAP Office Lead

Chad led a team of engineers with responsibility for the stewardship and oversight of a $2 billion annual Federal-Aid Highway Program within Florida. He engaged in all aspects of project development including planning, environment, design, construction, contract administration, and maintenance/operations. He also directed a team who managed 16 Federal Grant projects (TIGER, BUILD, RAISE, FASTLANE, ATCMTD & NSFLTP) totaling over $300 million including both FDOT pass-through and direct recipient projects. He oversaw the execution of grant agreements/term sheets and authorization/approval of grant funding, contract execution, and administration. He also guided a USDOT team tasked with reviewing and ranking TIGER grant project applications. In this capacity, he evaluated over 70 project applications from across the nation, recommended projects for award to the Office of the Secretary, and authored the narratives for many of the awarded projects. Chad worked with FDOT's State Local Programs Administrator as well as District LAP Administrators to improve compliance and reduce the burden for municipal staff. He also assisted FDOT with development and implementation of the LAP Community of Practice (founding member) as well as improvements to LAP forms and checklists and the LAP certification process. He assisted with FDOT's pilot implementation of indefinite delivery/indefinite quantity consultant contracting for design and CEI tasks by local agencies.

General Engineering Consultant, FDOT District Seven

a. **Project Type:** Transportation Engineering/General Engineering Consultant Services
b. **Project Value:** $30,000,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Technical Support

Chad provided general engineering consultant services to support FDOT District Seven's review and delivery of transportation projects funded through LAP, SCOP, SCRAP, and other municipal programs. The project goals included improving project quality, ensuring compliance with FDOT requirements, and supporting local agencies through the project development process. Chad conducted ERC reviews and evaluated construction checklists, bid and procurement documents (ITB/RFQ/RFP), and plan sets to help ensure successful project delivery and regulatory compliance.

CHAD THOMPSON, PE
Project Manager

CR 59 over Still Creek, Leon County, FL, FDOT District Three

a. **Project Type:** Roadway & Bridge Design
b. **Project Value:** $100,000, **SF or LF of Project:** 0.09 Miles
c. **Project Involvement:** Roadway EOR

The goal was to replace the existing deficient crossing, improve roadway resiliency, enhance drainage performance, and provide a safer, more reliable connection for the public. PGA served as the prime consultant and led roadway, drainage, and structures design efforts for the replacement of the CR 59 bridge over Still Creek in coordination with Leon County Environmental Services.

Districtwide Bridge Repair Design, FDOT District Three

a. **Project Type:** Bridge Repair & Rehabilitation Design
b. **Project Value:** $1,500,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Roadway EOR

PGA serves as the prime consultant providing bridge repair and rehabilitation design services as an extension of FDOT District Three's Structures Maintenance Office. The goals are to assess, repair, and extend the service life of bridge assets throughout the district while maintaining safety and structural integrity. PGA provides technical support for field assessments and repair design, including scour evaluations, beam repairs, deck sealing, bridge coatings, load ratings, and pile jacket repairs for minor, major, and segmental bridges.

*West River District Multimodal Network and Safety Improvements, Hillsborough County, FL, City of Tampa

a. **Project Type:** Multimodal Transportation Design
b. **Project Value:** $2,400,000, **SF or LF of Project:** 12.2 Miles
c. **Project Involvement:** Project Manager

Chad assisted the City of Tampa in securing a $24 million USDOT BUILD grant and advancing context-based solutions and Riverwalk trail improvements to enhance multimodal connectivity and safety in the West River District. The project included six new trail segments, two overwater bridge sections, and a 12.2-mile continuous multimodal network. Chad guided federal compliance efforts, developed the RFP for the City's first adjusted score design-build procurement, and supported alternative technical concepts.

*Owner's Representative, Sanibel Island Causeway Reconstruction, FDOT District One

a. **Project Type:** Transportation Recovery/Roadway & Bridge Reconstruction
b. **Project Value:** $28,000,000, **SF or LF of Project:** 3 Miles
c. **Project Involvement:** Principal-in-Charge

Chad served as an extension of FDOT staff, providing project management, program management, design support, and administration for the Hurricane Ian Sanibel Island Access Permanent Restoration project. The project goals included restoring critical island access, improving resiliency, and supporting recovery efforts through FEMA and FHWA emergency funding programs. Chad assisted with reconstruction estimates, resiliency improvements, and coordination efforts to advance the restoration of this transportation connection.

SR 200 (US 301) from SR 26 to SR 24 (Waldo Rd), Alachua County, FL, FDOT District Two

a. **Project Type:** Roadway Design
b. **Project Value:** $1,204,000, **SF or LF of Project:** 5.873 Miles
c. **Project Involvement:** Project Manager

Chad is responsible for the project management duties as well as roadway design, pavement design, design variations and exceptions, RRR report, signing and pavement marking design, and MOT for this SIS facility. The project goals are to preserve and extend the service life of the existing pavement, and provide general safety improvements and upgrades to meet current FDOT design standards.

*SR 228 from Cassat Ave to Roosevelt Blvd, Duval County, FL, FDOT District Two

a. **Project Type:** Roadway Design
b. **Project Value:** $1,000,000, **SF or LF of Project:** 1.66 Miles
c. **Project Involvement:** Project Manager

Chad managed the design of an RRR project with new roundabout construction along SR 228. The project goals included extending pavement service life, improving safety, and enhancing operations at a complex seven-legged intersection impacted by an existing CSX railroad crossing. Chad led roadway design efforts for an innovative roundabout configuration, including design coordination to address the unique challenges of the intersection.

AMY HUDSON, PE
Senior Engineer



1. Name and Title
- Amy Hudson, PE
  Senior Engineer
- Patel, Greene and Associates, LLC

2. Previous Job Assignments
- Senior Roadway Engineer
- Roadway/SAPM EOR
- Deputy Project Manager
- Project Engineer

3. Assigned Time
- 50%

4. Years with This Firm
- 4 Years

5. Years with Other Firms
- 19 Years

7. Education
- M.S., Civil Engineering, University of Central Florida, 2007
- B.S., Civil Engineering, Florida State University, 2002

8. Active Registration
- Professional Engineer, Florida, 67509, 01/17/2008

9. Other Qualifications
- Advanced MOT
- FDOT Specifications

*Experience prior to joining PGA

Amy is a Senior Roadway Engineer with Patel, Greene and Associates (PGA). She has over 23 years of experience with a strong technical background in roadway design. She has been responsible for plans production and design, client coordination, project management, scheduling, and document preparation. Her specific expertise includes roadway design, traffic control design, signing and pavement marking (SAPM) design, pavement design, engineer's estimates, specification packages, and utility coordination.

6. Experience

CR 59 over Still Creek, Leon County, FL, FDOT District Three
a. **Project Type:** Roadway & Bridge Design
b. **Project Value:** $100,000, **SF or LF of Project:** 0.09 Miles
c. **Project Involvement:** Senior Roadway Engineer

The goal was to replace the existing deficient crossing, improve roadway resiliency, enhance drainage performance, and provide a safer, more reliable connection for the public. PGA served as the prime consultant and led roadway, drainage, and structures design efforts for the replacement of the CR 59 bridge over Still Creek in coordination with Leon County Environmental Services.

SR 373 (Orange Ave) from Cypress Lake St to SR 61 (S Monroe St), Leon County, FL, FDOT District Three
a. **Project Type:** Roadway Reconstruction/Multimodal Improvements
b. **Project Value:** $286,000, **SF or LF of Project:** 1.8 Miles
c. **Project Involvement:** Senior Roadway Engineer

Amy is responsible for leading the temporary traffic control efforts for this 1.8-mile reconstruction project. The existing lane configuration varies from two to four lanes. The proposed roadway will include four lanes throughout with a shared use path on the north side of the roadway and sidewalk along the south side. Signalization and signing and pavement marking upgrades are also included. PGA is a subconsultant responsible for temporary traffic control.

CR 372 (Surf Rd) over Otter Creek Rise, Wakulla County, FL, FDOT District Three
a. **Project Type:** Bridge Replacement/Roadway Reconstruction/Drainage Improvements
b. **Project Value:** $685,000, **SF or LF of Project:** 0.2 Miles
c. **Project Involvement:** Roadway/SAPM EOR

This project provides design to replace the structurally deficient, 24-ft bridge to meet current design standards. Services include milling and resurfacing the roadway, drainage, and public involvement. PGA serves as the prime consultant leading the roadway, drainage, structures, and environmental efforts.

SR 30 (US 98) Gulf Breeze Pkwy from E of Ortega St to the Okaloosa County Line, Santa Rosa County, FL, FDOT District Three
a. **Project Type:** Roadway Reconstruction/Widening/Multimodal Improvements
b. **Project Value:** $4,400,000, **SF or LF of Project:** 3.4 Miles
c. **Project Involvement:** Senior Roadway Engineer

This project involved roadway design for the 3.4-mile reconstruction project to alleviate traffic congestion and accommodate future growth on SR 30. The roadway will be widened from four to six lanes and will include a shared use path. PGA was the prime consultant, and led roadway, traffic, structures, drainage, and environmental efforts.

AMY HUDSON, PE
Senior Engineer

SR 297 (Pine Forest Rd) from S of SR 8 (I-10) to SR 10 (US 90A) and CR 297 (Pine Forest Rd) from SR 10 (US 90A) to N of CR 297A, Escambia County, FL, FDOT District Three

a. **Project Type:** Roadway Reconstruction/Widening/Multimodal Improvements
b. **Project Value:** $410,000, **SF or LF of Project:** 3.5 Miles
c. **Project Involvement:** Senior Roadway Engineer

Amy is responsible for leading the temporary traffic control efforts for this project. This reconstruction project includes widening, installation of median U-turn intersections on SR 10, a shared use path, sidewalk, signalization, and signing and pavement marking upgrades. PGA is a subconsultant responsible for temporary traffic control and miscellaneous structures.

SR 55 (US 221) from SR 10 (US 90) to the Jefferson County Line, Madison County, FL, FDOT District Two

a. **Project Type:** Roadway Resurfacing/RRR
b. **Project Value:** $1,069,000, **SF or LF of Project:** 6.7 Miles
c. **Project Involvement:** Roadway/SAPM EOR

Amy is leading the roadway and signing and pavement marking design and plans production efforts. The purpose of this project is to extend the service life of this 6.7-mile segment of SR 55 by milling and resurfacing, while enhancing safety. Additional scope items include guardrail replacements and signing and pavement markings upgrades.

SR 200 (US 301) from SR 26 to SR 24 (Waldo Rd), Alachua County, FL, FDOT District Two

a. **Project Type:** Roadway Design
b. **Project Value:** $1,204,000, **SF or LF of Project:** 5.873 Miles
c. **Project Involvement:** Roadway/TTC Engineer

The project goals are to preserve and extend the service life of the existing pavement, and provide general safety improvements and upgrades to meet current FDOT design standards, where practical. Amy was responsible for developing the RRR roadway design, including pavement rehabilitation, ADA upgrades, and safety improvements. She evaluated existing deficiencies and coordinated with the District Pavement Office to deliver a cost-effective, compliant design.

SR 600 (US 92) from W of Jersey Rd to W of SR 555 (US 17), Polk County, FL, FDOT District One

a. **Project Type:** Roadway Resurfacing/RRR
b. **Project Value:** $45,000, **SF or LF of Project:** 2.4 Miles
c. **Project Involvement:** Senior Roadway Engineer

Amy was responsible for leading the roadway design and plans production efforts. This project involved milling and resurfacing SR 600 to extend the service life of this roadway. Additional scope items included cross slope correction, median curb replacement, new 8-ft wide inside shoulders, full depth widening to provide bicycle keyhole lanes, signing and pavement markings, and minor signalization and ADA upgrades.

*US 41 (SR 45) Design from N of 27th Ave S to N of E 10th Ave, Hillsborough County, FL, FDOT District Seven

a. **Project Type:** Roadway Reconstruction/Widening
b. **Project Value:** $2,500,000, **SF or LF of Project:** 1.5 Miles
c. **Project Involvement:** Deputy Project Manager & SAPM EOR

Amy was responsible for assisting with project management duties as well as providing roadway design, signing and pavement marking design, MOT, specifications services, pavement design, variations and exceptions, design reports, and plans production oversight. This project consisted of upgrading two railroad/bridge structures, as well as widening of pavement to accommodate sidewalk and keyhole bicycle lane in each direction. Other issues addressed included right-of-way deficiencies, upgrading existing sidewalk and transit features to meet ADA standards, correcting areas with limited sight distance, relocating existing utilities, upgrading four signalized intersections located in the project corridor, and correcting areas of localized flooding.



NICK SEMEJA, PE

Grant Specialist

Serving as SRF's benefit-cost lead, Nick has managed project economic evaluations pertaining to successful grant applications and project prioritization for local and regional agencies. Nick also has extensive experience in the evaluation of large-scale traffic operations, safety, travel time reliability analysis, and system-level planning and prioritization efforts. Nick's expertise in transportation operations and project evaluations has been relied on to produce state-of-the-practice guidance for practitioners across the globe, and he has incorporated these analysis techniques into a wide array of local and regional project evaluations. Outcomes of these efforts are typically geared towards determining economic effectiveness of various solutions to optimize system performance.

1. Name and Title

» Nick Semeja, PE
Grant Specialist
» SRF Consulting Group, Inc.

2. Previous Job Assignments

» Benefit-Cost Analysis Project Manager

3. Assigned Time

» 40%

4. Years with This Firm

» 13 Years

5. Years with Other Firms

» 0 Years

7. Education

» B.S., Civil Engineering, University of Minnesota, 2014

8. Active Registration

» Professional Engineer, Minnesota, 56757, 06/30/2028 (Expiration Date)

9. Other Qualifications

» N/A

6. Experience

Blatnik Bridge (I-535) Replacement Project MPDG Grant Application, MN/WI, MnDOT/ WisDOT

a. **Project Type:** Grant Support Services
b. **Project Value:** $1,815,000,000, **SF or LF of Project:** 8,000 LF
c. **Project Involvement:** Benefit-Cost Analysis Project Manager

The Blatnik bridge was awarded $1.06 billion in funding, receiving the largest award in federal program history. The bridge project aimed to replace the critical connection between Duluth, Minnesota and Superior, Wisconsin while adding infrastructure to facilitate safer and more efficient travel for all. Nick directed the BCA, which incorporated an analysis of regional travel patterns, multimodal safety, probabilistic closure impacts, environmental effects, and an assessment of pedestrian and cycling benefits.

SDDOT US 83 Reconstruction S of I-90 BUILD Grant BCA, SD, SDDOT

a. **Project Type:** Grant Support Services
b. **Project Value:** $54,900,000, **SF or LF of Project:** 23.3 Miles
c. **Project Involvement:** Benefit-Cost Analysis Project Manager

Nick orchestrated and conducted a multi-faceted benefit-cost analysis for a highway reconstruction and improvement project in greater South Dakota. The comprehensive analysis captured user and department impacts associated with life-cycle project costs, travel time and vehicle operating costs, safety, emissions, and pedestrian and cycling-related benefits. Out of 851 submittals, the US 83 grant application was one of the 91 successful applications to secure project funding from the BUILD grant program.

I-494: Airport to US 169 Freight, Safety, and Multimodal Improvements INFRA Grant, MN, MnDOT

a. **Project Type:** Grant Support Services
b. **Project Value:** $754,000,000, **SF or LF of Project:** 5.7 Miles
c. **Project Involvement:** Benefit-Cost Analysis Project Manager

Improvements to the I-494 corridor has been a major priority in the Twin Cities metro area due to its significant mobility and safety issues and increasing traffic demand. There was a need to strategically improve capacity along the corridor while also adhering to multimodal and preservation needs. Nick met with project stakeholders to determine optimal project elements to include in the INFRA grant application, which would provide essential funding to bring the project plans to reality. He then orchestrated the economic evaluation of the various project components, including the addition of managed lanes, interchange redesign, bridge preservation, and other spot mobility improvements. The evaluation demonstrated that the project would be highly cost effective and would produce benefits that impact a wide breadth of users. In turn, the grant was one of 24 successful applications across the country.

NICK SEMEJA, PE
Grant Specialist

NW Billings Connector and Marathon Trail BUILD Grant, MT, City of Billings

a. **Project Type:** Grant Support Services
b. **Project Value:** $23,900,000, **SF or LF of Project:** 8.8 Miles
c. **Project Involvement:** Benefit-Cost Analysis Project Manager

Nick performed the benefit-cost analysis for a multimodal project comprising widespread mobility, safety, and quality of life impacts. He worked with project stakeholders to quantify travel pattern shifts associated with the proposed new transportation network connections and monetized various benefit categories to support the successful federal grant application.

I-94 North-South Freeway Project INFRA Grant Application, WI, WisDOT

a. **Project Type:** Grant Support Services
b. **Project Value:** $1,571,000,000, **SF or LF of Project:** 36 Miles
c. **Project Involvement:** Benefit-Cost Analysis Project Manager

Nick led a highly complex and comprehensive benefit-cost analysis on the I-94 corridor capacity expansion and interchange improvement project between the Milwaukee and Chicago metro areas. The analysis used a multiresolution approach to effectively quantify a wide array of regional user costs and benefits. Details on construction staging and life-cycle costs of alternatives were also factored into the analysis to provide decision-makers with an implementation plan that would maximize return on investment. The grant application was successful in attaining $160 million of highly competitive federal dollars for the DOT.

Three Rivers Park District Active Transportation Network: Connecting Greater Minneapolis Communities through Sustainability, Equity, and Mobility RAISE Grant, MN, Three Rivers Park District

a. **Project Type:** Grant Support Services
b. **Project Value:** $30,100,000, **SF or LF of Project:** 17.3 Miles
c. **Project Involvement:** Benefit-Cost Analysis Project Manager

This project set out to enhance the greater Twin Cities regional trail network through a series of strategic improvements identified through technical analysis and extensive community outreach. Nick performed a benefit-cost analysis to evaluate impacts related to recreational activity, modal shift, mobility, community health, and reduced roadway congestion for various trail projects. The evaluation helped decision-makers prioritize project locations and improvement types across the region.



PAUL CHELLEVOLD, AICP

Grant Specialist

Paul is the Director of the Funding and Grants Practice at SRF and an AICP certified planner with more than 25 years of experience leading transportation and environmental projects across the Midwest. Paul recently served as Project Manager for the 2024 Federal Discretionary Grant Writing project. In this role, he managed and facilitated the overall project process, directed project activities, assigned resources, and ensured the team met all project goals and deliverables. Paul also attended key meetings and helped facilitate discussions with project stakeholders.

Currently, Paul serves in Project Management roles for three multi-year statewide DOT on-call contracts as part of the IIJA and supports additional upper-Midwest clients with a variety of grant applications and management activities. In July 2023, Paul also began a four-year contract with MnDOT serving as Project Manager for the Tribal Liaison IIJA Discretionary Grants Coordination Support contract and that provides opportunities to assist all 11 Federally Recognized Tribes in Minnesota to help them apply for state and federal funding for their priority projects.

Paul is an experienced grant writer who has developed winning applications for MPDG (Rural, Mega, INFRA), FASTLANE, BUILD/RAISE/TIGER, SS4A, Reconnecting Communities Pilot Program, SMART, Railroad Crossing Elimination Program, BIP, BIP (Large Bridge), and CRISI applications. He also serves as a Funding Plan and Strategy Advisor for three state DOTs including WisDOT, SDDOT, and MnDOT. Paul played a key role in the Blatnik Bridge INFRA application, which was awarded $1.08 billion, the single largest INFRA award in US History. During this project, Paul also prepared the executed grant agreement and also assisted with BIP Large Bridge and Mega Grant applications.

1. Name and Title

» Paul Chellevold, AICP
Grant Specialist
» SRF Consulting Group, Inc.

2. Previous Job Assignments

» Project Manager
» Strategic Advisor and Grant Writer

3. Assigned Time

» 40%

4. Years with This Firm

» 15 Years

5. Years with Other Firms

» 10 Years

6. Experience

On-Call Federal Discretionary Grant Writing, Wisconsin DOT

a. **Project Type:** Grant Support Services
b. **Project Value:** $900,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Project Manager

Paul served as Project Manager, providing federal discretionary grant writing and support services for numerous WisDOT projects, including grant development, coordination, and application preparation.

Tribal IIJA Grant Support and Prioritization, Minnesota DOT Statewide

a. **Project Type:** Grant Support Services
b. **Project Value:** $1,450,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Project Manager

Paul provided IIJA grant support and prioritization services for numerous MnDOT projects, including grant development, coordination, and prioritization of funding opportunities.

On-Call Grant Support, South Dakota DOT Statewide

a. **Project Type:** Grant Support Services
b. **Project Value:** $500,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Project Manager

Paul served as Project Manager, supporting SDDOT with federal grant pursuits by identifying funding opportunities, prioritizing projects, and developing grant applications.

7. Education

» B.S., Geography, University of Wisconsin-Oshkosh, 2001

8. Active Registration

» American Institute of Certified Planners (AICP): MN #026625

9. Other Qualifications

» N/A

PAUL CHELLEVOLD, AICP
Grant Specialist

On-Call Grant Support, City of Madison, WI
a. **Project Type:** Grant Support Services
b. **Project Value:** $180,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Project Manager

Paul supported the City of Madison in identifying federal funding opportunities and developing competitive grant applications for transportation and infrastructure projects.

Project Funding Eligibility and Prioritization Analysis, East Central Wisconsin Regional Planning Commission (ECWRPC)
a. **Project Type:** Grant Support Services
b. **Project Value:** $30,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Project Manager

Paul led funding eligibility and prioritization analyses to evaluate and rank transportation projects based on funding requirements, project needs, and regional priorities.

State and Federal Discretionary Grant Identification and Prioritization, City of Minneapolis, MN
a. **Project Type:** Grant Support Services
b. **Project Value:** $45,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Project Manager

Paul identified state and federal discretionary funding opportunities and prioritizing transportation projects based on eligibility, funding potential, and project needs.

Blatnik Bridge, FY 22-23 BIP (Large), FY 23 Mega, INFRA Grants, Wisconsin and Minnesota DOTs
a. **Project Type:** Grant Support Services
b. **Project Value:** $200,000, **SF or LF of Project:** 4 Miles
c. **Project Involvement:** Strategic Advisor and Grant Writer

Paul served as Strategic Advisor and Grant Writer, leading the development of three federal grant applications for the Blatnik Bridge replacement, including BIP, MEGA, and INFRA funding pursuits. His work supported the $1.8 billion replacement of the critical connection between Duluth, Minnesota, and Superior, Wisconsin.

Recently Awarded Grants
- 2025/2026 INFRA: $12.5M, I-43 Safety Rest Areas and Truck Parking Expansions, Denmark, WI, WisDOT
- 2025 BUILD (Round 2): $22,009,000, SD US 85 over Belle Fourche River, Belle Fourche, SD, SDDOT
- 2025 RAISE (Round 1): $25M, Building Complete Streets to Serve the Red Lake Reservation and Beyond, Redby, MN, Red Lake Nation
- 2024 ATTAIN: $5,037,606, Advancing Safety and Emergency Operations through a Regional Connected Vehicle Corridor, Madison, WI, City of Madison
- 2024 RAISE: $25M, Downtown Appleton – Valley Transit Regional Multimodal Project, Appleton, WI
- 2024 RCE: $1M, Sioux Falls Railroad Corridor Analysis and Crossing Safety Study, Sioux Falls, SD, SDDOT
- 2023/2024 INFRA: $1.08B, Blatnik Bridge, Duluth, MN/Superior, WI, MnDOT/ WisDOT



1. Name and Title

» Cassandra Mohney
Secretary/Clerical
» Patel, Greene and Associates, LLC

2. Previous Job Assignments

» Contract Coordinator
» Customer Service Associate

3. Assigned Time

» 60%

4. Years with This Firm

» 1 Year

5. Years with Other Firms

» 7 Years

7. Education

» B.S., Elementary Education University of Central Florida, 2024
» A.A., Biomedical Science, Valencia College, 2021

8. Active Registration

» N/A

9. Other Qualifications

» N/A

*Experience prior to joining PGA

CASSANDRA MOHNEY
Secretary/Clerical

Cassandra is an Administrative Assistant for Patel, Greene and Associates (PGA). Cassandra has over eight years of experience and is a dedicated professional who has experience in bookkeeping, data organization, and scheduling.

6. Experience

Patel, Greene and Associates, LLC, Orlando, FL

a. **Project Type:** Contract Administration/Contract Management
b. **Project Value:** N/A, **SF or LF of Project:** N/A
c. **Project Involvement:** Contract Coordinator

Cassandra is responsible for the management and coordination of contracts. Her specific duties include coordination with teaming consultants, coordination with FDOT and other municipalities, preparing automated fee proposals (AFPs), database management, and other administrative duties.

*Publix, Winter Park, FL

a. **Project Type:** Customer Service/Retail Operations
b. **Project Value:** N/A, **SF or LF of Project:** N/A
c. **Project Involvement:** Customer Service Associate

Cassandra answered calls from customers and assisted with special requests or resolving complaints involving merchandise and products carried in the store. Additionally, she followed established protocols for escalating customer complaints to management, provided expert service by communicating information to customers and following up on promises involving merchandise, counted and reconciled cash-drawer discrepancies prior to or following each shift as well as opened and closed the cash office, and trained new associates on store policies and duties that are expected in each role. Cassandra completed paperwork associated with register operation and other services provided by customer service such as Western Union sends and payouts, greeted guests entering or exiting store and upon approach to sales registers, and answered questions and directing to product locations or store departments.



JOSEPH LOSARIA, PE
Principal-in-Charge & QA/QC Manager

Joe is a Principal and the Structures Director for Patel, Greene and Associates (PGA). He has 26 years of experience designing a variety of transportation structures. Joe has served as the Lead Structures Engineer and Engineer of Record of projects involving AASHTO girder bridges, Florida Bulb-T and U-beam bridges, steel plate girder bridges, aircraft and highway loading, off-system bridges, and concrete segmental bridges. He has also been involved in the design of hundreds of miscellaneous structures, such as mast arms, sheet pile walls, mechanically stabilized earth (MSE) walls, box culverts, special drainage structures, and miscellaneous structural details for bridge construction.

1. Name and Title
- Joseph Losaria, PE
  Principal-in-Charge & QA/QC Manager
- Patel, Greene and Associates, LLC

2. Previous Job Assignments
- Structures QC
- Structures EOR
- Project Manager
- Task Manager

3. Assigned Time
- 40%

4. Years with This Firm
- 12 Years

5. Years with Other Firms
- 13 Years

7. Education
- M.S., Civil Engineering, University of South Florida, 2007
- B.S., Civil Engineering, University of South Florida, 2002

8. Active Registration
- Professional Engineer, Florida, 66479, 06/28/2007

9. Other Qualifications
- N/A

6. Experience

CR 2203 (Springhill Rd) over Munson Slough, Leon County, FL, FDOT District Three
a. **Project Type:** Bridge Replacement/Roadway Reconstruction/Drainage Improvements
b. **Project Value:** $3,058,002, **SF or LF of Project:** 0.3 Miles
c. **Project Involvement:** Project Manager & Structures EOR

This project provides design to replace the structurally deficient, 50-ft bridge to meet current design standards. The project includes replacing the existing bridge with a new two-lane structure featuring 8-ft shoulders, traffic railing barriers, and a 5-ft sidewalk. PGA will provide stormwater management, FEMA coordination, bridge hydraulic reports, and environmental permitting services.

SR 30 (US 98) Gulf Breeze Pkwy from E of Ortega St to the Okaloosa County Line, Santa Rosa County, FL, FDOT District Three
a. **Project Type:** Roadway Reconstruction/Widening/Multimodal Improvements
b. **Project Value:** $4,400,000, **SF or LF of Project:** 3.4 Miles
c. **Project Involvement:** Structures EOR

This project involved roadway design for the 3.4-mile reconstruction project to alleviate traffic congestion and accommodate future growth on SR 30. The roadway will be widened from four to six lanes and will include a shared use path. PGA was the prime consultant, and led roadway, traffic, structures, drainage, and environmental efforts.

Pleasant Ridge over Otter Creek, Holmes County, FL, FDOT District Three
a. **Project Type:** Roadway & Bridge Design
b. **Project Value:** $1,462,111, **SF or LF of Project:** 0.17 Miles
c. **Project Involvement:** Project Manager & Structures EOR

This project designed the replacement for a structurally deficient, single-lane timber bridge to meet current design standards and provided adequate hydraulic flow. New guardrail and paved roadway approaches were also included. PGA served as the prime consultant leading the design for roadway, drainage, and structures.

CR 372 (Surf Rd) over Otter Creek Rise, Wakulla County, FL, FDOT District Three
a. **Project Type:** Bridge Replacement/Roadway Reconstruction/Drainage Improvements
b. **Project Value:** $685,000, **SF or LF of Project:** 0.2 Miles
c. **Project Involvement:** Project Manager & Structures EOR

This project provides design to replace the structurally deficient, 24-ft bridge to meet current design standards. Services include milling and resurfacing the roadway, drainage, and public involvement. PGA serves as the prime consultant leading the roadway, drainage, structures, and environmental efforts.

JOSEPH LOSARIA, PE
Principal-in-Charge & QA/QC Manager

Valee Rd over Blue Creek, Holmes County, FL, FDOT District Three

a. **Project Type:** Bridge Replacement/Drainage & Hydraulic Improvements
b. **Project Value:** $577,000, **SF or LF of Project:** 0.2 Miles
c. **Project Involvement:** Project Manager & Structures EOR

PGA was the prime consultant replacing the structurally deficient Valee Rd bridge over Blue Creek in order to meet current design standards and provide adequate hydraulic flow. The team successfully navigated complex hydrological issues and overtopping at a meander cutoff.

Curtis Mill Rd over Buggs Creek, Jefferson County, FL, FDOT District Three

a. **Project Type:** Bridge Culvert Replacement/Drainage Improvements
b. **Project Value:** $31,000, **SF or LF of Project:** 0.2 Miles
c. **Project Involvement:** Project Manager & Structures EOR

PGA was the prime consultant leading the roadway, drainage, and structures efforts on this bridge culvert replacement project that included multiple openings and the creation of a HEC-RAS model.

Districtwide Bridge Repair Design, FDOT District Three

a. **Project Type:** Bridge Repair & Rehabilitation Design
b. **Project Value:** $1,500,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Task Manager

PGA serves as the prime consultant providing bridge repair and rehabilitation design services as an extension of FDOT District Three's Structures Maintenance Office. The project goals are to assess, repair, and extend the service life of bridge assets throughout the district while maintaining safety and structural integrity. PGA provides technical support for field assessments and repair design, including scour evaluations, beam repairs, deck sealing, bridge coatings, load ratings, and pile jacket repairs for minor, major, and segmental bridges.

SR 390 from E of SR 77 (Ohio Ave) to SR 75 (US 231), Bay County, FL, FDOT District Three

a. **Project Type:** Resurfacing/RRR
b. **Project Value:** $39,000, **SF or LF of Project:** 4.4 Miles
c. **Project Involvement:** Structures EOR

This project extended the pavement service life of the roadway by resurfacing existing travel and auxiliary lanes. The project also included repairing deficient sidewalk, replacing/retrofitting curb ramps, upgrading pedestrian signal features, the addition of lighting at signalized intersections and pedestrian crossings, expansion joint replacement, load rating analysis, a bridge culvert extension, and guardrail evaluation.

SR 4 from Escambia River Bridge to CR 87A, Santa Rosa County, FL, FDOT District Three

a. **Project Type:** Resurfacing/RRR
b. **Project Value:** $25,000, **SF or LF of Project:** 9.5 Miles
c. **Project Involvement:** Structures EOR

This RRR project involved three bridges that required updated LRFR load ratings due to the change in flexible pavement design thickness. The project also included preparation of expansion joint details at the bridges due to the milling and resurfacing operations, and also required close coordination with FDOT maintenance.

Resurface Polk Pkwy and Safety Upgrades from MP 0.0 to MP 8.0, Polk County, FL, Florida's Turnpike Enterprise

a. **Project Type:** Highway Resurfacing/Safety Improvements
b. **Project Value:** $1,500,000, **SF or LF of Project:** 8 Miles
c. **Project Involvement:** Structures QC

PGA was the prime consultant for design and 3D modeling on this pilot project for Florida's Turnpike Enterprise that will use Automated Machine Guidance (AMG) for construction. The project extends the pavement service life of this limited access facility by providing milling, resurfacing, and upgrades to both safety and design for Polk Pkwy. The work included incorporation of previous ERCAR recommendations, guardrail repairs, and cross-slope evaluation.



1. Name and Title
» Joseph Lauk, PE
QA/QC Team
» Patel, Greene and Associates, LLC

2. Previous Job Assignments
» Roadway QC
» Program Manager
» Project Manager & Roadway EOR
» Task Manager

3. Assigned Time
» 50%

4. Years with This Firm
» 11 Years

5. Years with Other Firms
» 9 Years

7. Education
» B.S., Civil Engineering, University of South Florida, 2007

8. Active Registration
» Professional Engineer, Florida, 74639, 06/08/2012

9. Other Qualifications
» Advanced MOT
» FDOT Specifications

JOSEPH LAUK, PE
QA/QC Team

Joe is a Principal and the Roadway Group Manager for Patel, Greene and Associates (PGA). He has 20 years of experience, including seven years with FDOT District One managing high-profile projects and serving on multiple committees to enhance effectiveness of statewide transportation initiatives. Joe's experience working on both the client and consultant side of transportation design has not only granted him a deep understanding of FDOT policies and procedures, but has also enabled him to develop strong relationships with stakeholders across the state.

6. Experience

General Engineering Consultant (GEC), FDOT District One
a. **Project Type:** General Engineering Consultant/Program Management
b. **Project Value:** $30,000,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Program Manager

This task work order-based contract provides the District with staff augmentation and production level support for all areas. Joe manages resources in Project Management, ISD, and Program Management. As a part of his efforts, he assists the District Program Management Administrator directly with the following programs: ARPA, Advanced Production, Strategic Corridors, and Grants.

Resurface Polk Pkwy and Safety Upgrades from MP 0.0 to MP 8.0, Polk County, FL, Florida's Turnpike Enterprise
a. **Project Type:** Highway Resurfacing/Safety Improvements
b. **Project Value:** $1,500,000, **SF or LF of Project:** 8 Miles
c. **Project Involvement:** Roadway QC

PGA was the prime consultant for design and 3D modeling on this pilot project for Florida's Turnpike Enterprise that will use Automated Machine Guidance (AMG) for construction. The project extends the pavement service life of this limited access facility by providing milling, resurfacing, and upgrades to both safety and design for Polk Pkwy. The work included incorporation of previous ERCAR recommendations, guardrail repairs, and cross-slope evaluation. Joe was responsible for reviewing roadway plans, temporary traffic control plan, and the pavement design package.

SR 64 at Greyhawk Blvd Roundabout, Manatee County, FL, FDOT District One
a. **Project Type:** Roundabout/Intersection Improvements
b. **Project Value:** $1,253,000, **SF or LF of Project:** 2,640 LF
c. **Project Involvement:** Project Manager & Roadway EOR

PGA was the prime consultant on this project designing a multi-lane roundabout to improve safety and accessibility along SR 64. The scope included reconstruction of the intersection, drainage improvements, and utility coordination. Joe was responsible for roadway design and documentation, stakeholder coordination, and project management.

SR 64 at Lorraine Rd Roundabout, Manatee County, FL, FDOT District One
a. **Project Type:** Roadway Design/Intersection Improvement
b. **Project Value:** $1,047,000, **SF or LF of Project:** 0.3 Miles
c. **Project Involvement:** Project Manager

PGA is the prime consultant on this project designing a multi-lane roundabout to improve safety and accessibility along SR 64. The scope includes major reconstruction of the intersection, right-of-way acquisition, drainage improvements, and utility coordination. Joe is responsible for roadway design and documentation, stakeholder coordination, and overall project management.

JOSEPH LAUK, PE
QA/QC Team

SR 572 at Don Emerson Dr Roundabout, Polk County, FL, City of Lakeland

a. **Project Type:** Intersection Improvements/Roundabout
b. **Project Value:** $587,000, **SF or LF of Project:** 1,917 LF
c. **Project Involvement:** Project Manager

This project involved the design of a roundabout at the entrance of Lakeland Linder International Airport to improve safety and mobility on the corridor. Additional scope items included drainage improvements, utility coordination, and right-of-way acquisition. PGA was the prime consultant leading the roadway, drainage, and structures efforts.

Continuing Services BDI – Roadway Design, FDOT District Five

a. **Project Type:** Roadway Design
b. **Project Value:** $5,000,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Task Manager

This task work order-based contract provided roadway and other design services throughout District Five. Specific responsibilities on the contract included supporting in-house design efforts, conducting reviews for roadway plans, and plans production for minor resurfacing and widening projects. Joe was responsible for leading the management and roadway design for tasks assigned through this contract.

SR 100 at E End Rd, Putnam County, FL, FDOT District Two

a. **Project Type:** Roadway Design/Intersection Safety Improvement
b. **Project Value:** $320,000, **SF or LF of Project:** 0.3 Miles
c. **Project Involvement:** Project Manager & Roadway EOR

This safety improvement project consists of reconstructing the existing three-leg intersection. Significant public involvement and coordination with Putnam County resulted in eliminating the scoped roundabout option. The proposed improvements include reconstruction to provide a perpendicular intersection and requires right-of-way. Joe led design and delivery of the SR 100 Roundabout, including roadway and MOT reviews, quality control, contract administration, agency engagement, phased submittals, construction support, and utility, R/W, and drainage coordination.

Continuing Services – Resurfacing Design, FDOT District One

a. **Project Type:** Roadway Design
b. **Project Value:** $4,291,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Project Manager, Task Manager, & Roadway EOR

This task work order-based contract provides miscellaneous design services such as resurfacing, widening, rigid pavement rehabilitation, and minor design. Specific responsibilities on task work orders may include field surveys, roadway analysis and design, drainage analysis and design, utility relocation, utility coordination, and temporary traffic control plan analysis.

Seminole Expressway (SR 417) from MP 38.0 to MP 44.5, Seminole County, FL, Florida's Turnpike Enterprise

a. **Project Type:** Roadway Design/Resurfacing
b. **Project Value:** $1,744,000, **SF or LF of Project:** 6.5 Miles
c. **Project Involvement:** Roadway QC

This project improved the ride quality and safety conditions by milling and resurfacing the existing northbound and southbound roadways, all ramps, all existing shoulders, and incorporating safety and design criteria upgrades. Joe was responsible for reviewing roadway design and documentation.



1. Name and Title
» Peyton McLeod, PTP
QA/QC Team
» Patel, Greene and Associates, LLC

2. Previous Job Assignments
» Senior Planner
» Congestion Management Multimodal Planner
» Contract Manager

3. Assigned Time
» 40%

4. Years with This Firm
» 7 Years

5. Years with Other Firms
» 16 Years

7. Education
» B.A., Geography, Stetson University, 2001

8. Active Registration
» Professional Transportation Planner, 720, 03/26/2020

9. Other Qualifications
» N/A

PEYTON MCLEOD, PTP
QA/QC Team

Peyton is an Associate and the Planning Group Director with Patel, Greene and Associates (PGA). He has spent the last 23 years coordinating and managing multimodal transportation planning projects, including numerous corridor and PD&E studies for FDOT and regional transportation planning agencies. His wide range of experience includes multimodal level of service analyses, nonmotorized trip prediction techniques, Roadway Safety Audits, transportation facilities and conditions mapping, national transportation safety studies, multimodal facility demand analyses, and transit systems evaluations.

6. Experience

General Engineering Consultant, FDOT District One
a. **Project Type:** General Engineering Consultant/Program Management
b. **Project Value:** $30,000,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Congestion Management Multimodal Planner

PGA is the prime consultant for this contract serving as an extension to District One for a variety of services including transportation design, scoping and RFP development, staff augmentation, and plans reviews. Peyton is the technical lead for the Congestion Management Multimodal Planning (C3MP) Initiative, coordinating and leading joint transit meetings between transit agencies and MPOs, and reviewing and approving transit development plans and associated annual progress reports. He also develops scopes of service for special transit projects, provides technical assistance for special transit projects managed by the District, and serves as a transit liaison between modal development and other District departments (planning studio, PD&E, design, construction). Peyton also conducts monthly multimodal visioning meetings with District leadership and builds relationships with external modal (freight, aviation, rail) partners.

Bicycle Network Plan, Hillsborough County, FL, Hillsborough County TPO
a. **Project Type:** Transportation Planning
b. **Project Value:** $40,000, **SF or LF of Project:** 15 Miles
c. **Project Involvement:** Senior Planner

Peyton reviewed the documents for conceptual designs to improve the safety and mobility needs of bicyclists along four high-priority corridors identified through a data-driven prioritization process. The resulting concepts include feasibility reviews, design plans, cost estimates, and implementation considerations to advance the projects to the next stage of design.

Winter Park Dr Context-Based Solutions and Concept Development Study, Seminole County, FL, City of Casselberry
a. **Project Type:** Multimodal Transportation Planning
b. **Project Value:** $70,000, **SF or LF of Project:** 3.75 Miles
c. **Project Involvement:** Senior Planner

Winter Park Dr is a critical corridor for enhancing multimodal connectivity in Casselberry, providing a key north-south connection for all modes of travel within the City. By incorporating multimodal safety and mobility considerations early in the project development process, this project aims to help active transportation become a viable and routine choice for daily mobility needs. As a foundational component of the existing conditions analysis, Peyton led a multidisciplinary walking audit of the corridor, focusing on pedestrian safety, comfort, and accessibility. The audit results were used to identify short-term and long-term needs to build into the study's development of alternatives, which Peyton coordinated. Peyton developed multimodal design scenarios, conducted benefit analysis, and refined the preferred alternative.

PEYTON MCLEOD, PTP
QA/QC Team

General Planning Contract, Pasco County, FL, Pasco County Board of Commissioners

a. **Project Type:** General Planning Services/Multimodal Transportation Planning
b. **Project Value:** $350,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Contract Manager

This general planning contract serves as an extension of Pasco County by providing general planning services including economic analysis, public engagement, urban design, multimodal transportation planning, land use planning, and planning grants.

Safe Streets Pinellas, Pinellas County, FL, Forward Pinellas

a. **Project Type:** Transportation Safety Action Plan Update/Safe Systems Planning
b. **Project Value:** $74,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Senior Planner

Peyton led public and stakeholder engagement activities that contributed to this Vision Zero planning effort's Action Plan. The outreach plan included formation of a Task Force, a Project Ambassadors program, social media campaigns, and four demonstration projects. Several varied demonstration projects were designed and executed: collecting bicycle/pedestrian counts and survey data at a new RRFB trail crossing installation, designing a protected intersection for an urban cycle track on a transit route corridor, using innovative video data collection to detect near misses at a key intersection with safety concerns, and developing concepts to better define markings and crossing features for pedestrians in a beach community.

Southwest Bike and Pedestrian Study, Orange County, FL, City of Orlando

a. **Project Type:** Bicycle & Pedestrian Planning Study
b. **Project Value:** $58,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Senior Planner

The southwest quadrant of the City of Orlando includes several underserved communities, a community college, and world-class attractions that generate many service worker commute trips. Recognizing underinvestment in bicycle and pedestrian improvements relative to other portions of Orlando, the City prepared the Southwest Bike and Pedestrian Study to address a variety of safety needs. Among the study's wide-ranging components, Peyton led two key tasks: 1) an areawide Pedestrian Level of Service analysis that established a baseline of walking conditions and facility gaps, and 2) a series of four multimodal safety audits along corridors and intersections identified as priorities through the study's crash analysis. The safety audits included a wide variety of stakeholders (including agency partners, community representatives, and local law enforcement) and led to dozens of short- and long-term recommendations set to be implemented through ongoing Vision Zero initiatives.

Greenways Master Plan, Hillsborough County, FL, Hillsborough County Board of County Commissioners

a. **Project Type:** Multimodal Transportation Planning
b. **Project Value:** $60,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Senior Planner

Peyton reviewed the development of design guidelines for a planned network of greenways. With an emphasis on human-scaled urban design, the guidelines incorporate biophilic design elements that fit each context. Peyton also reviewed the framework for a unified system of branded wayfinding signs and planning-level cost estimates for greenway corridors based on the type of trail.

General Planning Contract, Manatee County, FL, Manatee County Board of Commissioners

a. **Project Type:** General Planning Services/Multimodal Transportation Planning
b. **Project Value:** $222,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Contract Manager

This contract provides multimodal transportation services to move Manatee County projects from conceptual phase to completion phase. Specific responsibilities on the contract include traffic study and project review, multimodal transportation studies, public engagement, and grant applications.



JOSEPH HITTERMAN, PE
QA/QC Team

Joe is an Associate and a Chief Roadway Engineer with Patel, Greene and Associates (PGA). For 34 years, he has provided design engineering services encompassing aspects of highway design and project management. His areas of expertise include project management, highway design, traffic control plans, design-builds, and pavement design. During his career, Joe has served as a Design Project Manager, Roadway and TCP EOR, Quality Control Reviewer, Roadway Project Manager, and GEC Plans Review Supervisor.

1. Name and Title
- Joseph Hitterman, PE
  QA/QC Team
- Patel, Greene and Associates, LLC

2. Previous Job Assignments
- Project Manager
- Contract Manager
- Roadway QC
- GEC Plans Review Supervisor
- Roadway & TCP EOR

3. Assigned Time
- 40%

4. Years with This Firm
- 7 Years

5. Years with Other Firms
- 27 Years

7. Education
- B.S., Mechanical Engineering, Purdue University, 1988

8. Active Registration
- Professional Engineer, Florida, 50598, 08/01/1996

9. Other Qualifications
- Advanced MOT
- AASHTO Roadside Design
- Traffic Control Plan Design

6. Experience

General Engineering Consultant, FDOT District Seven
a. **Project Type:** Transportation Engineering/General Engineering Consultant Services
b. **Project Value:** $30,000,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Project Manager

FDOT District Seven is utilizing PGA staff to supplement the oversight and administration of design and construction projects that are part of their local programs office. Work includes reviews of contracting, procurement, plans, and specifications to ensure compliance with federal and/or state requirements. This includes the review of LAP professional services and construction checklists for compliance and improvements and reviews for compliance with state funded grant agreements. Joe reviews construction plans for compliance with FDOT FDM or Florida Greenbook standards.

SR 43 (US 301) from N of Lake St Charles Blvd to N of Progress Blvd and I-75 Ramp from NB US 301 to I-75 NB Design-Build, Hillsborough County, FL, FDOT District Seven
a. **Project Type:** Resurfacing/Design-Build
b. **Project Value:** $93,000, **SF or LF of Project:** 1.5 Miles
c. **Project Involvement:** Project Manager

PGA was the prime design consultant for this project that included milling and resurfacing travel lanes and shoulders, sidewalk additions to increase connectivity, widening the northbound ramp of I-75, rebuilding the intersection, and other safety improvements. PGA led roadway, drainage, structures, traffic, and environmental efforts.

SR 570B (Central Polk Pkwy) from SR 570 (Polk Pkwy) to SR 35 (US 17), Polk County, FL, Florida's Turnpike Enterprise
a. **Project Type:** Roadway Design
b. **Project Value:** $1,118,000, **SF or LF of Project:** 6.2 Miles
c. **Project Involvement:** Roadway QC

PGA is designing a segment of this 6.2-mile new alignment project on a limited access facility that includes the US 17 Interchange. The new four-lane divided roadway will connect the Polk Pkwy with SR 60. Joe is responsible for reviewing roadway design.

SR 804 (Boynton Beach Blvd) from Lyons Rd to E of Florida Turnpike, Palm Beach County, FL, FDOT District Four
a. **Project Type:** RRR
b. **Project Value:** $540,000, **SF or LF of Project:** 1.2 Miles
c. **Project Involvement:** Contract Manager

This 1.2-mile RRR project included milling and resurfacing along SR 804 and upgrading the signalization to video detection. Other improvements included widening to extend the turn lanes to the Florida Turnpike. This project required coordination with Lake Worth Drainage District. Additional elements included coordination with FPL for lighting upgrades and with Palm Beach County. PGA was the prime consultant leading the roadway, drainage, structures, signing and pavement marking, and lighting design.

JOSEPH HITTERMAN, PE
QA/QC Team

Seminole Expressway (SR 417) from MP 38.0 to MP 44.5, Seminole County, FL, Florida's Turnpike Enterprise

a. **Project Type:** Roadway Design/Resurfacing
b. **Project Value:** $1,744,000, **SF or LF of Project:** 6.5 Miles
c. **Project Involvement:** Roadway QC

This project improved the ride quality and safety conditions by milling and resurfacing the existing northbound and southbound roadways, all ramps, all existing shoulders, and incorporating safety and design criteria upgrades. Joe was responsible for reviewing roadway design and documentation.

SR 226 (SW 16th Ave) at SW 10th Terrace Midblock Crossing, Duval County, FL, FDOT District Two

a. **Project Type:** Roadway Design/Pedestrian Safety Improvements
b. **Project Value:** $243,000, **SF or LF of Project:** 116 LF
c. **Project Involvement:** Roadway QC

This project is intended to improve safety conditions for pedestrians along SR 226 (SW 16th Ave) by relocating the existing midblock crossing with ADA-compliant concrete curb ramps and rectangular rapid-flashing beacons (RRFBs) on mast arms. PGA is the prime consultant leading the signals, lighting, signing and marking, roadway, and structures efforts.

SR 117 (Lem Turner Rd) Midblock Crossing, Duval County, FL, FDOT District Two

a. **Project Type:** Roadway Design/Pedestrian Safety Improvements
b. **Project Value:** $224,000, **SF or LF of Project:** 100 LF
c. **Project Involvement:** Roadway QC

This project is intended to improve safety conditions for pedestrians along SR 117 by installing a mid-block crosswalks with ADA-compliant concrete curb ramps and rectangular rapid-flashing beacons (RRFBs) on mast arms. PGA is the prime consultant leading the signals, lighting, signing and marking, roadway, and structures efforts.

SR A1A Midblock Crossings, Duval County, FL, FDOT District Two

a. **Project Type:** Roadway Design/Pedestrian Safety Improvements
b. **Project Value:** $378,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Roadway QC

This project is intended to improve safety conditions for pedestrians at three locations along SR A1A (3rd St) by installing mid-block crosswalks with ADA-compliant concrete curb ramps and rectangular rapid-flashing beacons (RRFBs) on mast arms. PGA is the prime consultant leading the signals, lighting, signing and marking, roadway, and structures efforts.

I-10 at I-110 Interchange Safety Improvements, Escambia County, FL, FDOT District Three

a. **Project Type:** Roadway Design/Safety Improvements
b. **Project Value:** $419,000, **SF or LF of Project:** 2.3 Miles
c. **Project Involvement:** Roadway QC

This project provides design for safety improvements at the I-10 at I-110 interchange that include resurfacing interchange ramps with high friction surface treatment and installing safety upgrades such as advisory speed signs, audible edgelines, reflectors, and guardrail.



KATIE HABGOOD, AICP
Grant Specialist Support

Katie is the Master Planning Group Leader with Patel, Greene and Associates (PGA). Her 22 years of professional practice has involved a range of planning products at all scales of geography, from focused corridor studies to multi-county Long Range Transportation Plans. She is an adept communicator, enjoying face-to-face time with clients and a project's audience and stakeholders. Her project experience includes bicycle and pedestrian feasibility and master planning, context-based solutions, long range transportation plans, congestion management processes, equity analysis, project prioritization plans, and meaningful public engagement. She is passionate about making communities safer for everyone, particularly those traveling on foot, bicycle, or via transit.

1. Name and Title
» Katie Habgood, AICP
Grant Specialist Support
» Patel, Greene and Associates, LLC

2. Previous Job Assignments
» Project Manager
» Task Leader

3. Assigned Time
» 40%

4. Years with This Firm
» 3 Years

5. Years with Other Firms
» 19 Years

7. Education
» M.A., Urban & Regional Planning, University of Florida, 2005
» B.A., Communications, University of Florida, 2001

8. Active Registration
» American Institute of Certified Planners (AICP) #151311, 2011

9. Other Qualifications
» N/A

6. Experience

Safe Streets and Roads for All (SS4A) Implementation Grant Application, Manatee County, FL, Manatee County Public Works

a. **Project Type:** Grant Application
b. **Project Value:** $30,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Project Manager

Manatee County Public Works approached PGA's Planning Group for help creating an application for the Safe Streets and Roads for All (SS4A) Implementation Grant. PGA quickly assembled a dedicated team of analysts, planners, safety specialists, and GIS technicians. The PGA team delivered a thorough and compelling application for this competitive grant program. The application included original 3D visualizations of the proposed projects, calculations of the impact each countermeasure may have, and an analysis of five years of crash reports and Signal 4 reports. The safety improvements included roadway, sidewalk, and intersection projects in a neighborhood where many people don't own cars, use transit, and/or walk and ride bikes as their means of transportation.

Community Development Block Grant (CDBG), Polk City, FL, City of Polk City

a. **Project Type:** CDBG Grant Application & Grant Writing Services
b. **Project Value:** $25,064, **SF or LF of Project:** N/A
c. **Project Involvement:** Project Manager

The City of Polk City had resurfacing, multimodal, and drainage improvement needs beyond their capital budget. Because the needs were in a neighborhood with persistent poverty, and Polk City was eligible, PGA and CivilSurv (as the prime) completed the CDBG Small Cities Neighborhood Revitalization grant application. The application required GIS analysis, careful review of the multiple application sections and requirements, close coordination with Polk City staff, and public hearings before being signed by the City Manager and approved by the city council. The city and the team are awaiting award announcement.

General Planning Contract, Pasco County, FL, Pasco County Board of Commissioners

a. **Project Type:** General Planning Services/Multimodal Transportation Planning
b. **Project Value:** $350,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Task Leader

This general planning contract serves as an extension of Pasco County by providing general planning services including economic analysis, public engagement, urban design, multimodal transportation planning, land use planning, and planning grants.

KATIE HABGOOD, AICP
Grant Specialist Support

Safe Streets Pinellas Update, Pinellas County, FL, Forward Pinellas

a. **Project Type:** Transportation Safety Action Plan Update/Safe Systems Planning
b. **Project Value:** $41,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Project Manager

This update to the 2019 Safety Action Plan uses a Safe Systems Approach and Principles to identify a multimodal High Injury Network and suggest policy recommendations and safety countermeasures for implementation on prioritized segments. Pinellas County and its 25 municipalities create a challenge for a cohesive, countywide approach to safety, including multiple Land Development Codes, multiple law enforcement agencies, and multiple implementing and planning agencies can be difficult to align, even with a common goal. This project relies heavily on a Task Force with representation from the County's municipalities, as well as health professionals from hospitals and law enforcement officers. Katie is leading PGA's work with the Task Force, including its meetings and other public engagement efforts, as well as all planning, policy review, and recommendations to incorporate Safe Systems Principles. A focus beyond engineering solutions will incorporate education and enforcement tools.

School Ave Multi-Use Recreational Trail MURT Feasibility Study, Sarasota County, FL, City of Sarasota

a. **Project Type:** Multimodal Transportation Planning/Trail Feasibility Study
b. **Project Value:** $200,000, **SF or LF of Project:** 0.4 Miles
c. **Project Involvement:** Project Manager

Katie led the feasibility study of the 0.4-mile extension which studied which treatments were technically possible and which best reflect the community's and city's vision. The proposed greenway extension would run parallel to School Ave, diverting vulnerable users from US 41, a major, high crash arterial, to a low-stress parallel route, giving an advantage to residents making local trips by bicycle, walking, or rolling. Detailed technical work compared the performance of four greenway surface treatments as well as a No Build option: concrete, asphalt, pervious asphalt, natural surface, and boardwalk. Custom performance measures included drainage impacts, the amount of tree canopy that may be impacted, and the amount of potential planting area preserved by each surface treatment and associated alignment. This focus on nature-based solutions, in response to community priorities to preserve urban tree canopy and to use the existing open drainage ditch as a natural stormwater tool, was possible through PGA's interdisciplinary collaboration between our planning, drainage, and roadway groups. The project had extensive stakeholder engagement: two rounds of public meetings, a visual preference survey, concept design visualizations for the highest-rated alternatives, and opportunities to engage online.

Safe Streets Pasco, Pasco County, FL, Pasco County MPO

a. **Project Type:** Transportation Safety Planning/Safe Streets and Roads for All (SS4A) Safety Action Plan
b. **Project Value:** $400,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Project Manager

PGA is a subconsultant in developing a countywide Safe Streets and Roads for All Safety Action Plan, due to be adopted in 2026. The team is being guided by a specially convened Task Force representing local stakeholder groups: public works, FDOT, law enforcement, county health department, advocates for transportation disadvantaged, and multimodal advocates. The Safety Action Plan uses a Safe Systems Approach to identify a multimodal High Injury Network, analyze the crash characteristics, apply appropriate safety countermeasures including both engineering and non-engineering strategies, and develop a priority list of projects and programs. This task also includes a robust public engagement and safety educational campaign developed in collaboration with FDOT District Seven. Part of the public engagement campaign includes project-specific workshops with stakeholders and Task Force members, as well as attendance at farmers markets and other community events. These events are selected to engage with residents and visitors from a wide variety of locations and backgrounds and to have as in-depth conversations as desired. The goal is to understand individuals' experiences and concerns, listen to their desired solutions, and provide data and information.

Pasco County Library Master Plan TWO: Impact Fee and Financial Analysis, Pasco County, FL, Pasco County Library System

a. **Project Type:** Library Master Planning/Impact Fee Study
b. **Project Value:** $125,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Project Manager

The Library System Master Plan required an understanding of current funding sources and potential future funding sources to fund the recommendations from the master plan. The analysis focused on a library impact fee and a Municipal Services Taxing Unit to fund capital and operations. This task included coordination with County administration and attorney, a visual fact sheet, and preparations to go before the County Commission for plan and impact fee adoption.



MOHAMMADREZA KOLOUSHANI, PHD, PE, RSP1

Grant Specialist Support & GIS Support

Koloush is a Roadway Engineer with Patel, Greene and Associates (PGA). With over three years of experience, he is an adaptive, flexible individual that thrives in team environments and has a strong focus on client satisfaction. Koloush delves into geometric design intricacies and conduct comprehensive safety analyses. Simultaneously, his research at the RIDER Center was dedicated to unraveling the factors influencing youth-involved crashes and performing spatial analysis of crash density, crucial aspects of accident analysis. Koloush is proficient in AutoCAD, GIS, ORD, and AutoTURN.

1. Name and Title

- Mohammadreza Koloushani, PhD, PE, RSP1
  Grant Specialist Support & GIS Support
- Patel, Greene and Associates, LLC

2. Previous Job Assignments

- Roadway Engineer
- GIS Specialist
- Civil Designer

3. Assigned Time

- 60%

4. Years with This Firm

- 1 Year

5. Years with Other Firms

- 2 Years

7. Education

- PhD, Civil Engineering, FAMU-FSU, 2023
- M.S., Highway and Transportation Engineering, Amirkabir University of Technology, 2013
- B.S., Structural Engineering, Isfahan University of Technology 2010

8. Active Registration

- Professional Engineer, Florida, 102626, 10/23/2025

9. Other Qualifications

- Roadway Safety Professional Level 1

*Experience prior to joining PGA

6. Experience

CR 59 over Still Creek, Leon County, FL, FDOT District Three

a. **Project Type:** Roadway & Bridge Design
b. **Project Value:** $100,000, **SF or LF of Project:** 0.09 Miles
c. **Project Involvement:** Roadway Engineer

The goal was to replace the existing deficient crossing, improve roadway resiliency, enhance drainage performance, and provide a safer, more reliable connection for the public. PGA served as the prime consultant and led roadway, drainage, and structures design efforts for the replacement of the CR 59 bridge over Still Creek in coordination with Leon County Environmental Services.

Safe Streets and Roads for All (SS4A) Implementation Grant Application, Manatee County, FL, Manatee County Public Works

a. **Project Type:** Grant Application
b. **Project Value:** $30,000, **SF or LF of Project:** N/A
c. **Project Involvement:** Roadway Engineer

Manatee County Public Works approached PGA's Planning Group for help creating an application for the Safe Streets and Roads for All (SS4A) Implementation Grant. PGA quickly assembled a dedicated team of analysts, planners, safety specialists, and GIS technicians. The PGA team delivered a thorough and compelling application for this competitive grant program. The application included original 3D visualizations of the proposed projects, calculations of the impact each countermeasure may have, and an analysis of five years of crash reports and Signal 4 reports. The safety improvements included roadway, sidewalk, and intersection projects in a neighborhood where many people don't own cars, use transit, and/or walk and ride bikes as their means of transportation.

Widen Western Beltway (SR 429) from Western Way to Seidel Rd (MP 8.5-11), Orange County, FL, Florida's Turnpike Enterprise

a. **Project Type:** Roadway Design
b. **Project Value:** $4,460,000, **SF or LF of Project:** 2.5 Miles
c. **Project Involvement:** Roadway Engineer

PGA is the prime consultant providing multidisciplinary design services. The purpose of this project is to provide additional capacity to meet future traffic demand, enhance safety, improve travel time reliability, and enhance emergency evacuation times along the project corridor. The facility is proposed to be widened from four lanes to eight lanes. The proposed widening will accommodate the need for increased roadway capacity.

MOHAMMADREZA KOLOUSHANI, PHD, PE, RSP1
Grant Specialist Support & GIS Support

I-75 (SR 93) from N of Golden Gate Pkwy to S of Corkscrew Rd, Collier and Lee County, FL, FDOT District One

a. **Project Type:** Roadway Design/Interstate Widening
b. **Project Value:** $2,400,000, **SF or LF of Project:** 18.5 Miles
c. **Project Involvement:** Roadway Engineer

This project widens I-75 from north of Golden Gate Pkwy to south of Corkscrew Rd. PGA is leading roadway, drainage, and structures design for the segment from north of Golden Gate Pkwy to south of Vanderbilt Beach Rd as well as landscape design for the full project limits. Koloush performed the safety analysis as part of the creation of the design variations memo and design exceptions.

Hurricane Emergency Response, Districtwide, FDOT District Seven

a. **Project Type:** Emergency Response/Disaster Recovery/GIS Services
b. **Project Value:** $411,000, **SF or LF of Project:** N/A
c. **Project Involvement:** GIS Specialist

Following the two hurricanes that struck the west coast of Florida in 2024, the PGA Team led emergency response efforts across District Seven. Koloush developed Detailed Damage Inspection Report (DDIR) reports, including identifying damage locations of lighting structures, cost assessments as part of inventorying, and emergency response during a disaster.

I-75 (SR 93) from N of SR 52 to the Hernando County Line Scope Development, Pasco County, FL, FDOT District Seven

a. **Project Type:** Interstate Resurfacing/Scope Development/Safety Analysis
b. **Project Value:** $2,200,000, **SF or LF of Project:** 12.5 Miles
c. **Project Involvement:** Roadway Engineer

This task, part of PGA's General Engineering Consultant (GEC) contract, developed the scope for the resurfacing of I-75. Koloush performed crash analysis and hotspot identification to evaluate safety issues related to guardrail deficiencies within the project's limits and proposed effective safety countermeasures to improve safety.

Continuing Services Contract, Sarasota, FL, City of Sarasota

a. **Project Type:** Roadway Design/Transportation Planning
b. **Project Value:** $199,900, **SF or LF of Project:** N/A
c. **Project Involvement:** Roadway Engineer

PGA is the prime consultant managing this grant-funded continuing services contract, which includes grant development and support, safety studies, public involvement, project development, environmental review, visioning, concept development, and design.

*SR 228 (Post St) from SR 111 (Cassat Ave) to McDuff Ave, Duval County, FL, FDOT District Two

a. **Project Type:** Roadway Design/RRR
b. **Project Value:** $2,660,000, **SF or LF of Project:** 1.659 Miles
c. **Project Involvement:** Civil Designer

Mohammadreza was responsible for writing the design variation memo, which involved resurfacing, restoration, and rehabilitation from the pavement joints just east of Cassat Ave (MP 21.083) to the new construction roundabout at McDuff Ave (MP 22.742). Additionally, the project included milling and resurfacing of side streets up until each respective radius return. This project also included an inventory of mainline signing, pavement marking design, replacement of traffic loops at five intersections, upgrades to pedestrian signals, and new pedestrian retrofit lighting at five signalized intersections. The memo documented the design changes and justifications for the project, such as minor widening to add left turn lanes, speed management strategies, pedestrian improvements, and safety enhancements. He followed the FDOT guidelines and standards for preparing the memo and coordinated with the roadway engineer and the project manager to ensure accuracy and completeness.



1. Name and Title

» Mary Weber
GIS Support
» Patel, Greene and Associates, LLC

2. Previous Job Assignments

» Senior GIS Analyst
» Technical Lead
» Outreach Specialist
» Safety Outreach
» Senior/Lead Analyst

3. Assigned Time

» 50%

4. Years with This Firm

» 1 Year

5. Years with Other Firms

» 29 Years

7. Education

» M.A., Geography, Ohio University, 1993
» B.S., Environmental Planning and Design, Rutgers University, 1991

8. Active Registration

» N/A

9. Other Qualifications

» N/A

*Experience prior to joining PGA

MARY WEBER
GIS Support

Mary is the GIS Group Leader with Patel, Greene and Associates (PGA). Mary is responsible for project management, primarily focused on the application and development of Geographic Information Systems (GIS) and Information Technology. With over 30 years of experience, Mary began her career using GIS technology in various technical fields such as transportation, planning, hydrology, and site investigation. She has served as project manager on several FDOT contracts, including safety, planning, and PD&Es.

6. Experience

Ron DeSantis Park Flood Mitigation Site, Manatee County, FL, Manatee County Board of Commissioners

a. **Project Type:** Stormwater & Flood Mitigation Design
b. **Project Value:** $269,000, **SF or LF of Project:** 8 Acres
c. **Project Involvement:** Senior GIS Analyst

PGA designed a stormwater reservoir within the Pearce Drain/Gap Creek Watershed to increase flood storage capacity and provide water quality benefits through a Nutrient Separating Baffle Box (NSBB). The project included wetland regrading, stormwater modeling, floodplain volume analysis, permitting, and preparation of plans and contract documents. As part of the design for the stormwater reservoir to provide flood plain compensation for this project, Mary built a geodatabase using Esri's ArcGIS Pro to provide analytical and map development support. Initial data processing included drainage basins, hydrologic unit code (HUC) basins, flood zones, and flood risk areas for the project boundary. Mary provided maps showing these areas and illustrating the drainage basin and park boundaries to support the final report.

Action Item Dashboard Development, FDOT District One

a. **Project Type:** GIS/Data Visualization & Dashboard Development
b. **Project Value:** N/A, **SF or LF of Project:** N/A
c. **Project Involvement:** Technical Lead

Mary created a conceptual design for a PowerBI and ArcGIS Online Experience to develop an internal management tool for tracking community concerns that are raised during Community Traffic Safety Team (CTST) meetings. This application was developed by a PGA GIS developer to support the CTST Coordinator and other safety staff providing an online solution to visualize, track, manage, and maintain these items, and provide reports and status updates during monthly, bimonthly, or quarterly meetings.

Operation Spring into Safety, FDOT District One

a. **Project Type:** Public Outreach/Safety Education & Event Coordination
b. **Project Value:** N/A, **SF or LF of Project:** N/A
c. **Project Involvement:** Outreach Specialist

Mary worked with the District Safety Administration to plan, organize, and coordinate efforts for the 2nd Annual Operation Spring into Safety event. With over 1,000 participants anticipated, Mary worked to inventory all materials for the event. This included Target Zero branded tents, backdrops, and engagement items such as pledge boards and selfie frames, tens of thousands of printed materials to support volunteer tables, and coordinated the helmet procurement and a bicycle confidence course. She ensured all stations were staffed, and created a volunteer checklist with information such as time of arrival, driving directions, and points of contact. She provided helmets and bicycle instruction to over 200 children and adults. Mary developed a "Lessons Learned" document and reported helmet and participation status to the state Pedestrian/Bicycle Resource Center. She reported the successes of the events for the quarterly newsletters.

MARY WEBER
GIS Support

Traffic Safety Programs Support, FDOT District One
a. **Project Type:** Traffic Safety/Public Outreach & Education
b. **Project Value:** N/A, **SF or LF of Project:** N/A
c. **Project Involvement:** Safety Outreach

Under the Safety Administration team as part of the Traffic Safety Outreach and Education Program, Mary was responsible for supporting the Community Traffic Safety Teams (CTST) Coordinator, preparing strategic communications, providing GIS support through crash analysis and mapping, and outreach within the safety community throughout the District.

*Mobility Investment Study, Clearwater, FL, Pinellas County MPO
a. **Project Type:** Mobility Planning/Transportation Planning & GIS Analysis
b. **Project Value:** N/A, **SF or LF of Project:** N/A
c. **Project Involvement:** Senior Analyst

Mary was responsible for all data collection and evaluation of mobility corridors to connect Downtown Clearwater and Downtown St. Petersburg. As part of this project, she prepared maps and tabular analysis results in support of alternatives analysis. In addition to two-dimensional maps and data evaluation tools, Mary also developed 3D visualization demonstrations to show how an elevated fixed guideway corridor would look in the landscape. She performed multiple other data collection and processing tasks supporting the transit initiatives for the county and future impacts on regional systems.

*Destination Zero Advisory Group, Sarasota, FL, Sarasota/Manatee MPO
a. **Project Type:** Traffic Safety/GIS Analysis & Outreach
b. **Project Value:** N/A **SF or LF of Project:** N/A
c. **Project Involvement:** Safety Outreach & Analyst

Mary participated in quarterly Advisory Group meetings and provided updates on action items brought forward by the Manatee/ Sarasota County Community Traffic Safety Teams (CTST). In addition, Mary provided GIS support through the development of bicycle path/trail maps showing reported crashes.

*Mailing List Application Development, Tampa, FL, Omni Communications
a. **Project Type:** GIS Application Development/Public Involvement
b. **Project Value:** N/A, **SF or LF of Project:** N/A
c. **Project Involvement:** Senior Analyst

Mary participated in support of public involvement efforts in FDOT District One. Mary developed a map-based application to identify homeowners within a certain distance from FDOT roadway projects for public involvement notice distribution. This application utilized right-of-way data from the FDOT as well as parcel-based GIS layers from counties within District One.

*City of Madeira Beach Land Use Review and Public Engagement, Madeira Beach, FL, City of Madeira Beach
a. **Project Type:** Land Use Planning/Public Engagement & GIS
b. **Project Value:** N/A, **SF or LF of Project:** N/A
c. **Project Involvement:** Outreach Specialist & GIS Analyst

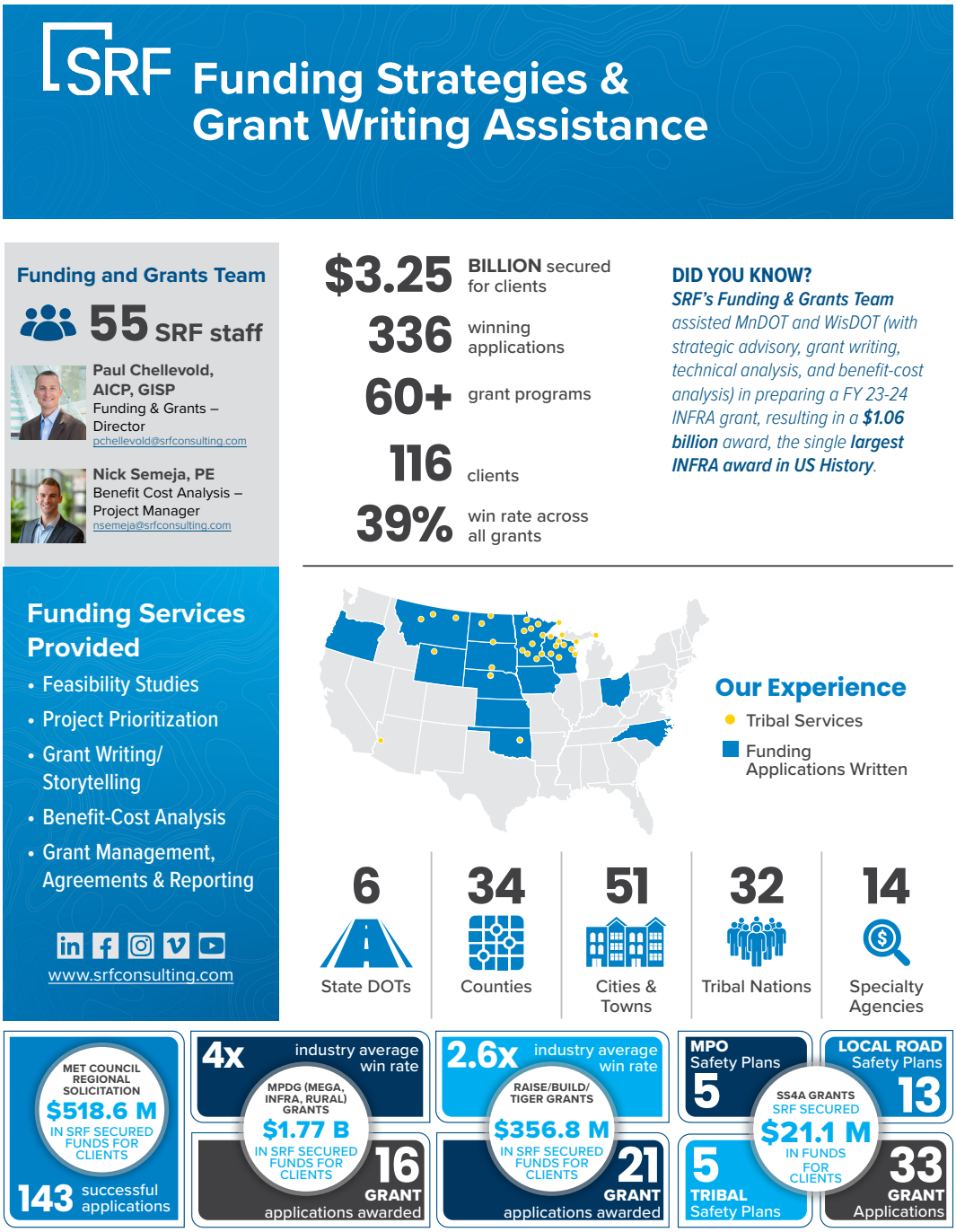
Mary supported the City of Madeira Beach in developing a full technical package to initiate and complete a Countywide Plan Map amendment. She assisted the City with the development of a public hearing presentation, including maps to outline the possible development of an activity center in the Johns Pass Village area and creating a secondary corridor along Gulf Blvd. Mary also assisted City staff during two public workshops outlining the scenarios for amending the countywide land use plan.

*Vegetative Community Mapping and Analysis, Sable Ridge, Hendry County, FL, National Resources Conservation Service
a. **Project Type:** Environmental GIS/Vegetation & Habitat Mapping
b. **Project Value:** N/A, **SF or LF of Project:** N/A
c. **Project Involvement:** Lead Analyst

Mary developed comprehensive historical, current, and post-project vegetation analysis. Maps included the delineation of vegetative habitat coverage to facilitate the identification of trends and changes within the project area, integrating data from soil maps, land cover, modeled water depths, and hydroperiods.

C. IF THE RESPONDENT IS NOT A JOINT VENTURE, LIST OUTSIDE CONSULTANTS ANTICIPATED TO BE USED ON THIS CATEGORY. WHEN LISTING CONSULTANTS, GIVE THE RESPECTIVE SPECIALTY OF THE FIRM.

The PGA Team has successfully partnered with many subconsultants across the Panhandle since 2014 to deliver projects efficiently and effectively. PGA began in 2011 as a minority and disadvantaged business enterprise (MBE/DBE). Through hard work and great partnerships, we recently "graduated" from the FDOT program, but we remain committed to helping develop other local small businesses. Although our newly established Tallahassee office does not qualify for the County's SBE Program, it operates with the entrepreneurial spirit, responsiveness, and local focus often associated with a small business. As a growing office, we understand the importance of building lasting relationships, investing in the local community, and creating opportunities for smaller firms to succeed alongside us. We have one subconsultant, SRF Consulting, that also has a local Leon County presence. By partnering with SRF, we expand our technical capabilities while supporting economic development and business growth within Leon County. SRF has over 50 dedicated staff for their funding and grant writing/administration team. They have secured over $3.25 billion for clients through 336 winning grant applications. Their experience is varied having been involved with over 60 grant programs. We are confident that the combined PGA/SRF experience is unrivaled locally, and we look forward to a successful partnership with Leon County.



LICENSES & CERTIFICATIONS (FIRM)

State of Florida
Department of State

I certify from the records of this office that PATEL, GREENE, AND ASSOCIATES, LLC is a limited liability company organized under the laws of the State of Florida, filed on May 11, 2011.

The document number of this limited liability company is L11000055519.

I further certify that said limited liability company has paid all fees due this office through December 31, 2026, that its most recent annual report was filed on February 9, 2026, and that its status is active.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Ninth day of February, 2026

Secretary of State

Tracking Number: 0311258608CC

To authenticate this certificate,visit the following site,enter this number, and then follow the instructions displayed.

https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication

Robin Watson

Subject: FW: Renewing Engineers License for Company

From: Katherine Anderson <KAnderson@fbpe.org>
Sent: Wednesday, February 24, 2021 3:43 PM
To: Robin Watson <Robin.Watson@patelgreene.com>
Subject: RE: Renewing Engineers License for Company

CAUTION: This email originated from outside the organization. Use caution with links and attachments.

Firms are no longer required to be renewed. As of October 1, 2019 Certificate of Authorization licenses are now referred to as firm registrations. Firm registrations never expire, there will never be fees due, and there are no longer any physical documents available. There is no license to print as it is no longer a license; just a registration. Once on the registry, your firm will remain "current" as long as it is qualified by a PE until you request to have it closed.

Katherine Anderson
Digital Records & Records Management Administrator

FBPE FLORIDA BOARD OF PROFESSIONAL ENGINEERS
Laserfiche PLATINUM CERTIFIED
Laserfiche CERTIFIED

2639 North Monroe Street, Suite B-112
Tallahassee, FL 32303
Phone: 850.521.0500 ext. 110
Fax: 850.521.0521
Email: kanderson@fbpe.org
www.fbpe.org

IMPORTANT: The FBPE office is closed, and our staff is working from home in an effort to mitigate the spread of COVID-19. During this time we will rely heavily on email communication to assist all licensees. Please be aware that voicemails may not be returned promptly. We encourage you to search our comprehensive website for answers to your questions. If you cannot find the information you are looking for, please email board@fbpe.org. Thank you for your patience and understanding.

TAB 2

Firm's Relevant Experience

A. LIST THE PROJECTS WHICH BEST ILLUSTRATE THE EXPERIENCE OF THE FIRM AND CURRENT STAFF WHICH IS BEING ASSIGNED TO THIS PROJECT.

VETERANS MEMORIAL DR (CR 59) BRIDGE REPLACEMENT

Client: FDOT District Three

Contact: Ricky Dodd, PE
850.845.0294
ricky.dodd@dot.state.fl.us

Dates: 2024 – Ongoing

Design Cost: $833k

Const. Cost: $3.1m (estimated)



CR 59 Bridge

PROJECT DESCRIPTION:

This project addresses the structurally deficient Bridge No. 550012 owned by Leon County. The original culvert, built in 1901 and reconstructed in 1955, is comprised of two arched culvert openings originally constructed with steel arches and lined with concrete likely due to corrosion concerns. The existing culvert will be replaced with a two-barrel concrete box culvert that will support a proposed typical section consisting of two undivided 11-ft travel lanes, 8-ft outside shoulders, and 36-inch single slope traffic railings for drop-off protection. The roadway approaches will match the bridge typical section within the limits of reconstruction that will extend to the ends of the guardrail on either side of the bridge. CR 59 is a designated Hurricane Evacuation Route with an AADT of 1,400 and approximately 14% truck traffic. There was close coordination with D3 and Leon County to acquire minor amounts of R/W and utilize a full road closure to minimize construction duration and limit environmental impacts which would occur with an on-site diversion. **PGA also assisted Leon County with Federal funding grant application information and strategies to increase likelihood of project award.**

Key Staff:

- Chad Thompson, PE (EOR)
- Amy Hudson, PE (Senior Roadway Engineer)
- Mohammadreza Koloushani, PhD, PE, RSP1 (Roadway Engineer)
- Joseph Hitterman, PE (Roadway QC)

CR 2203 (SPRINGHILL RD) OVER MUNSON SLOUGH

Client: FDOT District Three

Contact: Shawn Justice
850.845.0310
shawn.justice@dot.state.fl.us

Dates: 2022 – Ongoing

Design Cost: $3.05m

Const. Cost: $11.6m (estimated)



Bridge over Munson Slough

PROJECT DESCRIPTION:

This project provides design to replace the structurally deficient, 50-ft bridge to meet current design standards. The project includes replacing the existing bridge with a new two-lane structure featuring 8-ft shoulders, traffic railing barriers, and a 5-ft sidewalk. Because Munson Slough is a FEMA-designated floodway and the roadway is prone to overtopping, extensive coordination with local and state agencies will be required to address floodplain impacts and stormwater management. Due to the lack of feasible detour routes, the nearby park, and Springhill Rd's designation as a hurricane evacuation route, construction will require phased construction or a temporary bridge to maintain traffic throughout the project. The roadway approaches will be resurfaced or reconstructed as needed. This project requires additional right-of-way.

PGA is providing stormwater management, FEMA coordination, bridge hydraulic reports, and environmental permitting services. The environmental tasks include wetland delineation and assessment, completion of the USCG Bridge Permit Questionnaire, protected species assessments, evaluation of wetland mitigation alternatives, and permitting. PGA assisted Leon County staff with USDOT applications for this construction project. This included performing an application and benefit-cost (B/C) analysis for the FHWA Bridge Investment Program. PGA suggested combining this and other Leon County bridges into a bundled bridge application to meet minimum dollar thresholds and increase chances for award. **PGA is assisting Leon County with Federal funding grant application information and strategies to increase likelihood of project award.**

Key Staff:

- Joseph Losaria, PE (Project Manager)

BARTOW TRANSPORTATION ALTERNATIVES & TPO PROJECT PRIORITIES APPLICATIONS

Client: City of Bartow

Contact: Billy Groover, Public Works Director
863.698.1685
bgroover.fleet@cityofbartow.net

Dates: 2023, 2025

Design Cost: N/A

Const. Cost: N/A



Fort Fraser Trail

PROJECT DESCRIPTION:

PGA has prepared two separate sets of FDOT Transportation Alternatives grant funding applications for the City of Bartow, both of which have since been funded through design and construction. These City tasks also included completing companion Polk TPO priority project applications.

The Fort Fraser Trail is a popular regional SUN Trail facility. There is currently no facility to cross SR 60, a six-lane arterial, at the trail intersection. PGA researched and revived past agreements and design concepts related to establishing the Fort Fraser Trail and the needed overpass to safely connect the southern end of the trail into the City of Bartow. Completed application elements include project linkages, system continuity, benefit-cost analysis, and support and commitments documentation.

Separately, S Jackson Ave is a local street that connects to the Fort Fraser Trail, Downtown Bartow, multiple school campuses, and Mary Holland Park. PGA had previously completed a corridor safety study that evaluated traffic safety and operations and identified needed safety and modifications improvements. **The subsequent FDOT and TPO project applications helped secure funding for design and construction of the first phase of improvements, including a new shared use path.**

Key Staff:

- Lucas Cruse, AICP (Project Manager)
- Peyton McLeod, PTP (Senior Planner)
- Katie Habgood, AICP (Senior Planner)
- Mohammadreza Koloushani, PhD, PE, RSP1 (Roadway Engineer)

TRAFFIC SAFETY GRANT SUPPORT SPECIALIST

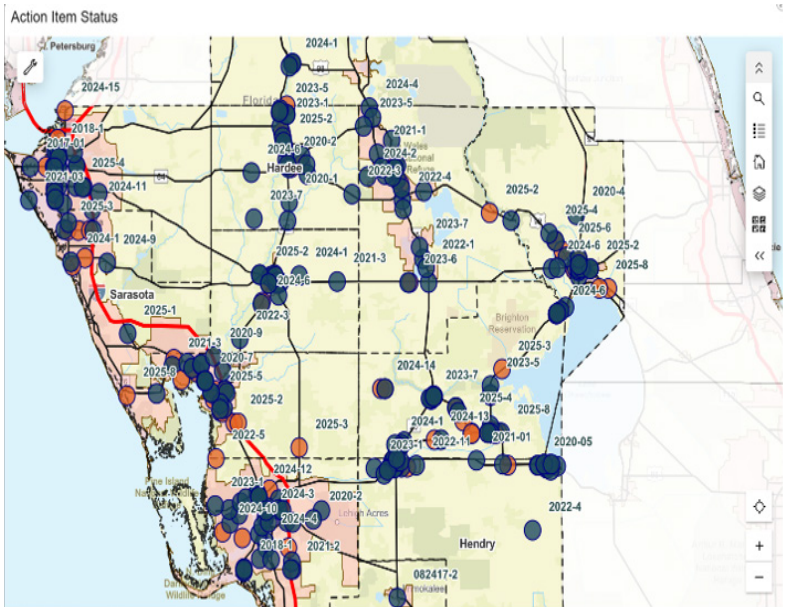
Client: FDOT District One

Contact: Theresa Chestnut
863.519.4321
theresa.chestnut@dot.state.fl.us

Dates: 2023 – 2025

Design Cost: N/A

Const. Cost: N/A



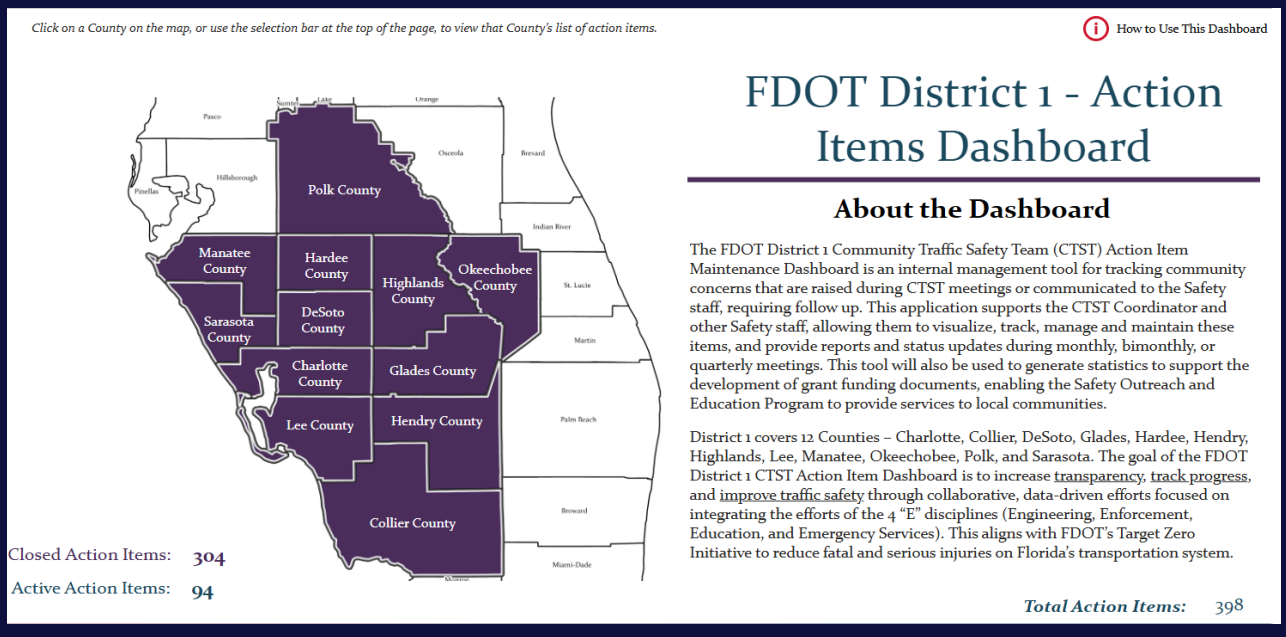
FDOT District One - Action Items Dashboard Interactive Map

PROJECT DESCRIPTION:

PGA's GIS Team Leader, Mary Weber, served as Traffic Safety Grant Support Specialist with FDOT District One (Bartow), assisting the Community Traffic Safety Team Coordinator with task tracking, maintenance and infrastructure improvement action items for a 12-county area, and developing yearly Final Narrative and Performance Report components of the funding requirements for State Safety Office. By using data-driven methods, FDOT District One was awarded successive years of increased safety education funds over a four-year period.

Key Staff:

- Mary Weber (Traffic Safety Grant Support Specialist)



FDOT District One - Action Items Dashboard

MANATEE COUNTY SAFE STREETS AND ROADS FOR ALL (SS4A) IMPLEMENTATION GRANT APPLICATION

Client: Manatee County Public Works

Contact: Agasteena Patel
941.749.3500
agasteena.patel@mymanatee.org

Dates: May 2026 – September 2026 (anticipated)

Design Cost: $30,065

Const. Cost: N/A



AN EXAMPLE OF THE PROPOSED IMPROVEMENTS WHERE THE ROW IS 100 FT

The proposed project is a 3-lane undivided roadway with:

- 11-foot travel lanes
- 12-foot two-way left turn lane
- occasional medians and channelized turn lanes
- curb and gutter
- 8 to 12-foot shared use path
- 6 to 8-foot sidewalk
- a consistent 2-way left turn lane
- a closed drainage system
- design speed and posted speed limit of 35 mph

SS4A Proposed Improvements

PROJECT DESCRIPTION:

Manatee County Public Works approached PGA's Planning Group for help creating an application for the Safe Streets and Roads for All (SS4A) Implementation Grant for its 15th St E Multimodal Improvements project. The county's adopted Safety Action Plan outlined priority projects, and the County was eager to see positive change in their communities with the greatest need. The biggest hurdle, though, was timing – the application window was closing in less than three weeks. PGA quickly assembled a dedicated team of analysts, planners, safety specialists, and GIS technicians. Working nearly around the clock, and with frequent communication between the project manager and the client, the PGA team delivered a thorough, beautiful, and compelling application for this competitive grant program. The application included original 3D visualizations of the proposed projects, calculations of the impact each countermeasure may have, and an analysis of five years of crash reports.

The safety improvements included roadway, sidewalk, and intersection projects in a neighborhood where many people don't own cars, use transit, and/or walk and ride bikes as their means of transportation. The projects' costs total nearly $28 million, and $16.8 million is requested through the SS4A Implementation Grant, and Manatee County is providing a $11.2 million match.

Key Staff:

- Katie Habgood, AICP (Project Manager)
- Mohammadreza Koloushani, PhD, PE, RSP1 (Roadway)
- Mary Weber (GIS)
- Peyton McLeod, PTP (Chief Senior Planner)

DISTRICT SEVEN LOCAL PROGRAMS ASSISTANCE

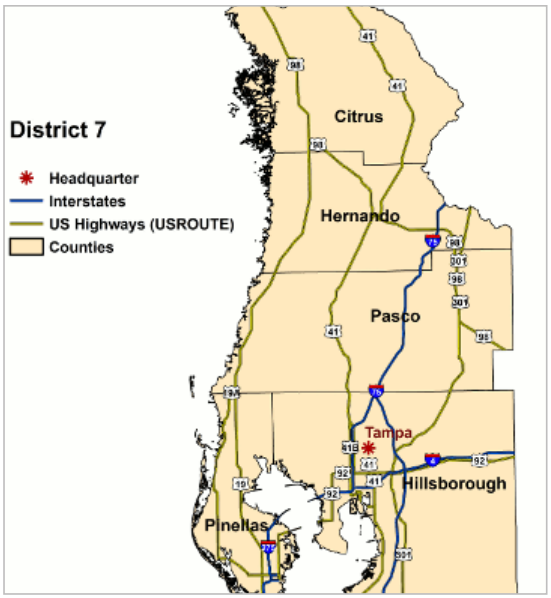
Client: FDOT District Seven

Contact: Sara Clark
813.975.6439
sara.clark@dot.state.fl.us

Dates: 2019 – 2031 (estimated)

Design Cost: N/A

Const. Cost: N/A



FDOT District Seven Map

PROJECT DESCRIPTION:

FDOT District Seven is utilizing PGA staff to supplement the oversight and administration of design and construction projects that are part of their local programs office. Work includes reviews of contracting, procurement, plans, and specifications to ensure compliance with federal and/or state requirements. This includes review of LAP professional services and construction checklists for compliance and improvements, and reviews for compliance with state funded grant agreements. PGA staff also review construction plans at intermediate and final steps for compliance with FDOT FDM or Florida Greenbook standards. Staff review specifications for compliance with FDOT, LAP Division 1 and LAP Big 3, or approved local agency specifications. The goal is to ensure projects meet minimum compliance to receive federal/state funding and improve construction PS&E packages which will reduce project costs, delays, and errors.

Key Staff:

- Joseph Hitterman, PE (Project Manager)
- Chad Thompson, PE (Technical Support)
- Mark VanHorne, PE (Technical Support)

FORWARD TO VISION ZERO – MADISON SAFE SYSTEM FOR VULNERABLE ROADWAY USERS

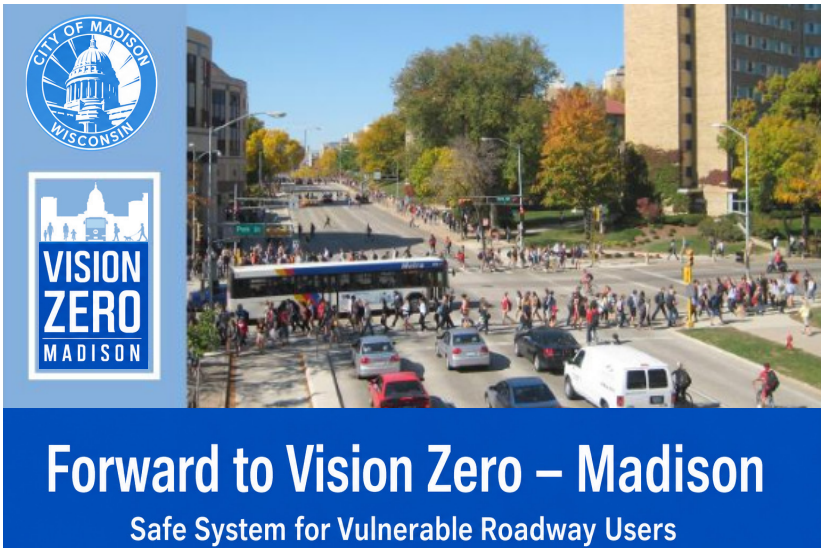
Client: City of Madison

Contact: Yang Tao, PhD, PE
608.266.4815
ytao@cityofmadison.com

Dates: Grant Application Completed: 7/2023
Construction: 7/1/2024 – Ongoing

Design Cost: $30k

Const. Cost: N/A



Forward to Vision Zero Graphic

PROJECT DESCRIPTION:

SRF supported the City of Madison in securing federal funding through the Safe Streets and Roads for All (SS4A) program for the Forward to Vision Zero – Madison Safe System for Vulnerable Roadway Users initiative. SRF provided grant project and program identification and led grant writing efforts to develop a competitive application focused on implementing Madison's Vision Zero Action Plan and the Safe System Approach. The program includes 14 safety improvement projects throughout Madison focused on reducing fatal and serious injury crashes involving pedestrians, bicyclists, and transit users. Proposed improvements include sidewalks and shared use paths, ADA-accessible curb ramps, pedestrian refuge islands, protected bicycle facilities, high-visibility crossings, pedestrian signals, lighting, traffic calming, and transit safety improvements. The program prioritizes intersections and locations along the City's transit network and High Injury Network, using low-cost, high-impact strategies and proven safety countermeasures. **The project was awarded $6.3 million in FY 2023 SS4A funding.**

Key Staff:

- Paul Chellevold, AICP (Project Manager & Grant Writer)

US 169 RURAL SAFETY AND MOBILITY INTERCHANGE

Client: Sherburne County, MN

Contact: Andrew Witter, PE
763.765.3302
andrew.witter@co.sherburne.mn.us

Dates: Grant Application Completed: 8/2023
Construction: 11/2026 (anticipated)

Design Cost: $50k

Const. Cost: N/A



US 169 Aerial View/Rendering

PROJECT DESCRIPTION:

SRF supported Sherburne County in securing $24.8 million in FY 2023 Infrastructure for Rebuilding America (INFRA) grant funding for the US 169 Rural Safety and Mobility Interchange Project in Zimmerman, Minnesota. SRF provided grant project and program identification, led grant writing efforts, and prepared the project's Benefit-Cost Analysis (BCA). The project will reconstruct approximately one mile of US 169 and one-half mile of County Rd 4 and replace the existing signalized intersection with a grade-separated interchange. Additional improvements include three roundabouts, two reduced conflict intersections, closure of six at-grade access points, new local roadway connections, and pedestrian and bicycle facilities, including dedicated multiuse trails. The improvements address a high-crash location with a crash rate nearly five times the state average while improving safety, mobility, freight efficiency, travel time reliability, and multimodal connectivity. **SRF completed the successful INFRA grant application in August 2023, resulting in a $24.8 million federal award.**

Key Staff:

- Paul Chellevold, AICP (Project Manager & Lead Grant Writer)
- Nick Semeja, PE (BCA Lead)

B. DESCRIBE THE FIRM/JOINT VENTURE'S PROCESS AND PROCEDURES FOR INSURING COMPLIANCE WITH CURRENT GRANT APPLICATIONS, FEDERAL FUNDING REQUIREMENTS, STATE FUNDING REQUIREMENTS, GRANT AGENCY GUIDANCE, BENEFIT-COST-ANALYSIS STANDARDS AND FUNDING COMPLIANCE REQUIREMENTS.

One of PGA's core values is **Excellence**. Our clients deserve quality products. We have several processes and procedures to ensure that all of our products are prepared in accordance with the latest applicable federal and state grant application requirements and are based on the agencies' latest guidance and appropriate industry standards.

For this contract the following specific resources may be utilized (not all-inclusive):

FEDERAL

- **Notice of Funding Opportunities (NOFO) and Amendments –** These are federal agencies' official announcements that provide the requirements and instructions for applying for a competitive grant. While we can use a prior year's NOFO as a guide, we thoroughly review the newly issued NOFO even if the program is familiar. USDOT can substantially change evaluation criteria from year to year as recently evidenced by the FHWA Bridge Investment Program and Safe Streets and Roads for All Grants. Key areas of NOFOs to consider include:
  - Eligibility
  - Eligible project costs
  - Federal cost share
  - Required non-federal match
  - Selection criteria
  - Merit criteria
  - Project readiness requirements
  - Environmental requirements
  - Benefit-cost analysis requirements
  - Safety requirements
  - Economic competitiveness
  - Climate/environmental considerations
  - Schedule requirements
  - Required forms
  - Required attachments
  - File naming/format requirements
  - Submission deadlines

- **USDOT Grant Guidance –** The USDOT developed the DOT Navigator website to assist with the implementation of IIJA grants. Useful information on this site includes checklists on grant preparation and project readiness, Benefit-Cost Analysis guidance, past webinar recordings, data/mapping tools, FAQs, and a searchable resource library.

- **Grants.gov –** We have thorough knowledge of applying and submitting grants through this website and can assist Leon County's Grants Coordinator with future submissions.

- **2 CFR 200 (Uniform Guidance) –** The Uniform Guidance provides the benefit of a common framework for financial assistance across the different agencies of the Federal Government. It provides information for grants related to allowability, allocability, procurement, financial management, funds matching, and other post-award requirements. **In May 2026 the Federal Government proposed sweeping changes to this guidance that is scheduled to take effect later this year. Our staff are closely following the proposed changes.**

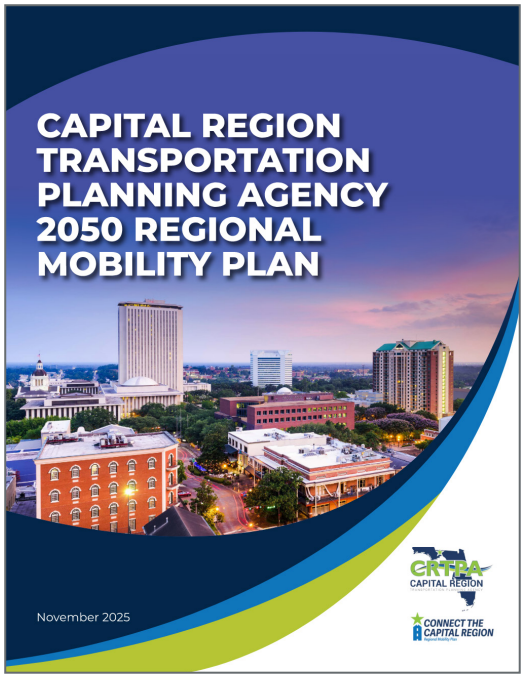
- **FHWA Emergency Relief Manual –** Grants can also include additional funding sought for damage related to named natural disasters that strike the Big Bend area. Chad led efforts for FHWA during Hurricane Michael and other storms. PGA staff have completed hundreds of Detailed Damage Inspection Reports (DDIRs) and know the Emergency Relief (ER) program intimately. Chad also helped author FHWA's Florida-specific FAQs for ER program implementation.

STATE

- **FDOT Local Programs Manual (LPM) –** The LPM provides instructions for delivering transportation projects through local agencies using FDOT-administered state or federal funds. This would apply to Leon County when they are a subrecipient of funding that must pass through FDOT. Our staff have used this document extensively. While at FHWA, our PM held oversight duties on the millions of annual federal dollars that flow through the Local Agency Program (LAP). He was responsible for streamlining compliance and reducing burdens on local agency staff by updating the LPM language and improving the LAP certification process.

- **Florida Grant Application Process (GAP) –** We are familiar with FDOT's database that is used statewide for soliciting and receiving grant applications for various programs. This could include SCOP, SCRAP, TRIP, and CIGP among other programs. We have access to GAP and are familiar with using the application to submit projects.

- **Transportation Planning Documents –** These resources are often a necessary predecessor to applying for grants. This proves to agencies that the program or project being contemplated fits in with the overall goals of Leon County. We are very familiar with State, MPO, and County resources including:
  - Leon County Strategic Plan
  - Leon County Budget and Capital Improvement Program (CIP)
  - CRTPA Long Range Transportation Plan (LRTP)/Regional Mobility Plan
  - CRTPA Transportation Improvement Plan (TIP)
  - CRTPA Transportation Project Priority List (PPL)
  - FDOT Statewide Transportation Improvement Plan (STIP)
  - FDOT Freight Mobility and Trade Plan
  - FDOT Strategic Highway Safety Plan (SHSP)



CRTPA Long Range Transportation Plan (LRTP)/ Regional Mobility Plan



Leon County Budget and Capital Improvement Program (CIP)

- In addition, the following design documents should be referenced and followed when developing projects for eventual submission. Many of these are minimum standards that must be adhered to for eligibility.
  - Leon County Land Development Code
  - Leon County Infrastructure Engineering Standards and Guidelines (03/26)
  - Leon County Driveway and Street Connection Guidelines and Procedures Manual (2016)
  - Leon County Facilities Design Guidelines (2023)
  - The Manual of Uniform Minimum Standards for Design, Construction and Maintenance for Streets and Highways (Florida Greenbook) (2023 Edition)
  - FDOT Design Manual (FDM)
  - FDOT Standard Plans
  - FDOT Standard Specifications
  - FDOT Multimodal Access Management Guidebook (2023) & Applications Guide (2024)
  - FDOT Intersection Control Evaluation Manual
  - FDOT Drainage Manual
  - FDOT Drainage Design Guide
  - FDOT Flexible Pavement Design Manual
  - FDOT Traffic Engineering Manual
  - FDOT Structures Manual
  - Public Right-of-Way Accessibility Guidelines (PROWAG)
  - Manual on Uniform Traffic Control Devices for Streets and Highways (MUTCD)
  - NACTO Urban Street Design Guide
  - NACTO Urban Bikeway Design Guide

PGA's staff and subconsultants are very familiar with each of these standards, regulations, manuals, and applications. Our PM stays abreast of all changes to Federal and state regulations as well as grants updates/guidance to ensure that the County puts its best foot forward in the highly competitive grant environment.

Each PGA grant application begins with a project-specific criteria review to ensure the application will be fully compliant with the NOFO, or grant eligibility, and to begin crafting a story that is factual and compelling. We will identify applicable standards, requirements, and County-specific expectations. Our project team will maintain regular communication with Leon County staff and regulatory agencies throughout project development to promptly address evolving requirements, policy updates, or deviation requests.

Throughout the grant development, we will use peer reviews (PR) and a rigorous quality control (QC) process to ensure our grant applications have applied the proper standards and guidelines. The goal of the PR process is to help prepare a deliverable for the QC review process. Ideally, the QC process begins with a "ready to submit" document in terms of quality. Therefore, the PR helps ensure that documents or deliverables are of the proper level of accuracy and quality before beginning the QC review process. The PR process is generally informal, and there is discretion to the intensity of the review. During the review, the reviewer may make comments, ask questions, or provide suggestions. PGA's PR process helps generate dialogue between similarly experienced staff, catches major errors prior to QC, gives experience to peer reviewers, and creates more opportunity for consistency to be developed between deliverables that were produced by different staff.



Cascades Park Tallahassee, FL

We conduct structured QC reviews at key milestones often using standardized checklists that verify compliance with current design criteria. We plan project design workload based on the intended QC date, not the final submittal date to the client. This ensures adequate time is given for the QC process and it is not rushed. Many products are given a full two weeks, to allow our five-step process to be completed. QC reviews are undertaken by our Chief Engineers. This provides decades of experience but also ensures consistency among our products. Independent quality assurance (QA) reviews are performed by experienced employees who are not directly involved in the day-to-day design effort, providing an objective evaluation of technical accuracy, regulatory compliance, and consistency across all deliverables.

For further information on our QC process, please refer to **Tab 4, Section E**.



Miccosukee Canopy Road Greenway

In addition to our formal internal processes, PGA encourages continuous professional development of all our dedicated staff. We offer regular internal brown bag sessions that are recorded for future viewing. To keep abreast of ever-changing standards and procedures, our monthly meetings always discuss new/updated transportation publications. Within PGA's SharePoint site, we maintain centralized access to the latest federal, state, and local manuals. This includes USDOT/FHWA/FDOT/AASHTO publications as well as municipal design criteria. Lessons learned from completed projects, agency review comments, and post-design evaluations are all incorporated into our internal best practices, checklists, and training materials, fostering a continuous improvement loop across the organization.

All our processes and procedures are to ensure that PGA's core value of **Excellence** is evidenced in our deliverables. Our goal is to exceed Leon County's expectations for our contractual obligations.



FAMU Campus Tallahassee, FL

C. NAMES AND DESCRIPTIONS OF MAJOR PROJECTS FOR WHICH THE FIRM IS PRESENTLY UNDER CONTRACT THAT DEMONSTRATE CAPABILITIES AND QUALIFICATIONS FOR THIS WORK CATEGORY.

DISTRICT SEVEN LOCAL PROGRAMS ASSISTANCE, FDOT DISTRICT SEVEN

FDOT District Seven is utilizing PGA staff to supplement the oversight and administration of design and construction projects that are part of their local programs office. Work includes reviews of contracting, procurement, plans, and specifications to ensure compliance with federal and/or state requirements. This includes review of LAP professional services and construction checklists for compliance and improvements, and reviews for compliance with state funded grant agreements.

MANATEE COUNTY SAFE STREETS AND ROADS FOR ALL (SS4A) IMPLEMENTATION GRANT APPLICATION, MANATEE COUNTY PUBLIC WORKS

Manatee County Public Works approached PGA's Planning Group for help creating an application for the Safe Streets and Roads for All (SS4A) Implementation Grant. PGA quickly assembled a dedicated team of analysts, planners, safety specialists, and GIS technicians. Working nearly around the clock, and with frequent communication between the project manager and the client, the PGA team delivered a thorough and compelling application for this competitive grant program. The application included original 3D visualizations of the proposed projects, calculations of the impact each countermeasure may have, and an analysis of five years of crash reports and Signal 4 reports. This is a task under PGA's General Planning Contract.



Downtown Tallahassee, FL



Florida State Capitol

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG), POLK CITY, FL, CITY OF POLK CITY

The City of Polk City had resurfacing, multimodal, and drainage improvement needs beyond their capital budget. Because the needs were in a neighborhood with persistent poverty, and Polk City was eligible, PGA and CivilSurv (as the prime) completed the CDBG Small Cities Neighborhood Revitalization grant application. The application required GIS analysis, careful review of the multiple application sections and requirements, close coordination with Polk City staff, and public hearings before being signed by the City Manager and approved by the city council. The city and the team are awaiting award announcement.

GENERAL PLANNING CONTRACT, PASCO COUNTY, FL, PASCO COUNTY BOARD OF COMMISSIONERS

This general planning contract functions as an extension of Pasco County's staff, providing a wide range of planning services including economic analysis, public engagement, development review, multimodal transportation planning, land use planning, and planning-related grant support. More than 15 task work orders have been completed since 2019. A key accomplishment is the update of the County's Library Master Plan, which established a forward-looking vision and actionable recommendations for the future of the library system. Additionally, development review is a significant task throughout the contract, helping the County's Current Planning department ensure consistency with its development code and comprehensive plan.

D. DESCRIBE BASIC AND SPECIAL RESOURCES AVAILABLE TO THE FIRM FOR THE PERFORMANCE OF THE DUTIES THAT MAY BE ASSIGNED IN THIS WORK CATEGORY.

PGA and SRF maintain the most current and extensive list of transportation design software. Leon County uses Autodesk's software for 2D plans and 3D modeling. Potential software that will be used on this contract includes:

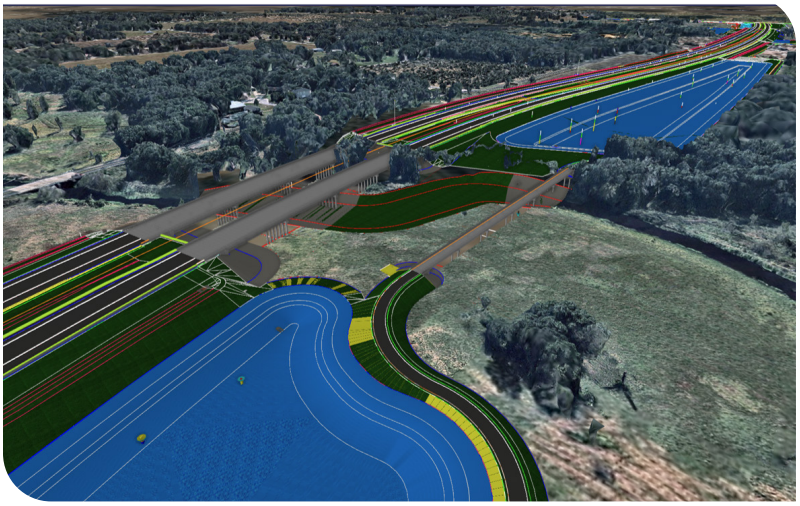
ENGINEERING:

TECHNOLOGY	DESCRIPTION OF USE	BENEFIT
Autodesk Civil 3D	Civil engineering design and documentation software used for roadway, drainage, grading, utility, and site development design.	Enhances design accuracy, improves coordination among disciplines, and streamlines project delivery
Beyond Typicals	3D typical section creator built for civil engineers, urban planners, and transportation designers.	Generates high-resolution images, video renders, and transparent graphics for proposals and public outreach. Easily add or modify lanes, sidewalks, bike paths, and medians without advanced 3D modeling skills.
Bentley OpenRoads Designer	Comprehensive roadway design and modeling platform used for corridor design, terrain modeling, drainage, and transportation projects.	Improves design quality, increases efficiency, and supports seamless project collaboration.
Bentley OpenBridge Designer/Modeler	Bridge modeling, analysis, and design software used to develop bridge structures and related transportation infrastructure.	Facilitates accurate bridge design, reduces design conflicts, and improves constructability.

PROJECT-RELATED:

TECHNOLOGY	DESCRIPTION OF USE	BENEFIT
Bluebeam Revu	Collaboration, document management, and PDF markup software used for design reviews, quality control, and project coordination.	Improves communication, reduces review times, and enhances document accuracy.
Microsoft Project	Project management software used to develop schedules, track progress, manage resources, and monitor project milestones.	Helps maintain project schedules, supports budget control, and improves overall project management.
Adobe InDesign	Graphic design and publishing software used to prepare reports, presentations, exhibits, and public-facing project materials.	Produces professional-quality deliverables and enhances communication with stakeholders.
ArcGIS Pro	Geographic Information Systems (GIS) software used for spatial analysis, mapping, data management, and visualization.	Improves decision-making through data-driven analysis and enhances project planning.
Bentley ProjectWise Drive	Bridge modeling, analysis, and design software used to develop bridge structures and related transportation infrastructure.	Facilitates accurate bridge design, reduces design conflicts, and improves constructability.

Our firm has always been an early adopter of emerging technologies that improve efficiency, accurateness, and communication. We are among the first consultants in the state to produce full 3D CADD models as a project deliverable and the **first consultant to deliver a 3D Model as a Legal Document (MALD)**. We are also among the **first consultants to utilize AR/ VR review of 3D models on active design projects**. Our 3D Model experts can turn a proposed project from a technical description into something reviewers can understand quickly and visualize. The key is that **the model should illustrate the grant argument**, not simply make the application look attractive. It can be used to establish the "before and after," demonstrate the project's benefits, and tell the story's community impact.



PGA's 3D Model of Central Polk Pkwy near Peace Creek

GIS

Data collection and management are keys to success for grant awards. GIS leverages the data needed to develop winning funding documents by providing visual, data-driven evidence of need, impact, and scope. Leon County has an extensive GIS Program, and the PGA team will work with available data to build grant support tools. GIS provides valuable insight into the grant writing and helps teams by showing exactly where and why projects are needed. By combining demographic, socioeconomic, environmental, and infrastructure assets, we can identify and assess patterns and trends.

We can create impact maps showing where the projects will serve and include potential before and after scenarios using 3D Design capabilities through ArcScene or SketchUp. Interactive maps and dashboards provide a streamlined way for the grant support team to visualize the status of funding for certain projects in real-time and use that data to prioritize projects based on need and impact. GIS can also be used to support public engagement by sharing stories and collecting input from the community stakeholders. We can track progress, measure outcomes, and show change over time. Our methods of analysis streamline the reporting process to make sure proposals align exactly to grant requirements.

DRONE

PGA also maintains a dedicated certified drone team to support projects through the collection of aerial photography and supplemental field data. Our team routinely uses drone technology to enhance traditional field reviews by providing additional site context, documenting existing conditions, and improving overall project visualization, which is key for grant applications.



Drone Footage – White City Bridge

GOPRO MAX 360

Our GoPro Max 360 camera system can capture a 360-degree panoramic video during field reviews. The camera is mounted to the roof of our vehicle and uses multiple wide-angle lenses to capture a complete view of the surrounding environment. This technology produces high-quality footage that is seamlessly stitched together to create an accurate panoramic representation of the project corridor and adjacent features. These recordings provide the project team with the ability to conduct additional desktop reviews following field visits, allowing staff to revisit each project segment and further evaluate existing conditions. This approach serves as an added quality control measure to help identify areas of pavement concerns, sidewalk and curb improvements, manhole adjustments, and other maintenance or infrastructure needs that may not be fully documented during the initial review.

TAB 3

Ability to Meet Schedule and Budget Requirements

DESCRIBE YOUR METHODOLOGY FOR ENSURING CRITICAL AND/OR HIGH PRIORITY PROJECT SCHEDULES ARE MET AND FOR ENSURING BUDGET REQUIREMENTS ARE NOT EXCEEDED.

SCHEDULE/BUDGET REQUIREMENTS

We recognize all municipalities are approaching an uncertain time with the proposed Florida constitutional amendment. Leon County could potentially lose 30% of property tax revenue, leaving very little funding for capital improvement projects. The County has taken proactive steps beginning with the FY27 budget development for any future "fiscal and organizational restructuring process." There also remains uncertainty on the federal funding side. The multi-year transportation authorization, IIJA, expires on September 30, 2026, and will almost certainly require one or more short term extensions until Congress can enact another bill. Chad has written articles extensively on this subject, detailing the potentially massive reduction in available grants for local agencies. **Now is the time to partner with a consultant that knows the pulse of the grants landscape and can strategize winning solutions for an increasingly competitive field.**

MEETING SCHEDULE

We know many municipal projects are driven by aggressive schedules tied to funding deadlines and grant requirements. For each task assignment, Chad will develop a project schedule and provide weekly or monthly updates identifying key milestones, completed and upcoming activities, and anticipated deliverable dates. For the most complex grant assignments, a Critical Path Method (CPM) schedule can be prepared to define major phases and critical activities. PGA will allocate the necessary resources to meet the approved schedule and ensure timely delivery in accordance with the County's requirements. When warranted to accelerate the schedule, PGA and our subconsultant can deploy additional resources or assess the benefits of streamlining submittal requirements for less complex tasks to improve overall efficiency. Chad will prepare a detailed work breakdown structure (WBS) including staff hours, costs, and budget controls.

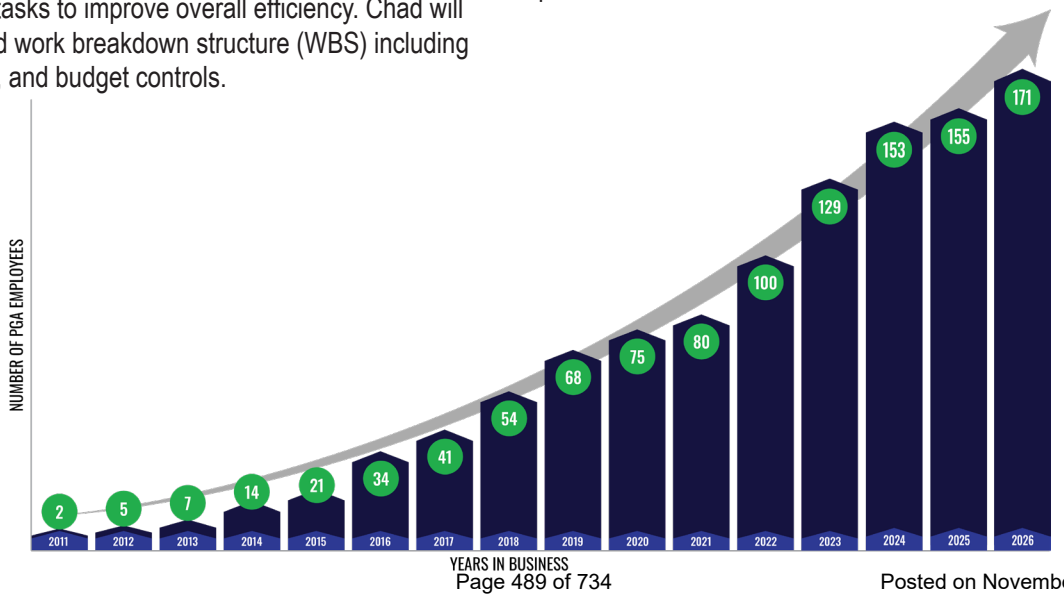
PGA recommends the use of cloud-based collaboration platforms, coordinated with the County and SRF, to document meeting minutes, maintain shared project logs, and organize deliverables, invoices, and schedules within structured OneDrive/SharePoint folders. These digital tools, supplemented by regularly scheduled progress meetings, are integral to PGA's approach for maintaining clear communication, improving workflow efficiency, and preserving schedule adherence. Through applying these protocols, PGA has demonstrated a consistent ability to meet or accelerate project delivery in response to client-driven schedule requirements.

MEETING BUDGET - COST CONTROL

PGA has a long history with task work order-based contracts, and we know that establishing a detailed scope and work plan up front will ensure successful products are delivered within budget. Development of a scope and staff hour estimate appropriate to each respective assignment will help to mitigate against scope creep during the life of a task. Please refer to Tab 4 Project Approach on ways we can further mitigate scope creep.

Every project is evaluated from both a technical and budgeting perspective to align resources efficiently with project complexity. Once the scope of the project is identified, Chad will build a customized team based on each identified project or grant to ensure we have the right people, with the right expertise, and the right availability. As a cost saving measure, he will tailor labor categories to match the required workload. A Senior Engineer may not be needed where we could utilize an Engineer or Engineer Intern with specialized experience. A Graphic Designer may also be beneficial for creating compelling graphics that help tell the grant story. We will submit a detailed scope of services and fee proposal based on approved hourly rates of existing and added labor categories. Once negotiated and approved by County staff, a purchase order will be issued to PGA setting the limiting amount of the fee and giving notice to proceed.

With a staff of more than 170 employees, PGA has the flexibility to provide the appropriate technical expertise and staffing levels needed to deliver projects efficiently while maintaining quality and responsiveness.



Our local Tallahassee office allows us to respond quickly to coordination meetings, field reviews, and stakeholder engagement, while minimizing travel costs and project overhead.

Supported by the technical resources of our broader organization, we provide the capabilities of a large engineering firm while maintaining the responsiveness, flexibility, and client-focused approach often associated with a smaller local consultant. This combination enables us to deliver high-quality engineering solutions that make the most of limited public funding while positioning projects to compete successfully for future state and federal funding opportunities.

TRANSPARENT BUDGETING AND INVOICING

PGA is committed to maintaining full transparency in all aspects of project budgeting and invoicing. We will submit up-to-date monthly invoices within the first week of each new month, ensuring timely and consistent billing practices. We will provide a detailed monthly progress report summarizing all tasks completed during the reporting period including work performed, meetings attended, and anticipated efforts for the upcoming month. A report of all staff assigned to the project, along with their respective hours worked, will also be included with each invoice to ensure full visibility into resource utilization. Our goal is to be effective and efficient with our work.

We will also proactively communicate any potential changes in scope or budget as soon as they are identified, enabling informed decision making and minimizing surprises. This transparent and structured approach fosters trust, accountability, and effective financial management across all phases of a project. A key strength of our team is the leadership of Chad, our PM, whose experience extends beyond transportation projects to include direct work with FHWA and extensive knowledge of federal and state transportation funding programs. This perspective allows us to develop projects with implementation and funding in mind from the outset. We understand the eligibility requirements, priorities, and documentation associated with programs such as FHWA formula and discretionary grants, FDOT funding programs, Safe Streets and Roads for All (SS4A), Transportation Alternatives, Safe Routes to School, and other state and federal funding opportunities. By considering funding requirements during project development, we help position projects to compete more effectively for available funding while minimizing the need for redesign if additional funding becomes available. We can work with Eryn Calabro, Leon County's Grants Coordinator, to deliver successful grant applications and provide Public Works with additional options for project funding.

In 2025-26, Chad provided regular updates to Leon County staff on the status of overall federal grant programs. He worked directly with Engineering Services to develop an application for the FHWA Bridge Investment Program Grant, which included a Benefit-Cost Analysis.



PGA Tallahassee Office

TAB 4

Project Approach

A. PRESENT IN BRIEF, CONCISE TERMS, A SUMMARY LEVEL DESCRIPTION OF THE COMPANY'S APPROACH TO ACCEPTING AND COMPLETING ANY SPECIFIC PROJECTS ASSIGNED UNDER THIS CONTRACT.

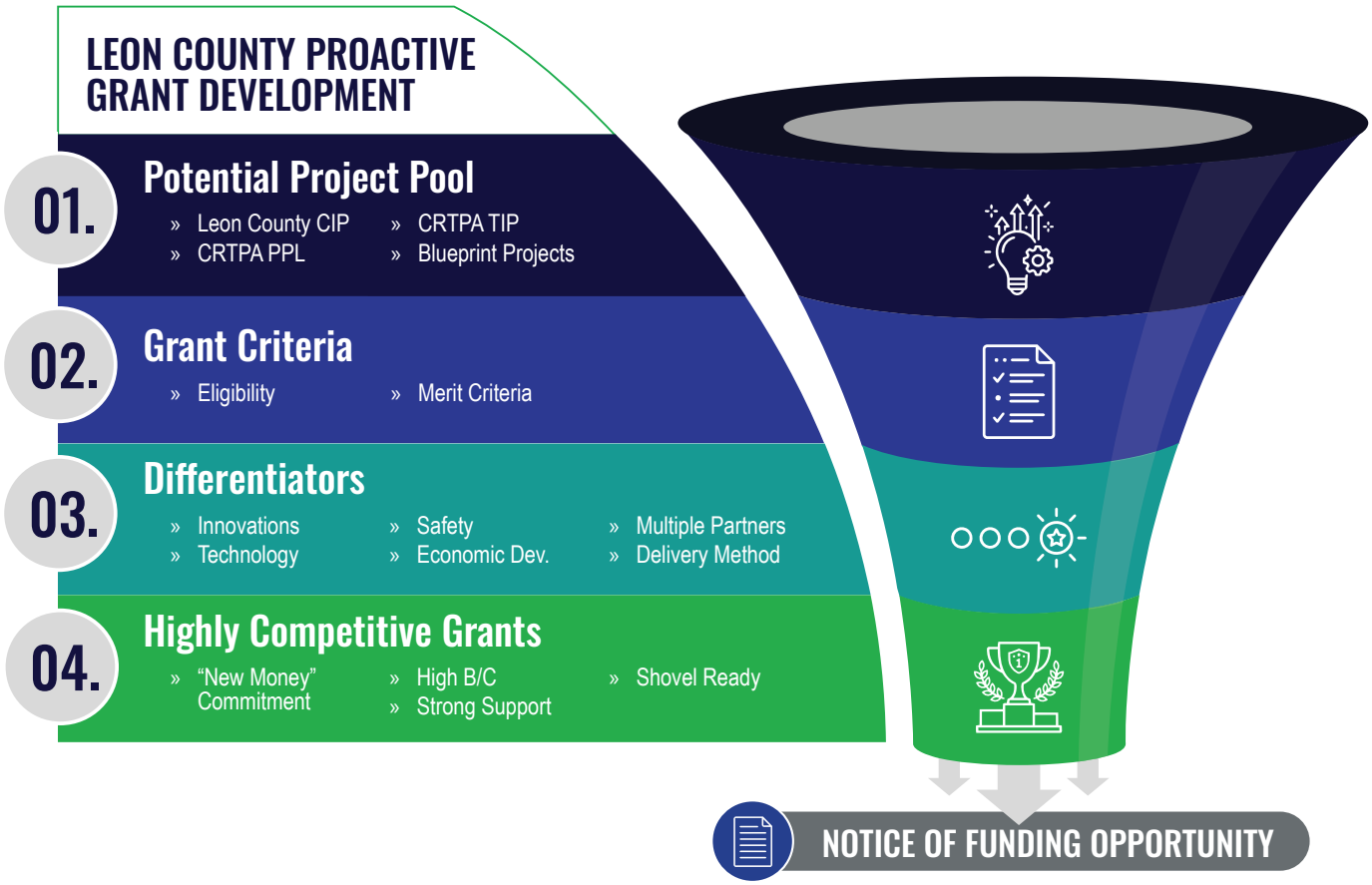
PROACTIVE — NOT REACTIVE

PGA adopts a straightforward approach to our project assignments; however, the following outline is creatively modifiable to suit any tasks at hand. No task is too small or too large for us to handle. PGA believes every assignment deserves the same care and attention no matter the size, complexity, or budget. Throughout the grant support process, we will be available for in-person meetings with Leon County staff at their office or on site, as well as virtual meetings via Microsoft Teams.

Each task assigned to PGA will be guided by Leon County Public Works' mission to provide safe, efficient, and sustainable roadways and transportation amenities that enhance livability, environment, and economic vitality. Upon notification of an assignment, we will meet with County staff to completely understand the grant support task and the County's goals/timeline. We will prepare a comprehensive scope, schedule, and fee for review. This draft will be returned with County comments and negotiations will be finalized so that work can begin with a notice to proceed.

We hold weekly meetings with our staff to ensure work is progressing properly and coordinate regularly with our subconsultant partners to ensure the same. We understand the County process and the importance of aligning projects, schedules, and budgets around required plan/document adoption dates, fiscal years, expenditure timelines, and scheduled Commission meetings. We will provide bi-weekly updates to the County staff. Using our experience and knowledge of the County and statewide best practices, we have the expertise to execute tasks smoothly.

Before the first grant application is initiated, we recommend a collaborative meeting between PGA and County staff to align the County's priority projects with potential grant opportunities. This process can begin with a straightforward matrix of anticipated Federal and State grant programs, including key eligibility requirements, matched against the County's prioritized Capital Improvement Program (CIP) and other unfunded projects. Establishing this proactive grant strategy will enable the County to quickly respond when a Notice of Funding Opportunity (NOFO) is released (time savings), leverage core project narratives across multiple applications (cost savings), and focus grant support resources on projects with the strongest potential for funding success.



GRANT APPLICATIONS

An award-winning grant clearly defines a problem or need for the community. This will be our overarching theme as we craft a compelling story for the project narrative. Federal NOFOs will establish the merit criteria which all applications will be evaluated and compared. These criteria often relate to safety, mobility, economic competitiveness, environmental benefits, and resilience. Our application narrative will focus on scoring well in each of the merit criteria. With advance coordination, we can already have a project file ready to go. Then, when a NOFO comes out, we aren't starting from scratch—we are matching an already-documented project against the NOFO's eligibility and evaluation criteria. USDOT itself describes this type of advance preparation as important to competitive grant success, including preparing the BCA, securing the non-federal match, confirming TIP/STIP status, and getting the project ready for federal requirements.



Miccosukee Greenway Crossing

We will develop a checklist specifically for the NOFO that details all of the items needed to ensure a complete application. We will then pull the appropriate documentation, which may include:

01 – PROJECT DEFINITION

- Current project description/scope
- Project limits and location
- Conceptual plans or typical sections
- Preliminary project schedule
- Current project cost estimate
- Previous studies/reports

02 – NEED AND JUSTIFICATION

- Crash data and safety analysis
- Traffic counts/forecasting
- Congestion analysis
- Freight information, if applicable
- Pavement/bridge/asset condition information
- Evacuation/resiliency information
- Economic development information
- Demographic/community data
- Existing transportation deficiencies

03 – PLANNING AND PROGRAMMING

- LRTP consistency documentation
- MPO TIP documentation, if applicable
- STIP documentation
- Local CIP documentation
- Comprehensive Plan consistency
- Commission resolutions
- Other relevant local/regional plans

04 – FUNDING

- Detailed engineer's estimate
- Funding sources
- Local match commitment
- Other federal/state funding
- Private funding, if applicable
- Funding commitment letters/resolutions

05 – PROJECT READINESS

- Preliminary engineering status
- 30/60/90% plans, if available
- R/W acquisition status
- Utility coordination
- Environmental documentation/status
- Railroad coordination/Permittting
- Construction schedule
- Procurement/delivery method
- Anticipated letting/construction dates

06 – BENEFIT-COST ANALYSIS

- Traffic forecasts
- Travel time savings
- Crash history/reduction assumptions
- Vehicle operating costs/Useful life
- Emissions information
- Maintenance/Construction costs
- Residual value, where applicable

Given our company's background, we can work directly with other consultants who may have developed these documents, saving valuable time and effort for County staff. We also have the capability to develop this material as part of the grant support. Being able to inventory which items need to be developed will assist in finalizing the scope and fee for the grant support and eliminate the need for amendments to the purchase order. Finally, it will be important to develop a list of project partners/stakeholders and solicit letters of recommendations from them well in advance of the application deadline. Commission resolutions will also need to be coordinated early.

After we have completed our internal QC, a draft application will be shared with County staff and they will be provided with sufficient review time for comments or improvements. We will incorporate comments and revisions and provide a final complete grant package to the County Grants Coordinator well in advance of the submission deadline.

The above process is typical for a federal grant, which often has unpredictable cycles. We can use the same process for many other grants, particularly those that are administered by FDOT's District Three office. We know that Leon County is not eligible for some local program funding due to its size. However, other programs have potential funding including the Transportation Regional Incentive Program (TRIP), County Incentive Grant Program (CIGP), Florida Shared-Use Non-motorized (SUN) Trail, Safe Routes to Schools (SRTS), and the Transportation Alternatives (TA) set-aside. Timing for these varies, with some applications due in FDOT's GAP system around March, while the TA set-aside has an earlier January deadline. Our staff have previously worked with Maria Showalter, FDOT's Local Programs Administrator, and are familiar with the process and program criteria.

We can also assist with FHWA Emergency Relief (ER) funding applications. Chad has prepared and approved hundreds of Detailed Damage Inspection Reports (DDIRs) and is very familiar with the ER program requirements. He assisted FDOT D3 and municipalities in the Panhandle immediately after Hurricane Michael struck in 2018, where he was able to secure millions of dollars for repair reimbursements. He was also instrumental in providing additional funding for Articulating Concrete Block (ACB) revetment systems to be installed along US 98 in Bay, Franklin, and Gulf Counties that would make the roadway more resilient to future storms. This became a nationwide case study for resilience betterments utilizing ER funding.



FHWA Emergency Relief Logo

GRANT EXECUTION/ADMINISTRATION

The scope of services includes items up through the application. As a value-added service, the PGA team can assist the County with the entire post-award lifecycle of each grant. This begins with the grant execution, leads to grant administration, monitoring, and eventually grant closeout. These services could also be provided as low-cost limiting amount, similar to post-design services that are traditionally done for roadway design projects.

Leon County is eligible to apply for Community Development Block Grant funds. The funds can be used in areas where at least 51 percent of residents are Low and Moderate Income on projects like:

- Water and Sewer Improvements
- Rehabilitation of Substandard Housing
- Street and Sidewalk Improvements
- Economic Development Activities that Create Jobs for Low-and Moderate-Income People
- Downtown Revitalization, including Facade Improvements, Streetscaping, and Underground Utilities
- Park Facilities and Community Centers
- Drainage/Stormwater Improvements

For federal grants, the County will need to ensure compliance with a significant amount of federal requirements. This includes 2 CFR 200, NEPA, Uniform Act, Build America-Buy America, FHWA-1273, and other permitting, reporting, and performance criteria. If a local agency makes a mistake in compliance, it can have great consequences, including the withdrawal of all federal funding. With over 20 years of federal experience, Chad will work with the County to minimize any potential for noncompliance. We consider it a best practice to fully understand and utilize FDOT's LAP Professional Services or Construction Checklists as compliance checks throughout project development. Federal discretionary grants have a more complicated process. Fortunately, this is usually laid out in the NOFO and confirmed during the initial kickoff meeting among the County and the federal agency in charge. This meeting will establish roles, responsibilities, communication protocols, reporting requirements, and overall grant management procedures. Our staff are available to attend these meetings and support the County in getting the Grant Agreement or Term Sheets executed, providing regular project progress reporting, and project closeout reporting. We also have maintained close working relationships with USDOT staff in charge of the various grant programs.

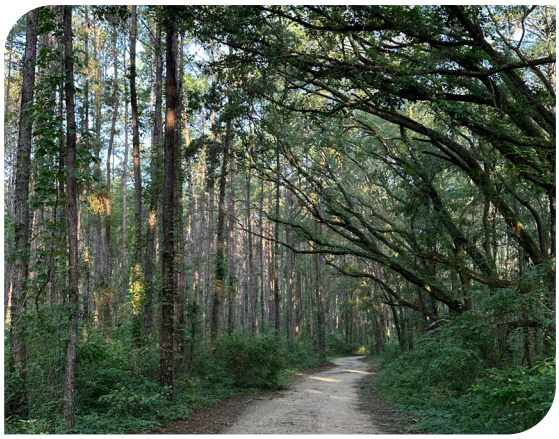
B. PROVIDE NAMES AND DESCRIPTIONS OF PROJECTS FOR WHICH THE FIRM IS PRESENTLY UNDER CONTRACT AND THE ANTICIPATED COMPLETION DATES OF THOSE PROJECTS.

1. **District Seven Local Programs Assistance, FDOT District Seven –** FDOT District Seven is utilizing PGA staff to supplement the oversight and administration of design and construction projects that are part of their local programs office. Work includes reviews of contracting, procurement, plans, and specifications to ensure compliance with federal and/or state requirements. This includes reviews for compliance with state funded grant agreements. Anticipated completion date: 2031
2. **Manatee County Safe Streets and Roads for All (SS4A) Implementation Grant Application, Manatee County Public Works –** Manatee County Public Works approached PGA's Planning Group for help creating an application for the SS4A Implementation Grant. PGA delivered a thorough and compelling application for this competitive grant program. The application included original 3D visualizations of the proposed projects, calculations of the impact each countermeasure may have, and an analysis of five years of crash reports and Signal 4 reports. Anticipated completion date: September 2026
3. **Community Development Block Grant (CDBG), Polk City, FL, City of Polk City –** The City of Polk City had resurfacing, multimodal, and drainage improvement needs beyond their capital budget. Because the needs were in a neighborhood with persistent poverty, and Polk City was eligible, PGA and CivilSurv (as the prime) completed the CDBG Small Cities Neighborhood Revitalization grant application. The application required GIS analysis, careful review of the multiple application sections and requirements, close coordination with Polk City staff, and public hearings before being signed by the City Manager and approved by the city council. Anticipated completion date: 2026
4. **General Planning Contract, Pasco County, FL, Pasco County Board of Commissioners –** This general planning contract functions as an extension of Pasco County's staff, providing a wide range of planning services including economic analysis, public engagement, development review, multimodal transportation planning, land use planning, and planning-related grant support. Anticipated completion date: 2029

C. DESCRIBE THE FIRM'S ABILITY TO ABSORB ANY PROJECTS RESULTING FROM THIS CONTRACT.

PGA is well positioned to take on new tasks/projects over the next five years to advance the County's vision of "a community that is safe, healthy, and vibrant." We have **maximum availability** of our staff (previously detailed in Tab 1), a **thorough knowledge of County issues and processes**, and **extensive experience** to complement the types of grant funding needed.

We understand how funding priorities evolve and how project scopes can be tailored to align with emerging federal and state initiatives related to safety, resilience, multimodal transportation, freight mobility, environmental stewardship, and system preservation. By considering funding eligibility throughout project development, we can help the County identify opportunities to leverage local resources with state and federal funding, improve grant competitiveness, and deliver projects that maximize return on investment. Whether advancing a roadway improvement, shared use path, bridge replacement, or safety enhancement, our experience navigating federal and state processes allows us to proactively identify funding strategies, anticipate regulatory requirements, and position projects for successful implementation despite an evolving transportation funding landscape. **We have the capacity, understanding, and experience to successfully deliver any project under this contract.**



Miccosukee Greenway Trail

D. PROVIDE THE LOCATION OF WHERE THE PROJECT TEAM WILL PREDOMINATELY RESIDE TO CONDUCT THE MAJORITY OF WORK. IF LOCATED OUT OF THE REGION, PLEASE DESCRIBE HOW THE PROJECT TEAM CAN INTERACT WITH COUNTY STAFF AND BE RESPONSIVE TO ANY REQUESTS.

LOCAL STAFF

Our key staff are local and ready to assist the County. The PGA Team PM **Chad Thompson, PE** has resided in Tallahassee since 2008. He knows the Big Bend area well. He will be able to meet with County staff during regular business hours as well as during emergency situations. A perfect example of his dedication occurred when Hurricane Michael hit our coast in 2018. He sat side by side with FDOT District Three staff developing and approving damage inspection reports and providing suggestions for expediting storm repair and maximizing cost reimbursements. Later, he was pivotal in getting millions of dollars for Florida through FHWA Emergency Relief funds and helped to acquire additional resiliency funds for coastal roads to ensure they could withstand the next hurricane.

This same commitment will apply with County efforts. We have staff in our growing Tallahassee office that are local and familiar with the area. **Mohammadreza Koloushani, PhD, PE, RSP1** assists with PGA's safety and GIS activities. He obtained his doctoral degree from FSU, and Tallahassee has remained his home ever since. **Amy Hudson, PE** one of our senior PEs, also went to FSU and resides in North Florida. They are backed by over 170 professional staff located throughout Florida. These additional resources are quickly available via virtual meetings and can also travel to our local office for any in-person needs.

We utilize Microsoft Teams extensively to maintain a close working relationship among our staff. PGA recognized early on that it was important to break down any perceived silos across office locations. Regular in-person discipline meetings are scheduled to maintain close collaboration. We have one "cost center" which ensures that our employees are available for all projects, regardless of the physical location or client.

Finally, we moved to a new Tallahassee office location in 2025 with expanded office seating and a commitment to continue growing our local staff. Our office is a short 2.5-mile drive to the Public Works offices and only a mile from the County Commissioners' offices allowing us to quickly respond to meeting requests.

In addition, SRF Consulting is our sole subconsultant partner. SRF's Tallahassee office is also less than three miles from the Public Works offices. Much like PGA, they recently established their local presence a few years ago, and our offices operate very similar to an SBE with an entrepreneurial spirit to partner with our local municipalities.

PGA and SRF staff will be relied on locally, within Florida, and nationally, for grant writing support related to applications. Our companies have the ability to pull experts from multiple disciplines to deliver award winning grant applications. **All grant applications will be overseen by our Tallahassee PGA staff who are most knowledgeable of the funded projects and the respective program requirements. Any potential grant administration activities will also occur locally with our Tallahassee staff.**

E. GIVEN THE FISCAL CONSTRAINTS OF LOCAL GOVERNMENTS, AND LEON COUNTY IN PARTICULAR, ALL BUDGET REQUIREMENTS FOR PROJECTS TO BE ASSIGNED MUST BE MET. DESCRIBE YOUR METHODOLOGY FOR ENSURING THE SCHEDULE IS MET AND FOR ENSURING BUDGET REQUIREMENTS ARE NOT EXCEEDED. IN ADDITION, DESCRIBE YOUR QUALITY CONTROL AND QUALITY ASSURANCE PROGRAM UNDER THIS CONTRACT.

SCHEDULE/BUDGET METHODOLOGY

For the sake of brevity, please refer to Tab 3 for a discussion of our schedule and budget methodology. Further information on our QA/QC is included below.

QUALITY ASSURANCE/QUALITY CONTROL

PGA is committed to providing the County with the highest quality documents that exceed your expectations and exemplify PGA's core values of **Integrity**, **Commitment**, and **Excellence**. **Joseph Losaria, PE**, will serve as the QA/QC Manager for this project and will supervise the QA/QC process for each TWO, ensuring that PGA's rigorous five-step QC process is followed by all team members. We will develop a project specific QA/QC plan tailored to each task assigned to PGA. These plans will be submitted to the County prior to undertaking any design. We also hold our subconsultant to our same rigorous QC process. Our QC reviews will be conducted by individuals who are independent from the design to provide a "fresh set of eyes" and ensure

OFFICE LOCATIONS

- Leon County Public Works
- Patel, Greene and Associates, LLC
- SRF Consulting Group, Inc.



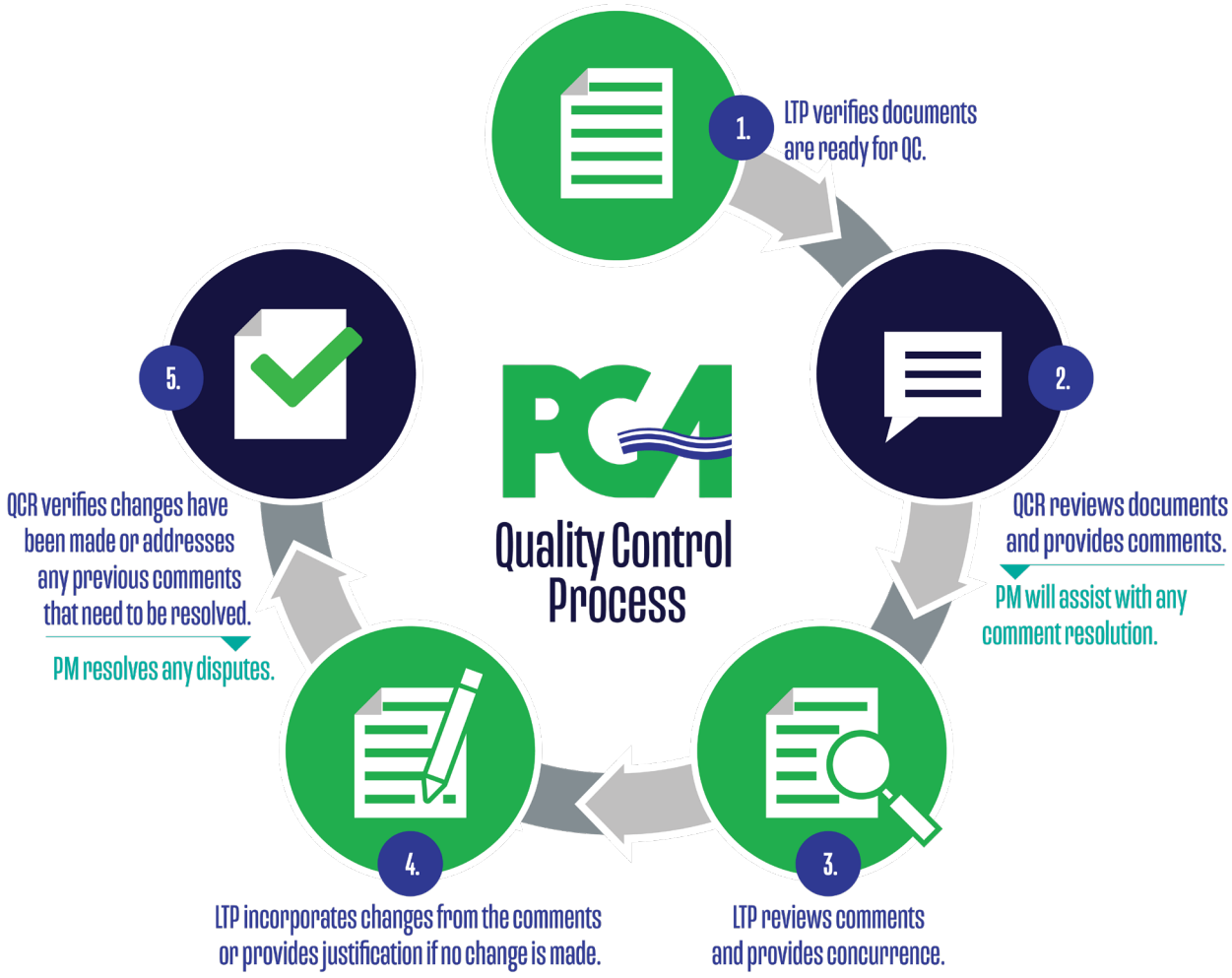
Office Locations

that our internal reviews are the most effective in reducing errors. We will provide marked-up documents along with each submission as an open book testament to our quality process and to illustrate the care and thought invested in each product. This process not only enhances quality but also reduces rework and shortens client review periods—saving both time and money. By minimizing errors and maximizing clarity, we maintain budget discipline and deliver value to Leon County taxpayers.

PGA QC Process Wheel:

- Ready for QC: The Lead Technical Professional (LTP) submits for internal QC review after an internal peer review.
- QC Review: Reviewer confirms that the document meets the scope requirements and all applicable standards.
- Concurrence: The LTP agrees on the revisions to be incorporated.
- Changes Made: The LTP incorporates all applicable comments into the document.
- Changes Verified: The QC Reviewer confirms that all applicable changes have been incorporated.

Our QC reviews will be conducted by individuals who are independent from the design to provide a “fresh set of eyes” and ensure that our internal reviews are the most effective in reducing errors.



TAB 5

Additional Forms to Fill Out and Submit

AFFIDAVIT CERTIFICATION
IMMIGRATION LAWS

Leon County will not intentionally award County contracts to any contractor who knowingly employs unauthorized alien workers, constituting a violation of the employment provisions contained in 8 U.S.C. Section 1324 A(e) {Section 274a(e) of the Immigration and Nationality Act ("INA").

Leon County may consider the employment by any Contractor of Unauthorized Aliens a violation of Section 274A(e) of the INA. **Such violation by the Recipient of the employment provision contained in Section 274A(e) of the INA shall be ground for unilateral cancellation of the contract by Leon County.**

BIDDER ATTESTS THAT THEY ARE FULLY COMPLIANT WITH ALL APPLICABLE IMMIGRATION LAWS (SPECIFICALLY TO THE 1986 IMMIGRATION ACT AND SUBSEQUENT AMENDMENTS).

Company Name: Patel, Greene and Associates, LLC

Signature: _____ Title: Principal

STATE OF Florida
COUNTY OF Hillsborough

Sworn to and subscribed before me this 31 day of August, 20 26.

Personally known X

NOTARY PUBLIC

OR Produced identification _____

Notary Public - State of Florida

N/A
(Type of identification)

My commission expires: 05/14/2030

HANNAH ATCHISON
Notary Public - State of Florida
Commission # HH 803048
My Comm. Expires May 14, 2030
Bonded through National Notary Assn.

Hannah Atchison
Printed, typed, or stamped commissioned name of notary

The signee of this Affidavit guarantees, as evidenced by the sworn affidavit required herein, the truth and accuracy of this affidavit to interrogatories hereinafter made.

LEON COUNTY RESERVES THE RIGHT TO REQUEST SUPPORTING DOCUMENTATION, AS EVIDENCE OF SERVICES PROVIDED, AT ANY TIME.

IDENTICAL TIE BIDS

Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids which are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.

2) Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.

3) Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).

4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employees will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.

5) Impose a sanction on, or require the satisfactory participation in a drug assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.

6) Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify the

following: (Check one and sign in the space provided.)

__X__ This firm complies fully with the above requirements.

_____ This firm does not have a drug free work place program at this time.

_____
Bidder's Signature

Principal
Title

9/8/2026
Date

NON-COLLUSION AFFIDAVIT

The undersigned being first duly sworn as provided by law, deposes and says:

1. This Affidavit is made with the knowledge and intent that it is to be filed with Leon County Government, Leon County, Florida and that it will be relied upon by said County, in any consideration which may give to and any action it may take with respect to this Proposal.

2. The undersigned is authorized to make this Affidavit on behalf of,

   Patel, Greene and Associates, LLC
   (Name of Corporation, Partnership, Individual, etc.)

   a Limited Liability Company, formed under the laws of Florida
   (Type of Business) (State or Province)

   of which he/she is Principal.
   (Sole Owner, partner, president, etc.)

3. Neither the undersigned nor any other person, firm or corporation named in above Paragraph 2, nor anyone else to the knowledge of the undersigned, have themselves solicited or employed anyone else to solicit favorable action for this Proposal by the County, also that no head of any department or employee therein, or any officer of Leon County, Florida is directly interested therein.

4. This Proposal is genuine and not collusive or a sham; the person, firm or corporation named above in Paragraph 2 has not colluded, conspired, connived or agreed directly or indirectly with any bidder or person, firm or corporation, to put in a sham Proposal, or that such other person, firm or corporation, shall refrain from bidding, and has not in any manner, directly or indirectly, sought by agreement or collusion, or communication or conference with any person, firm or corporation, to fix the prices of said proposal or proposals of any other bidder; and all statements contained in the proposal or proposals described above are true; and further, neither the undersigned, nor the person, firm or corporation named above in Paragraph 3, has directly or indirectly submitted said proposal or the contents thereof, or divulged information or data relative thereto, to any association or to any member or agent thereof.

Joseph Losaria, PE
AFFIANT'S NAME

Principal
AFFIANT'S TITLE

AFFIANT'S SIGNATURE

TAKEN, SWORN AND SUBSCRIBED TO BEFORE ME this 31 Day of August, 20 26.

Personally Known X Or Produced Identification

Type of Identification

HANNAH ATCHISON
Notary Public - State of Florida
Commission # HH 803048
My Comm. Expires May 14, 2030
Bonded through National Notary Assn.

NOTARY PUBLIC
(Print, Type or Stamp Commissioned Name of Notary Public)

My Commission Expires: 05/14/2030

CERTIFICATION REGARDING DEBARMENT, SUSPENSION, And OTHER RESPONSIBILITY MATTERS PRIMARY COVERED TRANSACTIONS

1) The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:

   a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;

   b) Have not within a three-year period preceding this been convicted of or had a civil judgement rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statues or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

   c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of these offenses enumerated in paragraph (1)(b) of this certification; and

   d) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.

2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

3) No subcontract will be issued for this project to any party which is debarred or suspended from eligibility to receive federally funded contracts.



Signature

Principal
Title

Patel, Greene and Associates, LLC
Contractor/Firm

12570 Telecom Dr, Temple Terrace, FL 33637
Address

LOCAL VENDOR CERTIFICATION

The undersigned, as a duly authorized representative of the vendor listed herein, certifies to the best of his/her knowledge and belief, that the vendor meets the definition of a "Local Business." For purposes of this section, "local business" shall mean a business which:

a) Has had a fixed office or distribution point located in and having a street address within Leon, Gadsden, Wakulla, or Jefferson County for at least six (6) months immediately prior to the issuance of the request for competitive bids or request for proposals by the County; and

b) Holds any business license required by Leon County (or one of the other local counties), and, if applicable, the City of Tallahassee;
and

c) Is the principal offeror who is a single offeror; a business which is the prime contractor and not a subcontractor; or a partner or joint venturer submitting an offer in conjunction with other businesses.

Please complete the following in support of the self-certification.
Failure to provide the information requested will result in denial of certification as a local business.

Business Name: Patel, Greene and Associates, LLC	
Current Local Address: 124 Marriott Drive, Suite 101, Tallahassee, FL 32301	Phone: 850.886.4632 Fax: N/A
If the above address has been for less than six months, please provide the prior address. Length of time at this address:	
Home Office Address: 12570 Telecom Drive, Temple Terrace, FL 33637	Phone: 813.978.3100 Fax: N/A

Signature of Authorized Representative

9/8/2026
Date

STATE OF Florida
COUNTY OF Hillsborough

The foregoing instrument was acknowledged before me this 31 day of August ,2026
By Joe Losaria of Patel, Greene and Associates, LLC
(Name of officer or agent, title of officer or agent) (Name of corporation acknowledging)

a Florida Corporation, on behalf of the corporation. He/she is personally known to me
(State or place of incorporation)
or has produced N/A as identification.

Signature of Notary

HANNAH ATCHISON
Notary Public - State of Florida
Commission # HH 803048
My Comm. Expires May 14, 2030
Bonded through National Notary Assn.

Hannah Atchison
Print, Type or Stamp Name of Notary

Marketing Coordinatior
Title or Rank

HH 803048
Serial Number, If Any

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.



Signature

9/8/2026
Date

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.

SIGNATURE OF AFFIANT

Affiant's Name: Joseph Losaria, PE
Title: Principal
Entity: Patel, Greene and Associates, LLC

STATE OF Florida
COUNTY OF Hillsborough

Sworn to (or affirmed) and subscribed before me by means of [X] physical presence or [____] online notarization, this 31 day of August, 2026, by Joe Losaria (Affiant's Name).

(Signature of Notary Public)
(Print, Type, or Stamp Commissioned Name of Notary and Affix Notary Seal)

HANNAH ATCHISON
Notary Public - State of Florida
Commission # HH 803048
My Comm. Expires May 14, 2030
Bonded through National Notary Assn.

[X] Who is personally known to me, or
[___] Who produced identification; Type of identification produced: N/A

LEON COUNTY RESERVES THE RIGHT TO REQUEST SUPPORTING DOCUMENTATION, AS EVIDENCE OF SERVICES PROVIDED, AT ANY TIME.

Evaluation Ranking Summary

Grant Support Services for Public Works Engineering
Request for Proposals No. BC-2026-024

Shaded firms are the four highest-ranked firms recommended for contract award.

Final Rank	Firm	Average of Evaluators' Rankings (lower is better)
1	**Halff Associates, Inc.**	2.00
2	**Patel, Greene, and Associates, LLC**	3.00
3 (tie)	**Panhandle Engineering, Inc.**	3.33
3 (tie)	**Guidehouse Inc.**	3.33
5	WSB LLC	5.00
6	The Color Nine Group	6.00
7	Booth Management Consulting, LLC	6.67
8 (tie)	Colliers Engineering & Design, Inc.	8.33
8 (tie)	The Balmoral Group	8.33
10	TriMerge Consulting Group, P.A.	9.00
11	Cronin Engineering	11.00

How the Final Rank Is Determined

Each evaluator ranked all 11 proposals from first to last. The Final Rank orders the firms by the average of those individual rankings, so the firm with the lowest average is ranked first. Firms with the same average share a rank.

Leon County
Board of County Commissioners

Notes for Agenda Item #15

Leon County Board of County Commissioners

Agenda Item #15

November 17, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Status Report on Fire Hydrants in the Unincorporated Area of Leon County

Review and Approval:	Vincent S. Long, County Administrator
Department / Division Review:	Ken Morris, Assistant County Administrator Nawfal Ezzagaghi, Assistant County Administrator Shington Lamy, Assistant County Administrator Brent Pell, Director, Public Works
Lead Staff / Project Team:	Chad Abrams, Chief of Emergency Medical Services Charles Wu, Director, Engineering Services

Statement of Issue:

As requested by the Board, this agenda item provides a status report on fire hydrants in the unincorporated area of Leon County, including the hydrant coverage achieved under the County's Fire Hydrant Installation Program and Cost-Sharing Program, the areas that remain without hydrants, and the water system improvements the utility providers must complete before hydrants can be installed in those areas, and seeks the Board's acceptance of the status report.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

Option #1: Accept the status report on Fire Hydrants in the Unincorporated Area of Leon County.

Report and Discussion

Background:

As requested by the Board, this agenda item provides a status report on fire hydrants in the unincorporated area of Leon County. The status report summarizes the Board's fire hydrant policy and programs, the hydrant coverage those programs have delivered over the past ten years, the areas that remain without hydrants, and how staff is addressing those areas with the City of Tallahassee (City) and Talquin Electric Cooperative, Inc. (Talquin), the two utilities that provide water service in the unincorporated area.

The report finds that the County's programs have been highly effective. Since 2016, 117 hydrants have been installed under the County's fire hydrant installation programs, and hydrants continue to be added as the water system infrastructure expands. The areas that remain without hydrants are rural areas on private wells and older subdivisions with water lines too small for fire flow. In areas where water system improvements or extensions are planned, including older subdivisions with undersized lines, the County's hydrant programs are coordinated with the long-range water system plans of the City and Talquin, consistent with the Board's April 8, 2014 direction, so that hydrants can be installed as the necessary infrastructure improvements are completed.

In the rural periphery of the County, no central water system exists or is planned, and these areas will not receive fire hydrants in the foreseeable future. Because fire hydrants depend on centralized water systems with sufficient infrastructure to support them, the absence of hydrant coverage in these rural areas is an expected condition; fire protection there is designed around the water supply that firefighters bring to the scene, consistent with how fire protection is provided in other rural communities.

Board Policy and Programs

On April 24, 2012, the Board allocated $30,000 annually to install fire hydrants where existing water systems could support them. On April 8, 2014, the Board ratified the actions taken at its February 25, 2014 Workshop on Fire Safety Infrastructure Needs in Unincorporated Leon County, adopting Policy No. 14-2, "Criteria for the Placement of Fire Hydrants on Current Water Systems," increasing annual funding to $100,000, and directing staff to coordinate hydrant installations with the water system improvements planned by the City and Talquin. The Board revised the policy on February 9, 2016, to allow installations out of priority order where outside funding or a partner agency's work creates the opportunity, and again on July 11, 2017, to establish the Cost-Sharing Program and increase annual funding to $150,000.

The policy and funding support two programs:

- Fire Hydrant Installation Program – the County installs hydrants, in a priority order based on engineering analysis, in areas where the existing water system can support them.
- Cost-Sharing Program – in neighborhoods that already have hydrant coverage, a resident or homeowners association may request an additional hydrant closer than the placement criteria provide. The County pays half of the installation cost up to $3,500 and the applicant pays the balance.

The Analysis reports what these programs have achieved, the areas that remain without hydrants, and the water system improvements those areas require before hydrants can be installed.

Analysis:

What the Programs Have Achieved

The fire hydrant network in the unincorporated area has grown under the Board's policy over the past ten years (2016–2026):

- A Major Milestone in 2022: The County had installed hydrants at every location where the existing water system\infrastructure could support them.
- 10-Year Network Expansion: Over the past decade (2016–2026), the total number of fire hydrants in the unincorporated area grew from 2,166 in 2016 to 2,711 in 2026, an increase of 545 hydrants, or 25 percent.
- Funding: The County installed 117 of those hydrants through the Fire Hydrant Installation Program, investing more than $800,000. The remaining 428 were added through new developments, which County standards require, and through City and Talquin water system upgrades that included hydrants.
- Increased Coverage: The number of structures within 1,000 feet of a fire hydrant rose from 36,990 to 40,485, bringing approximately 3,500 additional homes, businesses, and other buildings within reach of a hydrant.

Hydrants are now in place wherever the existing water system can support them. The areas that remain without hydrants are those where they cannot be supported, either because the water lines are too small or lack sufficient pressure, or because there is no central water system at all.

Areas That Remain Without Hydrants

The areas still without hydrants are older subdivisions and rural areas developed before the County adopted fire-flow standards in the early 1990s. Their water systems were never built with the larger lines, pressure, and storage that a hydrant requires, or they have no central water system at all. These areas are not a shortfall in the County's program. A hydrant draws its water from the lines that serve the homes around it, so hydrant coverage follows central water service and ends where that service ends. The remaining areas without hydrants are, as expected, in the more remote and rural parts of the County served by private wells. Whether an area will eventually receive hydrants depends on whether central water service is planned to reach it, and the Comprehensive Plan answers that question through the Urban Service Area (USA), the boundary within which the City and County plan to provide central water and sewer. The remaining areas fall into three groups, which differ in how close they are to hydrant service:

- Homes and businesses served by water lines that are too small, or lack sufficient pressure, to support fire flow account for approximately 2,900 of the structures more than 1,000 feet from a hydrant: 2,750 in Talquin's service area and 132 in the City's. These are the next areas to receive hydrants. Once the City or Talquin replaces the lines, and adds the storage\pumping capacity the system needs, the County will install the hydrants under its existing program.

- Areas inside the USA with no central water system – these areas are included in the City's long-range water master plan. They will receive hydrants as the City extends central water service, which the City schedules based on whether enough residents would connect to support the system's operating and maintenance costs.
- Areas outside the USA with no central water system – the Comprehensive Plan reserves central water service for the USA. Outside it, the City and Talquin serve established rural communities through their long-range plans, and the County's hydrant program is coordinated with those plans so that hydrants are installed as each planned extension is completed. The rural periphery of the County – the large-lot, agricultural, and conservation lands around the Apalachicola National Forest and the County's lakes – is not included in either utility's long-range plan and will not receive fire hydrants in the foreseeable future. A central water system in these areas is not practical: properties are spread far apart, so the pipe needed per home is many times that of a subdivision, and with so few connections, water would sit in the lines long enough to fall below drinking water standards. Fire protection in these areas relies instead on alternative water supply methods, the standard approach in rural areas, as described below.

Addressing the Remaining Areas

The water system improvements that would bring hydrants to the remaining areas are built by the City and Talquin. The County's role therefore centers on coordinating with each utility:

- City service area. Within the USA, the City's long-range water master plan includes upgrades to increase water system capacity, including fire flow, and the County will install hydrants as those upgrades are completed. Under the 2005 Water and Sewer Agreement, the City must update its water and sewer master plans every five years and submit them for County approval. The City is now finalizing the current updates, which staff anticipates bringing to the Board for approval in January 2027.
- Talquin service area. Talquin serves 2,750 of the approximately 2,900 structures whose lines cannot deliver fire flow. Staff is working with Talquin to seek grant funding for the needed upgrades, such as an elevated water tank that would supply the pressure needed to support hydrants along Oak Ridge Road.

In all areas without hydrants, whether the water lines cannot support one or there is no central water system, firefighters rely on established alternative water supply methods as part of their emergency response plans. These include water carried by fire trucks and replenished through tanker shuttles; dry hydrants at Lake Talquin, Lake Miccosukee, and Lake Iamonia that allow them to draw water directly from the lakes; and drafting from ponds and other available water bodies. Since 2024, the County has continued to strengthen these capabilities by using a portion of its fire hydrant program funding to inspect and repair dry hydrants and, in early 2026, installing a water well and pump at Lake Talquin Volunteer Fire Department Station 31 on Smith Creek Road to support local fire response. These methods represent the long-term approach in the rural periphery, where centralized water systems are neither available nor planned.

Conclusion

The Board's fire hydrant policy and programs are working as intended. They have placed hydrants in every area of the unincorporated County where the existing water system can support them, adding 545 hydrants over the past ten years and bringing approximately 3,500 additional structures within 1,000 feet of a hydrant. The areas that remain without hydrants are the expected result of a largely rural unincorporated area and they fall into two categories with two different answers. Areas served by central water, or included in the City's or Talquin's long-range plans, will receive hydrants as the utilities complete the upgrades and extensions in those plans; the County's existing policy and annual funding are sufficient to install the hydrants as each one is completed, and no change to the program is needed. The County's rural periphery is not served by fire hydrants, and that is the expected condition rather than a coverage deficiency: hydrants are an extension of a centralized water distribution system, and no such system is planned or practical in those areas. Fire protection there is designed around alternative water supply which is the established approach for rural areas throughout Florida and across the country where development is too dispersed to support water mains. The County maintains that supply and continues to improve it through its dry hydrant and station well program.

Options:

1. Accept the status report on Fire Hydrants in the Unincorporated Area of Leon County.
2. Do not accept the status report on Fire Hydrants in the Unincorporated Area of Leon County.
3. Board direction.

Recommendation:

Option #1

Leon County
Board of County Commissioners

Notes for Agenda Item #16

Leon County Board of County Commissioners

Agenda Item #16

November 17, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Leon County Efforts Related to the Tallahassee Memorial HealthCare 2025 Community Health Needs Assessment

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 Shauna Houston, Healthcare Services Coordinator

Statement of Issue:

As requested by the Board at the March 10, 2026 meeting, this item provides a status report on the Tallahassee Memorial HealthCare 2025 Community Health Needs Assessment Report (CHNA Report) and Leon County's ongoing efforts to address the community's most significant health-related through strategic investments, programs, and community partnerships.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendations:

Option #1: Accept the status report on Leon County's ongoing efforts and healthcare partner activities related to the Tallahassee Memorial HealthCare 2025 Community Health Needs Assessment.

Report and Discussion

Background:

As requested by the Board at the March 10, 2026 meeting, this item provides a status report on the Tallahassee Memorial HealthCare 2025 Community Health Needs Assessment Report (CHNA Report) (Attachment #1) and Leon County's ongoing efforts to address the community's most significant health-related needs as reflected in the CHNA Report through strategic investments and community partnerships.

On March 10, 2026, the Board received a status report on the 2025 CHNA Report, including TMH's 2026–2028 CHNA Implementation Strategy (Attachment #2), the County's existing investments and partnerships supporting community health, and ongoing efforts to strengthen coordination and align available resources. At that time the Board requested a workshop on the CHNA Report with participation from TMH and local healthcare stakeholders. On July 14, 2026, the Board scheduled the workshop for October 27, 2026, which was subsequently cancelled. However, the Chairman directed that the discussion on the CHNA Report be placed on the next regular Board meeting agenda on November 17th.

Building on the March 2026 status report, this item provides a more comprehensive review of the community's priority health needs as it aligns with the County's existing programs and investments, and the services and initiatives of local healthcare partners.

Leon County's ongoing efforts to address the community's most significant health-related needs advance the following FY 2022 – FY 2026 Strategic Initiatives:

- *Continue County support of primary healthcare through participation in CareNet in order to increase access to affordable healthcare for those in need. (2022-24)*
- *Identify opportunities to support the findings of the Community Health Needs Assessment Report to improve overall health outcomes by addressing the community's most significant health-related needs. (2026-111)*

These Strategic Initiatives align with the Board's Quality of Life Strategic Priorities:

- *(Q3) Provide essential public safety infrastructure and services while supporting early intervention and prevention strategies.*
- *(Q4) Support and promote access to basic healthcare, mental health, affordable housing, and homeless prevention services to our community members most in need.*

As a nonprofit hospital, TMH is required by federal law to conduct a CHNA Report every three years to identify significant health needs within its service areas, and inform health initiatives, services, and strategic planning to address those needs. On September 30, 2026, the ownership of TMH transitioned from the City of Tallahassee to Florida State University. According to TMH, the hospital will continue to be required to conduct a CHNA Report every three years as mandated by federal law.

In developing the 2025 CHNA Report, TMH aligned its assessment with Florida's 2022–2026 State Health Improvement Plan, a statewide initiative led by the Florida Department of Health (FDOH) to strengthen the public health system and improve health outcomes across the state by addressing seven priority health areas, as follows: chronic diseases and conditions; mental well-being and substance abuse; social and economic conditions affecting health; Alzheimer's disease and related dementias; maternal and child health; injury, safety and violence; and transmissible and emerging diseases.

To develop the CHNA Report, TMH conducted community surveys, evaluated quantitative data, and held stakeholder meetings to identify key health challenges, disparities, and unmet needs within its four-county service area (Leon, Gadsden, Jefferson, and Wakulla counties) based on the seven identified priority health areas. The County actively participated in the assessment process by attending all stakeholder meetings, promoting community surveys, and meeting directly with the TMH team.

As a result of the extensive community engagement and evaluation of quantitative data, the CHNA Report prioritized the following three health areas for Leon County:

- **Chronic Diseases and Conditions**: Addresses reducing chronic health conditions such as diabetes, hypertension and obesity – which are major contributors to illness and death in Florida – through effective management and preventive strategies.
- **Mental Well-Being and Substance Abuse Prevention**: Aims to effectively address mental health, prevent substance use disorders and expand access to high-quality treatment for mental health and addiction challenges.
- **Social and Economic Conditions Affecting Health**: Addresses health inequities stemming from social and economic factors, emphasizing interventions that improve housing stability, food security, healthcare access, and overall community resilience.

The CHNA Report also highlighted challenges within the other following four priority areas identified by the FDOH, which the County also addresses through investments and partnerships:

- **Alzheimer's Disease & Related Dementias:** Addresses the growing burden of Alzheimer's disease and related dementias due to an aging population through improved access to specialty care, early detection, caregiver support, and resources that promote healthy aging.
- **Maternal and Child Health**: Addresses disparities in maternal and child health outcomes by improving access to prenatal and pediatric care, supporting healthy pregnancies and child development, and reducing preventable adverse outcomes.
- **Injury, Safety, and Violence**: Addresses preventable injuries and violence such as firearm-related deaths, motor vehicle deaths, domestic violence, and childhood injuries through evidence-based prevention strategies, community education, improved access to supportive services, and interventions that promote safety and reduce risk.

- **Transmissible and Emerging Diseases**: Addresses the prevention and control of communicable and emerging diseases such as HIV and sexually transmitted infections through targeted prevention, education, early detection, treatment, and outreach to vulnerable populations.

On September 10, 2025, the TMH Board of Directors approved the 2025 CHNA Report. Subsequently, TMH developed its 2026–2028 CHNA Implementation Strategy (Attachment #2), which was approved by the TMH Board of Directors on February 11, 2026.

The following Analysis section provides an overview of the seven priority areas identified by the CHNA Report and highlights the County's programs, initiatives, and partnerships that address the identified health needs within each priority area. The Analysis also examines how ongoing local efforts with healthcare partners —including Apalachee Center (Apalachee), Big Bend Cares, Bond Community Health Center (Bond), Capital Area Healthy Start (Healthy Start), Capital Medical Society Foundation/WeCare Network (WeCare), FAMU Pharmacy, the Leon County Health Department (LCHD), and Neighborhood Medical Center (Neighborhood), — to complement the CHNA and support continued coordination among existing programs and resources to strengthen access to care and improve health outcomes for County residents.

Analysis:

The 2025 CHNA Report provides a high-level overview of significant health needs and disparities across TMH's four-county service areas which includes Leon, Gadsden, Jefferson, and Wakulla Counties. As mentioned earlier, TMH conducted a community wide survey to assess community health, evaluate available health services, and identify unmet needs and barriers to accessing care. In total, more than 1,700 individuals across the four-county service area completed the survey. According to the CHNA Report, Leon County residents account for 56% of total patient volume at TMH from Fiscal Year (FY) 2022 to FY 2024. Leon County residents also represented 80% of respondents to TMH's community health survey, reflecting strong participation by County residents in the assessment process. As previously detailed, Leon County survey respondents identified chronic diseases and conditions, mental health and substance abuse, and social and economic conditions affecting health as the top three priority health areas.

To address the findings of the CHNA Report, TMH developed its 2026–2028 Implementation Strategy, which establishes goals and objectives to improve access to care, strengthen coordination among healthcare providers and community partners, and expand health education and preventive services across its four-county service area.

Leon County has a longstanding commitment to addressing the community's health needs through strategic investments, programs, and partnerships that support access to healthcare and address the broader social and economic factors affecting health outcomes. As detailed below, these existing efforts address needs across all seven health areas identified in the CHNA Report and complement the initiatives outlined in TMH's Implementation Strategy. The following sections provide an overview of the findings within each health area, the County's corresponding investments and programs, and the collaborative efforts of local healthcare partners to improve health outcomes for Leon County residents.

Priority Area: Chronic Diseases and Conditions

Chronic diseases and conditions are long-lasting and can require ongoing medical attention, limit daily activity, and generally worsen over time. Chronic diseases include heart disease, cancer, strokes, diabetes, and hypertension. According to the CHNA Report, deaths due to chronic conditions such as cancer, heart disease, and diabetes in Leon County exceeded the state of Florida mortality rates. Further, the CHNA Report stated challenges persist in care coordination, access to affordable services and addressing the root causes of chronic disease, particularly among underinsured and rural populations. Approximately 20% of Leon County survey respondents identified barriers in accessing chronic pain management and other specialty clinicians, including rheumatologists, cardiologists, neurologists, and endocrinologists.

TMH Implementation Strategy

In the area of chronic diseases and conditions, TMH is increasing telehealth initiatives with community partners, enhancing health screenings for chronic conditions, and providing continuing education to healthcare professionals. TMH is also collaborating with social services providers and academic health and clinic partners to increase access to services and educate residents on how to manage chronic conditions.

Leon County Investments, Programs & Partnerships

For more than 20 years, Leon County has ensured that low-income residents have access to high-quality healthcare services which help prevent and address chronic health conditions. The County invests $1.75 million annually in the Healthcare Program (i.e., CareNet), which provides low-income uninsured and underinsured residents access to primary care, dental, mental health, specialty care, and/or pharmaceutical services. The County contracts with Bond, Neighborhood, Apalachee, We Care, and FAMU Pharmacy to provide these services that result in more than 6,000 visits, 1,600 referrals for specialty care, and approximately 2,600 prescriptions annually.

To expand access to primary, dental, and mental health care, the County partners with Bond and Neighborhood, which are Federally Qualified Health Centers (FQHCs). FQHCs receive federal funding annually to provide primary care services in medically underserved communities, regardless of a patient's income or insurance coverage. The County partners with FQHCs to expand the public safety net, reduce barriers to care for uninsured and underinsured individuals and address health disparities. The County also partners with Apalachee for mental health and primary care services. Apalachee serves as the region's central receiving facility and provides comprehensive behavioral health and substance use treatment services to individuals experiencing a mental health and/or substance abuse crisis.

As part of the CareNet program, $1.3 million is allocated to the Healthcare Competitive Pool. Through this funding, eligible Leon County residents receive primary care, dental care, and mental health services at no cost from Bond, Neighborhood, and Apalachee. To qualify, patients must be Leon County residents with an income at or below 100% of the current federal poverty level. Access to primary healthcare significantly reduces chronic illness through early detection, management of existing conditions, and the promotion of preventative lifestyle changes. Additionally, it can help control conditions such as diabetes and hypertension.

Through CareNet, the County also partners with We Care to provide low-income uninsured residents with access to specialty care essential to address chronic conditions. We Care utilizes a network of volunteer specialty care physicians to provide specialized medical and dental services that cannot be provided by a primary care physician, including services to address and manage chronic diseases. Patients are referred to We Care by primary care providers such as Bond and Neighborhood for specialty services, which include, but are not limited to, cardiology, pain management, oncology, and wound care. In FY 2026, We Care reported over 1,600 uninsured Leon County residents were referred for specialty care and more than $5.5 million in donated specialty services were provided to Leon County residents.

Furthermore, FAMU Pharmacy provides coordinated pharmaceutical services for low-income County residents with Bond and Neighborhood for medications necessary to manage the symptoms of chronic conditions. FAMU Pharmacy is located at LCHD on Orange Avenue and the Lincoln Center in Frenchtown to ensure residents have access to pharmaceutical services in the neighborhoods they receive primary health care services. Further, as part of its partnership and annual contract with the County, FAMU Pharmacy also provides a Diabetes Education and Empowerment Program to address morbidity and mortality of African Americans with Type 2 diabetes and provide coordinated services to residents with diabetes. In FY 2026, FAMU Pharmacy filled over 2,600 prescriptions with a reported retail value of nearly $400,000.

In addition to CareNet, the County, in partnership with the City, provides annual funding to over 40 nonprofit human services organizations through the Community Human Services Partnership (CHSP). Several agencies, including Big Bend Cares, receive funding through the health services category to support primary healthcare. Big Bend Cares provides comprehensive medical services, including medications, case management, and other supportive services to individuals with or affected by HIV/AIDS. In addition to these services, its medical facility known as Care Point provides primary care, mental health, and dental services to the wider community. Big Bend Cares receives $77,000 for the indigent health program, which also serves uninsured and underinsured patients within the Promise Zone. In FY 2026, the program served nearly 100 patients.

The County's CareNet program, CHSP, and the County's network of healthcare partners complement TMH's 2026 – 2028 Implementation Strategy by addressing key barriers to chronic disease prevention and management, particularly among uninsured and underinsured residents. These established partnerships provide opportunities to align efforts in referrals, chronic-care navigation, targeted screenings, and health education.

Priority Area: Mental Well-Being and Substance Abuse Prevention

According to the Centers for Disease Control and Prevention, mental health is the most critical indicator for productivity, emotional resilience, and overall well-being. The CHNA survey results found that only 24% of Leon County respondents reported using mental health services. Additionally, 28% of Leon County respondents noted difficulty accessing psychiatry, behavioral health, and substance abuse services. Furthermore, data collected by TMH reported that hospitalizations for mental health disorders have increased in all four service area counties while the State level average for hospitalizations has decreased.

TMH Implementation Strategy

In the area of mental well-being and substance abuse prevention, TMH is improving access to mental health and community-based services through several initiatives. TMH has expanded outpatient programs to provide treatment for co-occurring mental health and substance use disorders and provided mental health counseling groups in partnership with Apalachee. Further, TMH is partnering with the Mental Health Council of the Big Bend to educate stakeholders on the resources available at its Behavioral Health Center, which provides outpatient treatment to address mental health concerns.

Leon County Investments, Programs & Partnerships

To respond to the mental health and substance abuse needs, Leon County provides significant funding to local service providers and participates in coordination calls to enhance available services in the community. As it relates to mental health, Leon County provides more than $1 million annually to support Apalachee's mental health and substance use crisis programs and services. As the region's designated central receiving facility, Apalachee delivers critical services under the Baker and Marchman Acts, ensuring timely mental health and substance use crisis intervention for individuals in acute need. In FY 2026, Apalachee's Central Receiving Facility conducted 2,905 mental health inpatient screenings, including screenings for 2,140 Leon County residents. Additionally, 1,591 unduplicated County residents received inpatient treatment during the year. To provide these services, Apalachee maintains 28 Crisis Stabilization Unit (CSU) treatment beds for Baker Act services and 14 Detox beds for Marchman Act services. Apalachee's annual total bed day capacities are 10,220 for Baker Act admissions and 5,110 for Marchman Act admissions.

In addition, the County partners with the Mental Health Council of the Big Bend by sponsoring mental health awareness events to promote available resources. The Mental Health Council of the Big Bend was established to assess regional mental health needs, identify service gaps, and recommend strategies for improvement. The Council consists of healthcare providers and specialists who focus on evaluating mental health services, advancing coordinated solutions, and connecting people to available resources.

As previously mentioned, through the County's Health Care Program, the County reimburses Apalachee, Bond, and Neighborhood for the provision of mental health services to low-income residents, further expanding access to essential care across the community. In FY 2026, CareNet supported more than 1,000 mental health visits for County residents.

Also, in 2023, the County was awarded nearly $14 million over an 18-year period as a result of national and statewide settlements with opioid manufacturers responsible for the opioid epidemic. Annually, the Board allocates the funding in accordance with strict terms established by the State for prevention and substance use treatment services. This includes funding to DISC Village for medication assisted treatment (MAT) for opioids and other substances. DISC Village is a not-for-profit agency recognized by the State to provide substance abuse prevention and treatment services in the Big Bend Region and is a certified Substance Abuse Treatment provider. In FY 2026, DISC Village provided over 2,800 Medication-Assisted Treatment sessions to more than 1,360 residents, which helps address opioid withdrawal.

The County also contracts with Leon County Sheriff's Office to provide prevention education and MAT in the Leon County Detention Facility. In January 2026, LCSO launched a 12-week substance use treatment program in coordination with DISC Village for incarcerated individuals in the LCDF, focused on recovery and reducing recidivism. So far, the program has provided weekly group therapy sessions. Individuals returning from incarceration can continue treatment with DISC Village. To ensure individuals seeking treatment have access to services, the County also provides funding to 2-1-1 Big Bend, Inc. for transportation services through the Lyft Program at no cost to patients. In FY 2026, the Lyft Transportation Program provided over 575 rides for individuals receiving substance use treatment and ancillary services.

The implementation strategy for mental well-being and substance abuse prevention includes continued collaboration with community health partners to expand outpatient mental health services, increase access to psychotherapy and medication management, provide mental health first aid, and strengthen the behavioral health workforce. The County's CareNet program enhances these efforts by supporting access to mental health services for low-income residents through Apalachee, Bond, and Neighborhood, while County funding for Apalachee supports crisis intervention and treatment. In addition, the opioid settlement funding is being utilized to increase access to outpatient services and provide medication management.

Priority Area: Social and Economic Conditions Affecting Health

According to the CHNA Report, 72% of survey respondents identified social and economic conditions as a top-ranked issue impacting their health outcomes. Social and economic conditions include income, housing stability, and access to services (i.e., healthcare, food, transportation, etc.). Higher poverty levels are often associated with negative health outcomes in a community compared to affluent communities with contrasting economic conditions. In addition, individuals may forego medical care due to high costs, which often leads to poor health care outcomes.

TMH Implementation Strategy

TMH is collaborating with local colleges and universities to train future health professionals to better respond to these conditions through health screenings and partnerships. TMH is screening patients for social determinants of health to identify non-medical factors, such as housing instability, food insecurity, and transportation barriers that drive poor health outcomes. TMH also partners with community agencies, including Second Harvest of the Big Bend, to promote available resources and address the social determinants of health. Further, TMH and HCA Florida Capital have financial assistance programs available to patients who may otherwise be unable to afford treatment. At TMH, financial assistance is available for uninsured and underinsured patients through the Hospital Sponsored Financial Assistance Program (FAP). The FAP is a free care and sliding scale discount program based on a patient's family income and household size. HCA also has a charity discount policy available to patients who do not qualify for state or federal assistance and cannot establish partial payments or pay their balance. In addition, HCA has an uninsured discount policy for patients who do not have insurance or do not qualify for Medicaid or other discount program provided by the hospital.

Leon County Investments, Programs & Partnerships

In recognition of these social and economic challenges, Leon County has long been committed to reducing poverty and inequity in the community. Since 2021, the County has strengthened its efforts to address poverty and has dedicated more than $34 million in human services programs, healthcare, housing, and economic development, to improve the lives of residents in high poverty neighborhoods such as Bond, Frenchtown, Griffin Heights, and South City.

The County's ongoing efforts to reduce poverty and improve economic prosperity for residents have been critical to improving the health outcomes of County residents. Annually, the County provides access to a range of resources, social services, and short-term financial assistance programs designed to promote stability and well-being. As previously mentioned, through CHSP, the County, in partnership with the City, provides approximately $4.8 million to over 40 local nonprofit organizations to provide essential human services to residents, including food, emergency support, and case management. As previously mentioned, Big Bend Cares and Healthy Start are healthcare partners supported through CHSP that also provide wrap-around services to patients to support their social and economic health. Big Bend Cares provides comprehensive medical services and case management to individuals with HIV/AIDS. While Healthy Start connects new or expecting moms and families with young children to community programs that help with pregnancy and parenting to improve the health of infants and their families.

Further, the County manages the Direct Emergency Assistance Program (DEAP) to provide emergency financial assistance to residents for rent, mortgage and utilities. The County also operates the Veterans Emergency Assistance Program (VEAP), which provides emergency financial assistance to assist Veterans in meeting necessities such as rent, mortgage, and utilities.

Additionally, the County has placed a high priority in reducing food insecurity in the community in recognition that it correlates with poverty and health outcomes. This has resulted in over $7.5 million provided by the County for the delivery of nearly 55 million meals to low-income households over the last five years. This investment includes annual funding through CHSP to support food programs by Second Harvest of the Big Bend, Good News Outreach, and Elder Care Services. In addition, four County library locations served as Summer Break Spot sites for children to receive nutritious food during the summer months in 2026 and provided 13,355 meals. Building on this commitment, the County recently partnered with Farm Share, Inc., to conduct quarterly food distribution events that will provide fresh produce and nutritious meals to residents that live in the neighborhoods with the highest food insecurity rates. In 2026, the County's partnership with Farm Share will serve over 2,000 households. This ensures the most vulnerable areas of the County have access to food and meals that are essential to a healthy diet.

The County also works to address healthcare access in areas with high poverty and limited access to care. Through CareNet, the County partners with Bond and Neighborhood to provide healthcare services through mobile health units in federally designated medically underserved areas, including Bond, Frenchtown, Griffin Heights, and South City. The County also partners with Big Bend Area Health Education Center (Big Bend AHEC) to provide health insurance navigation services, helping residents identify available subsidies and enroll in coverage through the Federal

Health Insurance Marketplace. Together, these efforts address financial, geographic, and informational barriers to healthcare access.

Further, the County provides financial assistance to eligible residents for unexpected emergency medical costs through the Health Care Responsibility Act (HCRA). HCRA provides financial assistance to indigent residents (100% or below the federal poverty line) who receive emergency care outside of the County by paying the hospitals directly for the services rendered to the individual. This ensures that participating hospitals receive payment for care while also eliminating the financial burden to the individuals. Hospitals submit applications for HCRA to Leon County on behalf of County residents. The County's average HCRA payment to hospitals is $21,000 per hospital bill.

In order to ensure that residents are aware of the resources available in the community, the County provides annual funding in the amount of $112,500 to 2-1-1 Big Bend to support the 24/7 Helpline and the Lyft Transportation Program. In addition, the County created the Neighborhood Engagement and Community Partnership manager position in 2022 to support coordinated community engagement, identify emerging community needs, and connect residents and organizations with County and community resources.

The County's investments in human services, food security, healthcare access, and community-based organizations provide an existing network of resources that address many of the concerns identified in health care provider screenings for the social determinants of health. In addition, the County actively promotes community resources to ensure that residents are aware of and can access available resources. Partners consistently coordinate and participate in various committees to further address community issues and ensure that each organization is aware of available resources to share with clients.

Priority Area: Alzheimer's Disease & Related Dementias

Alzheimer's disease and related dementias are a growing public health concern as the population ages and increasing numbers of individuals and families require access to diagnosis, treatment, caregiver support, and long-term services. Dementia can significantly affect an individual's ability to live independently and places substantial physical, emotional, and financial demands on caregivers and families. While the prevalence of Alzheimer's disease and related dementias across the four-county service area is slightly below the state average, stakeholders and survey respondents expressed concern over increasing mortality, emergency department utilization, and demand for long-term support. Addressing these needs requires coordination across healthcare providers, community organizations, and support services to promote early identification, connect individuals to appropriate care, and provide resources that support individuals and their caregivers.

TMH Implementation Strategy

In the area of Alzheimer's disease and related dementias, the TMH Memory Disorder Clinic is expanding dementia awareness and education efforts, with an emphasis on early detection, timely intervention, and caregiver support. These efforts include training healthcare providers and offering mobile memory assessments in underserved communities to improve access to screening

and early identification. Earlier detection can help individuals and families connect with appropriate services, treatment options, and support resources sooner. To further strengthen these efforts, TMH is also exploring a pilot program to establish community-based dementia navigators who would help families navigate care options, connect with available resources, and better manage the challenges associated with dementia.

Leon County Investments, Programs & Partnerships

The County has undertaken long-term efforts to address these concerns, including investment in respite care and access to specialty care. The County and City provide nearly $315,000 annually through CHSP to support senior services, including over $80,000 in annual funding to Elder Care Services and Alzheimer's Project to support the Elder Day Stay and Caregiver Support Services respectively. Elder Care Services is the leading provider of community-based senior care in the Big Bend and helps older adults age in place, maintain independence, and connect with community support through several programs, including case management, in-home services and family support. The Alzheimer's Project provides free support and services for individuals with memory disorders and their caregivers through support groups, respite care, and educational resources.

The Elder Day Stay and Caregiver Support programs provide caregivers with a safe place to bring their loved ones for enrichment and caregiving, while offering respite for family members of individuals with Alzheimer's and related dementias. In FY 2026, these programs provided respite care to more than 250 families. In addition, the County provides $179,000 in annual funding to the Tallahassee Senior Citizens Foundation to support senior services, including specialized programs, support groups and resource coordination which can help families navigate available resources on aging in the community.

Further, as previously mentioned, the County also supports access to specialty care through its partnership with We Care. The County provides $183,826 in annual funding to We Care for case management services which connect low-income uninsured and underinsured residents with access to specialty care. We Care utilizes a network of volunteer specialty care physicians to provide specialized medical and dental services that cannot be provided by a primary care physician, including services to address and manage chronic diseases. These services include referrals to specialists such as neurologists who provide evaluation and treatment related to Alzheimer's disease and other dementias. In FY 2026, WeCare case managers referred 51 individuals to neurology.

The County's investments in respite and caregiver services, senior programs, and specialty care complement the TMH Implementation Strategy efforts by addressing access and support needs beyond the hospital setting.

<u>Priority Area: Maternal and Child Health</u>

According to the CHNA Report, Leon County overall demonstrates high rates of adequate prenatal care; however, many lower income communities still have a higher proportion of mothers who do not receive sufficient prenatal care and experience higher rates of maternal and infant mortality. These disparities highlight the importance of early access to prenatal care, care coordination,

transportation, and other supports that address barriers to healthy pregnancies and positive birth outcomes.

TMH Implementation Strategy

In collaboration with academic health partners, TMH plans to expand obstetric training within its Family Medicine Residency Program, including outreach to underserved communities to improve access to prenatal care. TMH will also partner with social service organizations, including Healthy Start, to develop breastfeeding support programs for new mothers. Additionally, the strategy identifies opportunities to expand access to pediatric specialty care through subcontracting arrangements with specialty physicians, helping address gaps in the availability of specialized services for children.

Leon County Investments, Programs & Partnerships

To address these disparities, the County coordinates with Healthy Start and the Children's Services Council of Leon County (CSC Leon) to develop targeted outreach and intervention programs to identify and address issues related to maternal and child health. Through CHSP, the City of Tallahassee and the County partner to provide $22,000 to Healthy Start to help achieve maternal and child health outreach and intervention programs through the Sister Friends Tallahassee Birthing Project. The County also participates in regular coordination meetings with Healthy Start to identify opportunities to improve services. As previously mentioned, the Board also provides dedicated funding to the 2-1-1 Big Bend Lyft Program to enhance transportation access, which provided nearly 4,000 rides in FY 2026.

In addition, CSC Leon partners with Healthy Start on the Perinatal Navigator Program, which provides care coordination and case management, including coordination of rides to ensure expectant and new mothers have reliable transportation to medical appointments and services. As of March 2026, the program had enrolled over 1,000 mothers in ongoing services, including home visiting, mental health counseling, and other healthcare services.

Bond and Neighborhood contribute to maternal and child health through primary care services that support women, children, and families. Their services provide opportunities for prenatal care, preventive screenings, health education, and ongoing primary care, while connecting patients to specialty and community-based resources when additional support is needed. Through their participation in CareNet, these organizations help extend access to care for low-income and underserved residents and provide an important connection between primary care and the broader maternal and child health system.

LCHD also provides a range of services that support maternal and child health, including family planning, pregnancy testing and counseling, nutrition services, WIC, immunizations, and Healthy Start services. Clinical services are available to uninsured and underinsured residents through discounted fees based on eligibility, and WIC provides nutrition assistance and breastfeeding support to eligible pregnant and postpartum women, infants, and children.

The County's investments and coordination efforts support the broader network of resources and programs supporting maternal and child health, while partner organizations contribute specialized services, outreach, care coordination, and other interventions. Given the lasting impact of maternal health, prenatal care, and early childhood experiences on lifelong health outcomes, continued collaboration among TMH, the County, CareNet providers, Healthy Start, LCHD, CSC Leon, and other community partners are critical to improving maternal and child health outcomes for Leon County residents.

Priority Area: Injury, Safety, and Violence

The CHNA Report identified injury, safety, and violence as areas of concern across the TMH service area, with Leon County experiencing higher rates than the state average for several indicators, including child abuse, violent crime, and certain firearm- and motor vehicle-related deaths. Homicide mortality was also higher than the state average in Leon and Gadsden counties. These findings, along with disparities in childhood injuries and domestic violence, demonstrate the need for prevention, community education, early intervention, and coordinated support for individuals and families affected by violence and injury.

TMH Implementation Strategy

TMH addresses injury, safety, and violence through its trauma services, community education, and prevention initiatives. As the region's Level II Trauma Center, TMH provides a continuum of trauma care from emergency treatment through rehabilitation and injury prevention. TMH's Pathways to Prevention program provides safety education to local students on topics including distracted driving, bicycle and sports safety, falls, substance use, and other preventable injuries. TMH also partners with community organizations and public safety agencies on initiatives such as Safe Kids events and Operation Prom Night.

Leon County Investments, Programs & Partnerships

The County has partnered with local stakeholders to reduce violence primarily to youth, women, and children. In 2022, the Leon County Sheriff's Office (LCSO), in partnership with Leon County Government, the City of Tallahassee, and Leon County Schools, established the Tallahassee–Leon County Council on the Status of Men & Boys. The Council is focused on preserving life by preventing homicides and non-fatal shootings in Leon County. Through targeted supports and services for men and boys at highest risk, and by addressing the root causes of violence, the Council works to enhance public safety, reduce injuries, and improve quality of life in communities most impacted by violent crime.

The County also provides funding for services supporting survivors of domestic violence and sexual assault. Through CHSP, the County provides $82,185 annually to Refuge House and Survive and Thrive Advocacy Center for services to domestic violence and human trafficking survivors, including counseling, survivor advocacy, and community education. Additionally, the County in partnership with the City and CSC Leon provide more than $50,000 in line-item funding to support Refuge House shelter operations and case management. These services provide immediate safety and ongoing support to individuals and families affected by domestic and sexual violence.

Furthermore, to respond to instances of suspected child abuse, the County provides annual funding to the University of Florida (UF) to conduct child protection examinations as required by Florida Statutes. These evaluations are conducted in Leon County by a Child Protection Team (CPT) that is designated and overseen by FDOH. In Leon County, UF is the state-designated CPT. CPTs receive referrals from the Department of Children and Families (DCF) and or/law enforcement and provide specialized and supportive services in processing child abuse, abandonment, or neglect cases, including forensic, medical, and psychological exams. CPTs perform physical examinations and conduct forensic interviews for each child referred by DCF and/or law enforcement to supplement the investigations of child abuse, abandonment, or neglect. Ultimately, the goal is to ensure the safety of the child. The child protection teams also provide training to professionals involved in identifying and responding to child abuse.

The County also supports Lutheran Social Services of North Florida's KidSafe program through CHSP which provides car seats and vehicle safety education to low-income families to reduce childhood injuries and fatalities in motor vehicle crashes by supplying proper child restraints and education. In addition, community partners provide prevention and early intervention services that address risk factors associated with abuse and neglect. CSC Leon provides funding to the Children's Home Society to operate Family Resource Centers (FRCs) that connect families with practical resources, education, and services intended to promote positive child development and strengthen family stability and resilience, which reduces the likelihood of child abuse and neglect. Programs at the FRCs include parent support groups, early intervention screenings, legal services, and financial education workshops. These community-based resources complement efforts to prevent adverse childhood experiences and reduce the potential long-term health consequences associated with exposure to violence and trauma.

The County's violence-prevention initiatives and support for survivors and child protection services complement the efforts of TMH to expand child safety and injury-prevention efforts. Moreover, LCSO, CSC Leon, and other community partners provide additional prevention, education, assessment, and support services.

Priority Area: Transmissible and Emerging Diseases

The CHNA Report noted ongoing concerns with HIV, STDs, and other communicable diseases as rates of STDs in the four-county service area are significantly higher than the state average. The report indicated a need for stronger prevention strategies, early detection, and targeted outreach among vulnerable populations. These efforts are important to reducing transmission, improving health outcomes, and limiting the broader impact of communicable diseases on individuals and the community.

LCHD serves as the primary public health partner responsible for preventing, detecting, and responding to transmissible and emerging diseases to protect public health. This work includes ongoing surveillance of reportable communicable diseases, investigation of individual cases and outbreaks, and implementation of control measures to limit the spread of illness. LCHD also coordinates with healthcare providers, schools, long-term care facilities, and other community partners to support timely identification, testing, and response activities. In State FY 2026, LCHD reported 12,576 clinic visits, an increase of over 1,500 visits or 14% from the prior year.

TMH Implementation Strategy

In the area of transmissible and emerging diseases, TMH partners with TMH Physician Partners, Big Bend Cares, and other local community and social services agencies to increase access to screening and treatment. This includes screening of pregnant and high-risk individuals for syphilis, gonorrhea, and chlamydia, and screening adults for HIV and Hepatitis C. TMH is also working with TMH Physician Partners to increase vaccinations through education and outreach to prevent and reduce the transmission of flu and pneumonia.

Leon County Investments, Programs & Partnerships

To support these efforts, the County provides annual funding in the amount of $237,345 to LCHD to provide state-mandated public health services in Leon County, including communicable disease control services, primary care services, and environmental health services. LCHD leads local prevention and preparedness efforts through immunization programs, public education, and emergency response planning related to emerging infectious disease threats. The department monitors state, national, and global disease trends, provides risk communication to residents and stakeholders, and ensures coordination and reporting with FDOH and the Centers for Disease Control and Prevention to align local actions with state and federal public health guidance. In addition, during public health emergencies, LCHD coordinates with Leon County Emergency Management to address and respond to community needs.

Community-based organizations also play an important role in prevention, testing, treatment, and outreach. Through CHSP, the County and City provide $157,120 annually to Big Bend Cares to support HIV and sexually transmitted disease healthcare, prevention, education, testing, and outreach. In FY 2026, Big Bend Cares served more than 650 patients through these programs. By providing services in community settings, Big Bend Cares helps connect individuals with testing, treatment, education, and ongoing support, particularly among populations that may experience barriers to accessing traditional healthcare services.

Together, LCHD, Big Bend Cares, healthcare providers, and other community partners provide a coordinated network for disease surveillance, prevention, testing, treatment, and public education. These efforts complement TMH's 2026-2028 Implementation Strategy, which emphasizes collaboration with community partners to improve prevention, early identification, access to care, and health education related to communicable and emerging diseases.

Conclusion

The 2025 CHNA Report provides a comprehensive analysis of the significant health needs in Leon County and the surrounding service area. The County's existing investments and partnerships are responding to many of the barriers identified in the CHNA through access to care for chronic diseases and conditions, mental well-being and substance abuse prevention, and social and economic conditions that affect health.

Continued coordination with TMH and community partners will support alignment with the 2026-2028 CHNA Implementation Strategy, strengthen referral pathways, identify service gaps, and maximize existing resources. The County will continue to coordinate with healthcare partners,

monitor service utilization and program outcomes, and identify opportunities to improve health outcomes across the priority areas. Any opportunities requiring additional Board action will be presented through the appropriate agenda or budget process. However, during the FY 2028 budget development cycle, County funding in support of community healthcare programs will be evaluated as part of the broader financial and organizational restructuring process necessitated by the passage of Amendment 3 related to property tax reform.

Options:

1. Accept the report on Leon County's ongoing efforts and healthcare partner activities related to the Tallahassee Memorial HealthCare 2025 Community Health Needs Assessment.
2. Do not accept the report on Leon County's ongoing efforts and healthcare partner activities related to the Tallahassee Memorial HealthCare 2025 Community Health Needs Assessment.
3. Board direction.

Recommendation:

Option #1

Attachments:

1. Tallahassee Memorial HealthCare 2025 Community Health Needs Assessment Report
2. 2026 Tallahassee Memorial HealthCare CHNA Implementation Strategy









COMMUNITY HEALTH NEEDS ASSESSMENT REPORT 2025

TALLAHASSEE MEMORIAL HEALTHCARE

A healthier community begins with you.

Approved by Tallahassee Memorial HealthCare Board of Directors

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ACKNOWLEDGEMENTS AND CONSIDERATIONS

The Regional Development and Population Health Department at Tallahassee Memorial HealthCare (TMH) produced this report to benefit the community. TMH encourages using this report for planning purposes and is interested in learning how it benefits others. TMH welcomes comments, questions and collaborative interests, which can be submitted by U.S. Mail, phone, or email to: Community Health Manager for Regional Development, Population Health and Telehealth, Tallahassee Memorial HealthCare, 1300 Miccosukee Road, Tallahassee, FL 32308, 850-431-4018, CHNA@TMH.ORG.

Members of the Community Health Needs Assessment (CHNA) Advisory Committee reviewed and contributed to all documents prior to publication. The Committee made every effort to ensure the accuracy of the information presented in this report.

Success of the TMH 2025 CHNA was due to the strong leadership of the CHNA Advisory Committee, community partners and stakeholders. The Committee extends a special thank you to the consulting firm, M13 Management Partners, and to the Florida State University Center for Demography and Population Health for their valuable insight and contributions to this project. Thank you to all community members in Leon, Gadsden, Jefferson and Wakulla counties who participated in the stakeholder meetings and completed the survey. Finally, thank you to the TMH Board of Directors and Executive Leadership Team for their support of the Community Health Improvement Process.



TALLAHASSEE MEMORIAL HEALTHCARE CHNA ADVISORY TEAM

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COMMUNITY ENGAGEMENT

Tallahassee Memorial HealthCare's (TMH) Community Health Needs Assessment (CHNA) is a community-driven project, and success is highly dependent on the involvement of citizens, health and human service agencies, businesses and community leaders. Community partner and stakeholder collaboration was essential in the distribution and collection of community health surveys. Community partners and stakeholders consist of health and human service agency leaders, persons with special knowledge of or expertise in public health, local health departments, leaders and representatives of the medically underserved, people with chronic diseases and low-income and minority populations.

The CHNA Advisory Committee and support team invited partners and stakeholders to attend the CHNA Community Health Partners meeting in January 2025 and a follow-up report/prioritization of needs meeting in May 2025. Stakeholders and partners were also invited to a series of meetings held throughout the month of February 2025, focused on the seven Florida State Health Improvement Plan (SHIP) priority areas. The following partners and stakeholders attended at least one of these meetings.

Partners and Stakeholders List

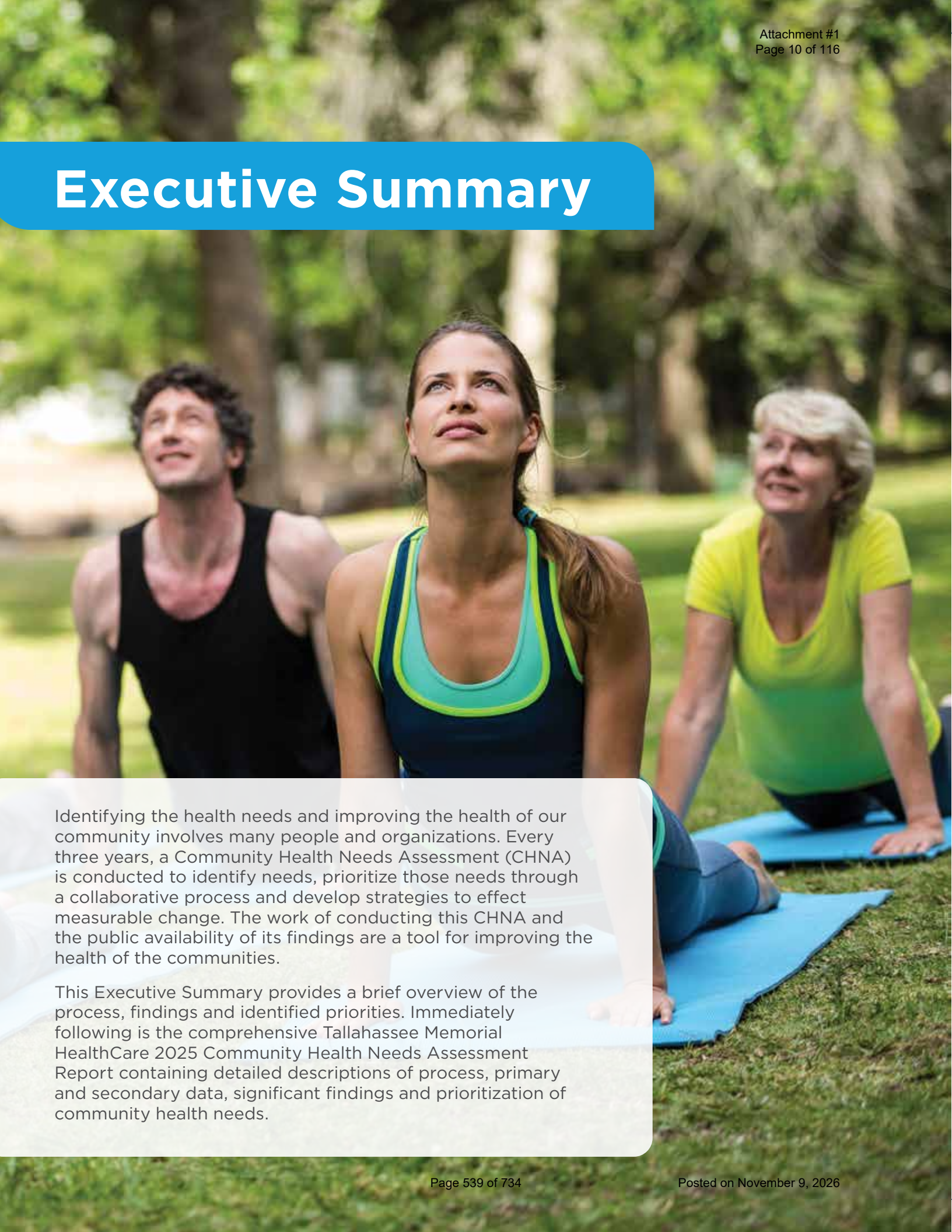
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Tina Hollie	Tallahassee Memorial Behavioral Health Center
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Name	Organization
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David O'Keefe	Leon County Commission
Olivia Piazza	Tallahassee Memorial HealthCare, Women's & Children's Services
Kim Outlaw	Tallahassee Memorial HealthCare, Women's & Children's Services
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Mike Wallace	Leon County Sherriff's Office
Ursula Weiss	Florida State University, College of Medicine
Sonya Wilson	The Kearney Center, CESC Inc.
Allison Wiman	Big Bend Area Health Education Center (BBAHEC)



Executive Summary



Identifying the health needs and improving the health of our community involves many people and organizations. Every three years, a Community Health Needs Assessment (CHNA) is conducted to identify needs, prioritize those needs through a collaborative process and develop strategies to effect measurable change. The work of conducting this CHNA and the public availability of its findings are a tool for improving the health of the communities.

This Executive Summary provides a brief overview of the process, findings and identified priorities. Immediately following is the comprehensive Tallahassee Memorial HealthCare 2025 Community Health Needs Assessment Report containing detailed descriptions of process, primary and secondary data, significant findings and prioritization of community health needs.

Methodology

The Tallahassee Memorial HealthCare (TMH) Community Health Needs Assessment (CHNA) Advisory Committee directed the planning and execution of the CHNA process and activities. Committee members were engaged based on knowledge, skills and professional role. The CHNA Advisory Committee began meeting in November 2024. The committee and its support team developed a timeline for activities, reviewed and updated survey tools, created lists of stakeholders and community partners, engaged necessary consultants and planned and scheduled community meetings.

In January 2025, a kick-off meeting was hosted with community partners and stakeholders to:

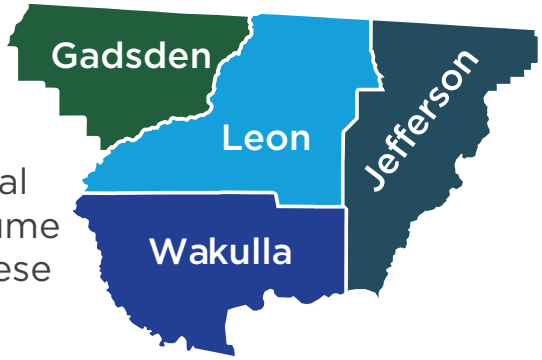
- Introduce the CHNA process
- Review the most current secondary data
- Provide an update of 2022 CHNA initiatives
- Share the Community Stakeholder Survey
- Leverage partners and stakeholders to drive responses to the Community Health Survey

Primary data collection was coupled with secondary data collection that included demographic and socioeconomic indicators as well as health indicators aligned with the priority areas defined by the State of Florida Health Improvement Plan (SHIP).

Community Served

TMH determined the definition and scope of the community served by assessing the geographic area representing approximately 80% of its inpatient discharges and ambulatory surgery services. For this CHNA, the defined service area includes Gadsden, Jefferson, Leon and Wakulla counties. These counties comprised 78% of TMH's annual patient volume from fiscal year 2022 to fiscal year 2024 (Q4 2021 – Q3 2024) with Leon County alone accounting for 56% of patient volume. (Data Source: Florida Agency for Health Care Administration, Hospital Inpatient and Ambulatory Surgery datasets).

Nearly of **80%** TMH's annual patient volume are from these counties.



State of Florida Health Improvement Plan Priority Areas

TMH made a strategic shift in 2025 to integrate the State of Florida's Health Improvement Plan (SHIP) priority health areas into the community health needs assessment. This shift improves alignment of TMH's CHNA efforts with established state and national public health initiatives. The health priority areas addressed in this year's CHNA include:

- Alzheimer's Disease and Related Dementias
- Chronic Diseases and Conditions
- Injury, Safety and Violence
- Maternal and Child Health
- Mental Well-Being and Substance Abuse Prevention
- Social and Economic Factors Contributing to Health

Partners and stakeholders representing an interest in these priority health areas were engaged for feedback and secondary data collection was focused on health indicators impacting these conditions.

Demographics of the Community

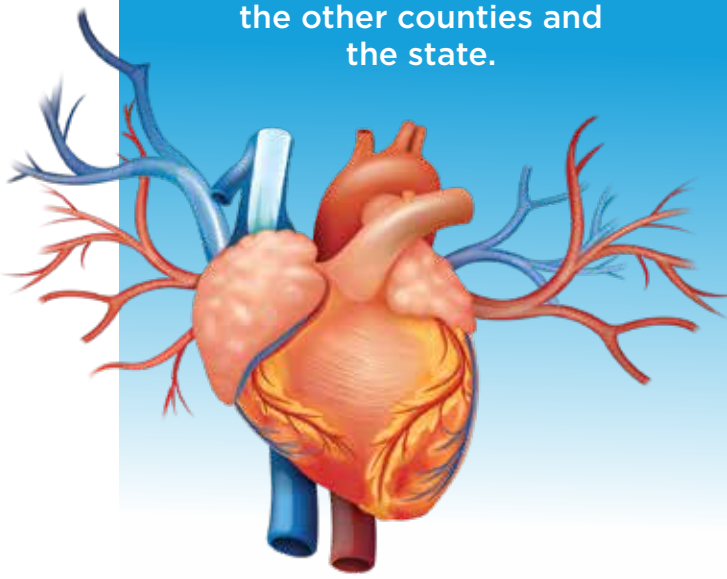
TMH's primary service area, comprised of Gadsden, Jefferson, Leon and Wakulla counties, has a total population of over 397,000 according to the most recent American Community Survey by the United States Census Bureau. This represents a growth of 3% in the service area population since the 2022 CHNA. Seventy-six percent of the population lives in Leon County with Gadsden, Wakulla and Jefferson comprising 11%, 9% and 4%, respectively. The four counties differ greatly in age, race, socioeconomic status and health outcomes of residents.

Significant Health Needs of the Community

The 2025 CHNA revealed notable disparities in health outcomes across the service area, influenced by county, neighborhood, age and race/ethnicity. Poverty and lower educational attainment were most pronounced in Gadsden, Wakulla and Jefferson counties.

Life expectancy was lowest in Gadsden County (72.8 years vs. Florida's 78.6). Heart disease remained the leading cause of death in all counties except Wakulla, where cancer was the leading cause. Gadsden had the highest heart disease death rate, and Wakulla had the highest cancer mortality. Additional trends included rising cancer deaths in Wakulla, increasing stroke deaths in Gadsden and higher-than-average mortality from unintentional injury and cerebrovascular disease in some areas.

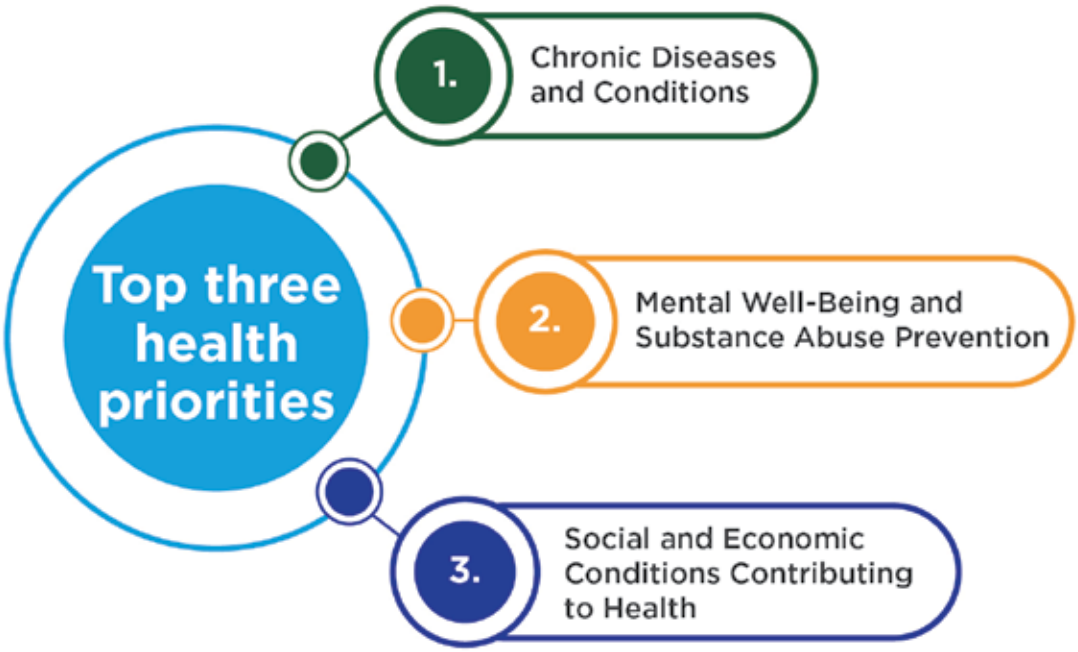
Heart disease was the leading cause of death in all counties except Wakulla County, where cancer was the leading cause of death. The mortality rate due to cancer in Wakulla County was notably higher than the rate of the other counties and the state.



Mental health concerns emerged as a growing need, with hospitalizations for mental disorders and suicide deaths increasing in all service area counties, despite flat or improving state-level indicators.

Access challenges were underscored by physician and dentist shortages in Gadsden, Jefferson and Wakulla counties, forcing many residents to seek care outside their communities.

Community and stakeholder surveys consistently identified the same top three health priorities:



Key barriers to health included high costs of care and prescriptions, long wait times and difficulty finding providers. Populations most at risk were low-income individuals and families, homeless individuals and immigrants.

Finally, partner and stakeholder discussions emphasized three recurring themes critical to improving community health: access to health services, care coordination and prevention.

Prioritization of Needs

On May 16, 2025, the CHNA Advisory Committee, CHNA support team, community partners and stakeholders met in a hybrid format at the main branch of the Leon County Library. During the meeting, FSU's Dr. Karin Brewster, TMH leaders and the CHNA Support Team provided an overview of the CHNA process, a snapshot of the service area demographics, key health indicator statistics, summaries of the Community Health Survey, and Community Stakeholder Survey and themes from the Florida State Health Improvement Plan (SHIP).

Attendees at the May 16 meeting were asked for feedback on the identified themes of Access, Care Coordination and Prevention, as well as the prioritized health areas. Overall, while stakeholders saw needs in all priority health areas, the group voiced general agreement with the themes and suggested additional stakeholder meetings to continue to evaluate data and jointly develop actionable strategies to address these needs.

In the summer of 2025, the CHNA Advisory Committee reconvened to confirm the health priorities and discuss approaches to address identified needs. Due to the overlap in the priority health areas, the Committee opted to move ahead with evaluating resources and developing implementation strategies for all seven Florida SHIP health priority areas. The "top three" areas would be prioritized, using a framework that addresses Access, Care Coordination and Prevention, across the health needs in the development of the implementation plan.

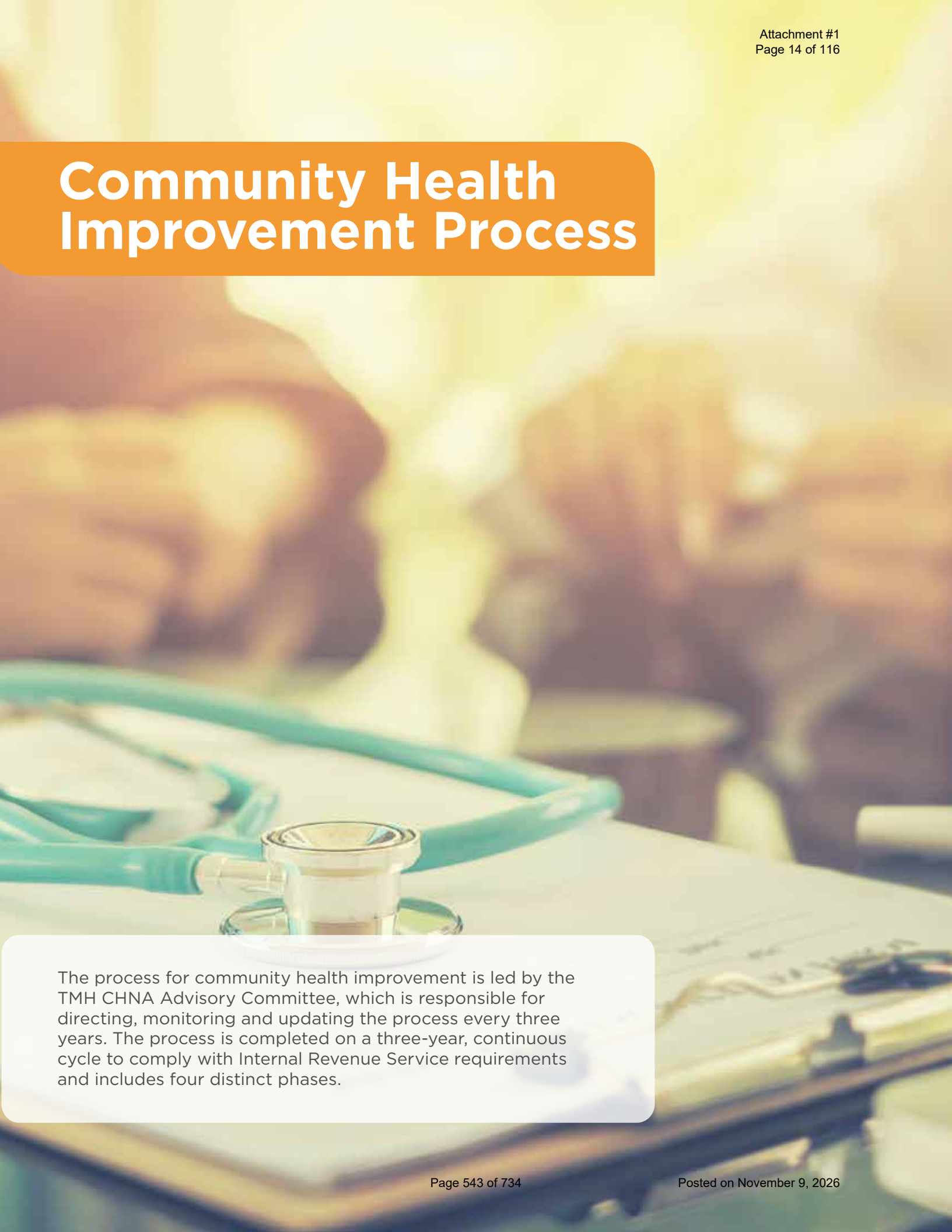
For the 2025 Community Health Needs Assessment, the health priority areas for TMH are:

1. **Chronic Diseases and Conditions**
2. **Mental Well-Being and Substance Abuse Prevention**
3. **Social and Economic Factors Contributing to Health**
4. **Alzheimer's Disease and Related Dementias**
5. **Maternal and Child Health and Violence**
6. **Injury, Safety and Violence**
7. **Transmissible and Emerging Diseases**

In alignment with the TMH Mission, Vision and Strategic Plan, TMH will work with partners and stakeholders in the fall and winter of 2025-2026 to develop an implementation strategy with tactics and interventions to address the identified health needs utilizing the framework of Access to Health Services, Care Coordination, and Prevention, and beginning with the top three areas identified in the CHNA surveys.



Community Health Improvement Process



The process for community health improvement is led by the TMH CHNA Advisory Committee, which is responsible for directing, monitoring and updating the process every three years. The process is completed on a three-year, continuous cycle to comply with Internal Revenue Service requirements and includes four distinct phases.

PHASE 1: CONDUCT COMMUNITY HEALTH NEEDS ASSESSMENT

The first step of conducting a CHNA is to create a project plan and timeline. This plan documents the tasks needed to conduct the CHNA, who is responsible for each task and the start and end dates for each task.

The next step in the CHNA process is to collect relevant primary and secondary data. Primary data for this year's report included facilitated meetings to address community health priority areas, a Community Stakeholder Survey and a Community Health Survey. Secondary data included a review of scientific samples and population records from state and federal sources specific to the service area. A description of each type of data is found below.

The Florida State Health Improvement Priority Area Meetings

In 2021, Florida implemented a State Health Improvement Plan (SHIP) focused on seven priority areas. TMH facilitated meetings focused on each of the seven priority areas as a framework to ensure local feedback in alignment with the State's public health priorities:

- Injury, Safety and Violence
- Maternal and Child Health
- Mental Well-Being and Substance Abuse Prevention
- Alzheimer's Disease and Related Dementias
- Chronic Diseases and Conditions
- Transmissible and Emerging Diseases
- Social and Economic Factors Contributing to Health

Representatives from community organizations in Leon, Gadsden, Jefferson and Wakulla counties were invited to participate. This included health departments, government officials, schools and universities, health agencies, city and county services and other community health partners. Meetings were held throughout February 2025 and offered participants an opportunity to attend in person or remotely. An analysis of strengths, weaknesses, opportunities and threats, organized by priority area was developed using feedback from participants.

Community Stakeholder Survey

The Community Stakeholder Survey was an electronic survey, developed specifically for the community health partners representing at-risk or under-represented populations in the service area. The Community Stakeholder Survey consisted of eleven questions focused on the populations served, critical health needs, barriers to health and opportunities to improve the health of the community. See Appendix 1 for the Community Stakeholder Survey.

Community Health Survey

The main Community Health Survey consisted of 53 questions designed to assess the health and Well-Being of people living in the TMH service area. In addition to demographic information, there were questions about access and barriers to healthcare, current health status, health behaviors and lifestyle and social determinants of health. The survey also included an additional 18 questions focused on child health needs. See Appendix 2 for the Community Health Survey.

Secondary Data Collection

Secondary data included a review of publicly available data from the Florida Department of Health, Bureau of Vital Statistics, and other state and federal sources, to better understand. the health of and social factors that impact the community served. Trended data were available for each county and compared to the State as a benchmark.

Prioritization

After all primary and secondary data were collected, a CHNA Prioritization of Needs meeting was held to review the quantitative and qualitative data with the CHNA Advisory Committee, stakeholders and partners. Attendees were asked to share feedback about common themes that emerged and suggest any additional needs that might not have been included. Then, the top areas of health needs and additional feedback were evaluated by the CHNA Advisory Committee to determine final CHNA priorities.

Community Health Needs Assessment Report

The last step of the CHNA was publishing the primary and secondary data, significant findings and the prioritization of needs into the final CHNA report. The CHNA report was approved by the TMH Board of Directors and was published in the same fiscal year as the data collection and written document. The CHNA report was made widely available to the community via the TMH website at TMH.org/CHNA. Print copies are also available through the TMH Marketing and Communications Department. Stakeholder and partner organizations may also publish data on their websites with proper citation and attribution.

PHASE 2: IMPLEMENTATION STRATEGY DEVELOPMENT

Now that the CHNA has been completed and approved by the TMH Board of Directors, TMH will develop a written Implementation Strategy that specifies what health needs were identified in the CHNA and what needs the organization plans to address along with its community health partners. Any health needs that the organization does not plan to address, along with reasons for each, will be included in this report.

The document will include proposed evidence-based interventions for each prioritized health area along with specific goals and objectives. Progress will be tracked over time with both process and outcome measures. The TMH Board of Directors will approve the Implementation Strategy. TMH will align the Implementation Strategy with existing organizational and community plans and will host a community event in early 2026 to share the CHNA results along with the corresponding Implementation Strategy. The Implementation Strategy will be reported to the Internal Revenue Service on the organization's Form 990.

PHASE 3: PROGRAM IMPLEMENTATION

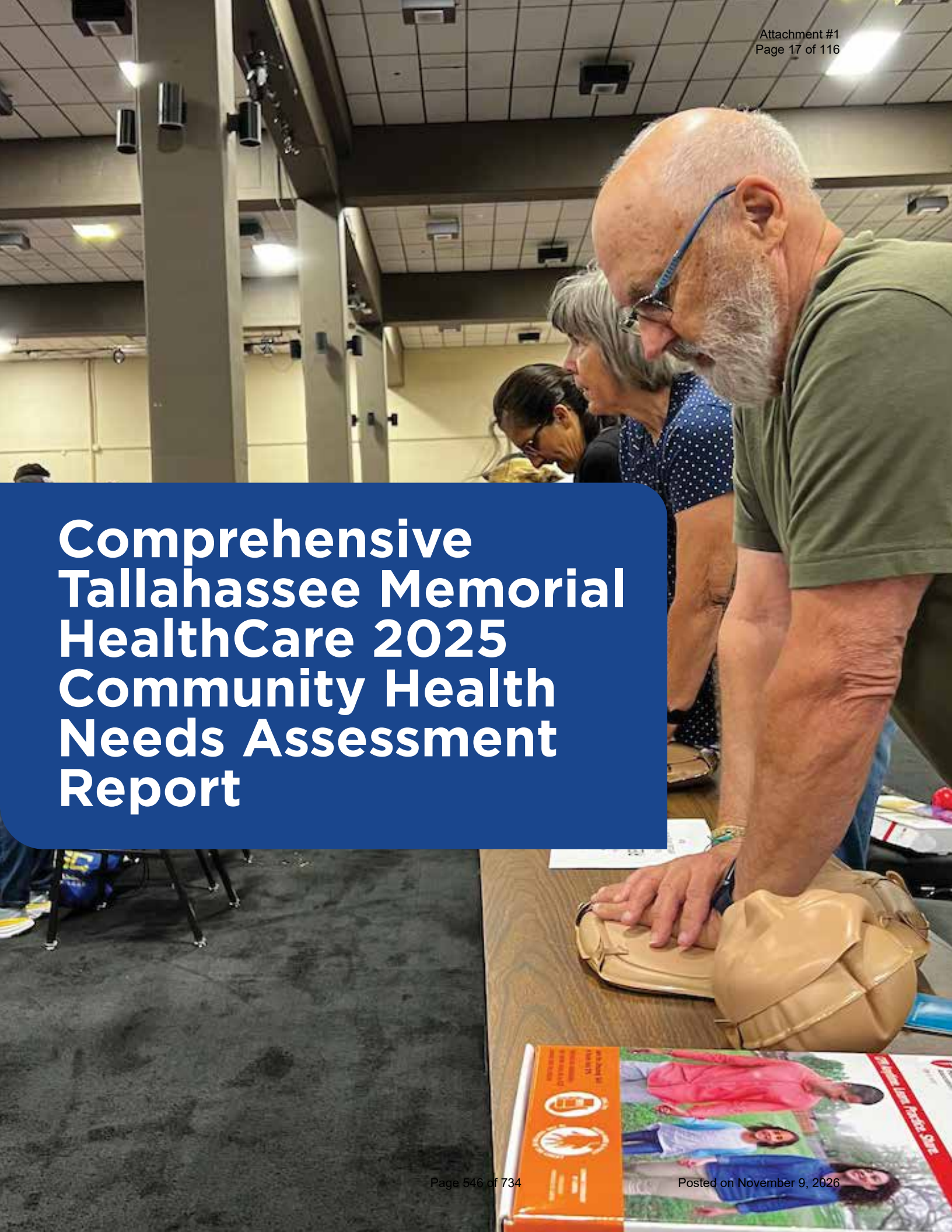
TMH will respond to the community health needs identified in the CHNA by utilizing and expanding existing programs and community partnerships while also establishing new programs and initiatives where needed.

PHASE 4: EVALUATION

TMH's Regional Development and Population Health Department and the CHNA Advisory Committee will monitor process and outcome measures associated with the Implementation Strategy.

TMH will provide a written report of progress made toward goals and objectives identified in the Implementation Strategy on the annual Internal Revenue Service Form 990.

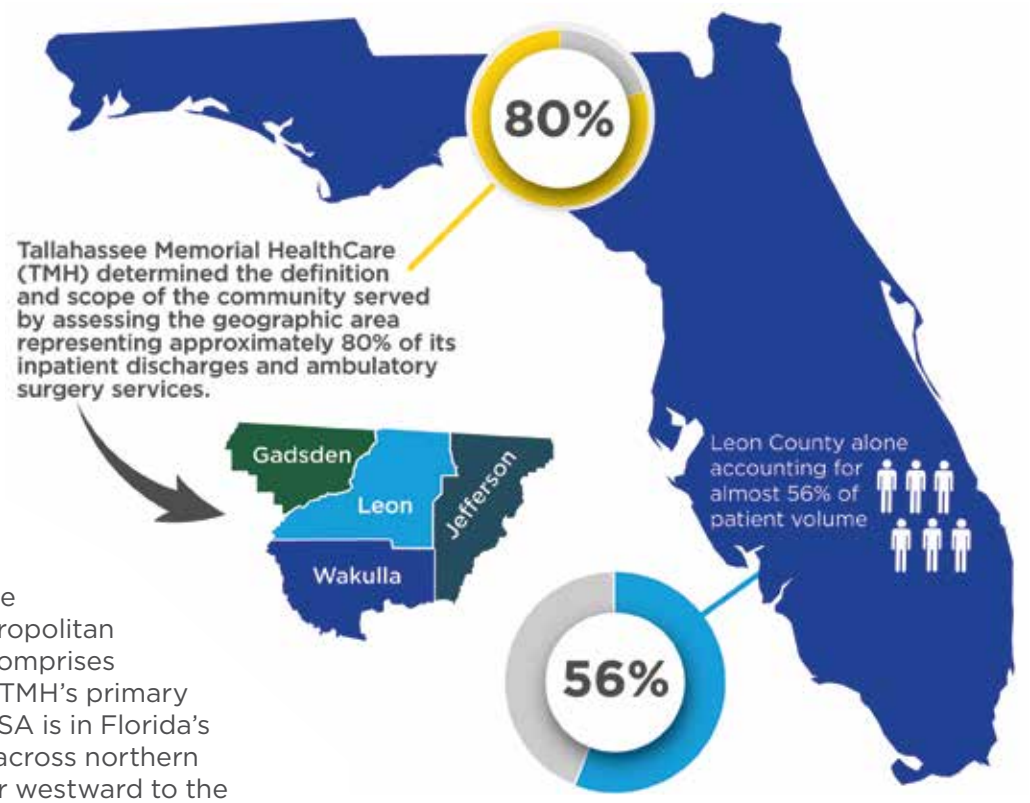




Comprehensive Tallahassee Memorial HealthCare 2025 Community Health Needs Assessment Report

Definition of the Community Served by the Hospital Facility

Tallahassee Memorial HealthCare (TMH) determined the definition and scope of the community served by assessing the geographic area representing approximately 80% of its inpatient discharges and ambulatory surgery services. For this CHNA, the defined service area includes Gadsden, Jefferson, Leon and Wakulla counties. These counties comprised 78% of TMH's annual patient volume from fiscal year 2022 to fiscal year 2024 (Q4 2021 – Q3 2024) with Leon County alone accounting for 56% of patient volume. (Data Source: Florida Agency for Health Care Administration, Hospital Inpatient and Ambulatory Surgery datasets).



Demographics of the Community

TMH is based in Tallahassee, the core city in the Tallahassee Metropolitan Statistical Area (MSA)[1], which comprises the four counties that make up TMH's primary service area. The Tallahassee MSA is in Florida's Big Bend region and stretches across northern Florida from the St. John's River westward to the Apalachicola National Forest. The MSA has an estimated 2024 population of 397,675, 76% of whom reside in Leon County, the most densely populated county in the MSA. Leon County is bounded to the south by Wakulla County and to the east by Jefferson County. Gadsden County lies to its west and, like both Leon and Jefferson counties, is bordered to the north by southwest Georgia. The Gulf of Mexico demarcates the southern borders of Jefferson and Wakulla counties, and their landscapes include salt marshes, oyster reefs, hardwood and pine forests, lakes, swamps, freshwater springs and the mix of agricultural land that characterize the Big Bend region.

Characteristics of the Tallahassee MSA and its Component Counties

	Total Area (square miles)	Land area (square miles)	Estimated population, 2024	Density (population per square mile)
Leon	702	667	300,488	450.5
Gadsden	529	516	44,151	83.5
Jefferson	637	598	15,921	25.0
Wakulla	736	606	37,115	50.4
MSA total	**2,604**	**2,387**	**397,675**	**166.6**

Table 1: Characteristics of the Tallahassee MSA and its Component Counties. Sources: Geographic information from https://www.census.gov/quickfacts/; population estimates from Metropolitan and Micropolitan Statistical Areas Population Totals: 2020-2024, www.census.gov/data/tables/time-series/demo/popest/2020s-total-metro-and-micro-statistical-areas.html. Accessed June 2, 2025.

[1] Metropolitan Statistical Areas consist of a county containing an Urban Area that has a population of at least 50,000 and any adjacent counties whose commuting patterns suggest social and economic integration with that urban area (U.S. Bureau of the Census, 2025: https://www.census.gov/programs-surveys/geography/about/glossary.html).

In 2024, the Tallahassee MSA had an estimated population of 397,675. As Leon County's population density suggests, the largest share of the MSA's population (75.6%) resides in Leon County, followed by Gadsden (11.1%), Wakulla (9.3%) and Jefferson (4.0%) counties. The MSA population is 3% larger in 2025 than in 2022, when TMH conducted its last CHNA.

Population of the Tallahassee MSA by County, Select Years						
	2013	2016	2019	2022	2024	2021
Gadsden	46,084	46,069	45,670	43,714	44,151	43,714
Jefferson	14,212	13,985	14,280	14,555	15,921	14,555
Leon	282,006	286,960	293,866	292,817	300,488	292,817
Wakulla	31,009	31,894	33,636	34,690	37,115	34,690
Total	**373,311**	**378,908**	**387,452**	**385,776**	**397,675**	**385,776**

Table 2: Population of the Tallahassee MSA by County, Select Years. Sources: U.S. Census Bureau, October 2021, Annual Resident Population Estimates for Metropolitan and Micropolitan Statistical Areas. http://www.census.gov/programs-surveys-popest/technical-documentation/research/evaluation-estimates/2020-evaluation-estimates/2010s-totals-metro-and-micro-statistical-areas.html, accessed May 26, 2022. U.S. Census Bureau, March 2025, Metropolitan and Micropolitan Statistical Areas Population Totals: 2020-2024, www.census.gov/data/tables/time-series/demo/popest/2020s-total-metro-and-micro-statistical-areas.html, accessed June 2, 2025.

Tallahassee, the only incorporated municipality in Leon County, is the state capital and the largest city in Florida's Panhandle. Tallahassee serves as the agricultural and commercial hub for the Tallahassee MSA and is home to state government offices as well as two of Florida's public universities—Florida State University (FSU) and Florida A&M University (FAMU)—and Tallahassee State College (TSC), part of the Florida College System. Student enrollments at these three schools exceeded 59,000 in 2024, comprising almost 15% of Tallahassee's total population.

Leon County also serves as the hub for health and service agencies serving residents of the Tallahassee MSA. Its resources include a Level II Trauma Center (TMH), the Sergeant Ernest I. "Boots" Thomas VA Clinic, a non-profit mental health center offering inpatient, outpatient and residential services and two hospitals: TMH and HCA Florida Capital Hospital.

All three post-secondary institutions in Tallahassee offer educational and training programs for health professions: FSU has a College of Nursing, a College of Medicine and a recently launched public health program (Bachelor of Science in Public Health and Masters of Public Health). FAMU has a College of Pharmacy and Pharmaceutical Sciences, a School of Nursing and an Institute of Public Health, in addition to programs in physical and occupational therapy. TSC's programs include degrees in nursing (Associate of Science in Nursing and Bachelor of Science in Nursing), dental hygiene, EMS technology, medical assisting, medical sonography, radiologic technology, respiratory care and surgical technology.

Residents of the four-county area do not benefit equally from these resources, a disparity that is evident in the designation of Gadsden and Wakulla counties as medically underserved areas (MUA) and the low-income populations of Jefferson and Leon counties designated as medically underserved populations (MUP). Evaluation of medical underservice is based on the ratio of primary care providers to population, rates of infant mortality and percentage of the population that is poor, elderly or both.

Gadsden, Jefferson and Wakulla counties are designated Geographic Health Professional Shortage Areas (HPSA), with too few primary care physicians, dentists, dental hygienists and mental health professionals. Leon County's low-income population is also designated as Population HPSA.

Because of these designations, the TMH MSA has fifteen Federally Qualified Health Center locations: eleven in Leon County and four in Gadsden County. In addition, the health departments of all four counties provide free or low-cost medical and dental services and an array of other health and social services intended to provide more access to care for under- and uninsured residents.

Medical Underservice Designations in the Tallahassee MSA	
Designation:	Index of Medical Underservice Score[2]
Medically Underserved Area:	
Gadsden County	53.7
Wakulla County	55.7
Medically Underserved Population:	
Low-income population of Jefferson County	51.5
Low-income population of Leon County	59.5

Table 3: Medical Underservice Designations in the Tallahassee MSA. Source: Health Resources & Services Administration: https://data.hrsa.gov/tools/data-explorer, accessed June 2, 2025. [2] The IMUS score ranges from 0 to 100, with 0 representing the greatest need. To be designated a Medically Underserved Area or Medically Underserved Population, an area must score less than 62. See https://bhw.hrsa.gov/workforce-shortage-areas/shortage-designation for more information.

Community Demographic and Socioeconomic Characteristics

The four counties that comprise the Tallahassee MSA are demographically and socioeconomically diverse, with differences in the distributions of their respective populations by age, education, economic status, race/ethnicity and nativity. A brief consideration of these characteristics illuminates the area's medically underserviced designation. Greater detail is included in tables presented later in this report, with the Community Health Needs Assessment Secondary Data.

Age: The Tallahassee MSA is younger than the state population, with a median age of 35.6 compared to the Florida median age of 42.6. Jefferson County has the oldest population in the Tallahassee MSA with nearly one-quarter of its population age 65 or older and a median age of 47. The age distributions for Wakulla and Gadsden counties describe somewhat younger populations, with median ages respectively of 42.5 and 42. Nearly 17% of the Wakulla County population is 65 or older as is about 19% of the Gadsden County population. Leon County has the youngest population of the four-county area, a reflection in part of the large student population. The median age in Leon County is 31.9 and almost 15% of its population is age 65 or older.

Distribution of Population Across Age Groups, 2023					
	Gadsden	Jefferson	Leon	Wakulla	Tallahassee MSA
Under 18 years	22.2	17.2	18.6	20.7	19.1
Under 5 years	5.8	4.1	5.2	5.2	5.2
18 to 64 years	64.2	58.3	67.9	64.2	66.5
65 years and over	19.4	24.5	13.4	15.7	14.4
85 years and over	1.3	1.8	1.5	0.9	1.5
Median age (years)	42.0	47.0	31.9	42.5	35.6

Table 4: Distribution of Population Across Age Groups, 2023
Source: Estimated using data from the 2019-2023 American Community Survey, accessed at https://data.census.gov, February 3, 2025.

Educational attainment: The four counties differ markedly with respect to the educational attainment of their adult populations. About half the residents of the Tallahassee MSA have an Associate's degree or higher, but this reflects the educational profile of Leon County, home of the state capital, two universities and a state college. As might be expected, more than 57% of Leon County adults ages 25 and older have at least an Associate's degree. In contrast, less than one-third of the population in Gadsden, Jefferson and Wakulla counties, hold an Associate's or higher degree. The percentage of adults without a high school diploma or its equivalent is notably higher in these three counties when compared to Leon County.

Highest Level of Educational Attainment by Adults Aged 25 and Older, 2023					
	Gadsden	Jefferson	Leon	Wakulla	Tallahassee MSA
Did not complete high school	18.7	12.2	6.3	12.5	8.7
High school graduate or GED	55.0	60.4	36.4	58.5	42.1
Associate degree	6.2	8.5	8.7	7.7	8.3
Bachelor's degree	13.0	11.8	27.6	13.6	23.6
Graduate or professional degree	7.1	7.1	21.0	7.6	17.3

Table 5: Highest Level of Educational Attainment by Adults Aged 25 and Older, 2023
Source: Estimated using data from the 2019-2023 American Community Survey, accessed at https://data.census.gov, February 3, 2025.

Economic Status: The Tallahassee MSA had a median household income in 2023 of about $ 63,078, significantly lower than the Florida median of $ 71,711. Within the MSA, median household income was lowest in Gadsden County, where nearly 28% had household incomes at or below the federal poverty level. Fewer people lived in poverty in Leon County (18.5%) and Jefferson County (20.3%) than in Gadsden County, and median household income was higher in both. Wakulla County had the highest median household income in the MSA and the smallest portion living in poverty. Consistent with its

lower economic status, Gadsden County also has the highest percentage of residents lacking health insurance at 16.4%. Medically uninsured rates in Jefferson, Leon and Wakulla counties are under 10%.

Economic Status Indicators, 2023					
	Gadsden	Jefferson	Leon	Wakulla	Tallahassee MSA
Median household income ($)	46,047	56,984	65,074	74,183	63,078
Persons in poverty (%)	27.7	20.3	18.5	5.6	18.5
Persons without health insurance (%)	16.4	9.8	7.7	6.6	8.6

Table 6: Economic Status Indicators, 2023
Source: Estimated using data from the 2019-2023 American Community Survey, accessed at https://data.census.gov, February 3, 2025.

Race/Ethnicity: Most residents of the Tallahassee MSA identify as either non-Hispanic White (53%) or non-Hispanic Black (32%), but the distribution of these two groups varies significantly by county. For example, over half of Gadsden County residents identify as Black while about 77% of Wakulla County residents identify as White. Persons of Hispanic descent comprise about 8% of the MSA population, with the highest shares in Gadsden and Leon counties (12% and 8%, respectively).

Percentage of Distribution of the Population by Race and Hispanic Origin, 2023					
	Gadsden	Jefferson	Leon	Wakulla	Tallahassee MSA
Not Hispanic:	88.1	95.2	92.1	95.3	91.8
White alone	31.5	60.1	53.9	76.9	52.6
Black alone	54.6	30.0	30.4	13.9	31.6
Asian alone	0.1	0.7	3.4	0.5	2.9
Alaskan Native or Native American alone	0.1	0.2	0.1	0.2	0.0
Hawaiian / Pacific Islander alone	0.0	0.0	0.0	0.0	0.0
Other race	0.1	0.5	0.5	0.7	0.6
Two or more races	1.7	3.8	3.8	3.2	4.1
Hispanic, any race	11.9	4.8	7.9	4.7	8.2

Table 7: Percentage of Distribution of the Population by Race and Hispanic Origin, 2023
Source: 2019-2023 American Community Survey, accessed at https://data.census.gov, February 3, 2025.

Nativity: Most residents of the Tallahassee MSA were born in the United States; with just 6.5% of the MSA population born abroad to non-native parents. Within the MSA, Leon County has the highest share of foreign-born residents (7.3%) and Jefferson County has the lowest (2.7%). Gadsden County has the largest percentage of Florida natives (73%) and Leon County has the smallest (57.3%).

Percentage Distribution of the Population by Birthplace, 2023					
	Gadsden	Jefferson	Leon	Wakulla	Tallahassee MSA
U.S. Native:	93.8	95.3	90.9	94.9	91.7
Born in Florida	72.6	59.1	57.3	58.9	59.1
Born in different state	21.3	36.3	33.5	38.6	32.6
Born in Puerto Rico, U.S. territory, or born abroad to U.S. parents	1.3	2.0	1.8	1.8	1.7
Foreign born	4.9	2.7	7.3	3.3	6.5

Table 8: Percentage Distribution of the Population by Birthplace, 2023
Source: 2019-2023 American Community Survey, accessed at https://data.census.gov, February 3, 2025.

PRIMARY DATA

Tallahassee Memorial HealthCare (TMH) engaged the community and collected primary data using various methods. This included soliciting input from community stakeholders and partners through meetings and an online stakeholder survey during the Community Health Needs Assessment (CHNA) process. Detailed descriptions of each method and results can be found in the following sections: State of Florida Health Improvement Plan (SHIP) Priority Area Meetings, Community Stakeholder Survey and the Community Health Survey.

State of Florida Health Improvement Plan (SHIP) Priority Area Meetings

To improve the alignment of the TMH CHNA with existing state and national public health initiatives, TMH made a strategic shift to integrate the State of Florida's Health Improvement Plan into the community health planning process. This shift ensures that the CHNA initiatives complement and enhance the goals outlined by state health agencies, driving greater impact and fostering collaboration across various levels of public health work.

In February 2025, TMH facilitated seven meetings to collect feedback from stakeholders.

The Florida SHIP outlines key priority areas that guide health improvement efforts across the state:

1. **Injury, Safety, and Violence**
   Seeks to decrease preventable injuries like vehicle accidents, falls and violence-related trauma by implementing educational programs, policies and targeted community interventions.
2. **Maternal and Child Health**
   Focuses on the health of mothers and children by addressing maternal and infant mortality, enhancing prenatal care and supporting early childhood development and wellness.
3. **Chronic Disease Prevention and Management**
   Addresses reducing chronic health conditions such as diabetes, hypertension and obesity—which are major contributors to illness and death in Florida—through effective management and preventive strategies.
4. **Mental Well-Being and Substance Abuse Prevention**
   Aims to effectively address mental health events, prevent substance use disorders and expand accessible, high-quality treatment for mental health and addiction challenges.
5. **Transmissible and Emerging Diseases**
   Focuses on mitigating the spread and impact of infectious diseases through robust vaccination initiatives, disease monitoring and rapid responses to emerging health threats.
6. **Alzheimer's Disease and Related Dementias**
   Centers on improving early diagnosis, care and support systems for individuals with Alzheimer's and related dementias, while providing crucial resources for their caregivers and families.
7. **Social and Economic Conditions Affecting Health**
   Addresses health inequities stemming from social and economic factors, emphasizing interventions that improve housing stability, food security, healthcare access and overall community resilience.



The CHNA Advisory Committee engaged community health partners based on their knowledge of existing healthcare resources and needs, their outreach to specific populations and their interest in engaging in the Community Health Needs Assessment process. The Committee also invited individuals from health departments, government agencies, schools and other community organizations in Leon, Gadsden, Wakulla, and Jefferson counties to participate. In total, over 150 individuals participated in these meetings in person or remotely, providing invaluable insights to help guide the strategic direction of health interventions in our region.

These meetings created an inclusive forum for discussing health care data, sharing knowledge of population needs from various viewpoints, and providing feedback on challenges and opportunities within the priority areas. For each priority area, the Committee completed a strengths, weaknesses, opportunities and threats (SWOT) analysis to summarize the discussion and feedback.

Injury, Safety and Violence

Preventable injuries and acts of violence continue to impact health outcomes and community well-being across the TMH service area. Local data highlighted disparities in firearm-related deaths, motor vehicle deaths, domestic violence and childhood injuries. While the region benefits from strong cross-sector collaboration and public health engagement, significant challenges remain. This includes fragmented data systems, limited access to follow-up care for high-risk populations and uneven prevention efforts across counties.

Stakeholders reviewed state and local trends and discussed opportunities to address key indicators related to violence, unintentional injuries and public safety.

Stakeholder Meeting SWOT Analysis: Injury, Safety and Violence

S Strengths

- Engagement across healthcare, public health, law enforcement, education and community organizations supports collective responses
- Initiatives such as Operation Prom Night, Stop the Bleed, Narcan distribution and drowning prevention indicate strong local commitment
- TMH and partners use injury data to inform planning and interventions
- TMH screens patients for domestic and partner violence, facilitating early detection
- Joint efforts between law enforcement and EMS address traffic safety, bicycle injuries and pedestrian risks
- Stakeholders expressed shared willingness to improve coordination and expand resources

W Weaknesses

- Injury and violence prevention programs are often siloed across agencies with limited integration
- Many programs depend on time-limited or unstable grant funding
- Providers and the public often lack awareness of available safety and support services
- High-risk populations—especially the uninsured or unhoused—lack rehabilitation services access or follow-up support after injury
- Programs like D.A.R.E. and injury prevention are no longer widely implemented
- Despite robust data collection, findings are not consistently translated into local policy
- EMS frequently identifies safety risks but lacks mechanisms for community referrals



Opportunities

- A centralized data-sharing platform across EMS, hospitals, public health and law enforcement could enhance surveillance and prevention
- Social media campaigns targeting youth could elevate awareness on gun safety, safe driving and injury prevention
- Local advocacy could support stronger safety laws and regulations
- Expanding transitional care and post-injury rehabilitation for vulnerable populations would reduce readmissions
- Establishing a respite facility for unhoused patients could improve recovery outcomes and reduce emergency department burden
- Reviving injury prevention education in schools and workplaces would address root causes earlier
- Mobile outreach through paramedicine programs could identify risks, such as fall hazards, overdose potential or domestic violence indicators

Threats

- Political opposition to firearm laws, traffic safety regulations or injury prevention mandates could stall progress
- Prevention programs reliant on short-term grants face sustainability risks
- Resistance to behavioral change (e.g., seatbelts, helmet laws) may limit the effectiveness of interventions
- Domestic violence and gun-related threats are often underreported due to fear or stigma
- A limited healthcare and social service workforce reduces capacity to expand trauma, mental health and prevention services
- Many trauma survivors lack access to mental health services or coverage for post-injury recovery, leading to repeat ER visits and long-term disability
- Resource gaps in low-income and rural communities create higher risk for preventable injury and violence
- Cell phone use, vaping and impaired driving trends continue to escalate crash risks without stricter enforcement

In summary, the TMH service area has opportunities to prevent injuries and reduce violence, particularly in Gadsden, Jefferson and Leon counties. Strong foundations in collaboration, data collection and existing prevention programs create an opportunity for coordinated, data-driven responses. Community education, post-injury support and trauma-informed interventions would be additional key factors in reducing disparities and improving safety outcomes across the service area.

Maternal and Child Health

Maternal and child health remains a significant concern across the TMH service area, particularly among economically vulnerable and rural populations. Participants reviewed trends in Medicaid coverage, prenatal care access, birth outcomes and pediatric service utilization across Leon, Gadsden, Jefferson and Wakulla counties. The findings highlight both areas of progress and ongoing disparities that require targeted intervention and coordinated care strategies.

The region benefits from strong partnerships, including TMH's investments in pediatric subspecialty care and established community support through Healthy Start and local health departments. However, coordination gaps, behavioral health shortages and socioeconomic stressors continue to strain services for families and children.

Stakeholder Meeting SWOT Analysis: Maternal and Child Health

S Strengths

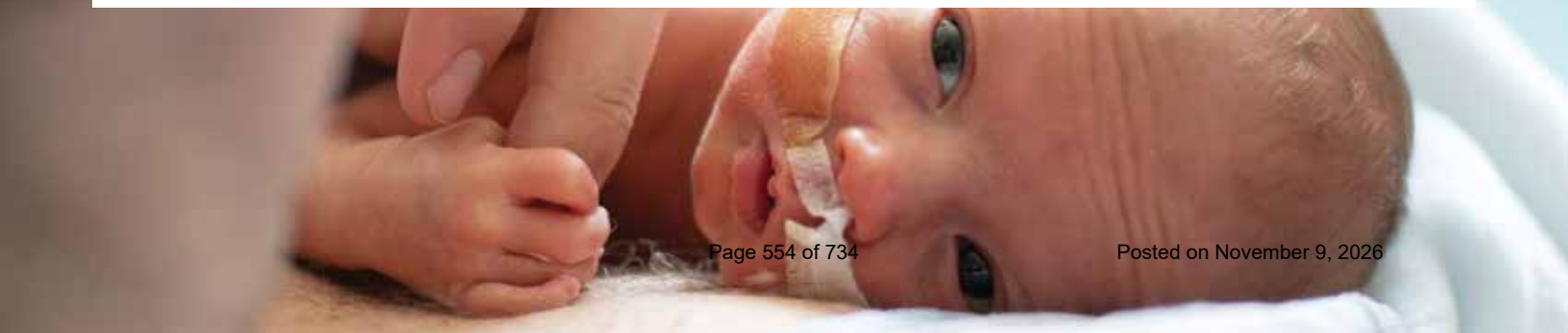
- TMH, Healthy Start, county health departments and other agencies such as Capital Health Plan and United Partners for Human Services, provide a wide range of maternal and pediatric services
- 61% of births are covered by Medicaid, reducing financial barriers and ensuring baseline access to prenatal and delivery care
- Leon and Wakulla counties exceed the state average for adequate prenatal care, driven by screening, education and doula services
- Community outreach and support programs have contributed to a reduction in racial disparities in infant mortality from 3.5% to 1.5% in 2023
- Ongoing development of pediatric cardiology, neonatology, neurology and behavioral health services is improving local capacity to manage high-risk conditions

W Weaknesses

- Lack of centralized coordination between maternal health programs creates duplication, inefficiencies and gaps in care
- Gadsden and Jefferson counties continue to report outcomes significantly worse than the state average for high infant mortality and stillbirth rates
- Delays in maternal-fetal medicine (MFM) referrals and pediatric behavioral health evaluations impact early diagnosis and intervention
- Inconsistent ride services result in missed prenatal and pediatric appointments, particularly in rural counties
- Stagnant commercial insurance rates limit options for middle-income families who fall outside Medicaid eligibility but cannot afford private insurance
- Lack of postpartum mental health services and long waits for pediatric behavioral care impact long-term outcomes

O Opportunities

- Telemedicine can improve access to prenatal and pediatric services, especially for rural residents with transportation or provider access challenges
- Incentives, such as provider loan repayment and public-private partnerships with medical schools, can strengthen regional pipelines for OB/GYNs, MFMs and pediatric subspecialists
- Extending postpartum Medicaid eligibility and improving transportation services can address major care gaps
- One-stop maternal and child health centers integrating WIC, doula support, behavioral health and home visitation programs can improve continuity and reduce disparities
- Expanding reproductive health education in schools in high-need counties can address teen pregnancy prevention



Threats

- Staffing limitations, especially in OB/GYN, nursing and pediatric subspecialties, limit regional capacity and drive long wait times
- Inflation and inadequate insurance coverage for working families create financial barriers to maternal and newborn care
- Families lacking affordable childcare may miss follow-up care or delay seeking services
- Current Medicaid policies exclude many working families and lack robust maternal mental health provisions
- Increasing rates of gestational hypertension, diabetes and preterm birth—especially among Black and Hispanic women—highlight the need for targeted chronic disease management and culturally responsive care

In summary, maternal and child health outcomes reflect both systemic strengths and structural barriers in the TMH service area. While strong community partnerships and expanded Medicaid access have supported many families, elevated rates of infant mortality, teen births and stillbirths in rural counties signal the need for renewed focus. Enhanced care coordination, equitable access to specialty care and investments in maternal mental health and workforce development will be key factors in improving outcomes for mothers and children throughout the region.

Chronic Disease Prevention and Management

Chronic disease continues to be one of the most pressing health challenges within the TMH service area. Conditions such as hypertension, diabetes and obesity contribute significantly to poor health outcomes, health disparities and preventable hospitalizations. Stakeholders reviewed current initiatives, barriers, and strategic opportunities to improve chronic disease management through community-based services, provider collaboration and attention to social determinants of health.

Despite strong community partnerships and promising models of care, challenges persist in care coordination, access to affordable services and addressing the root causes of chronic disease, particularly among underinsured and rural populations.

Stakeholder Meeting SWOT Analysis: Chronic Disease Prevention and Management

Strengths

- We Care network and the TMH Transition Center provide crucial access points for vulnerable populations
- Partnerships between health systems, social service agencies and community organizations help address complex patient needs
- Increasing awareness of the relationship between socioeconomic conditions and chronic illness is shaping more comprehensive care models
- Integrated teams that include providers, case managers and social workers are improving care delivery for high-risk individuals



Weaknesses

- Residents in Gadsden, Jefferson and Wakulla Counties face transportation and provider access barriers, limiting chronic disease prevention and specialty care
- High out-of-pocket costs and limited insurance coverage deter individuals from seeking medications, labs and follow-up visits
- Poor communication between providers and lack of interoperable systems lead to care gaps and confusion for patients
- Substantial share of residents continue to lack consistent access to preventive and chronic disease care

Opportunities

- Virtual care and mobile clinics offer potential to reach rural residents and reduce transportation burdens
- The Live Healthy Act and Medicaid eligibility expansion could extend preventive care and reduce financial hardship for low-income patients
- Churches, schools and community-based organizations can support outreach, education and chronic disease navigation
- Training and deploying peer support specialists and community health workers can extend chronic disease education and follow-up into underserved neighborhoods

Threats

- Lack of specialists and primary care providers limits the region's capacity to manage complex, chronic conditions
- Food insecurity, housing instability and transportation limitations make disease management more difficult and increase risk for complications
- Racial, ethnic and language barriers persist in healthcare access, particularly among migrant and Spanish-speaking communities.
- Fee-for-service reimbursement models deprioritize chronic disease prevention and care continuity, as many chronic disease programs remain underfunded and unable to meet population needs

In summary, chronic disease prevention and management remain a central priority for the TMH service area. Programs, such as WE CARE and the TMH Transition Center, provide strong foundations. However, disparities in access, affordability and care coordination continue to limit health outcomes for many residents—especially those in rural and low-income communities. Continued investment in integrated care models, community partnerships and upstream social supports will be key factors into closing these gaps and improving long-term health across the region.

Mental Well-Being and Substance Abuse Prevention

Mental health and substance abuse remain critical and interconnected public health challenges across the TMH service area. Stakeholders emphasized the rising demand for behavioral health services, especially in the wake of the COVID-19 pandemic. A broad cross-section of health systems, behavioral health providers and community organizations participated in the meeting.

While local initiatives have made strides in expanding services—particularly through telehealth and integrated care models—significant gaps persist. Rural areas face barriers to accessing providers, stigma remains a barrier to care, and youth substance use is on the rise.

Stakeholder Meeting SWOT Analysis: Mental Well-Being and Substance Abuse Prevention

S Strengths

- Strong partnerships exist among hospitals, behavioral health providers, public agencies and nonprofits, enabling shared initiatives, such as Live Oak Behavioral Health
- Telehealth has expanded significantly since the pandemic, improving behavioral health access in rural and underserved areas
- Community programs are increasingly targeting adolescents, pregnant women and individuals with co-occurring disorders through tailored interventions and support

W Weaknesses

- Region lacks sufficient licensed providers, resulting in long waitlists and unmet needs
- Mental health and substance use services are often disconnected, with limited care coordination and duplication of efforts
- Despite progress, stigma related to mental illness and addiction continues to deter individuals from seeking help, particularly in rural communities

O Opportunities

- Expanded state and federal funding—particularly for school-based programs, integrated care models and Medicaid reimbursement—can strengthen behavioral health infrastructure
- Embedding prevention and resilience programs into school curriculums offers early intervention opportunities for at-risk youth
- Naloxone distribution, needle exchange programs and outreach to high-risk populations can reduce overdose deaths and prevent the spread of infectious diseases

T Threats

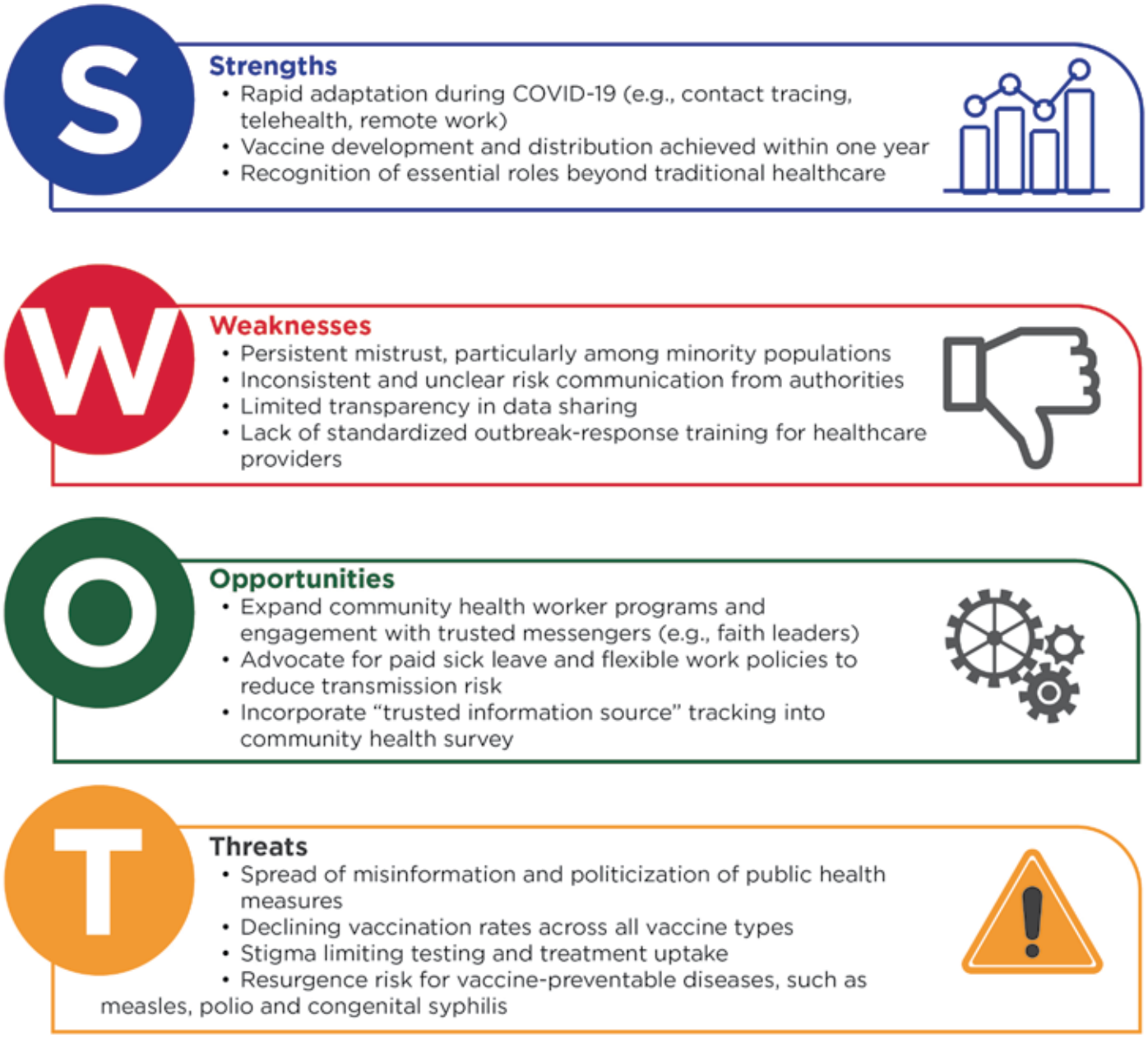
- Behavioral health programs often rely on short-term grants and inconsistent state support, which may limit growth and stability
- Continued increases in opioid and methamphetamine use may overwhelm healthcare and emergency response systems without sufficient prevention and treatment investment
- Financial constraints, provider training gaps and organizational silos continue to hinder progress toward fully integrated behavioral health systems

In summary, similar to other regions of the country, the TMH Service Area is experiencing increasing mental health and substance use needs that require a multifaceted response. While community partnerships and telehealth have expanded access, provider shortages, service fragmentation and rising substance use—particularly among youth—continue to strain the system. Prevention, workforce investment, integrated care and targeted outreach will be key factors in improving behavioral health outcomes in the years ahead.

Transmissible and Emerging Diseases

Infectious diseases continue to present significant challenges for the service area, with impacts ranging from long-standing conditions, such as HIV and sexually transmitted diseases, to novel threats, like COVID-19. The COVID-19 pandemic highlighted both the adaptability and vulnerabilities of the public health infrastructure and underscored the importance of disease surveillance, rapid response systems and vaccination outreach. For at-risk and vulnerable populations in the service area, the impact of transmissible and infectious diseases can be compounded by access barriers.

Stakeholder Meeting SWOT Analysis: Transmissible and Emerging Diseases



In summary, while the community has grown more resilient and resourceful in response to recent public health crises, there are still substantial barriers to preparedness and trust. Where rapid vaccine development, telehealth adoption and cross-sector collaboration were cited as successes, persistent misinformation, stigma and inconsistent messaging remain challenges.

Data trends point to ongoing concerns with HIV, STDs and other communicable diseases. Stronger prevention strategies, early detection, and targeted outreach—especially among older adults, unhoused people and minority populations—will be key factors in improving public response and outcomes in transmissilble and infectious diseases.

Alzheimer's Disease and Related Dementias

The burden of Alzheimer's disease and related dementias (ADRD) is growing across the TMH service area due to an aging population, limited access to specialty care and persistent gaps in caregiver support. While prevalence estimates in Leon, Gadsden, Jefferson and Wakulla counties remain slightly below state averages, stakeholders expressed concern over increasing Alzheimer's-related mortality, emergency department utilization and rising demand for long-term supports.

TMH and community partners have made progress through early detection efforts and increased awareness campaigns. However, gaps in dementia care remain—particularly in rural areas—and are compounded by financial, workforce and transportation barriers.

Stakeholder Meeting SWOT Analysis: Alzheimer's Disease and Related Dementias

S Strengths

- TMH's Memory Disorder Clinic serves as a regional resource for comprehensive diagnosis and care planning
- Local organizations, such as the Alzheimer's Project, provide caregiver education, respite support and community outreach
- Leon County has access to specialized services, including neurologists and dementia-capable primary care providers
- Increased awareness and early detection efforts supported through campaigns help encourage earlier testing and diagnoses
- Collaboration among hospitals, senior centers and aging advocacy groups is growing

W Weaknesses

- Diagnostic and specialty care services are difficult to access in Gadsden, Jefferson and Wakulla counties
- Caregivers face long wait times for assessments, minimal access to home health services and limited coordination across care providers
- Delays in response time by Elder Helpline can discourage caregivers from seeking assistance
- Many healthcare and social service professionals are not adequately trained to manage ADRD-related challenges

O Opportunities

- Mobile memory screening initiatives and cognitive assessments integrated into routine primary care can improve early detection
- Expansion of dementia-friendly strategies and support networks can alleviate caregiver burden
- Public awareness campaigns focused on dementia education can reduce stigma and promote earlier engagement with services
- Community-based dementia navigator roles can support families in understanding options, applying for services and coordinating care
- Advocating for increased funding for in-home care, respite care and caregiver support programs
- Leveraging remote monitoring tools, smart home technologies and telehealth platforms for follow-up appointments, caregiver support and behavioral symptom management can improve access

Threats

- Aging population is outpacing the development of local aging services infrastructure
- High levels of caregiver stress increase risks of poor patient outcomes and caregiver burnout
- Lack of sustainable funding for respite care, home health services and support programs
- Misconceptions about Alzheimer's leads to individuals who avoid seeking early diagnosis.

In summary, as the number of individuals living with Alzheimer's disease and related dementias grows, the TMH service area must continue building a dementia-capable system of care. While existing programs offer a solid foundation, further investment in early detection, community-based support and care coordination—especially in rural areas—will be key factors in meeting the needs of patients and caregivers alike.

Social and Economic Conditions Affecting Health

Social and economic conditions—such as education, income, housing stability and access to services—directly influence health outcomes across the TMH service area. In addition to reviewing data from Florida Charts, community partner presentations helped to identify disparities and strengths in the regional landscape.

Stakeholder Meeting SWOT Analysis: Social and Economic Conditions Affecting Health

Strengths

- Strong cross-sector engagement from healthcare, food and housing sectors
- Robust specialty care donations through Capital Medical Society's We Care Network
- Second Harvest Food Bank's innovative food distribution models and on-site food pantries
- Big Bend Continuum of Care and The Kearney Center focused on preventing and addressing homelessness in a diverse population
- Regional leadership in data-driven planning and community collaboration

Weaknesses

- Significant disparities in access to providers and insurance, especially in rural areas
- Underreported community needs due to outdated eligibility criteria
- Inconsistent access to key specialists
- Food infrastructure gaps (e.g., refrigeration, delivery capacity)

Opportunities

- Expand We Care eligibility while monitoring provider capacity
- Increase investment in transitional and extremely low-income housing
- Embed food security and other social drivers of health screenings in all major healthcare settings
- Leverage mobile health and food services for rural outreach

Threats

- Rising housing costs leading to increased homelessness
- Provider burnout from increasing demand for services
- Insufficient long-term funding for essential services
- Systemic policy barriers limiting service expansion and flexibility

In summary, addressing social and economic barriers is essential for improving population health. Regional disparities in poverty, provider access and housing stability present both challenges and opportunities to advance equity and more effectively address social determinates of health.

COMMUNITY STAKEHOLDER SURVEY

The Community Stakeholder Survey (Appendix 1) was shared electronically in January and early February 2025 to a distribution list of Community Health Partners and Stakeholders. This survey solicited input about the barriers and challenges faced by our residents and the agencies that serve them. Forty-three individuals completed the online survey.

The Community Stakeholder Survey was designed to collect insights on populations represented by community health partners, critical health needs, barriers to health and opportunities to improve the health of the community.

This section provides a summary of the partner and stakeholder perspectives, based on the collective responses to the Community Stakeholder Survey. The number of responses to each question varied, with a range of 26 to 43 responses.

Three Most Important Issues

The survey presented a list of priority areas in the Florida State Health Improvement Plan (SHIP). When asked to select the "three most important issues to address for the community or communities you serve," Social and Economic Conditions Affecting Health, Mental Well-Being and Chronic Diseases and Conditions, were ranked as the top three most important issues. Their responses are summarized in Figure 1.

Of the priority areas identified by the Florida SHIP, which three do you think are the most important for the community or communities you serve?

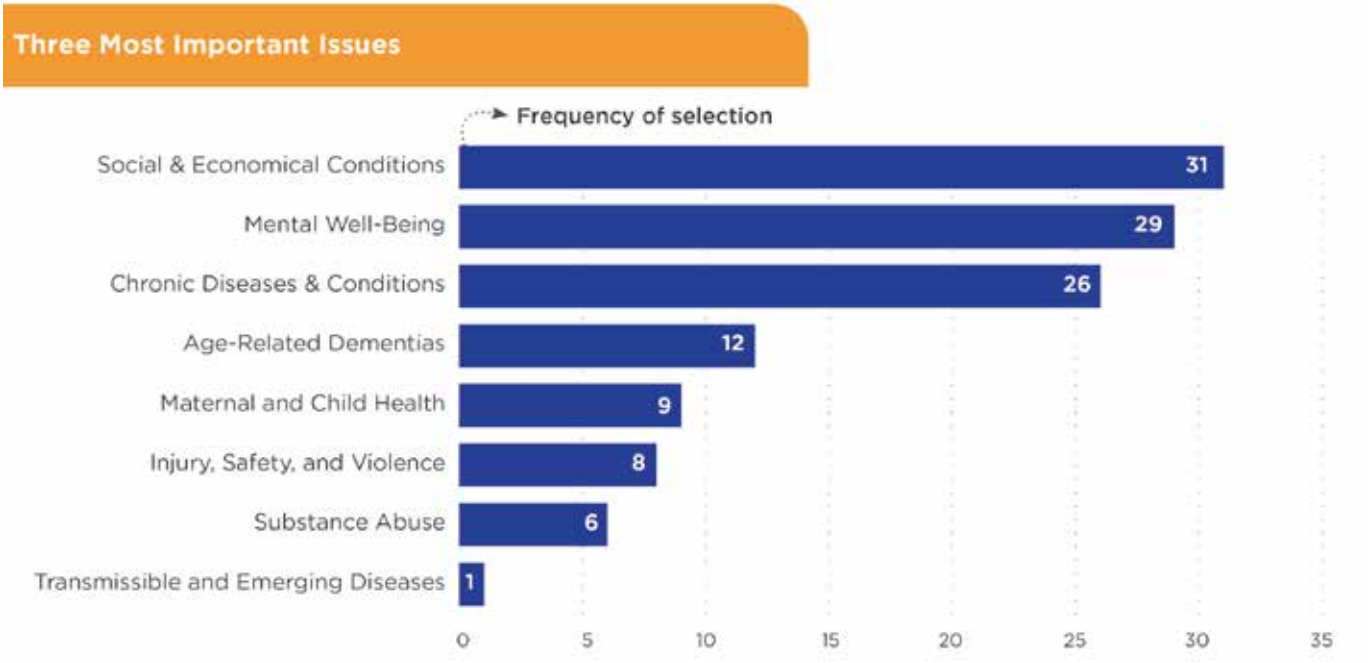


Figure 1: Community Stakeholder Survey – Three Most Important Issues

The responses suggest a consensus among participating stakeholders of the SHIP priority areas most

pertinent to health and Well-Being in the TMH service area. Social and Economic Conditions Affecting Health was selected as a "top three" issue by 72% of stakeholders, followed by Mental well-being (67%) and Chronic Diseases and Conditions (60%). Responses suggest less agreement among stakeholders about the prioritization of the remaining SHIP areas.

Barriers to Health

To identify barriers to health in our community from the perspective of community stakeholders, the Community Stakeholder Survey asked respondents, "What are the barriers to health for the populations you serve?" The question was followed by a list of nine specific response options, and stakeholders were allowed to choose all applicable responses.

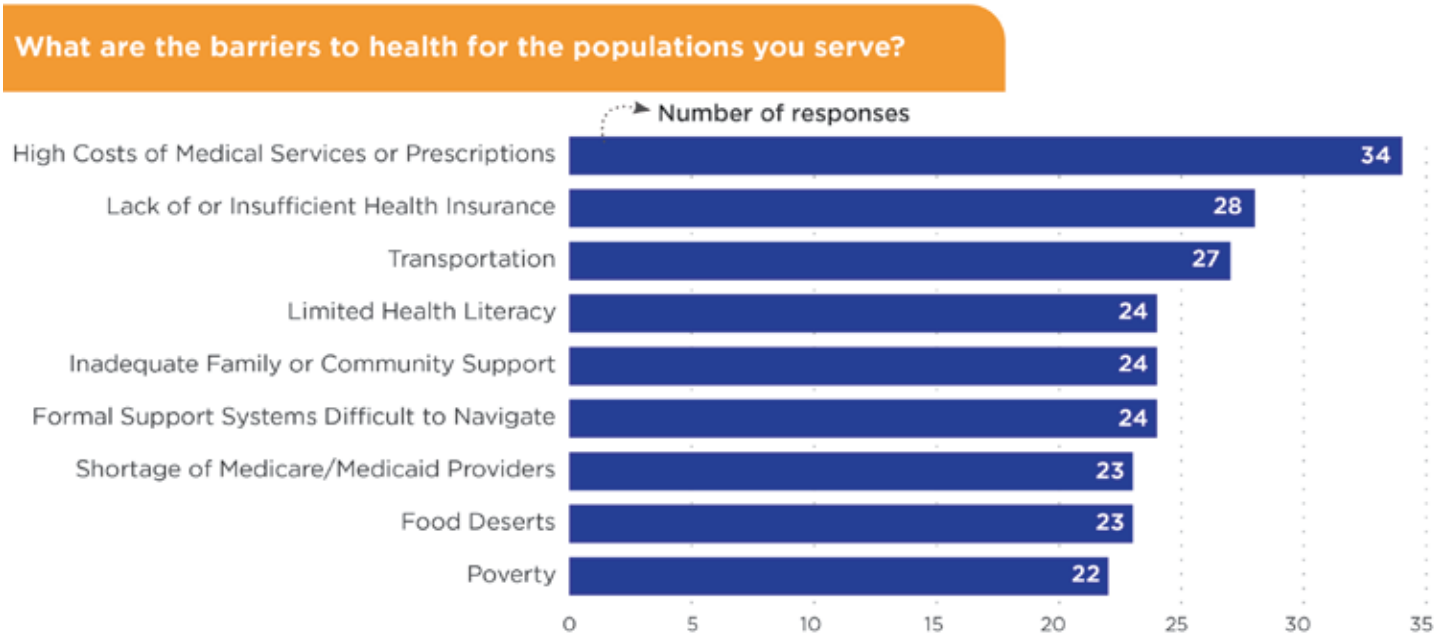


Figure 2: Community Stakeholder Survey – Barriers to Health

Respondents identified cost and insurance as top barriers to health for the populations served. Almost four-fifths (79%) selected the High Cost Of Medical Services and Prescriptions, and nearly two-thirds (65%) selected Lack of or Insufficient Health Insurance. In the 2022 CHNA Community Stakeholder Survey, Transportation and Poverty were cited as the top barriers for the populations served. This year, transportation ranked third and was identified as a health barrier by 63% of stakeholders. Additional barriers noted by at least half of the respondents were: Limited Health Literacy, Inadequate Support, a Shortage of Medicare and/or Medicaid Providers, Food Deserts and Poverty. In addition to asking community stakeholders about specific barriers, the question included an open-ended option, inviting respondents to include other health barriers for the populations they serve. Four respondents provided feedback, including, "education," "financial," "jobs," "lack of quality providers" and "not prioritizing health or wellbeing."

Missing Resources

Stakeholders were next asked, "What healthcare resources are missing for the population(s) you serve?" Of the 43 responses, 28 answered this open-ended question. Responses were categorized into 12 distinct resources, listed in Table 9, below.

Themes and keywords with this theme	Responses including
Medical healthcare providers Primary care doctors, specialty care, donating/affordable providers, quality providers	7
Mental and behavioral health providers Psychiatrists, counselors	7
Transportation Affordable, accommodating, timely	7

Health insurance Affordable, comprehensive, universal, counseling/navigation, underwriting for exercise	7
Accessible medical facilities & related services Provider offices, urgent care, home healthcare, mammography services, infusion centers, mobile health care	5
Maternal, infant, child health and well-being Cribs, breastfeeding, prenatal care, screenings (inc. ASD), birth control, culturally competent maternal healthcare	4
Health care navigators Medicaid, case management, follow-up care	4
Health literacy and education Nutrition counseling, patient educational materials in plain language	3
Affordable prescriptions	2
Dental services Affordable, children	2
Services for elders and those with Alzheimer's Disease and Related Dementias (ADRD) Providers with knowledge of dementia and aging, respite care	2

Table 9: Community Stakeholder Survey – Missing Resources

Healthcare Providers and Facilities

The most frequently mentioned "missing resource" is healthcare providers, and most responses noted the need for providers and/or medical facilities. Medical providers, including primary care physicians and specialty care physicians, were explicitly noted in seven responses, as were behavioral and mental health providers, including counselors and psychiatrists. Five stakeholders also noted the need for medical facilities—including urgent care and infusion centers—and two indicated a need for affordable dental services, particularly for children covered by Medicaid.

Transportation

Seven stakeholders described the lack of transportation to medical services as a pressing need. As one respondent noted, "The rural counties are geographically large," making it difficult for those without private vehicles to access providers. The three rural counties included in the TMH Primary Service Area cover nearly 2,000 square miles, and residents of these counties lack access to public transit. One respondent pointed to the need for affordable transportation services that can accommodate special needs (e.g., wheelchairs, stretchers), while also suggesting more home health providers could better serve those with transportation challenges.

Insurance and Healthcare Costs

Health insurance, along with the cost of care, was a frequent response to this question about barriers. Six stakeholders noted a need for more affordable and more comprehensive health insurance, and two indicated that the populations they serve have difficulty paying for prescription medications. One respondent described the "increasing numbers of patients who do not have insurance, or they have poor insurance that does not cover much and has an incredibly high deductible." Others, too, cited the limited range of services covered by some insurers and a shortage of providers for community members with Medicaid. Relatedly, four stakeholders noted a need for health insurance and medical service navigators, a possible indicator that insurance coverage alone is not sufficient for at-risk populations to access necessary services.

Navigators and Health Literacy

Two themes emerged that suggested a need for support systems to help community members navigate health services (healthcare navigators) and proactively engage in health-promoting behaviors (healthcare literacy and navigation). Four individuals noted people need assistance understanding health insurance, selection and services and follow-up care after illness and injury. Three responses point to a need for increasing health literacy through, for example, patient educational materials written in "plain language,"

and counseling. One respondent further noted, "Issue[s] start long before they reach us… but some sort of counseling [about] how to eat healthy on a small budget and then someone to hold them accountable would be great."

Populations With Targeted Needs

Six responses addressed resources needed for two specific populations: (1) mothers, infants and children (four responses) and (2) seniors (two responses). Needed resources for infants and children include early childhood screening for autism spectrum disorders and safe sleep equipment to reduce risk of injury and death, such as cribs and/or portable cribs, often called "Pack-and-Plays." Resources needed for mothers include breastfeeding and nutrition education, and culturally competent maternal health care. Resources needed for seniors include healthcare providers with knowledge of the aging process, Alzheimer's disease and other age-related dementias, and respite care to support family members.

Populations With Unmet Needs

Stakeholders were asked to rank eight population groups with unmet needs in order of greatest concern. The top three population groups for unmet needs in this year's survey were: low-income individuals or families, homeless individuals or families, and immigrants.

Over 80% of stakeholders rated low-income individuals and families as having high or very high levels of unmet need, while 70% did the same for homeless individuals and families. More than half of the stakeholders also rated immigrants and racial and ethnic minorities as having high or very high levels of unmet need. In contrast, the remaining groups—children, single parents, seniors, and sexual and gender minorities—were more frequently seen as having moderate, low, or very low levels of unmet need.

Thinking about the county or counties you serve, how would you assess the level of unmet need in each of the groups below?

Population groups	Rank
Low-income individuals or families	1st
Homeless individuals or families	2nd
Immigrants	3rd
Racial or ethnic minorities	4th
Single parents	5th
Children	6th
Seniors	7th
Sexual or gender minorities	8th

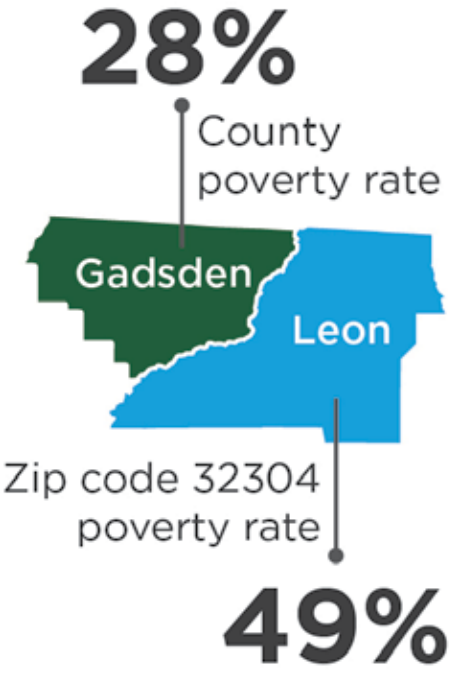
Table 10: Community Stakeholder Survey – Populations with Unmet Needs

Localities With Unmet Needs

Respondents were asked, "Identify the neighborhood or locality with the greatest unmet need in the county or counties you serve." Twenty-eight stakeholders responded, using ZIP codes, county names and specific neighborhoods.

Stakeholders most frequently mentioned the 32304 ZIP code, with a 2023 poverty rate of 49%, and Gadsden County, with a 2023 poverty rate approaching 28%. Specific localities identified by stakeholders include Tallahassee's Southside and Frenchtown neighborhoods, the town of Quincy, and the rural and unincorporated parts of the TMH service area.

In follow up, stakeholders were asked, "What specific resources are missing for this neighborhood or locality?" Twenty-six stakeholders responded with comments summarized in Figure 3. While these responses generally echoed earlier responses, there was a more pronounced level of need, with one individual describing a "lack of all resources" and another noting that "there are many unmet needs."



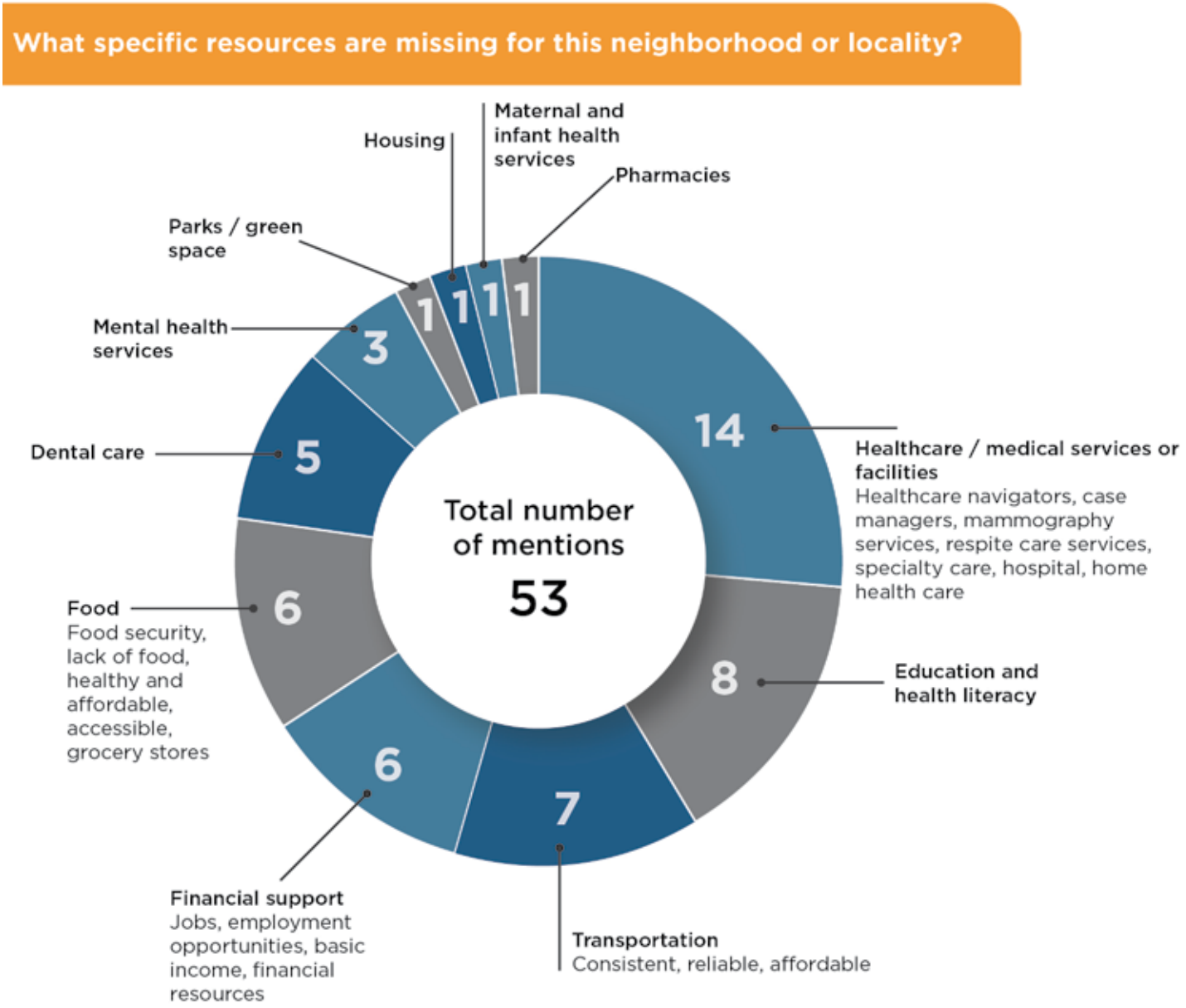


Figure 3: Community Stakeholder Survey – Specific Resources Missing from Locality

The most common concern for these localities was healthcare access. Respondents highlighted the need for more healthcare providers, such as medical doctors, dentists and mental health professionals, as well as improved access to medical facilities and services. Specific services cited by stakeholders included a need for mammography, healthcare clinics, pharmacies and maternal and infant health support. Overall, 24 out of 26 responses mentioned the need for more healthcare providers, services or facilities.

Additionally, respondents identified gaps in essential social and economic resources that impact health and well-being. Eight responses pointed to education as a critical missing resource, and one response described a need for "patient education in plain language." Seven responses cited the lack of accessible, reliable and affordable transportation. Notably, this issue was raised by stakeholders serving both rural areas outside Tallahassee and urban neighborhoods within the city, such as Frenchtown and Southside.

Food insecurity, mentioned by six stakeholders, was also a concern. Stakeholders described challenges in accessing affordable healthy food, a shortage of grocery stores and broader food insecurity issues. Economic instability was also a key issue, with six responses emphasizing the need for more employment opportunities and higher-paying jobs.

Discrimination

Stakeholders were asked whether discrimination affects the populations served and if so, what forms

of discrimination affect the populations served. A total of 34 stakeholders responded to a list of six types of discrimination. Respondents were directed to choose as many as applicable or to indicate that discrimination is not an issue for the populations they serve. Survey responses are included in Figure 4.

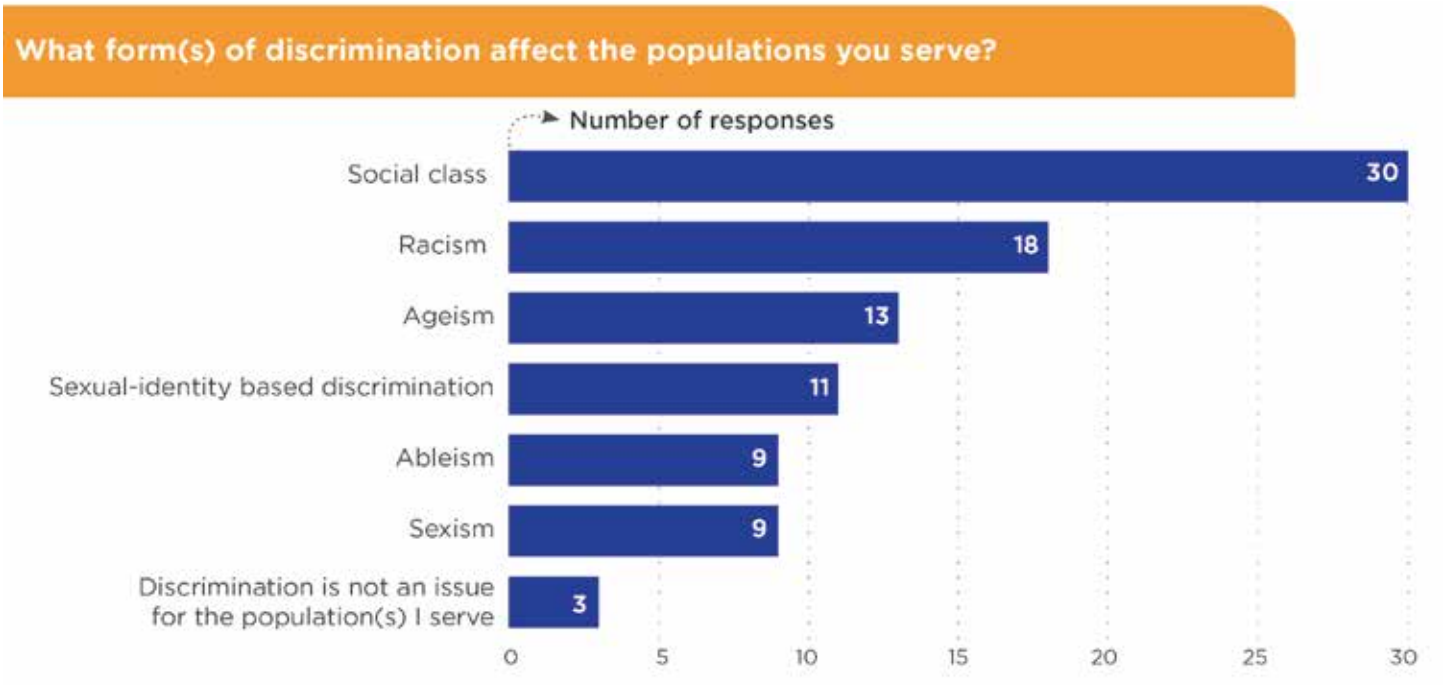


Figure 4: Community Stakeholder Survey – Discrimination

Three stakeholders indicated discrimination is not an issue for the populations they serve. The remainder of responses indicated populations they serve are affected by multiple forms of discrimination. Social class appears to be the most common basis of discrimination in the TMH Service Area, selected by 30 of the 31 stakeholders (97%). Racism was the second most frequently noted form of discrimination, selected by 58% of stakeholders, followed by ageism (42%) and sexual identity-based discrimination (35%). Under 30% of stakeholders noted the populations they serve face sexism or ableism.

One Change

Finally, community stakeholders were asked to describe one change that would allow them to better meet the needs of the populations they serve and to identify barriers to that change. In total, 31 stakeholders answered the first question, suggesting 34 changes that would allow them to better meet the needs of the populations they serve and lower barriers. Twenty-one of their responses suggested themes apparent in their answers to prior questions in this survey (Table 11). Other comments were too specific to be incorporated into a theme, including comments addressing health-specific issues and general advocacy for community change.

The most often mentioned change concerned affordable and accessible healthcare. For some respondents, this change entailed implementing universal care with public underwriting (e.g., “free healthcare” and “universal coverage”). Others suggested more modest change, such as “more medical and dental providers who accept and regularly see patients with Medicaid” or “improvement to health insurance cost and coverage.”

Several responses focused on access, citing specific ways to get health care to patients, such as mobile healthcare units and mobile mammography. An important barrier to healthcare access is transportation, and three respondents called for better options, including “subsidized transportation” and “public transportation.”

Other answers highlighted changes that would help individuals better manage their own health and well-being. One theme in these answers was education aimed at enhanced health literacy. Proposed changes ranged from “health education classes” to “more education about preventable diseases” and “birth control education.” A second type of change was direct assistance to individuals in the form of health navigators and case managers who could help individuals negotiate everything from complex medical needs to health insurance coverage.

What is one change you would like to see that would allow you to better meet the needs of the population(s) you serve and reduce their barriers to health?

Theme and keywords	Number of mentions
Affordability and accessibility Universal and/or free for all; more affordable; more accessible; more providers; more Medicaid-accepting physicians and dentists; mobile healthcare units; mobile mammography	11
Health education and literacy Education about birth control, health, preventable diseases, mental health stigma	4
Healthcare and insurance navigators Whole-health case managers for those with chronic diseases; social workers or peer counselors for connection to community resources; navigators for insurance options and coverage	3
Transportation Accessible, accommodating, public, subsidized	3
Whole-health case managers for those with chronic diseases; social workers or peer counselors for connection to community resources; navigators for insurance options and coverage	
Specific changes related to healthcare (one mention each) CHP to offer expanded services and interventions Birth control distribution Community-wide events to distribute child safety supplies Early childhood interventions Offices and cancer infusion centers for outlying areas Insurance underwriting / subsidies for gym membership More healthcare volunteers Greater collaboration among community NPOs Regularly scheduled respite care	
General changes (one mention each) Greater community engagement More empathy, compassion for disadvantaged Housing separatism by race More jobs and housing	

Table 11: Community Stakeholder Survey – One Change to Better Meet Needs of Population(s) Served

In follow up, thirty respondents shared their perceptions of the biggest barriers to enacting change to better meet the needs of the populations they serve**.** While half pointed to funding, ten respondents noted the systemic problems that discourage change, including politics, a fragmented healthcare system and competing priorities. One respondent noted the biggest barrier to change is a "lack of valuation of [the] social drivers of health." Others pointed to institutional shortcomings, including the nature of health insurance, the "terrible [Medicaid] reimbursement rates in Florida," low pay and lack of support staff and ongoing provider shortages.

What do you perceive as the biggest barrier to enacting this change?

Theme and keywords	Number of mentions
Funding Funding; budget; money, monetary, financial; dollars; economy; resources	15
Systemic problems Politics; failure of will; fragmented health care system; lack of leadership; commitment; competing priorities; getting stakeholders on the same page; egos; racism and classism	10
Institutional problems Medicaid reimbursement system; shortage of reliable providers; insurance costs and coverage constraints	6

Unrecognized needs Need to educate patients and providers about specific health challenges	2

Table 12: Community Stakeholder Survey – Barriers to Enacting Change

COMMUNITY HEALTH SURVEY

The Community Health Survey (CHS) solicited input from residents of the four counties that comprise Tallahassee Memorial HealthCare's (TMH) primary service area (Leon, Gadsden, Jefferson and Wakulla counties). The survey was designed to gain a better understanding of community members' perceptions of community health and well-being and their use of available health services, as well as barriers to maintaining or improving health. The results revealed potential areas for improvement and describe how residents use the health assets available in the community.

This section begins by discussing the survey's development, content and sampling procedures including how the survey was advertised and how individuals were recruited to participate.

Methodology

The Community Health Survey was designed by the CHNA Advisory Committee to assess the health and well-being of residents in TMH's service area. For 2025, the CHNA Advisory Committee priorities for the survey included individuals' views about community health and well-being; evaluating the use of local health resources; and identifying unmet needs across the service area, including those of children and new and expectant mothers.

The resulting survey instrument included 53 questions, of which many were drawn from national health surveys administered annually or biennially by the Centers for Disease Control, including the Behavioral Risk Factor Surveillance Survey, the National Health and Nutrition Examination Survey. Topics covered included:

- Access to and use of medical, dental and mental healthcare
- Health insurance status
- Preventive health services
- Housing and food security
- Health-enhancing behaviors, such as exercise and diet

Supplemental questions were asked of two groups of special interest: (1) Expectant mothers and women who had given birth in the past year, and (2) parents of children ages 17 and under. Expectant and new mothers were asked about unmet needs and medical concerns during their pregnancy. Parents of children ages 17 and under were asked about their youngest child's health and well-being, including access to health services, recent screenings (physical, dental, vision) and physical activity.

The survey collected basic demographic information, including age, sex and race/ethnicity. No identifying information was collected, and participants were assured of complete anonymity. A copy of the survey is included in Appendix 2: Community Health Survey.

The survey's only qualification criteria for participation was residence in one of the four counties comprising the primary service area of TMH: Leon, Gadsden, Jefferson and Wakulla. Nonprobability, or convenience sampling—the approach used in most Community Health Needs Assessments—was used to recruit respondents, with outreach efforts targeted to both the general population of the four counties and specific groups of special interest. This included:

- Low-income and/or uninsured residents
- Racial and ethnic minorities
- Seniors
- Persons living with chronic illness and/or serious long-term health problems

The CHS was available in paper and online formats from January 16 through March 31, 2025. The online version was supported by the Qualtrics platform at Florida State University (FSU) and was accessible through both a QR code for smartphones and a link through the TMH website (https://www.tmh.org/about-us/community-health-needs-assessment/about-chna). Paper versions of the questionnaire were also available at multiple locations serving groups of special interest, and TMH staff facilitated their completion. Methods of survey distribution included:

- Social media, including Facebook, Instagram and X
- Through local press
- Posters in strategic sites, including TMH provider offices, Leon County public facility sites, community health clinics and university campuses
- Flyers posted and cards distributed at sites/agencies that serve the general community and target populations
- Email notices with the survey link to TMH patients and volunteers

Survey participation was voluntary, and TMH offered no incentives for completion.

More than 2,200 people accessed the online version of the CHS, 2,098 of whom were residents of the four eligible counties. An additional 20 individuals from these counties completed paper versions of the questionnaire. Information from the paper surveys was entered into Microsoft Excel by TMH staff and merged with the data from the online surveys. Altogether, the CHS obtained information from 2,118 residents of the four-county area. Their responses were analyzed using Excel and Stata.

Who Participated in the Community Health Survey?

This section describes characteristics of the residents who completed the Community Health Survey. The total number of responses is provided with each chart and table because not all participants responded to every question.

County of Residence

Most respondents to the CHS stated they live in Leon County (80%), with the remaining 20% residing in Wakulla (11%), Gadsden (6%) and Jefferson (3%) counties.

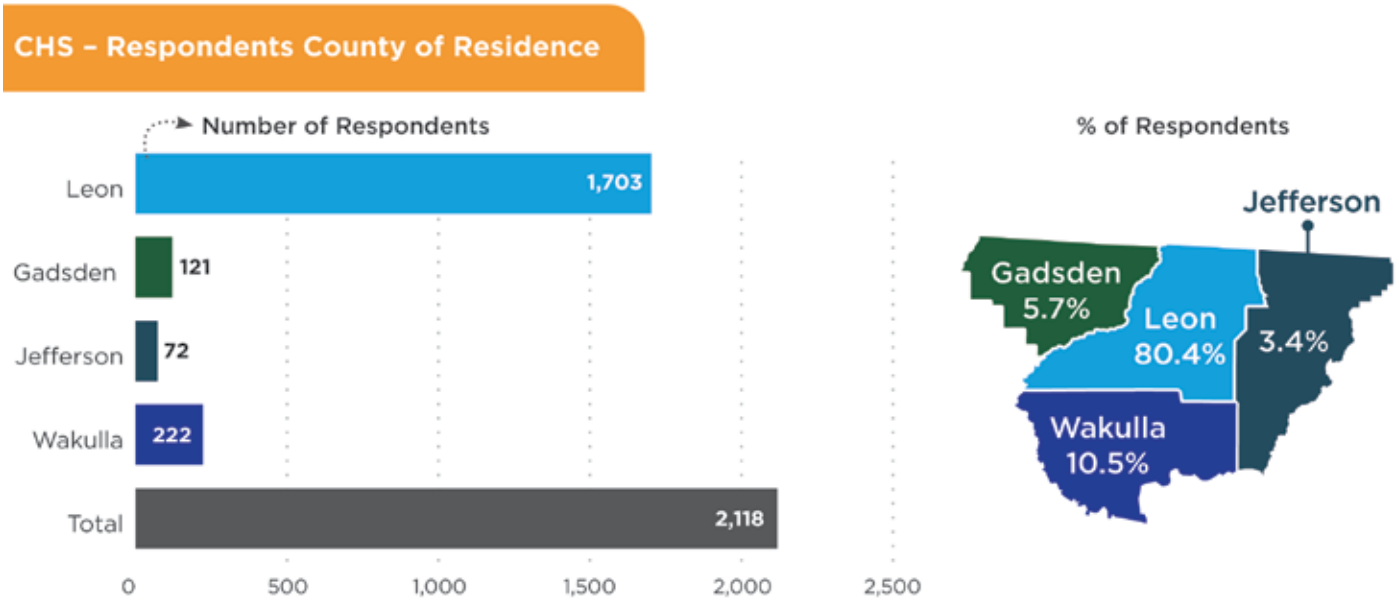


Figure 5: CHS – Respondents County of Residence

Age

Survey respondents ranged in age from 17 to 96, with a median age of 59 years. The largest age group, accounting for over half of the respondents, were adults in the primary working ages of 25 to 64. The second largest age group comprises persons aged 65 and older, who made up 41% of the sample. Roughly 5% of respondents were young adults (ages 17 to 24). Respondents from Leon and Gadsden counties were older, with median ages of 60 and 63, respectively, than respondents from Jefferson and Wakulla counties, with median ages of 58 and 53, respectively.

Age	Total		Leon		Gadsden		Jefferson		Wakulla	
	Count	%	Count	%	Count	%	Count	%	Count	%
17-24	88	5.0	80	5.6	1	1.0	1	1.7	6	3.4
25-64	949	54.1	729	51.3	54	55.1	40	69.0	126	71.6
65+	717	40.9	613	43.1	43	43.9	17	29.3	44	25.0
Total	**1,754**	**100**	**1,422**	**100**	**98**	**100**	**58**	**100**	**176**	**100**

Table 13: CHS – Age

Sex and Gender

More CHS participants identified as female (78%) than male (22%), a pattern that characterized all four counties. Most respondents reported gender identities consistent with their sex at birth.

	Total		Leon		Gadsden		Jefferson		Wakulla	
	Count	%	Count	%	Count	%	Count	%	Count	%
Male	401	22.4	322	22.3	28	27.5	11	18.3	40	21.9
Female	1,391	77.6	1125	77.7	74	72.5	49	81.7	143	78.1
Total	**1,792**	**100**	**1,447**	**100**	**102**	**100**	**60**	**100**	**183**	**100**

Table 14: CHS – Sex

Just over 2% of CHS respondents identified as non-binary, transgender, or another gender category, most of whom reside in Leon County.

	Total		Leon		Gadsden		Jefferson		Wakulla	
	Count	%	Count	%	Count	%	Count	%	Count	%
Man	377	21.8	300	21.5	27	27.8	10	17.5	40	22.9
Woman	1,318	76.3	1,067	76.3	70	72.2	47	82.5	134	76.6
Non-binary / third gender	15	0.9	15	1.1	0	0.0	0	0.0	0	0.0
Transgender man	2	0.1	2	0.1	0	0.0	0	0.0	0	0.0
Transgender woman	1	0.1	1	0.1	0	0.0	0	0.0	0	0.0
Other	14	0.8	13	0.9	0	0.0	0	0.0	1	0.6
Total	**1,727**	**100**	**1,398**	**100**	**97**	**100**	**57**	**100**	**175**	**100**

Table 15: CHS – Gender

Race and Ethnicity

Of the 1,685 respondents willing to provide their racial/ethnic identity, the majority (78%) identified themselves as White and not of Hispanic/Latino ethnicity. About 12% identified as Black, African American or Afro-Caribbean and about 6% identified as members of another race group. The 2025 CHS also allowed respondents to select multiple race categories, and about 4% of respondents did so. Overall, 6% of CHS respondents claim Hispanic or Latino ancestry, while most identify as White.

	All respondents %	Not Hispanic or Latino %	Hispanic or Latino %	Number
One race only:				
American Indian or Alaska Native	0.5	0.5	0.1	9
Asian	1.3	1.0	0.2	21
Black, African American, or Afro-Caribbean	11.9	11.5	0.4	199
Middle Eastern or North African	0.1	0.1	0.1	2
Native Hawaiian or Pacific Islander	0.1	0.1	0.0	1
White or Caucasian	82.2	77.7	4.5	1,380
Two or more races	3.9	2.9	1.0	66
Total	**100**	**93.7**	**6.3**	**1,678**

Table 16: CHS – Race and Ethnicity

Few CHS respondents identified themselves as a race/ethnicity other than Black or Non-Hispanic White. When discussing race/ethnic differences, this report uses a three-category breakdown that combines respondents who identified as Latino or Hispanic with those who identified as other race/ethnic identities. This approach allows efficient presentation of race differences in access to health-related resources and barriers to optimal health.

PARTICIPANT CHARACTERISTICS BY RACE/ETHNICITY AND COUNTY OF RESIDENCE

Race/Ethnic Identity by County

The racial profile of CHS respondents differed across counties. Respondents who identified as White comprised a larger share of Jefferson and Wakulla counties compared to Leon and Gadsden counties. Gadsden County had the largest share of Black-identified respondents, while Wakulla County had the smallest. About 6% of respondents in all four counties identified as races other than White or Black.

	Total		Leon		Gadsden		Jefferson		Wakulla	
	Count	%	Count	%	Count	%	Count	%	Count	%
White or Caucasian	1,385	82.2	1,131	83.0	57	61.3	48	85.7	149	85.6
Black, African American, Afro-Caribbean	200	11.9	147	10.8	32	34.4	7	12.5	14	8.1
Other racial identities	100	5.9	84	6.2	4	4.3	1	1.8	11	6.3
Total	**1,685**	**100**	**1,362**	**100**	**93**	**100**	**56**	**100**	**174**	**100**

Table 17: CHS – Race by County

Educational Attainment

CHS respondents tended to be college educated. Overall, 64% of CHS respondents had a bachelor's or a graduate or professional degree. Nearly 12% had at least some college experience, and about 11% had an associate degree. Around 9% had a high school degree or the equivalent, and 3% had a technical or vocational certification.

Differences in educational attainment across race groups were less pronounced than they were across counties. Fewer Black respondents completed either an associate or bachelor's degree, compared to those identified as White or of another race, but similar portions of all three race groups (about one-third) reported having earned a graduate or professional degree.

	Total		White		Black, Afro-Caribbean, African American		Other Racial Identities	
	Count	%	Count	%	Count	%	Count	%
Have not completed high school	13	0.8	9	0.7	3	1.5	1	1.0
High school diploma or GED	152	9.0	108	7.8	35	17.5	9	9.1
Technical or vocational certificate	55	3.3	39	2.8	12	6.0	4	4.0
Some college but no degree	196	11.7	167	12.1	18	9.0	11	11.1
Associate degree	181	10.8	151	10.9	16	8.0	14	14.1
Bachelor's degree	487	29.0	413	29.9	47	23.5	27	27.3
Graduate or professional degree	596	35.5	494	35.8	69	34.5	33	33.3
	1,680	**100**	**1,381**	**100**	**200**	**100**	**99**	**100**

Table 18: CHS – Educational Attainment

Highest Level of Educational Attainment

Respondents' educational attainment varied across counties. A greater share of respondents in Leon County reported having a bachelor's degree or more, but more than half of respondents in each county had at least an associate's degree. About 39% of Leon County respondents reported having a graduate or professional degree, compared to about 28% of Gadsden County respondents and slightly less than 20% of Jefferson County and Wakulla County respondents.

	Total		Leon		Gadsden		Jefferson		Wakulla	
	Count	%	Count	%	Count	%	Count	%	Count	%
Have not completed high school	13	0.8	7	0.5	1	1.0	0	0.0	5	2.9
High school diploma or GED	154	8.9	104	7.5	11	11.3	7	12.3	32	18.3
Technical / Vocational certification	56	3.3	31	2.2	7	7.2	7	12.3	11	6.3
Some college but no degree	204	11.8	157	11.3	13	13.4	8	14.0	26	14.9
Associate degree	185	10.7	134	9.6	10	10.3	12	21.1	29	16.6

Bachelor's degree	500	29.0	419	30.1	28	28.9	12	21.1	41	23.4
Graduate or Professional degree	610	35.4	541	38.8	27	27.8	11	19.3	31	17.7
Total	**1,722**	**100**	**1,393**	**100**	**97**	**100**	**57**	**100**	**175**	**100**

Table 19: CHS – Educational Attainment by County

Respondents' differences in educational attainment across race groups were less pronounced than they were across counties. Fewer Black respondents completed either an associate's or bachelor's degree, compared to those who identified as White or of another race. Similar percentages of all three race groups—roughly one-third—reported having earned a graduate or professional degree.

	White		Black, Afro-Caribbean, African American		Other Racial Identities		Total	
	Count	%	Count	%	Count	%	Count	%
Have not completed high school	9	0.7	3	1.5	1	1.0	13	0.8%
High school diploma or GED	108	7.8	35	17.5	9	9.1	152	9.0%
Technical or vocational certificate	39	2.8	12	6.0	4	4.0	55	3.3%
Some college but no degree	167	12.1	18	9.0	11	11.1	196	11.7%
Associate degree	151	10.9	16	8.0	14	14.1	181	10.8%
Bachelor's degree	413	29.9	47	23.5	27	27.3	487	29.0%
Graduate or professional degree	494	35.8	69	34.5	33	33.3	596	35.5%
	1,381	**100**	**200**	**100**	**99**	**100**	**1680**	

Table 20: CHS – Educational Attainment by Race

Employment

About half of respondents reported they were working full-time or were self-employed, and less than 9% reported working part-time. Of those who responded that they were not currently working, more than 80% described themselves as retired, about 6% reported caring for their children or other family members, about 5% reported being unemployed, and about 5% indicated they were physically unable to work.

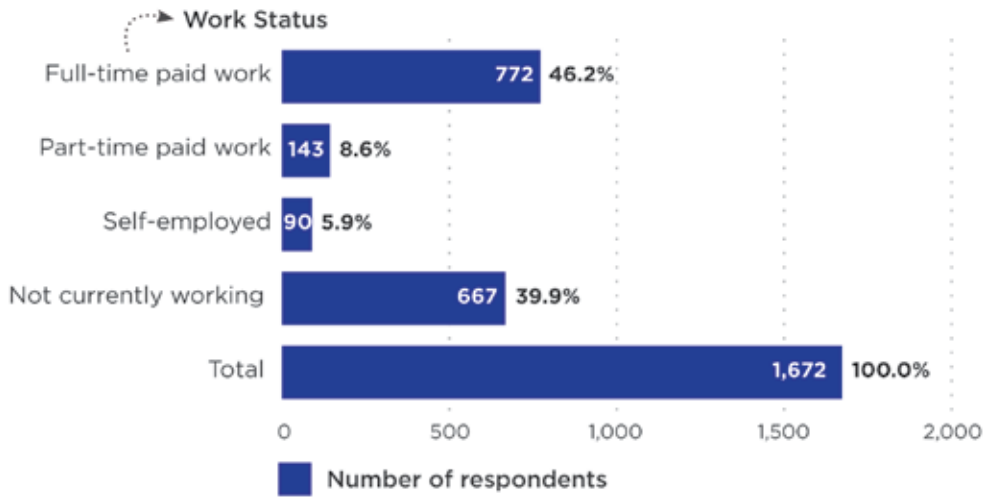


Figure 6: CHS – Employment Status

Employment by County

The employment profile of respondents varied across the four counties in the service area. The percentage that reported employment of any type was highest in Wakulla County (70%) and lowest in Gadsden County, where half of respondents described themselves as not currently working. However, in Leon, Gadsden and Jefferson counties, at least 80% of respondents who said they were not working reported they were retired. In Wakulla County, just less than 70% of those not working described themselves as retired and almost 19% said they were physically unable to work.

Work status	Total		Leon		Gadsden		Jefferson		Wakulla	
	Count	%	Count	%	Count	%	Count	%	Count	%
Full-time paid work	794	45.9	619	44.2	40	41.2	33	57.9	102	58.0
Part-time paid work	148	8.6	122	8.7	6	6.2	4	7.0	16	9.1
Self-employed	97	5.6	88	6.3	3	3.1	0	0.0	6	3.4
Not currently working	690	39.9	570	40.7	48	49.5	20	35.1	52	29.5
Total	**1,729**	**100**	**1,399**	**100**	**97**	**100**	**57**	**100**	**176**	**100**

Table 21: CHS – Employment Status by County

Employment by Race/Ethnicity

By racial identification, more than three-quarters of Black respondents were employed, compared to White respondents (57%) or persons of other identities (67%). Among employed respondents, those who identified as Black more often reported full-time employment (60%) compared to respondents who identified as White (44%) or another race (53%).

Regardless of racial identification, most respondents who were not currently working for pay described themselves as retired. Respondents who identified themselves as Black or of other racial identities more often reported unemployment than White respondents.

Work Status	White		Black, Afro-Caribbean, African American		Other Racial Identities	
	Count	%	Count	%	Count	%
Full-time paid work	602	43.7	118	60.2	52	52.5
Part-time paid work	112	8.1	24	12.2	7	7.1
Self-employed	75	5.4	8	4.1	7	7.1
Not currently working	588	42.7	46	23.5	33	33.3
Total	**1,377**	**100**	**196**	**100**	**99**	**100**

Table 22: CHS – Employment by Race

If not working for pay or profit	White		Black, Afro-Caribbean, African American		Other Racial Identities		Total	
	Count	%	Count	%	Count	%	Count	%
Retired	512	90.8	32	60.4	21	60.0	565	86.
Homemaker or caring for your own children or other family members	27	4.8	8	15.1	6	17.1	41	6.3

Unemployed and looking for work	9	1.6	7	13.2	3	8.6	19	2.9
Unemployed but not looking for work	11	2.0	2	3.8	3	8.6	16	2.5
Physically unable to work	5	0.9	4	7.5	2	5.7	11	1.7
Total	**564**	**100**	**53**	**100**	**35**	**100**	**652**	**100**

Table 23: CHS – Not Currently Working by Race

Income

About 77% of all survey respondents reported their household income, measured in broad categories. Overall, the mid-point of household income distribution (i.e., the median) for respondents was between $75,001 and $100,000 annually. This was consistent for respondents across Leon and Wakulla counties. In Gadsden and Jefferson counties, however, median household income was between $35,001 and $50,000.

	Total		Leon		Gadsden		Jefferson		Wakulla	
	Count	%	Count	%	Count	%	Count	%	Count	%
Under $20,000	85	5.2	61	4.6	8	8.8	5	8.8	11	6.5
$20,001 to $35,000	125	7.7	92	7.0	10	11.0	5	8.8	18	10.7
$35,001 to $50,000	209	12.8	154	11.7	15	16.5	19	33.3	21	12.4
$50,001 to $75,000	274	16.8	216	16.4	20	22.0	7	12.3	31	18.3
$75,001 to $100,000	292	17.9	231	17.6	14	15.4	12	21.1	35	20.7
$100,001 to $150,000	345	21.1	293	22.3	15	16.5	6	10.5	31	18.3
Over $150,001	302	18.5	268	20.4	9	9.9	3	5.3	22	13.0
	1,632	**100**	**1,315**	**100**	**91**	**100**	**57**	**100**	**169**	**100**

Table 24: CHS – Annual Household Income by County

Income by Race/Ethnicity

Household income also varied by racial identity. White respondents reported higher incomes, with a median household income of $75,001 to $100,000. Black respondents and respondents of other racial identities more often reported lower incomes, with a median household income between $35,001 and $75,000.

	White		Black, Afro-Caribbean, African American		Other Racial Identities	
	Count	%	Count	%	Count	%
Under $20,000	57	4.3	22	11.1	5	5.2
$20,001 to $35,000	81	6.2	29	14.6	11	11.5
$35,001 to $50,000	151	11.5	44	22.2	13	13.5
$50,001 to $75,000	207	15.8	41	20.7	20	20.8

$75,001 to $100,000	254	19.3	18	9.1	16	16.7
$100,001 to $150,000	305	23.2	21	10.6	17	17.7
Over $150,001	258	19.6	23	11.6	14	14.6
Total	**1,313**	**100**	**198**	**100**	**96**	**100**

Table 25: CHS – Annual Household Income by Race

Housing and Food Insecurity

Approximately 95% of survey respondents reported having a steady place to live. About 4% described their housing as precarious, and just over 1% reported that they do not have stable living arrangements. Housing insecurity was greater in Jefferson County, with about 5% of Jefferson County respondents reporting they do not have a steady place to live and 7% reporting housing uncertainty.

What is your living situation?	Total		Leon		Gadsden		Jefferson		Wakulla	
	Count	%	Count	%	Count	%	Count	%	Count	%
I have a steady place to live	1,682	94.8	1,367	95.1	92	93.9	52	88.1	171	95.0
I have a place to live today but I am worried about losing it in the future	69	3.9	58	4.0	3	3.1	4	6.8	4	2.2
I do not have a steady place to live	24	1.4	13	0.9	3	3.1	3	5.1	5	2.8
Total	**1,775**	**100**	**1,438**	**100**	**98**	**100**	**59**	**100**	**180**	**100**

Table 26: CHS – Housing Insecurity

Food insecurity was more common than housing insecurity. Over 13% of respondents reported that, over the past year, they sometimes worried that their food would run out before they had money to buy more, and another 2% said this was often the case. Food insecurity was less pronounced in Leon County than in the remainder of the service area. About one-fifth of respondents from Gadsden, Jefferson and Wakulla counties reported that they were sometimes worried they would run out of food before they could afford to buy more, and roughly four percent of Gadsden and Jefferson counties said this had happened often.

Within the past 12 months, you worried that your or your family's food would run out before you got money to buy more.	Total		Leon		Gadsden		Jefferson		Wakulla	
	Count	%	Count	%	Count	%	Count	%	Count	%
Often true	37	2.1	26	1.8	4	4.3	2	3.6	5	2.9
Sometimes true	233	13.5	167	11.9	19	20.2	11	20.0	36	20.7
Never true	1459	84.4	1213	86.3	71	75.5	42	76.4	133	76.4
	1,729	**100**	**1,406**	**100**	**94**	**100**	**55**	**100**	**174**	**100**

Table 27: CHS – Food Insecurity

Housing and food insecurity also varied by race. Less than five percent of White respondents reported housing precarity or a lack of stable housing, compared to about nine percent of those who identified as Black or another race. The same was true of food insecurity. Less than 15% of White respondents reported experiencing food insecurity over the past year, compared to more than 28% of Black respondents and about 26% of respondents who identified as a race other than Black or White.

Within the past 12 months, you found that the food you bought just didn't last and you didn't have money to get more.	White		Black, Afro-Caribbean, African American		Other Racial Identities	
	Count	%	Count	%	Count	%
Often true	30	2.3	9	4.8	1	1.2
Sometimes true	159	12.0	44	23.7	21	24.7
Never true	1,132	85.7	133	71.5	63	74.1
	1,321	**100**	**186**	**100**	**85**	**100**

Table 28: CHS – Food Insecurity by Race

What is your living situation?	Total		White		Black		Other	
	Count	%	Count	%	Count	%	Count	%
I have a steady place to live	1,682	94.8	1,321	95.6	178	90.8	91	91
I have a place to live today but I am worried about losing it in the future	69	3.9	48	3.5	10	5.1	6	6
I do not have a steady place to live	24	1.4	13	0.9	8	4.1	3	3
respondents	**1,775**	**100**	**1,382**	**100**	**196**	**100**	**100**	**100**

Table 29: CHS – Food Insecurity by Race

COMMUNITY HEALTH SURVEY RESULTS

Introduction

This section describes the results from the Community Health Survey (CHS). As noted at the start of this chapter, the CHNA advisory committee's priorities for the survey included gathering community members' views about health care priorities. These priorities are presented first, followed by the results organized by topic areas listed in the description of the survey's development. Much of the discussion focuses on findings for the full sample (all the survey's participants). However, some responses differed by respondents' racial identity, county of residence or age; when this occurred, those differences are described. Additionally, the discussion of healthcare access highlights findings for Leon County ZIP code 32304, one of the state's poorest communities.

Community Health Priorities

Community Health Survey respondents were shown a list of the seven priority areas of the SHIP and asked to identify the three they viewed as most important for our community. The table below shows the results as a tally of the individual "votes" for each area and the corresponding percentage of the total number of responses. The most-frequently selected issue was Chronic Diseases and Conditions, which garnered 22% of all responses; 65% of respondents included this issue in their "top three." Mental Well-Being was the second-ranked choice, accruing 20% of all responses and identified by 57% of CHS respondents as one of the top three priorities for our community. Social and Economic Issues Affecting Health was the third-ranked choice, representing 13% of all selections and included as a "top three" by 38% of respondents.

Priority Areas

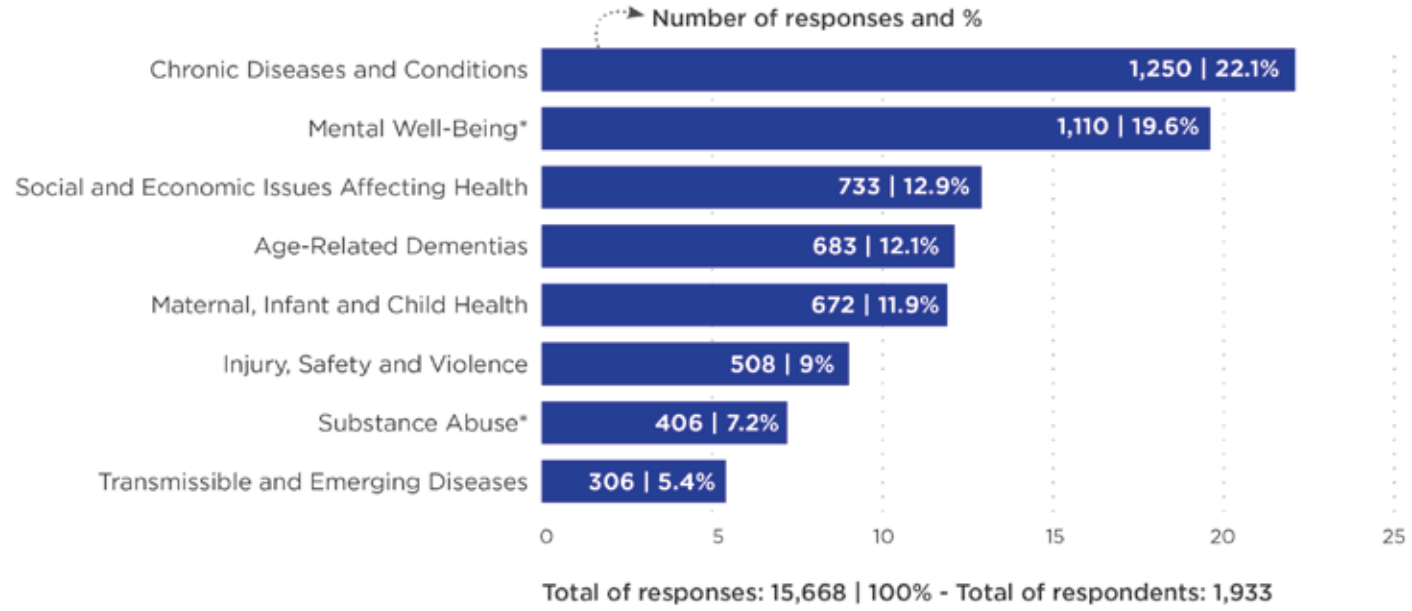


Figure 7: CHS – Community Health Priorities

* these areas are combined in the FL SHIP

Respondents' perceptions of community priorities varied across geographic areas. The table below shows the rankings for the top three areas by county, and, within Leon County, by ZIP code. For respondents from Jefferson and Wakulla counties, Alzheimer's Disease and Related Dementias ranked as the third most important area to address, ahead of Social and Economic Conditions Affecting Health. Leon County respondents living in the 32304 ZIP code viewed Mental Well-Being as the top priority, followed by Social and Economic Conditions Affecting Health and Chronic Diseases and Conditions.

Rankings of the three most important priorities, by residence	Leon	Gadsden	Jefferson	Wakulla	Leon 32304	Leon other ZIP
Chronic Diseases and Conditions	1	1	1	1	3	1
Mental Well-Being	2	2	2	2	1	2
Social and Economic Issues Affecting Health	3	3			2	3
Alzheimer's Disease and Related Dementias			3	3		

Table 30: CHS – Community Health Priorities by Geographic Areas

ACCESS TO CARE

Medical Care

Most CHS respondents (95%) said that they have a particular doctor or clinic they go to when they are sick or need medical advice or referrals. The percentage of respondents who reported having a regular health provider was slightly lower in Gadsden and Jefferson Counties than in Leon and Wakulla Counties. Looking within Leon County, only 77% of respondents in the 32304 ZIP code reported having a regular health provider. While this is twenty percent less than respondents in other Leon County ZIP Codes, the number has increased from 69% in the 2022 TMH CHNA. (Table 31 of the 2022 Community Health Needs Assessment Report)

Is there a particular doctor's office, health center, or other place that you usually go if you are sick or need advice about your health?	Full Sample	Leon	Gadsden	Jefferson	Wakulla	Leon 32304	Leon other ZIP
Yes	94.8%	94.9%	92%	92.5%	96%	77.4%	95.6%
No	5.2%	5.1%	7.5%	7.5%	4%	22.5%	4.4%
Total Respondents	**1,926**	**1,546**	**113**	**67**	**200**	**62**	**1,484**

Table 31: CHS – Access to Primary Care

CHS respondents who said they do not have a usual healthcare provider were asked where they obtained care for illness or medical advice. The three most frequently identified options were urgent care centers, emergency rooms and community health clinics. Twelve respondents provided additional information, with four reporting they were either looking for or unable to find a primary care provider and others reporting they were healthy and have not needed care or that they simply ignore health concerns.

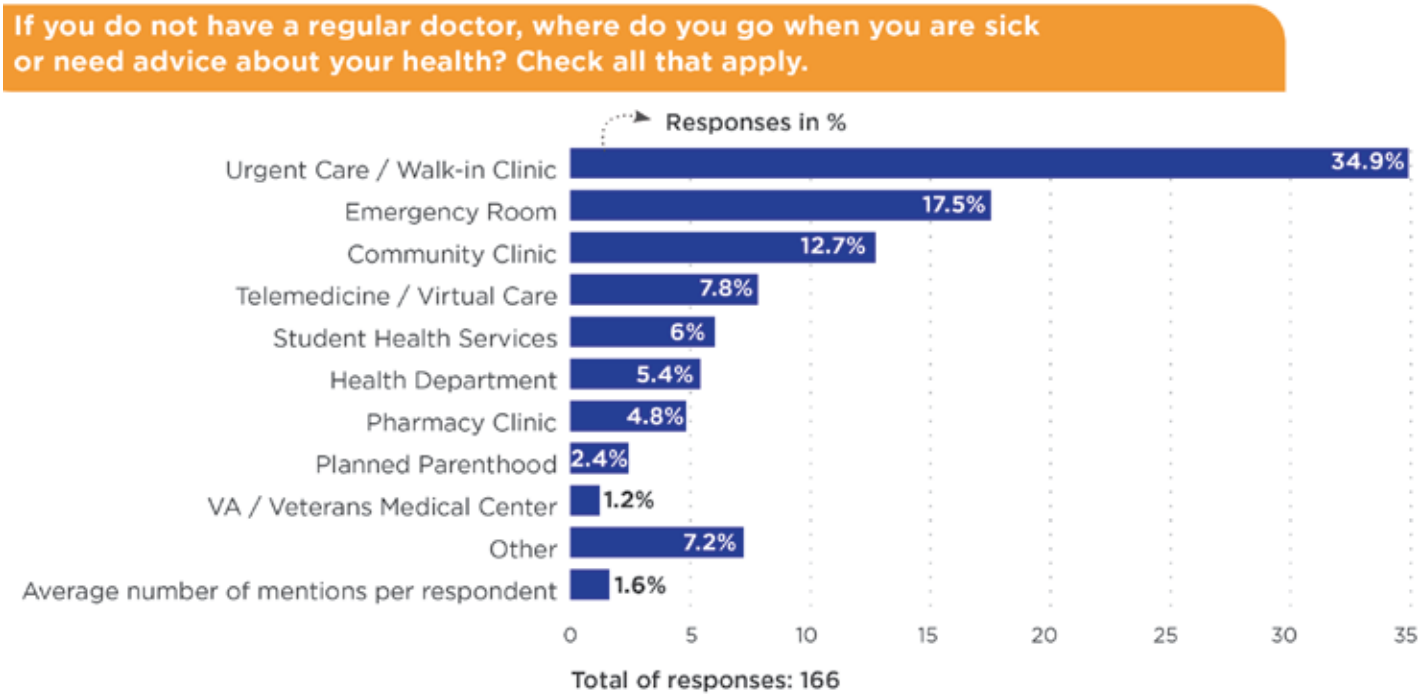


Figure 8: CHS – Accessing Care without a Primary Doctor

Dental Health

Over 92% of CHS respondents used dental services, and most (95%) obtained those services at a private dental office. This percentage was somewhat lower among respondents from Jefferson County (90%), who reported relatively greater use of community (3%) and Veterans Administration (2%) clinics. Overall, few respondents (3%) indicated using an ER or urgent care for dental care needs, though about 6% of respondents from Gadsden and Wakulla Counties reported doing so.

Nearly 8% of CHS respondents reported that they did not use dental services. This figure varies by county, ranging from about 5% of Gadsden County respondents to almost 11% of respondents from Jefferson County.

Dental care patterns for respondents from the 32304 ZIP code differed significantly from other Leon County respondents and from respondents in Gadsden, Jefferson and Wakulla counties. More than 26% of 32304 ZIP code respondents reported they did not use dental services, and those who did more often reported visiting the ER or urgent care clinic for dental care (13%).

Where do you go for dental care? Check all that apply.
This pertains to those respondents who used dental services

	Full sample	Leon	Gadsden	Jefferson	Wakulla	Leon 32304	Leon other
Total Respondents	**1,906**	**1,529**	**112**	**66**	**199**	**61**	**1,468**
DO USE dental services	**1,761**	**1,412**	**106**	**59**	**184**	**45**	**1,367**
DO NOT use dental services	**145**	**117**	**6**	**7**	**15**	**16**	**101**
Of those who do NOT use dental services:							
Emergency Room	1.4%	1.2%	1.9%	0	3.3%	6.7%	1%
County Health Department	1%	1%	0.9%	0	1.6%	0	1%
Urgent Care / Walk-in Clinic	1.8%	1.6%	3.8%	1.7%	2.7%	6.7%	1.4%
Community Clinic	1%	1%	0.9%	3.4%	0.5%	2.2%	1%
Tallahassee Community College Dental Health Clinic	0.9%	0.9%	1.9%	0	0.5%	0	1%
VA / Veterans Medical Center	0.3%	0.1%	0%	1.7%	0.5%	0	0.1%

Table 32: CHS – Access to Dental Care

Mental Health

More than 22% of CHS respondents reported using mental or behavioral health services. This rate was double what was reported in the 2022 TMH CHNA where just over 11% of respondents reported using mental or behavioral health services. Like physical and oral healthcare, utilization of mental health services varied by county of residence. Thirteen percent of Gadsden County respondents said they use mental health services, slightly more than half of the percentage of Leon County respondents (24%). Within Leon County, more respondents (29%) from the 32304 ZIP code reported using mental health services compared to other Leon respondents and respondents from the surrounding counties.

Do you use mental or behavioral health services (counseling)?	Full Sample	Leon	Gadsden	Jefferson	Wakulla	Leon 32304	Leon other ZIP
Yes	22.4%	23.6%	12.6%	21.2%	19.2%	29%	23.4%
No	77.6%	76.4%	87.4%	78.8%	80.8%	71%	76.6%
Total Respondents	**1,900**	**1,525**	**111**	**66**	**198**	**62**	**1,463**

Table 33: CHS – Use of Mental or Behavioral Health Services

CHS respondents who use mental health services were presented with a list of provider options and asked to identify those they use. On average, respondents chose an average of 1.2 provider options each, with a private doctor or counselor included in more than half (51%) of all responses, followed by telehealth or virtual care (23%).

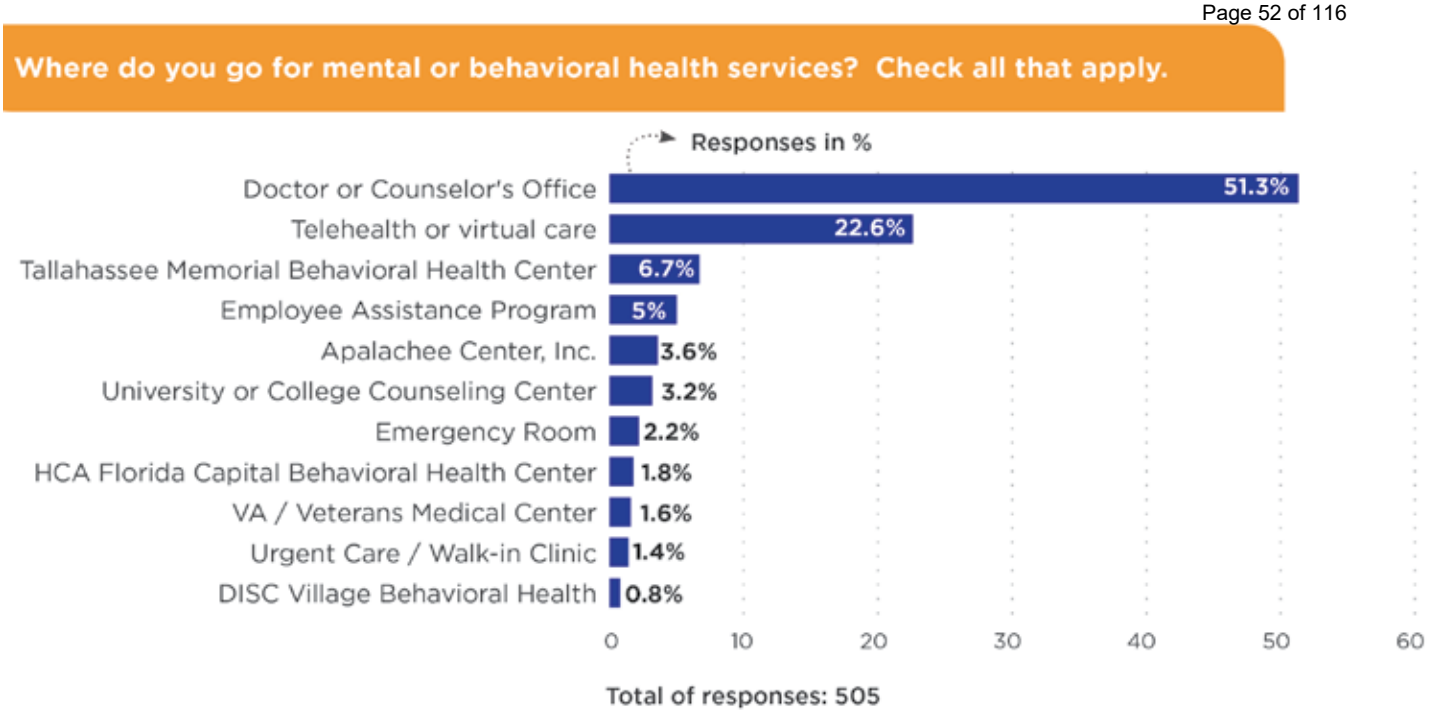


Figure 9: CHS – Mental Health Service Locations

Barriers to Healthcare

When asked about barriers that prevented individuals from accessing medical care, more than half of respondents in each of the counties reported they were unable to get the medical care and services they needed. Smaller percentages of respondents from Gadsden (51%) and Leon (54%) reported an inability to get needed care and services compared to respondents in Jefferson (65%) and Wakulla (61%) counties.

I'm always able to get the medical care and services i need	Full Sample	Leon	Gadsden	Jefferson	Wakulla
Yes	44.8%	45.6%	49%	34.7%	38.7%
No	55.2%	54.4%	51%	65.3%	61.3%
Total Respondents	**1,848**	**1,485**	**104**	**72**	**194**

Table 34: CHS – Access to Care and Services

Respondents who reported an inability to get medical care and services were asked to identify specific barriers to doing so. On average, CHS respondents pointed to an average of 2.6 barriers to obtaining needed medical care and services. The most frequently noted barriers to care were wait-time for appointments (23%), cost (21%), difficulty finding a provider (21%) and a lack of evening or weekend appointments (13%). For respondents in Gadsden, Jefferson, and Leon counties, long wait times topped the list of barriers while respondents in Wakulla County more often cited cost as a constraint on care.

Barriers to receiving medical care and services	Full Sample	Leon	Gadsden	Jefferson	Wakulla
Takes too long to get appointments	23.1%	23.9%	24.3%	21.2%	18%
Cost	21.1%	20.9%	22.1%	18.3%	22.6%
Hard to find a provider accepting new patients	20.9%	21.7%	18.4%	20.2%	17.1%
Lack of evening or weekend services	12.5%	12%	10.3%	15.4%	15.3
I'm too busy to go to the doctor	8.6%	8.4%	6.6%	7.7%	10.7%%
Hard to find a provider that accepts Medicaid	3.6%	3.3%	4.4%	5.8%	4%
I don't trust doctors or other medical people	3.3%	3%	6.6%	1%	4.6%

Fear of getting bad news	2.6%	2.7%	2.9%	1.9%	2.4%
I don't know how to get care or services I need	2.6%	2.5%	1.5%	4.8%	2.8%
I don't have transportation	1.8%	1.5%	2.9%	3.8%	2.4%
Total Responses	**2,627**	**2,060**	**136**	**104**	**327**
Respondents	**1,020**	**808**	**53**	**47**	**119**

Table 35: CHS – Factors that Impact Access to Care

CHS respondents who reported having trouble accessing needed care or services were also asked about the specific types of care and services that they found hard to get. The average CHS respondent characterized three types of care and services as hard to get. More than 40% of respondents noted that they have difficulty getting "doctors who specialize in the kinds of care my family and I need." At least one-fifth of respondents reported difficulty accessing alternative therapies (e.g., massage, acupuncture), dental care, mental health care and wellness care (e.g., nutrition counseling, weight loss support).

What kinds of medical and health-related services are hard for you to get? Check all that apply.	Full Sample	Leon	Gadsden	Jefferson	Wakulla
Doctors who specialize in the kinds of care my family and I need	40.4%	39.6%	37.2%	41.9%	46.7%
Alternative therapies	28.5%	27.5%	34.9%	25.8%	33.3%
Dental care	28.2%	27.2%	25.6%	38.7%	33.3%
Mental health care / counseling	26.9%	28.2%	16.3%	32.3%	21%
Wellness care	23.3%	22.2%	30.2%	35.5%	24.8%
Lab work	20.2%	18%	23.3%	0	33.3%
Vision care	15.3%	14.4%	9.3%	41.9%	16.2%
Medication / medical supplies	12.7%	13%	11.6%	19.4%	9.5%
Physical therapy / Speech therapy / Occupational therapy	12.1%	11.6%	2.3%	22.6%	16.2%
Emergency or Urgent Care	11.3%	8.4%	9.3%	22.6%	28.6%
X-rays or MRI	11.3%	9.5%	7%	19.4%	22.9%
Chiropractic care	10.5%	10.3%	18.6%	9.7%	8.6%
Elder care services	9.6%	9.6%	9.3%	9.7%	9.5%
Preventive screenings like mammograms or colonoscopy	9.2%	7.8%	7%	9.7%	19%
Grief or bereavement counseling	7.4%	6.1%	11.6%	12.9%	12.4%
Hospital care	6.3%	5.3%	9.3%	6.5%	11.4%
Family planning / birth control	4.2%	4.5%	7%	0	2.9%
Immunizations / vaccinations / shots	2.9%	2.5%	2.3%	9.7%	3.8%
End of life / hospice / palliative care	2.7%	2.4%	4.7%	3.2%	3.8%
Ambulance services	2.1%	1.8%	2.3%	6.5%	2.9%
Domestic violence services	2.1%	1.8%	4.7%	3.2%	2.9%
Support services for problems with drug or alcohol use	2.1%	2.4%	0	0	1.9%
Programs or support to stop using tobacco products	1.6%	1.5%	2.3%	0	1.9%
Average number per respondent	**3**	**2.9**	**3**	**3.9**	**3.7**
Total Respondents	**896**	**717**	**43**	**31**	**105**

Table 36: CHS – Medical Services Difficult to Access

Response patterns were largely consistent across counties, with two exceptions. First, vision care tied with doctors for most mentions in Jefferson County, with 42% of respondents identifying both as difficult to access. Second, the share of respondents in Jefferson (23%) and Wakulla (29%) counties noted much more difficulty in obtaining emergency or urgent care services compared to Leon (8%) and Gadsden (9%) respondents.

Respondents who said that it was difficult for them to find doctors were asked a follow-up question: "What kinds of doctors are hard for you to find?" Respondents were presented with a list of medical specialties, and the typical respondent chose 3.6 specialty areas. The top three mentions were Psychiatry/Behavioral Health/Substance Abuse, Family or General Practice, and Rheumatology, but selections varied considerably across counties. Across all survey respondents, the most difficult physician specialties to access were Psychiatry/Behavioral Health/Substance Abuse, Family or General Practice, Rheumatology and Cardiology/Cardiac/Vascular Surgery.

What kinds of doctors are hard for you to find? Check all that apply.	Full Sample	Leon	Gadsden	Jefferson	Wakulla
Allergy, Asthma, Immunology	17.8%	15.8%	0	38.5%	28.6%
Cardiology/Cardiac/Vascular Surgery	25.5%	22.8%	33.3%	38.5%	34.7%
Chronic pain management	20.3%	17.6%	13.3%	46.2%	30.6%
Dermatology	12%	12.5%	6.7%	23.1%	8.2%
Ear, Nose, Throat	16.6%	14.3%	20%	30.8%	24.5%
Endocrinology	22.9%	22.1%	6.7%	30.8%	30.6%
Family or General Practice	26.1%	25%	60%	53.8%	14.3%
Gastrointestinal	23.5%	23.5%	6.7%	38.5%	24.5%
Maternal-Fetal Medicine	3.2%	2.9%	0	0	6.1%
Memory Disorder	8.3%	7.7%	13.3%	23.1%	6.1%
Nephrology/Dialysis	2.9%	1.8%	0	15.4%	6.1%
Neurology/Neurosurgery	22.3%	22.4%	26.7%	30.8%	18.4%
Obesity Medicine/Bariatric Surgery	8.9%	9.2%	13.3%	15.4%	4.1%
Obstetrics/Gynecology	12%	11.4%	6.7%	7.7%	18.4%
Oncology (cancer)	7.2%	6.3%	20%	15.4%	6.1%
Orthopedics	10.9%	11.4%	6.7%	15.4%	8.2%
Pediatrician	8.6%	7.7%	0	15.4%	14.3%
Podiatry	5.2%	5.1%	6.7%	15.4%	2%
Psychiatry/Behavioral Health/Substance Abuse	28.1%	28.3%	33.3%	38.5%	22.4%
Pulmonology/Sleep Medicine	12.9%	11%	13.3%	23.1%	20.4%
Rheumatology	25.8%	24.3%	13.3%	23.1%	38.8%
Surgery (general or specialized)	10.6%	11.4%	13.3%	0	8.2%
Urology	10.9%	9.6%	6.7%	23.1%	12.2%
Wound Care	3.4%	2.6%	6.7%	23.1%	2%
Average Checks per Respondent	**3.6**	**3.4**	**3.3**	**6.3**	**4.1**
Total Respondents	**349**	**272**	**15**	**13**	**49**

Table 37: CHS – Medical Specialties Difficult to Access

Health Insurance

Most respondents (98%) reported having health insurance. Fewer had supplemental insurance, with 35% reporting having dental insurance and 26% stating they have vision insurance. About 15% of respondents reported having a Health Savings or Health Spending Account.

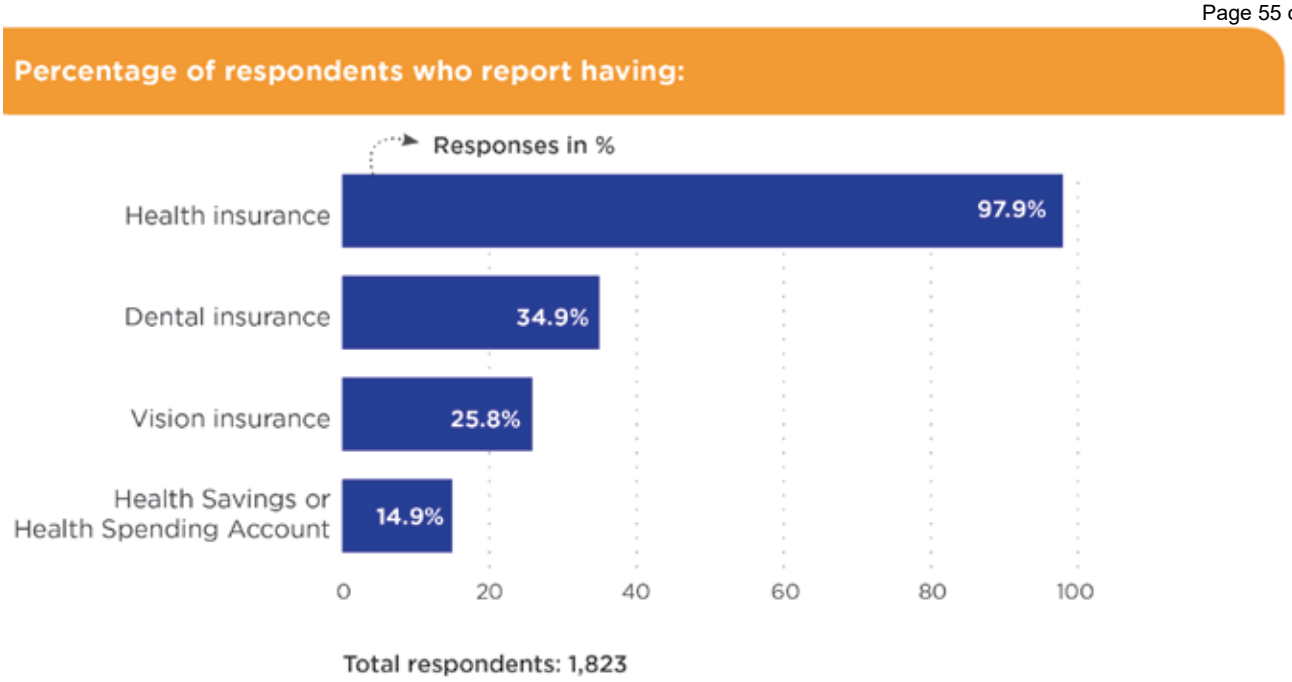


Figure 10: CHS – Health Insurance

Health insurance coverage among respondents varied by racial identity. Less than 2% of White respondents lacked health insurance, compared to 4% of Black respondents and 3% of respondents who identified as another race. Of those with health insurance, coverage type also differed by race. About 10% of Black respondents and 8% of respondents who identified as a race other than White or Black reported health coverage through Medicaid, compared to less than 3% of White respondents.

Health insurance status by racial identity	Full Sample	White	Black	Other Racial Identities
Not insured	2.1%	1.7%	4%	3%
Medicaid	4.1%	2.8%	10%	8.1%
Other health insurance	93.8%	95.5%	86%	88.9%
Total Respondents	**1,823**	**1,381**	**200**	**99**

Table 38: CHS – Health Insurance by Racial Identity

Because most people aged 65 and older are eligible for Medicare, health insurance status was heavily influenced by age. While more than 3% of respondents younger than 65 reported having no insurance, very few respondents (0.1%) age 65 and over did so. Respondents aged 65 and older (85%) reported being covered by Medicare. Medicare coverage can be combined with other insurance types, and many older respondents reported multiple coverage types. Over 45% were covered by employer-provided or private health insurance, and about 3% had Medicaid.

Younger respondents more often reported a single form of health insurance. Nearly three-quarters of respondents age 64 and younger reported having coverage through an employment-based health plan, and nearly 14% said they purchase their own insurance, whether privately, through healthcare.gov or from a COBRA plan.

Health insurance coverage by provider type	Full Sample	Age 64 and Younger	Age 65 and Older
Employer (including military)	52.1%	74%	21.2%
Private purchase	17.5%	13%	24.6%
Medicaid	4.1%	8.9%	2.8%
Medicare	37%	---	85.2%
COBRA	0.5%	0.6%	0.3%

No insurance	2.1%	3.5%	0.1%
Total respondents	**1,734**	**1,018**	**716**

Table 39: CHS – Health Insurance Source by Age

HEALTH CARE VISITS

Routine Care

When asked about routine health care, most respondents reported that, in the year preceding the survey, they had a physical or routine checkup (90%), and many reported routine eye (69%) and dental (74%) exams. These percentages varied by race. White respondents reported higher levels of routine care (91%) than Black respondents (84%) and respondents that identified of another race (84%). White respondents also more frequently reported having had an eye (70%) or dental exam (77%) in the past year than Black respondents (64% and 61%, respectively) and respondents of another race (64% and 65%, respectively).

Routine Care - In the past year, I've had...	Full Sample	White	Black	Other Racial Identities
Eye exam	69%	70.4%	63.6%	63.9%
Routine check-up or physical	89.6%	90.9%	84.1%	83.5%
Routine dental exam	73.9%	76.8%	60.5%	64.9%
Total Respondents	**1,780**	**1,363**	**195**	**97**

Table 40: CHS – Routine Care

Clinical Preventive Care

In addition to their participation in routine care, respondents were asked about their use of clinical preventive services appropriate to their age and sex. Most adults reported being current on recommended preventive screenings, with rates of breast, colon and cervical cancer screenings exceeding 80%. However, percentages varied by racial identity, with White respondents generally reporting higher rates of age- and sex-appropriate screenings. This difference was most pronounced for cervical cancer screening. About 86% of White women ages 21 to 70 reported a Pap smear within the past five years, compared to just 63% of Black women and 68% of women of other races.

Preventive screenings	Full Sample	White	Black	Other Racial Identities
Colon cancer screening within the past 10 years.	85.6%	86.7%	78.3%	77.8%
Respondents ages 45 - 84	**1,197**	**959**	**120**	**54**
Mammogram within the past two years.	84.6%	84.8%	84.6%	73.8%
Female respondents ages 40 - 76	**901**	**690**	**117**	**42**
Pap smear within the past five years.	81.5%	85.8%	63.4%	67.7%
Female respondents ages 21 - 70	**1,210**	**920**	**172**	**34**

Table 41: CHS – Preventive Care by Race

Emergency Care

Respondents were asked about emergency room (ER) visits over the past year. Nearly 10% of respondents reported an ER visit for an injury, and twice as many (20%) were seen for illness. These were significantly higher than the 2022 TMH CHNA results of 7.6% and 15%, respectively. Reported ER visits varied by county of residence. Respondents in Gadsden County reported the lowest share of injury-related ER visits (5%), while those in Leon and Jefferson reported the highest share (8%). Jefferson (30%) and Gadsden (28%) respondents reported ER visits for illness more frequently than respondents from Leon (19%) and Wakulla (17%) counties.

Emergency care - In the past year, I've had...	Full Sample	Leon	Gadsden	Jefferson	Wakulla
An ER visit for injury	9.7%	7.9%	5.4%	7.9%	6.2%
An ER visit for illness	20%	19.4%	28.4%	30.4%	16.8%
Total Respondents	**1,780**	**1,443**	**102**	**56**	**179**

Table 42: CHS – Emergency Care

Unmet Needs

To better understand unmet needs in the service area population, the CHS presented respondents with a list of eight items and asked: "In the past 12 months, have you or family members living with you been unable to get any of the following when it was really needed?"

About 22% of respondents identified, on average, 1.2 items they had been unable to obtain when needed. Medicine or health care was the most frequently noted item, identified as an unmet need by 14% of respondents, followed by groceries (8%) and childcare (5%).

In the past 12 months, have you or family members living with you been unable to get any of the following when it was really needed?	**Percentage (%)**
Medicine or health care	14.3%
Groceries	7.6%
Childcare	4.5%
Transportation	4%
Clothing	3.7%
Utilities	3.2%
Housing	2.8%
Phone	2.4%
Other	2.7%
I have been able to get whatever I needed	78.1%
Respondents	**1,696**
Average number of unmet needs	**1.2**

Table 43: CHS – Unmet Needs

Response frequencies varied across counties and by respondents' racial identity. Considering county differences first, Gadsden County respondents mentioned groceries and transportation more frequently than medicine or health care, and they more often mentioned utilities than respondents in other counties. Respondents from Leon County reported difficulty getting groceries less frequently (7%) than respondents from Gadsden (17%), Jefferson (11%) and Wakulla (9%) counties did.

	Leon	Gadsden	Jefferson	Wakulla
Childcare	4.8%	2.1%	5.3%	3.5%
Clothing	3.6%	6.4%	3.5%	3.5%
Groceries	6.7%	17%	10.5%	8.8%
Housing	2.8%	6.4%	1.8%	0.6%
Medicine or healthcare	14.2%	9.6%	24.6%	14.1%
Phone	2%	6.4%	5.3%	2.9%
Transportation	3.6%	10.6%	5.3%	2.4%
Utilities	3.1%	7.4%	3.5%	2.4%
Other	2.5%	5.3%	1.8%	2.9%
I have been able to get whatever I needed	79.2%	74.5%	66.7%	75.3%
Respondents	**1,375**	**94**	**57**	**170**

Average number of unmet needs	**1.2**	**1.5**	**1.3**	**1.2**

Table 44: CHS – Unmet Needs by County

In comparing racial differences, respondents with a racial identity other than White or Black reported they were able to get "whatever I needed" less often (68%) than either White (81%) or Black respondents (70%). They also more often reported difficulty obtaining medicine or health care (23%) than White (14%) or Black (12%) respondents. More Black respondents reported difficulty getting groceries (14%) than getting medicine or health care, and Black respondents identified clothing as an unmet need about three times more often (9%) than White respondents or respondents of other racial identities (about 3% each).

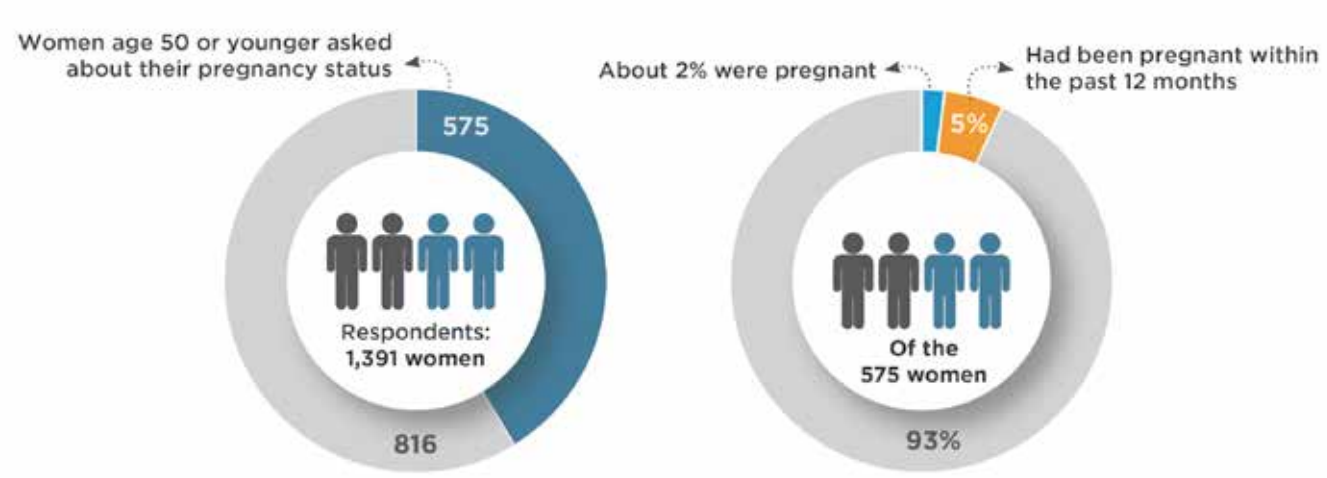
	White	Black	Other
Childcare	3.9%	5.7%	6.7%
Clothing	2.7%	9.4%	3.3%
Groceries	6.2%	13.5%	12.2%
Housing	2.3%	5.7%	2.2%
Medicine or health care	14.1%	11.5%	23.3%
Phone	2.2%	4.7%	1.1%
Transportation	3.2%	7.8%	5.6%
Utilities	2.4%	7.8%	4.4%
Other	2.4%	2.6%	4.4%
I have been able to get whatever I needed	80.5%	70.3%	67.8%
Respondents	**1,347**	**192**	**90**
Average number of unmet needs	**1.2**	**1.4**	**1.3**

Table 45: CHS – Unmet Needs by Race

Respondents had the opportunity to identify other challenges. Although less than 3% did so, their comments highlighted the many challenges confronting some residents within the TMH service area. Some respondents noted that it was difficult for them to afford basic hygiene items, including toothpaste, soap and deodorant. Others pointed to a need for affordable housing and affordable car and home repairs. Many respondents commented on rising prices and the difficulty of juggling bills. As one respondent observed, "It's been hard to make ends meet, meet [since] we get penalized for not having enough money coming in to pay all the minimum expenses. Everything we need costs more than we make."

Pregnant Women and New Mothers

In addition to assessing unmet needs in the service population overall, the CHS included a set of questions for pregnant women and those who had given birth within the past year, asking about their health concerns and unmet needs during pregnancy. Respondents included 1,391 women; 575 of these women, age 50 or younger, were asked about their pregnancy status. Of these, about 2% were pregnant and 5% had been pregnant within the past 12 months.



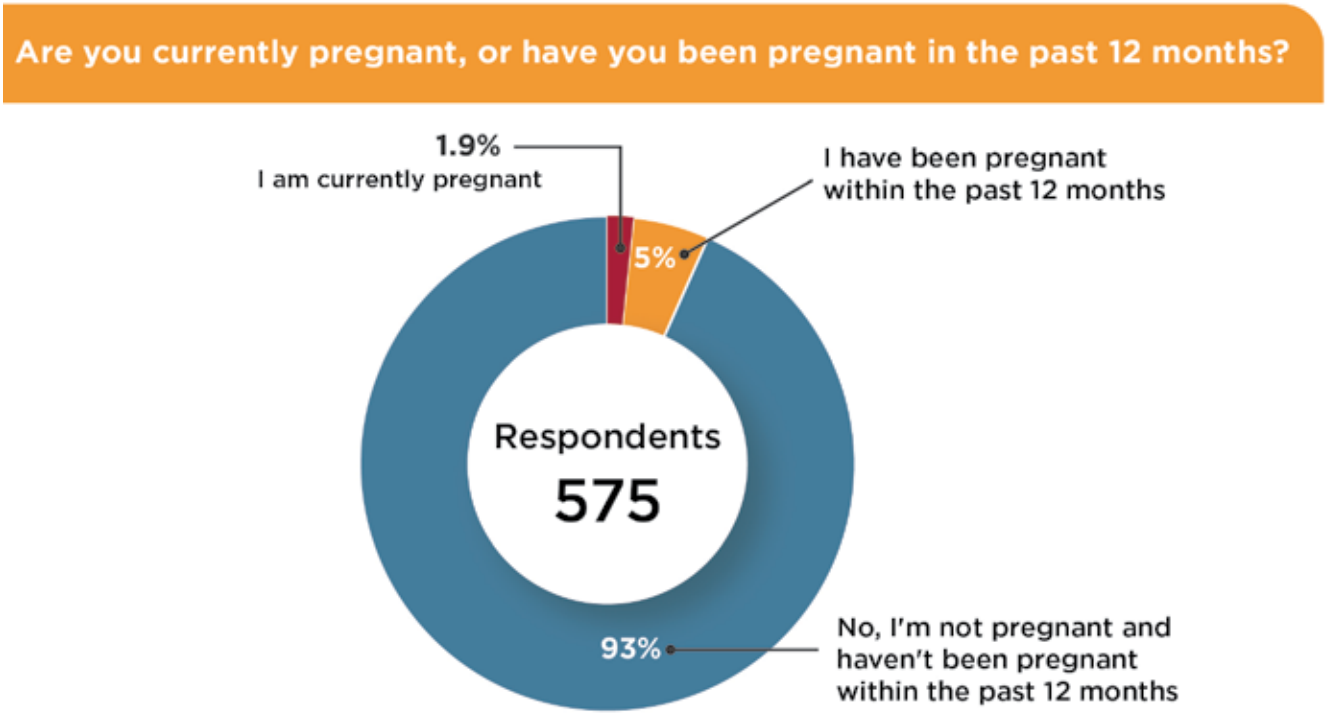


Figure 11: CHS – Pregnancy Status

	%	Respondents
Currently pregnant with unaddressed concerns or medical needs	0%	11
Recently pregnant with unaddressed concerns or medical needs	20.7%	29

Table 46: CHS – Currently Pregnant Concerns

A follow-up question asked respondents about their concerns and unmet needs during their recent pregnancies. On average, the women identified an average of 2.3 concerns each. Cost constraints loomed large, including an inability to pay for the birth (29%), prenatal care (7%) or baby supplies (7%). More than 21% of respondents reported health concerns, including endometriosis and fear of ectopic pregnancy. Others (7%) reported difficulty finding a doctor or midwife and, in open comments, one respondent noted a shortage of providers of color.

What specific concerns or unmet medical needs did you have during your recent pregnancy?	
I was unable to pay for the birth	28.6%
I was scared about health concerns that made my pregnancy or delivery difficult	21.4%
Other	21.4%
It was hard for me to get prenatal care because of my work schedule, difficulty finding childcare, or getting transportation to appointments.	7.1%
I couldn't afford prenatal care	7.1%
I had difficulty finding a doctor or midwife	7.1%
Paying for baby supplies was difficult	7.1%
Responses	**14**
Respondents	**6**

Table 47: CHS – Unmet Needs During Recent Pregnancy

HEALTH-ENHANCING BEHAVIORS

The CHS included four questions about health-enhancing behaviors, two related to activity levels and two concerning diet.

Exercise

Respondents were asked whether they spent any time in a typical week engaging in fitness-related activities—such as swimming, biking or fitness classes—that led to an increase in breathing or their heart rate for at least 10 minutes continuously. More than 72% of respondents said they did, and the median respondent engaged in heart-healthy exercise four days a week.

The percentage of respondents that reported engaging in exercise and the level of engagement among those who did varied across counties. Almost three-quarters of Leon County respondents said they engaged in fitness-related activities weekly, compared to two-thirds of respondents from Gadsden County and about 63% of respondents from Jefferson and Wakulla counties.

In a typical week, do you spend any time doing activities, like walking fast, swimming, biking or fitness classes, that cause an increase in breathing or your heart rate for at least 10 minutes continuously?	Full Sample	Leon	Gadsden	Jefferson	Wakulla
Yes	72.3%	74.2%	66%	62.7%	62.7%
No	27.7%	25.8%	34%	37.3%	37.3%
Respondents	**1,790**	**1,448**	**100**	**59**	**183**

Table 48: CHS – Weekly Minimum Aerobic Exercise

Jefferson County respondents who engaged in fitness activities did so somewhat less often than respondents in other parts of the service area, with 50% of respondents reporting at least 10 minutes of activity 3 or fewer days weekly.

How many days in a typical week do you engage in activities that lead to an increase in breathing or your heart rate?	Full Sample	Leon	Gadsden	Jefferson	Wakulla
1 day	4.3%	4.3%	3.1%	5.4%	4.3%
2 days	11%	10.3%	12.3%	18.9%	13.8%
3 days	22.2%	21.8%	30.8%	29.7%	19%
4 days	16.8%	17.1%	12.3%	8.1%	19.8%
5 days	23.5%	23.5%	21.5%	16.2%	27.6%
6 days	9.3%	9.8%	10.8%	10.8%	3.4%
7 days	12.9%	13.2%	9.2%	10.8%	12.1%
Respondents	**1,291**	**1,073**	**65**	**37**	**116**
Median	**4 days**	**4 days**	**4 days**	**3 days**	**4 days**

Table 49: CHS – Exercise Frequency

Diet

Respondents were asked to identify their typical weekly consumption of fruit or vegetables, whether fresh or frozen. About 3% of respondents reported that they didn't typically eat fruit or vegetables, although this figure was higher (6%) for respondents from Wakulla County. Of those respondents who did consume fruit or vegetables, more than half reported doing so six or fewer days weekly.

In a typical week, how often do you eat fruit or vegetables (fresh or frozen), not including fruit juice or vegetable juice?	Full Sample	Leon	Gadsden	Jefferson	Wakulla
I typically don't eat fruit or vegetables	3.4%	3%	4%	3.4%	6.1%

1 to 3 days	22.8%	20%	29.3%	44.8%	34.3%
4 to 6 days	30.8%	31.6%	29.3%	17.2%	28.7%
Every day	43%	45.3%	37.4%	34.5%	30.9%
Respondents	**1,782**	**1,444**	**99**	**58**	**181**

Table 50: CHS – Frequency of Fruits or Vegetables Consumption

Respondents who reported eating fruit and vegetables at least once weekly were then asked how many servings they consumed. More than half of respondents in all four counties said they ate just one or two servings of fruit or vegetables on a typical day, although this figure varied across counties, from a low of 56% of Leon respondents to 67% of Wakulla respondents. More than one-third of respondents from Leon and Jefferson counties reported eating three to four servings on a typical day, compared to 27% of Gadsden respondents and 24% of respondents from Wakulla County. Less than 10% of respondents who ate any fruit and vegetables reported that they consumed the recommended amount of five or more servings.

In a typical week, how often do you eat fruit or vegetables (fresh or frozen), not including fruit juice or vegetable juice?	Full Sample	Leon	Gadsden	Jefferson	Wakulla
1 or 2 servings	58.1%	56.3%	65.3%	61.4%	67.1%
3 or 4 servings	34.7%	36.4%	27.4%	36.8%	24.1%
5 or more servings	7.3%	7.3%	7.4%	1.8%	8.8%
Respondents	**1,724**	**1,402**	**95**	**57**	**170**

Table 51: CHS – Servings of Fruits or Vegetables Consumption

CHILD HEALTH

The 2025 CHS included a supplemental survey for parents of children under 18 years of age, providing them with the opportunity to share information about their children's health and well-being. Nearly 81% of the 374 respondents who identified themselves as a parent of a child aged 17 or younger and living with them agreed to answer questions about their youngest child's health and healthcare.

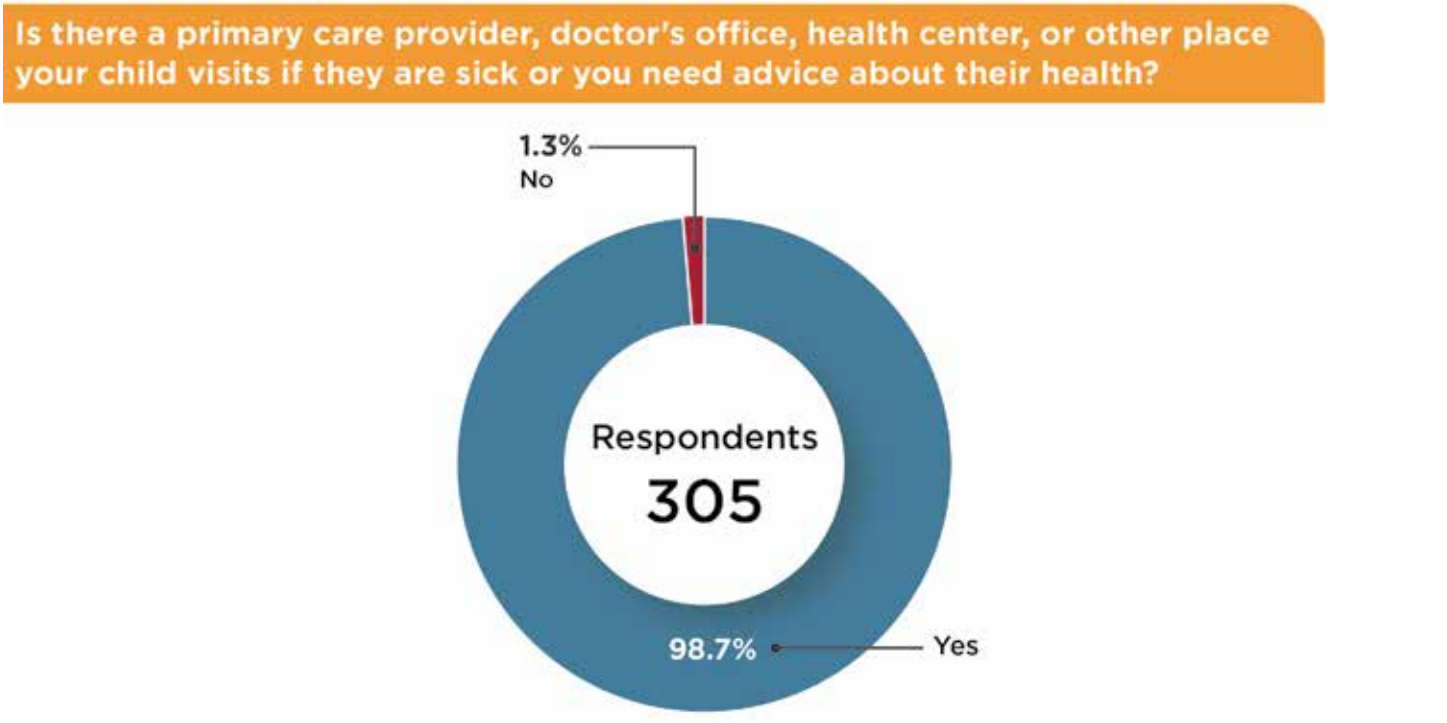


Figure 12: CHS – Children's Health

Where do your children go when they need medical care? Check all that apply (No regular healthcare provider)	
Community clinic	16.7%
Planned Parenthood	16.7%
Urgent care or walk-in clinic	33.3%
Other	33.3%
Respondents	**5**

Table 52: CHS – Children's Health Service Locations (without regular healthcare provider)

Parents also were asked about routine and emergency healthcare over the twelve months preceding the survey. Nearly 90% reported their children had a physical within the past year, and more than half (52%) said their children had an eye exam. Over four-fifths of parents said their children received dental care, and 92% of these parents reported their children had seen a dentist within the past twelve months. Almost 17% of parents say their child had an ER visit for an injury in the past year, and nearly 12% reported an ER visit for illness.

Within the past 12 months, child has...	%
Seen doctor for a routine checkup	89.9
Had an eye exam	51.7
Seen a dentist	92.3
ER visit for illness	16.6
ER visit for injury	11.6

Table 53: CHS – Children's Utilization of Services

Nearly 16% of parents reported that their youngest child used mental health or counseling services. On average, parents relied on 1.2 providers for these services, including in-person care from a doctor or counselor (68%), services from one of the local behavioral health centers (9%), telehealth or virtual care (7%) and school counselors (5%). Some parents shared that they had difficulty finding appropriate care locally, and others reported using providers outside the TMH service area.

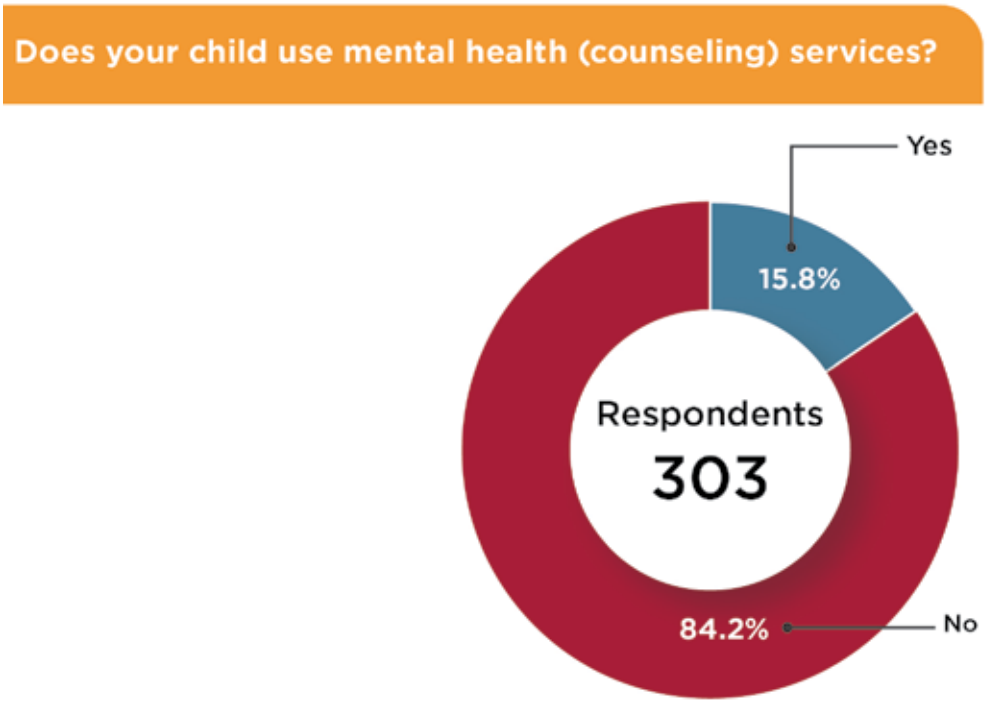


Figure 13: CHS – Children Mental Health Services

Where do they go for these services?	
Doctor or counselor's office	68.4%
Apalachee Center	1.8%
Emergency Room	1.8%
HCA Florida Capital Behavioral Health Center	1.8%
Tallahassee Memorial Behavioral Health Center	5.3%
Telehealth or virtual care	7%
School counselor	5.3%
Other	8.8%
Responses	**57**
Respondents	**48**

Table 54: CHS – Children Mental Health Services Providers

Parents were also asked about difficulty obtaining healthcare or services for their child. Nearly two-thirds of parents (63%) reported they could obtain all needed care. However, this percentage varied by county of residence. Parents from Gadsden (67%) and Leon (64%) counties more frequently reported being able to get needed care than did parents from Jefferson (60%) and Wakulla (54%) counties.

Parents who say they can get all of the care their child needs	Full Sample	Leon	Gadsden	Jefferson	Wakulla
	62.8%	64.4%	66.7%	60%	53.8%
Respondents	**277**	**219**	**9**	**10**	**39**

Table 55: CHS – Children Health Needs Met by County

Parents who reported difficulty finding health-related care or services were asked to choose any applicable items from a list of 15 health-related services and were provided space to identify other types of care or services items. The average parent identified two types of care as difficult to obtain. Nearly 41% of parents reported trouble getting specialized medical care, one-third said they have problems obtaining dental care and a similar percentage of respondents (32%) said that mental healthcare was hard to get. Parents' comments identified a range of specialized care that they had been unable to find locally, including pediatric urologists, pediatric allergists, and experts in autism, dyslexia and cognitive challenges. Some parents reported traveling to get specialized care and others noted difficulty finding providers that accepted their insurance.

Types of care parents have difficulty getting for their child	
Specialty medical care	40.8%
Dental care	33%
Mental healthcare / counseling	32%
Medication / medical supplies	19.4%
Physical, occupational, or speech therapy	17.5%
Vision care	10.7%
Lab work	8.7%
Pediatrician	8.7%
School physicals	5.8%
Immunizations / vaccinations / shots	4.9%
Preventive care (yearly checkups)	4.9%
Emergency or urgent care	3.9%
X-rays or MRI	2.9%
Family planning / birth control	1.9%
Inpatient hospital care	1%

Other	13.6%
Respondents	**103**
Average number of answers per respondent	**2.1**

Table 56: CHS – Children's Services that are Difficult to Access

SECONDARY DATA

The primary data collected through the 2025 Community Health Needs Assessment speaks to the attitudes and needs of residents who participated in the CHNA process. Secondary data which describes the community and provides a context for interpretating primary data, is based on scientific samples and population records. The secondary data presented in the tables and graphs in this section originate from multiple sources, including:

- Alzheimer's Association
- American Community Survey (ACS), U.S. Census Bureau
- Florida Department of Children and Families, Florida Safe Families Network
- Florida Department of Education
- Florida Department of Health, Bureau of Communicable Diseases
- Florida Department of Health, Bureau of Epidemiology
- Florida Department of Health, Bureau of Vital Statistics
- Florida Department of Health, Division of Medical Quality Assurance
- Florida Agency for Health Care Administration
- Florida Department of Law Enforcement
- U.S. Bureau of Labor Statistics

The first section of this chapter describes the demographic and socioeconomic characteristics of the population residing in the TMH Primary Service Area (PSA). Estimates are from either the Census Bureau's Population Estimates and Projections program or the American Community Survey Five-Year Estimates for 2019 – 2023. All estimates are provided for the PSA and each of the four counties within the PSA (Leon, Gadsden, Wakulla and Jefferson).

The second section describes health and health-related behaviors that are aligned with each of the State of Florida Health Improvement Plan (SHIP) priority areas. The section begins by looking at life expectancy, mortality and morbidity for the top ten leading causes of death in Florida. Additional health indicators included are specific to each of the SHIP priority areas:

- Alzheimer's Disease and Related Dementias
- Chronic Diseases and Conditions
- Injury, Safety and Violence
- Maternal and Child Health
- Mental Well-Being and Substance Abuse Prevention
- Social and Economic Factors Contributing to Health
- Transmissible and Emerging Diseases

The section considers the population's performance on each of these health indicators at the individual county level, combined service area level, and at the state level. Where available, data are shown for multiple time-points to track trends over time.

Demographic and Socioeconomic Indicators

Tallahassee Memorial Healthcare 2025 Community Health Needs Assessment

Population Size

- Primary Service Area population, 2013 - 2023

Age Distribution

- Population estimates by age group, 2023
- Median age, 2023

Race & Ethnic Identification

- Percentage distribution of the population by race and Hispanic-origin, 2023

Nativity

- Distribution of population by place of birth, 2023
- Language spoken at home and English-language proficiency, 2023

Families & Households

- Percentage distribution by sex and marital status, 2023
- Household relationships, 2023
- Grandparents with resident grandchildren, 2023

Household Economic Status

- Annual income by household, 2023
- Percentage of families and individuals with poverty-level incomes, 2023
- Household computer and internet use, 2023

Educational Attainment and Enrollments

- Adults' highest education level attained, 2023
- Percentage of population aged three and older currently enrolled in school, 2023

Additional Adult Characteristics

- Veteran status, 2023
- Disability status by age group, 2023

Population Size

Tallahassee Memorial HealthCare Primary Service Area Population, by County and Year

	2013	2016	2019	2020	2021	2023
Gadsden	46,084	46,069	45,670	43,701	43,714	43,642
Jefferson	14,212	13,985	14,280	14,560	14,555	14,713
Leon	282,006	286,960	293,866	292,378	292,817	295,335
Wakulla	31,009	31,894	33,636	33,907	34,690	34,608
Total	**373,311**	**378,908**	**387,452**	**384,546**	**385,776**	**388,298**

Table 57: Population by County, 2013 – 2023. Sources: U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates, https://data.census.gov. U.S. Census Bureau, May 2022, Annual Estimates of the Resident Population, 2020-2021, www.census.gov/data/tables/time-series/demo/popest/2020s-total-metro-and-micro-statistical-areas.html

Age Distribution

Percentage and Size Estimates of the Resident Population by Age, 2023					
	Tallahassee Primary Service Area (PSA)	Gadsden	Jefferson	Leon	Wakulla
	Estimate	Estimate	Estimate	Estimate	Estimate
Total population	**388,298**	**43,642**	**14,713**	**295,335**	**34,608**
Under 18 years	19.1%	22.2%	17.2%	18.6%	20.4%
Under 5 years	5.0%	5.8%	4.1%	4.9%	5.0%
5 to 9 years	5.1%	5.9%	3.9%	5.1%	5.0%
10 to 14 years	5.6%	6.7%	5.5%	5.4%	6.7%
15 to 19 years	8.8%	6.2%	6.1%	9.6%	5.9%
20 to 24 years	12.7%	5.3%	6.0%	15.0%	4.8%
25 to 34 years	13.2%	10.9%	11.4%	13.8%	11.4%
35 to 44 years	11.9%	12.9%	10.3%	11.4%	15.5%
45 to 54 years	10.9%	12.6%	12.8%	10.0%	15.1%
55 to 59 years	5.4%	6.2%	8.1%	4.9%	6.6%
60 to 64 years	5.9%	8.0%	7.4%	5.4%	7.5%
65 to 74 years	9.6%	12.1%	14.6%	8.9%	10.7%
75 to 84 years	4.5%	6.0%	8.1%	4.1%	4.9%
85 years and over	1.4%	1.3%	1.8%	1.5%	1.0%
Median age (years)	34.7	42.0	47.0	31.9	42.5

Table 58: Percentage Estimates of the Resident Population by Age Group, 2023
Source: Estimated using data from the U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates

Race & Ethnic Identification

Percentage Distribution of the Resident Population by Race and Hispanic-Origin, 2023					
	Tallahassee PSA	Gadsden	Jefferson	Leon	Wakulla
Non-Hispanic and:					
White	53.7	33.9	62.8	56.5	76.9
Black	31.6	54.6	30.0	30.4	13.9
Asian	2.7	0.1	0.7	3.4	0.5
Alaskan Native / Native American	0.1	0.1	0.1	0.1	0.2
Other	4.0	1.8	4.3	4.3	3.9
Hispanic /Latino	8.0	11.9	4.8	7.9	4.7
Total population	**388,298**	**43,642**	**14,713**	**295,335**	**34,608**

Table 59: Percentage Distribution of the Resident Population by Race and Hispanic-Origin, 2023
Source: Estimated using data from the U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates

Nativity

Percentage Distribution of the Resident Population by Place of Birth, 2023					
	Tallahassee PSA	Gadsden	Jefferson	Leon	Wakulla
Total population	**388,298**	**43,642**	**14,713**	**295,335**	**34,608**
Native Born					
Born in United States:	91.7	93.8	95.3	90.9	94.9
In Florida	59.1	72.6	59.1	57.3	57.5
Another state	32.6	21.3	36.3	33.5	37.3
Born in Puerto Rico, U.S. Island areas, or born abroad to American parent(s)	1.7	1.3	2.0	1.8	1.8
Foreign-born	6.5	4.9	2.7	7.3	3.3

Table 60: Percentage Distribution of the Resident Population by Place of Birth, 2023

Source: Estimated using data from the U.S. Census Bureau, 2019-2023, American Community Survey Five-Year Estimates

Percentage Distribution of the Resident Population Aged Five and Older, by Language Spoken at Home and Spoken English Proficiency, 2023					
	Tallahassee PSA	Gadsden	Jefferson	Leon	Wakulla
Population five years and over	368,840	41,092	14,109	280,775	32,864
English only	90.2	89.8	95.2	89.5	94.2
Language other than English	9.8	10.2	4.8	10.5	5.8
Spanish	5.3	9.6	3.0	5.1	2.9
Speak English less than "very well"	1.6	4.1	1.1	1.3	1.0

Table 61: Percentage Distribution of the Resident Population Aged Five and Older, by Language Spoken at Home and Spoken English Proficiency, 2023

Source: Estimated using data from the U.S. Census Bureau, 2019-2023 American Community Survey Five-Year Estimates

Families and Households

Percentage Distribution of the Resident Population by Sex and Marital Status, 2023					
	Tallahassee PSA	Gadsden	Jefferson	Leon	Wakulla
Males 15 years and over	**155,880**	**16,893**	**6,592**	**116,647**	**15,748**
Never married	46.3	42.4	35.8	49.4	31.8
Currently married	40.7	40.6	45.8	39.4	48.5
Separated	1.4	3.2	1.9	1.1	1.1
Widowed	2.2	2.3	3.4	1.8	4.3
Divorced	9.5	11.5	13.1	8.3	14.4
Females 15 years and over	**171,245**	**18,730**	**6,141**	**133,308**	**13,066**
Never married	43.8	37.1	28.4	47.8	20.0

Currently married	35.8	35.5	43.3	33.0	55.1
Separated	1.7	2.6	3.5	1.5	0.9
Widowed	6.8	8.7	10.1	6.1	10.0
Divorced	12.4	16.0	14.7	11.6	13.9

Table 62: Percentage Distribution of the Resident Population by Sex and Marital Status, 2023

Source: Estimated using data from the U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates

Percentage Distribution of the Resident Population Living in Households by Relationship to Householder, 2023					
	Tallahassee PSA	Gadsden	Jefferson	Leon	Wakulla
Population in households	**155,020**	**16,485**	**5,675**	**120,673**	**12,187**
Married couple HH	36.8	37.2	43.3	34.6	54.2
Cohabitating couple HH	7.4	5.8	5.4	7.6	7.9
Male HH, only	21.0	19.7	17.7	21.7	16.8
Female HH, only	34.9	37.3	33.6	36.0	21.1
HH with one or more people under 18 years	25.1	27.0	25.1	23.8	35.0
HH with one or more people 65 years and over	28.1	38.1	42.8	25.4	34.2

Table 63: Percentage Distribution of the Resident Population Living in Households by Relationship to Householder, 2023
Source: Estimated using data from the U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates
HH: Household

Grandparents with Resident Grandchildren, 2023					
	Tallahassee PSA	Gadsden	Jefferson	Leon	Wakulla
Number of grandparents living with own grandchildren under 18 years	5,851	1,143	245	3,549	914
Percent responsible for grandchildren	30.9	25.4	23.7	37.3	29.8
Number of grandparents responsible for own grandchildren under 18 years	1,807	290	58	1,323	136
Who are female	68.6	81.0	81.0	67.3	49.3
Who are married	59.7	39.7	50.0	66.7	39.0

Table 64: Grandparents with Resident Grandchildren, 2023
Source: Estimated using data from the U.S. Census Bureau, 2019-2023 American Community Survey Five-Year Estimates

Household Economic Status

Income by Household (2023 inflation-adjusted dollars)					
	Tallahassee PSA	Gadsden	Jefferson	Leon	Wakulla
Total Households	**155,020**	**16,485**	**5,675**	**120,673**	**12,187**
Median household income	$63,078	$46,047	$56,984	$65,074	$74,183
Mean household income	$88,953	$60,499	$75,727	$93,105	$92,491

Table 65: Income by Household Type (2023 inflation-adjusted dollars)

Source: Estimated using data from the U.S. Census Bureau, 2019-2023 American Community Survey Five-Year Estimates

Percentage of Families and Individuals with Annual Income below the Poverty Level, 2023					
	Tallahassee PSA	Gadsden	Jefferson	Leon	Wakulla
Total Households	**155,020**	**16,485**	**5,675**	**120,673**	**12,187**
All people	**18.5**	**27.7**	**20.3**	**18.5**	**5.6**
Under 18 years	20.0	41.6	27.7	17.6	6.5
18 years and over	18.1	23.5	18.7	18.7	5.3
18 to 64 years	20.0	26.7	18.4	20.8	4.7
65 years and over	10.7	14.7	19.3	9.7	7.3

Table 66: Percentage of Families and Individuals with Annual Income below the Poverty Level, 2023
Source: Estimated using data from the U.S. Census Bureau, 2019-2023 American Community Survey Five-Year Estimates

Household Computer and Internet Use, 2023					
	Tallahassee PSA	Gadsden	Jefferson	Leon	Wakulla
Total Households	**155,020**	**16,485**	**5,675**	**120,673**	**12,187**
Has one or more computing devices	94.9%	84.8%	85.8%	96.6%	95.2%
Has broadband internet subscription	88.3%	74.9%	73.8%	90.7%	89.5%

Table 67: Household Computer and Internet Use, 2023. Source: Estimated using data from the U.S. Census Bureau, 2019-2023 American Community Survey Five-Year Estimates. Notes: Computing devices include desktop and desktop computers, tablets and internet-enabled cellphones.

Educational Attainment and Enrollments

Percentage Distribution of the Resident Population Aged 25 and Older by Educational Attainment, 2023					
	Tallahassee PSA	Gadsden	Jefferson	Leon	Wakulla
Population 25 years and over	**243,823**	**30,594**	**10,959**	**177,148**	**25,122**
Less than 9th grade	2.6	6.4	4.7	1.7	3.4
9th to 12th grade, no diploma	6.1	12.3	7.5	4.6	9.1
High school graduate (includes equivalency)	23.7	35.9	38.7	18.8	37.0
Some college, no degree	18.4	19.1	21.7	17.6	21.5
Associate degree	8.3	6.2	8.5	8.7	7.7
Bachelor's degree	23.6	13.0	11.8	27.6	13.6
Graduate or professional degree	17.3	7.1	7.1	21.0	7.6

Table 68: Percentage Distribution of the Resident Population Aged 25 and Older by Educational Attainment, 2023
Source: Estimated using data from the U.S. Census Bureau, 2019-2023 American Community Survey Five-Year Estimates

Percentage Distribution of the Resident Population Aged Three Years and Older Enrolled in School, 2023					
	Tallahassee PSA	Gadsden	Jefferson	Leon	Wakulla
Population three years and over enrolled in school	**121,148**	**9,627**	**2,809**	**101,172**	**7,540**

Nursery school, preschool	4.4	9.6	4.7	3.9	5.4
Kindergarten	3.2	5.7	2.8	2.6	7.0
Elementary school (grades 1-8)	27.6	45.8	39.1	24.4	42.4
High school (grades 9-12)	15.2	22.2	29.5	13.7	22.0
College or graduate school	49.6	16.7	23.9	55.4	23.3

Table 69: Percentage Distribution of the Resident Population Aged Three Years and Older Enrolled in School, 2023

Source: Estimated using data from the U.S. Census Bureau, 2019-2023 American Community Survey Five-Year Estimates

Additional Adult Characteristics

Veteran Status of the Civilian Population Aged 18 and Over, 2023					
	Tallahassee PSA	Gadsden	Jefferson	Leon	Wakulla
Civilian population 18 years and over	**313,600**	**33,938**	**12,150**	**239,967**	**27,545**
Veterans (%)	6.4%	6.8%	10.5%	5.7%	9.8%

Table 70: Veteran Status of the Civilian Population Aged 18 and Over, 2023

Source: Estimated using data from the U.S. Census Bureau, 2019-2023 American Community Survey Five-Year Estimates

Disability Status of the Civilian Noninstitutionalized Population, by Age Group, 2023					
	Tallahassee PSA	Gadsden	Jefferson	Leon	Wakulla
Total Civilian Noninstitutionalized Population	**377,782**	**40,994**	**13,530**	**291,499**	**31,759**
With a disability	13.4%	19.6%	20.4%	12.3%	12.6%
Under 18 years	**74,114**	**9,670**	**2,529**	**54,855**	**7,060**
With a disability	5.1%	6.4%	4.7%	5.2%	2.3%
18 to 64 years	**245,124**	**23,047**	**7,608**	**195,366**	**19,103**
With a disability	11.1%	18.1%	15.2%	10.3%	9.7%
65 years and over	**58,544**	**8,277**	**3,393**	**41,278**	**5,596**
With a disability	33.3%	39.4%	43.9%	30.9%	35.7%

Table 71: Disability Status of the Civilian Noninstitutionalized Population, by Age Group, 2023

Source: Estimated using data from the U.S. Census Bureau, 2019-2023 American Community Survey Five-Year Estimates

HEALTH INDICATORS

Tallahassee Memorial HealthCare 2025 Community Health Needs Assessment

Life Expectancy:

- Estimated Life Expectancy

Mortality and Morbidity:

- Mortality Rates by Leading Causes

Alzheimer's Disease & Related Dementias:

- Mortality Rates for Alzheimer's Disease
- Mortality Rates for Organic Dementia
- Emergency Department Visits for Alzheimer's Disease
- Emergency Department Visits for Organic Dementia Disease

- Estimated Percentage of Population with Alzheimer's Cases

Chronic Diseases and Conditions:

- Coronary Heart Disease Death Rates
- Cancer Death Rates
- Stroke Death Rates
- Hypertension Death Rates
- Chronic Lower Respiratory Disease Death Rates
- Diabetes Death Rates
- Hospitalizations from or with Diabetes Rates

Injury, Safety and Violence:

- Non-Fatal Unintentional Falls
- Non-Fatal Unintentional Injury, Aged 5-19
- Domestic Violence Offenses
- Children Experiencing Child Abuse, Aged 5-11
- Homicide Deaths
- Violent Crime Rate
- Death Rates from Firearms Discharges
- Death Rates from Motor Vehicle Crashes

Maternal and Child Health:

- Adequate Prenatal Care
- Low Birth Weight
- Births to Mothers Aged 15-19
- Births to Mothers Aged 35-50
- Percentage of Births Paid for by Medicaid
- Infant Mortality
- Fetal Deaths (Stillbirths)
- Maternal Deaths
- Kindergarten Immunization Rates

Mental Well-Being and Substance Abuse Prevention:

- Hospitalizations for Mental Health Disorders
- Suicide Rates
- Deaths from Alcoholic Liver Disease
- Deaths from Drug Poisoning
- Adult Drug Arrests

- Juvenile Drug Arrests

Social and Economic Factors Contributing to Health:

- Unemployment Rate
- High School Graduation Rate
- Population with Health Insurance
- Health Insurance Status
- Individuals Below Poverty Level
- Licensed Medical Doctors
- Licensed Dentists

Transmissible and Emerging Diseases:

- Pneumonia and Influenza Deaths
- Chlamydia Cases
- Infectious Syphilis Cases
- Gonorrhea Cases
- Human Immunodeficiency Virus (HIV) Diagnoses Rates
- HIV/AIDS Deaths
- COVID-19 Deaths

Life Expectancy

Estimated Life Expectancy at Birth (Years)					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	77.7	72.8	75.9	74.9	78.6
2019 – 2021	77.7	74.6	75.7	74.7	78.5
2018 – 2020	78.6	75.9	77.1	75.6	79.4

Table 72: Estimated Life Expectancy at Birth. Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Mortality and Morbidity

Age-Adjusted Mortality Rates for 100,000 Population for Ten Leading Causes of Death in Florida, 2023					
	Leon	Gadsden	Jefferson	Wakulla	Florida
Heart Diseases	141.4	186.5	165.6	187.3	135.6
Cancers	136.5	169.0	153.1	194.0	133.4
Cerebrovascular Diseases	35.8	60.5	52.7	41.8	44.6
Unintentional Injury	48.7	97.0	52.5	64.4	63.9
Chronic Lower Respiratory Disease	28.5	40.9	25.5	55.1	30.2
Diabetes Mellitus	22.6	47.7	18.0	28.6	21.0
Alzheimer's Disease	18.8	15.3	12.4	20.6	15.6
COVID-19	11.5	13.6	8.3	12.3	9.9
Suicide	13.4	16.3	22.8	21.6	14.1

Chronic Liver Disease & Cirrhosis	15.3	9.2	25.4	13.0	11.7

Table 73: Age-Adjusted Mortality Rates per 100,000 Population for 10 Leading Causes of Death in Florida, 2023
Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Alzheimer's Disease & Related Dementias

Age-Adjusted Mortality Rates per 100,000 Population for Alzheimer's Deaths, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	18.1	15.8	12.3	26.8	17.3
2020 – 2022	19.2	16.0	13.7	35.1	18.9
2019 – 2021	20.8	14.7	17.5	35.1	19.0
2018 – 2020	23.2	16.9	19.3	31.3	19.7
2017 – 2019	25.3	18.8	17.7	24.7	19.9

Table 74: Age-Adjusted Mortality Rates per 100,000 Population for Alzheimer's Deaths, 3-Year Moving Averages. Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Age-Adjusted Mortality Rates per 100,000 Population for Organic Dementia Deaths, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	45.4	39.1	35.9	66.7	20.9
2020 – 2022	44.6	38.0	53.0	63.2	21.1
2019 – 2021	41.1	35.0	60.8	53.8	20.0
2018 – 2020	37.2	34.0	57.3	50.6	20.2
2017 – 2019	32.9	36.7	46.6	40.6	20.6

Table 75: Age-Adjusted Mortality Rates per 100,000 Population for Organic Dementia Deaths, Three-Year Moving Averages.Notes: Organic dementia includes vascular dementia and unspecified dementia, but excludes Alzheimer's disease, dementia caused by other diseases, or substance-induced dementia. Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Age-Adjusted Emergency Department Visits per 100,000 Population for Alzheimer's Disease, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	6.9	2.7	2.8	8.1	2.7
2020 – 2022	5.8	3.3	0	5.3	2.6
2019 – 2021	6.2	1.5	0	7.1	2.8
2018 – 2020	5.8	3.4	3.1	7.4	3.0
2017 – 2019	5.9	4.4	4.3	6.9	3.4

Table 76: Age-Adjusted Emergency Department Visits per 100,000 Population for Alzheimer's Disease, Three-Year Moving Averages. Source: Florida Agency for Health Care Administration, accessed through www.flhealthcharts.gov

Age-Adjusted Emergency Department Visits per 100,000 Population for Organic Dementia Disease, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	22.2	21.4	24.5	21.0	13.1
2020 – 2022	20.8	16.6	21.2	9.8	12.5
2019 – 2021	20.4	20.3	13.2	6.8	12.5
2018 – 2020	20.2	22.3	13.4	14.8	12.8
2017 – 2019	20.8	20.2	15.2	16.6	13.4

Table 77: Age-Adjusted Emergency Department Visits per 100,000 Population for Organic Dementia Disease, Three-Year Moving Averages
Source: Florida Agency for Health Care Administration, accessed through www.flhealthcharts.gov

Estimated Percentage of Aged 65 and Older Population with Alzheimer's Cases, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	10.4	10.7	10.7	9.5	11.5
2020 – 2022	10.7	11.1	11.2	9.8	12.0
2019 – 2021	11.0	11.4	11.4	10.1	12.4
2018 – 2020	11.4	11.7	11.7	10.3	12.9
2017 – 2019	11.6	11.8	11.8	10.4	13.1

Table 78: Estimated Alzheimer's Cases (Aged 65 and older) as a Percentage of Population Aged 65+, Three-Year Moving Averages
Source: Alzheimer's Association, Alzheimer's Disease Facts and Figures, accessed through www.flhealthcharts.gov

Chronic Diseases & Conditions

Age-Adjusted Death Rates per 100,000 Population for Coronary Heart Disease, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	63.4	89.8	88.2	90.4	85.3
2020 – 2022	66.5	90.3	87.0	95.5	89.0
2019 – 2021	66.7	87.8	95.1	100.6	89.0
2018 – 2020	70.6	87.3	86.5	109.7	90.3
2017 – 2019	76.2	83.7	97.1	100.9	91.1

Table 79: Coronary Heart Disease Deaths, Age-Adjusted Death Rates per 100,000 population, Three-Year Moving Averages
Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Age-Adjusted Death Rates per 100,000 Population for Cancer, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	140.8	168.7	135.5	200.0	136.5
2020 – 2022	143.6	157.9	146.3	197.1	138.3
2019 – 2021	144.2	158.7	156.2	174.5	139.7
2018 – 2020	141.3	163.0	151.7	169.9	142.5
2017 – 2019	144.4	164.3	139.3	168.7	146.1

Table 80: Cancer Deaths, Age-Adjusted Death Rates per 100,000 Population, Three-Year Moving Averages
Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Age-Adjusted Death Rates per 100,000 Population for Stroke, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	37.8	61.5	49.1	48.1	45.2
2020 – 2022	38.1	56.0	42.1	63.7	45.2
2019 – 2021	38.1	52.2	32.0	51.9	43.2
2018 – 2020	39.8	42.4	31.0	54.1	42.3
2017 – 2019	40.2	40.2	34.8	36.1	40.7

Table 81: Stroke Deaths, Age-Adjusted Death Rates per 100,000 Population, Three-Year Moving Averages
Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Age-Adjusted Death Rates per 100,000 Population for Hypertension, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	10.1	15.9	10.0	17.0	9.7
2020 – 2022	12.3	17.0	8.7	22.5	9.6

2019 – 2021	11.4	13.0	6.4	20.0	9.2
2018 – 2020	11.8	11.8	5.7	17.4	8.9
2017 – 2019	10.3	13.9	8.6	11.7	8.5

Table 82: Hypertension Deaths, Age-Adjusted Death Rates per 100,000 Population, Three-Year Moving Averages
Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Age-Adjusted Death Rates per 100,000 Population for Chronic Lower Respiratory Disease, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	30.9	39.7	35.8	66.2	30.8
2020 – 2022	31.0	41.9	35.6	63.7	32.2
2019 – 2021	29.1	39.5	26.9	60.6	33.6
2018 – 2020	29.8	38.5	21.9	61.4	36.2
2017 – 2019	29.6	32.8	24.0	66.4	38.1

Table 83: Chronic Lower Respiratory Disease Deaths, Age-Adjusted Death Rates per 100,000 Population, Three-Year Moving Averages
Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Age-Adjusted Death Rates per 100,000 Population for Diabetes, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	22.7	39.3	27.7	23.8	22.6
2020 – 2022	23.6	34.2	40.0	19.1	23.4
2019 – 2021	23.3	29.7	39.6	14.9	22.4
2018 – 2020	24.2	29.4	39.6	20.8	21.1
2017 – 2019	23.4	28.9	35.1	20.5	20.3

Table 84: Diabetes Deaths, Age-Adjusted Death Rates per 100,000 Population, Three-Year Moving Averages
Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Age-Adjusted Hospitalizations per 100,000 Population from or with Diabetes, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	2,368.2	3,433.9	2,487.7	2,362.4	2,246.6
2020 – 2022	2,373.5	3,430.1	2,469.3	2,385.2	2,211.7
2019 – 2021	2,407.3	3,463.6	2,510.0	2,466.8	2,243.4
2018 – 2020	2,434.4	3,508.4	2,553.2	2,555.2	2,259.9
2017 – 2019	2,531.2	3,545.1	2,775.0	2,663.9	2,320.9

Table 85: Hospitalizations from or with Diabetes as Any Listed Diagnosis, Age-Adjusted Rates per 100,000 Population, Three-Year Moving Averages
Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Injury, Safety & Violence

Age-Adjusted Hospitalizations per 100,000 Population from Non-Fatal Unintentional Falls, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	158.4	155.7	132.1	198.9	241.6
2020 – 2022	157.4	146.6	121.5	185.2	235.3
2019 – 2021	156.7	133.8	139.8	164.9	234.0
2018 – 2020	168.3	129.2	176.5	182.7	238.7
2017 – 2019	176.9	146.4	185.8	196.8	242.8

Table 86: Age-Adjusted Hospitalizations from Non-Fatal Unintentional Falls per 100,000 Population, Three-Year Moving Averages
Source: Florida Agency for Health Care Administration, accessed through www.flhealthcharts.gov

Domestic Violence Offenses per 100,000 Population, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	293.3	124.9	119.5	68.9	309.1
2020 – 2022	288.5	127.2	143.1	106.5	301.3
2019 – 2021	292.4	132.8	154.2	143.1	303.0
2018 – 2020	280.2	128.5	141.9	145.7	306.5
2017 – 2019	280.8	143.0	156.5	161.0	317.3

Table 87: Domestic Violence Offenses per 100,000 Population, Three-Year Moving Averages
Source: Florida Department of Law Enforcement, accessed through www.flhealthcharts.gov

Rate of Children Experiencing Child Abuse (Aged 5-11) per 100,000 Population Aged 5-11, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	708.0	653.3	403.9	722.5	483.8
2020 – 2022	664.1	662.1	441.1	770.1	534.3
2019 – 2021	586.8	668.7	404.4	727.0	594.9
2018 – 2020	551.0	788.2	363.2	778.1	674.5
2017 – 2019	571.0	801.4	388.2	655.0	765.9

Table 88: Children Experiencing Child Abuse (Aged 5-11) per 100,000 Population Aged 5-11, Three-Year Moving Averages
Source: Florida Department of Children and Families, Florida Safe Families Network, accessed through www.flhealthcharts.gov

Age-Adjusted Rates of Homicide Deaths per 100,000 Population, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	6.23	24.69	8.31	6.17	6.95
2020 – 2022	6.08	24.44	3.70	3.27	7.40
2019 – 2021	6.23	17.82	2.64	4.96	7.22
2018 – 2020	6.19	13.82	5.82	4.92	7.01
2017 – 2019	5.43	9.43	3.21	4.86	6.59

Table 89: Age-Adjusted Rates of Homicide Deaths per 100,000 Population, Three-Year Moving Averages
Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Rate of Violent Crime per 100,000 Population, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	170.3	163.5	124.1	106.7	151.8
2020 – 2022	163.1	170.4	124.9	114.3	151.8
2019 – 2021	162.7	162.7	136.1	117.2	151.7
2018 – 2020	177.7	172.0	150.9	115.1	157.1
2017 – 2019	187.0	185.1	176.9	117.6	163.9

Table 90: Violent Crime Rate per 100,000 Population, Three-Year Moving Averages
Source: Florida Department of Law Enforcement, accessed through www.flhealthcharts.gov

Age-Adjusted Death Rates per 100,000 Population from Firearms Discharges, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	12.7	31.5	17.4	18.6	13.8
2020 – 2022	12.5	29.2	19.3	13.7	13.9
2019 – 2021	13.1	29.4	18.3	14.9	13.5
2018 – 2020	12.9	23.0	21.4	13.7	13.2

2017 – 2019	11.2	18.5	8.9	17.1	12.8

Table 91: Deaths from Firearms Discharges, Age-Adjusted per 100,000 Population, Three-Year Moving Averages
Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Age-Adjusted Death Rates per 100,000 Population from Motor Vehicle Crashes, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	14.8	32.7	18.5	21.6	15.9
2020 – 2022	13.8	27.1	12.3	23.4	16.2
2019 – 2021	12.6	24.4	15.5	28.9	15.8
2018 – 2020	10.1	21.9	24.2	36.1	15.0
2017 – 2019	9.9	20.1	29.3	39.0	14.8

Table 92: Deaths from Motor Vehicle Crashes, Age-Adjusted per 100,000 Population, Three-Year Moving Averages
Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Maternal and Child Health

Percentage of Births with Adequate Prenatal Care, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	73.6	66.9	74.0	75.9	63.3
2020 – 2022	74.4	66.8	73.1	76.4	64.0
2019 – 2021	73.3	65.9	73.8	75.2	66.6
2018 – 2020	74.7	68.7	74.5	77.4	69.2
2017 – 2019	74.0	67.6	74.2	76.4	70.6

Table 93: Percentage of Births with Adequate Prenatal Care Based on Kotelchuck Index, Three-Year Moving Averages
Note: The Kotelchuck Index, also called the Adequacy of Prenatal Care Utilization (APNCU) Index, assesses the adequacy of prenatal care based on when care began and the number of prenatal visits from when prenatal care began until delivery.
Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Live Births with Low Birth Weight per 1,000 Live Births, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	11.9	14.2	9.2	7.1	9.1
2020 – 2022	11.4	15.0	10.4	7.3	8.9
2019 – 2021	10.9	14.8	12.7	8.6	8.8
2018 – 2020	10.4	12.9	13.4	9.6	8.7
2017 – 2019	10.4	11.8	13.0	9.1	8.8

Table 94: Live Births under 2,500 Grams (Low Birth Rate) per 1,000 Live Births, Three-Year Moving Averages
Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Births to Mothers Aged 15-19 per 1,000 Women Ages 15-19, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	7.2	25.4	20.6	17.3	13.2
2020 – 2022	8.2	25.0	19.9	17.6	13.9
2019 – 2021	9.2	27.2	16.1	18.6	14.9
2018 – 2020	10.1	32.8	15.4	22.7	16.0
2017 – 2019	10.6	35.9	18.2	23.2	17.1

Table 95: Births by Mother's Age (Aged 15-19) per 1,000 Female Population Aged 15-19, Three-Year Moving Averages
Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Births to Mothers Aged 35-50 per 1,000 Women Ages 35-50, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	18.9	15.7	14.4	13.1	21.7
2020 – 2022	19.0	16.0	15.8	12.5	20.8
2019 – 2021	18.5	14.9	16.6	12.7	20.3
2018 – 2020	18.6	13.8	15.0	11.5	20.0
2017 – 2019	18.5	13.2	15.2	12.5	20.0

Table 96: Births by Mother's Age (Aged 35-50) per 1,000 Female Population Aged 35-50, Three-Year Moving Averages. Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Percentage of Births Paid for by Medicaid, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	40.8	56.8	45.6	33.5	43.9
2020 – 2022	41.6	57.1	47.3	33.7	45.5
2019 – 2021	41.4	57.0	48.0	35.0	46.5
2018 – 2020	41.8	59.3	49.6	38.3	47.4
2017 – 2019	41.9	61.0	51.4	41.7	48.1

Table 97: Percentage of Births Paid for by Medicaid, Three-Year Moving Averages. Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Infant Deaths per 1,000 Live Births, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	9.2	11.9	15.4	7.9	6.0
2020 – 2022	10.0	11.0	12.7	8.1	5.9
2019 – 2021	9.8	8.7	8.0	11.6	5.9
2018 – 2020	9.1	10.8	8.4	12.6	6.0
2017 – 2019	7.9	10.3	5.4	9.4	6.0

Table 98: Infant Mortality Rate, Deaths per 1,000 Live Births, Three-Year Moving Averages. Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Fetal Deaths (Stillbirths) per 1,000 Deliveries, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	7.8	8.8	12.3	5.3	7.2
2020 – 2022	7.8	10.4	9.9	3.1	7.1
2019 – 2021	6.1	9.6	7.7	4.1	7.0
2018 – 2020	6.5	7.3	13.8	6.3	6.8
2017 – 2019	5.4	10.2	21.2	9.3	6.8

Table 99: Fetal Deaths (Stillbirths) per 1,000 Deliveries, Three-Year Moving Averages. Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Count of Maternal Deaths					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	7	1	0	0	160
2020 – 2022	9	2	0	0	166
2019 – 2021	8	3	0	0	195
2018 – 2020	5	2	0	0	150
2017 – 2019	4	1	0	0	140

Table 100: Count of Maternal Deaths, Three-Year Moving Averages. Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Percentage of Enrolled Kindergarten Students Who are Immunized, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	94.9	88.0	95.1	90.4	91.8
2020 – 2022	94.9	89.5	95.6	92.9	92.8
2019 – 2021	94.5	95.8	95.7	92.7	93.5
2018 – 2020	94.9	98.1	94.3	94.7	93.6
2017 – 2019	94.6	98.2	95.4	95.1	93.9

Table 101: Percentage of Enrolled Kindergarten Students who are Immunized, Three-Year Moving Averages
Source: Florida Department of Health, Bureau of Epidemiology, accessed through www.flhealthcharts.gov

Mental Well-Being and Substance Abuse Prevention

Age-Adjusted Hospitalizations per 100,000 Population from Mental Disorders, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	1,332.9	1,340.4	1,558.9	1,093.8	963.2
2020 – 2022	1,187.1	1,204.4	1,360.4	1,052.9	962.4
2019 – 2021	1,060.2	1,081.2	1,196.7	1,065.8	986.0
2018 – 2020	974.7	956.2	1,206.1	972.0	1,001.3
2017 – 2019	950.5	930.7	1,105.8	944.3	1,023.3

Table 102: Age-Adjusted Hospitalizations from Mental Disorders per 100,000 Population, Three-Year Moving Averages
Source: Florida Agency for Health Care Administration, accessed through www.flhealthcharts.gov

Age-Adjusted Rates of Suicide Deaths per 100,000 Population, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	12.8	12.3	15.6	23.6	14.0
2020 – 2022	12.6	9.5	17.8	20.9	13.6
2019 – 2021	12.6	16.8	22.7	18.0	13.8
2018 – 2020	10.8	10.1	13.7	17.5	14.1
2017 – 2019	10.9	7.7	12.9	19.5	14.2

Table 103: Age-Adjusted Rates of Suicide Deaths per 100,000 Population, Three-Year Moving Averages
Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Age-Adjusted Deaths from Alcoholic Liver Disease per 100,000 Population, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	7.6	5.6	13.9	5.6	7.2
2020 – 2022	9.0	5.9	9.8	9.1	7.6
2019 – 2021	9.3	9.1	6.8	10.9	7.3
2018 – 2020	8.4	7.4	3.4	10.0	7.0
2017 – 2019	5.9	7.9	1.2	7.5	6.5

Table 104: Age-Adjusted Deaths from Alcoholic Liver Disease per 100,000 Population, Three-Year Moving Averages
Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Age-Adjusted Deaths from Drug Poisoning per 100,000 Population, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	16.4	22.0	19.3	32.5	34.1
2020 – 2022	16.8	18.7	17.7	24.5	35.4

2019 – 2021	14.4	11.2	26.1	18.4	32.2
2018 – 2020	12.5	8.8	19.9	11.5	27.6
2017 – 2019	10.3	4.4	19.3	17.6	24.2

Table 105: Age-Adjusted Deaths from Drug Poisoning per 100,000 Population, Three-Year Moving Averages
Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Adult Drug Arrests per 100,000 Population, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	590.4	301.3	1,320.8	598.8	458.0
2020 – 2022	529.7	240.1	1,090.0	614.3	438.8
2019 – 2021	545.5	297.5	853.7	639.1	486.8
2018 – 2020	631.3	396.9	696.2	672.3	570.3
2017 – 2019	755.4	484.6	773.2	698.4	650.8

Table 106: Adult Drug Arrests per 100,000 Population Aged 18 and Over, Three-Year Moving Averages
Source: Florida Department of Law Enforcement, accessed through www.flhealthcharts.gov

Juvenile Drug Arrests per 100,000 Population, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	118.1	38.5	288.9	126.7	159.1
2020 – 2022	100.7	23.0	321.1	128.8	144.6
2019 – 2021	139.9	44.2	379.8	270.9	189.4
2018 – 2020	269.9	50.7	558.8	384.8	287.8
2017 – 2019	470.7	85.3	680.3	510.7	399.5

Table 107: Juvenile Drug Arrests per 100,000 Population Aged 17 and Under, Three-Year Moving Averages
Source: Florida Department of Law Enforcement, accessed through www.flhealthcharts.gov

Social & Economic Factors Contributing to Health

Average Annual Unemployment Rate (Percent)					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2023	3.1	3.9	3.2	2.7	2.9
2022	3.0	3.8	3.2	2.5	2.9
2021	4.2	5.4	4.2	3.2	4.6
2020	5.8	6.8	5.6	4.5	7.7
2019	3.3	4.3	3.5	3.0	3.3

Table 108: Average Annual Unemployment Rate
Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics, accessed at www.bls.gov/lau/tables.htm#cntyaa

Percentage of High School Students Who Completed High School within Four Years of Starting					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2022 – 2023	86.1	72.9	66.7	97.6	88.0
2021 – 2022	86.8	75.9	76.5	97.0	87.3
2020 – 2021	94.0	82.7	81.8	95.5	90.1
2019 – 2020	94.4	77.1	85.4	93.8	90.0
2018 – 2019	92.4	60.4	62.7	91.6	86.9

Table 109: Percentage of High School Students Graduating within Four Years of Initial Enrollment in Ninth Grade
Source: Florida Department of Education, Education Information and Accountability Services, accessed through www.flhealthcharts.gov

Percentage of Civilian Non-Institutional Population with Heath Insurance					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2023	92.3	83.6	90.2	93.4	88.1
2022	91.8	85.8	90.0	93.0	87.7
2021	91.7	85.5	91.8	93.3	87.4
2020	92.2	87.1	92.6	91.6	87.3
2019	91.9	85.9	92.7	91.1	87.2

Table 110: Percentage of Civilian Non-Institutional Population with Health Insurance

Source: American Community Survey, five-year estimates, Table S2701, accessed through: www.flhealthcharts.gov

Percentage of Population by Health Insurance Status, 2023					
	Leon	Gadsden	Jefferson	Wakulla	Florida
Private	64.4	38.7	42.3	59.2	51.1
Public	28	44.9	47.9	34.2	37.0
None	7.7	16.4	9.8	6.6	11.9

Table 111: Percentage of Civilian Non-Institutional Population with Health Insurance

Source: American Community Survey, five-year estimates, Table DP.03, accessed through: www.flhealthcharts.gov

Percentage of Individuals Below Poverty Level					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2023	18.5	27.7	20.3	5.6	12.6
2022	19.4	25.5	18.3	6.1	12.9
2021	19.3	24.2	17.1	6.2	13.1
2020	19.6	21.3	17.0	7.5	13.3
2019	20.5	22.8	16.5	12.2	14.0

Table 112: Individuals Below Poverty Level as Percentage of Individuals with Known Income

Source: American Community Survey, five-year estimates, Table B17001, accessed through: www.flhealthcharts.gov

Counts of Licensed Medical Doctors					
	Leon	Gadsden	Jefferson	Wakulla	Florida
FY 2022 – 2023	834	8	5	18	59,266
FY 2021 – 2022	845	9	5	18	57,478
FY 2020 – 2021	854	12	7	18	56,666
FY 2019 – 2020	836	12	7	17	54,584
FY 2018 – 2019	821	11	7	18	53,345

Table 113: Counts of Licensed Medical Doctors

Source: Florida Department of Health, Division of Medical Quality Assurance, accessed through: www.flhealthcharts.gov

Counts of Licensed Dentists					
	Leon	Gadsden	Jefferson	Wakulla	Florida
FY 2022 – 2023	155	12	1	7	13,955
FY 2021 – 2022	148	11	1	6	13,182
FY 2020 – 2021	147	6	1	5	13,041
FY 2019 – 2020	143	6	2	4	12,264
FY 2018 – 2019	141	6	2	4	12,283

Table 114: Counts of Licensed Dentists

Source: Florida Department of Health, Division of Medical Quality Assurance, accessed through: www.flhealthcharts.gov

Transmissible & Emerging Diseases

Age-Adjusted Death Rates per 100,000 Population for Pneumonia and Influenza, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	8.5	19.2	6.9	9.7	8.4
2020 – 2022	9.1	17.8	14.2	10.5	8.9
2019 – 2021	9.6	15.2	12.6	7.3	8.9
2018 – 2020	10.0	15.2	12.6	5.3	9.3
2017 – 2019	9.2	15.0	13.2	6.2	9.3

Table 115: Pneumonia and Influenza Deaths, Age-Adjusted per 100,000 Population, Three-Year Moving Averages
Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Chlamydia Cases, Rate per 100,000 Population					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	1,088.2	1,016.7	469.1	373.9	484.3
2020 – 2022	1,062.2	946.2	472.4	401.8	470.9
2019 – 2021	1,066.9	980.2	521.7	430.2	485.5
2018 – 2020	1,094.5	1,012.3	493.3	442.1	493.8
2017 – 2019	1,148.4	956.6	489.8	481.9	503.6

Table 116: Chlamydia Cases per 100,000 Population, Three-Year Moving Averages
Source: Florida Department of Health, Bureau of Communicable Diseases, accessed through www.flhealthcharts.gov

Infectious Syphilis Cases, Rate per 100,000 Population					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	41.5	34.2	31.6	12.3	20.1
2020 – 2022	40.8	30.7	34.1	8.7	19.1
2019 – 2021	37.2	25.6	27.2	13.9	17.3
2018 – 2020	31.1	30.9	18.0	14.3	15.0
2017 – 2019	21.5	29.7	9.1	11.4	13.5

Table 117: Infectious Syphilis Cases per 100,000 Population, Three-Year Moving Averages
Source: Florida Department of Health, Bureau of Communicable Diseases, accessed through www.flhealthcharts.gov

Gonorrhea Cases, Rate per 100,000 Population					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	506.9	526.9	245.8	123.7	202.9
2020 – 2022	481.0	522.1	231.6	133.6	196.5
2019 – 2021	430.2	495.8	229.1	110.3	188.4
2018 – 2020	392.5	426.1	236.5	126.3	172.5
2017 – 2019	366.6	344.6	181.4	133.1	161.4

Table 118: Gonorrhea Cases per 100,000 Population, Three-Year Moving Averages
Source: Florida Department of Health, Bureau of Communicable Diseases, accessed through www.flhealthcharts.gov

Human Immunodeficiency Virus (HIV) Diagnoses, Rate per 100,000 Population					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	23.5	26.8	9.0	5.7	19.6
2020 – 2022	19.2	27.8	9.1	4.8	17.7
2019 – 2021	17.7	19.9	13.6	4.0	17.8

2018 – 2020	21.2	23.2	15.8	4.1	18.7
2017 – 2019	23.2	20.7	15.9	6.2	21.0

Table 119: HIV Diagnoses per 100,000 Population, Three-Year Moving Averages

Source: Florida Department of Health, Bureau of Communicable Diseases, accessed through www.flhealthcharts.gov

Age-Adjusted HIV/AIDS Deaths per 100,000 Population, Three-Year Moving Averages					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2021 – 2023	1.9	7.9	7.0	1.5	2.3
2020 – 2022	2.5	8.3	4.5	1.6	2.5
2019 – 2021	2.8	7.2	5.9	1.6	2.7
2018 – 2020	4.2	8.2	1.5	1.0	2.8
2017 – 2019	4.2	6.8	1.6	0.0	3.0

Table 120: HIV/AIDS Deaths per 100,000 Population, Three-Year Moving Averages
Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

Age-Adjusted COVID-19 Deaths per 100,000 Population					
	Leon	Gadsden	Jefferson	Wakulla	Florida
2023	11.5	13.6	8.3	12.3	9.9
2022	41.8	56.7	45.1	89.0	35.8
2021	103.6	157.0	134.1	144.0	108.8
2020	52.4	87.4	50.5	79.1	57.3

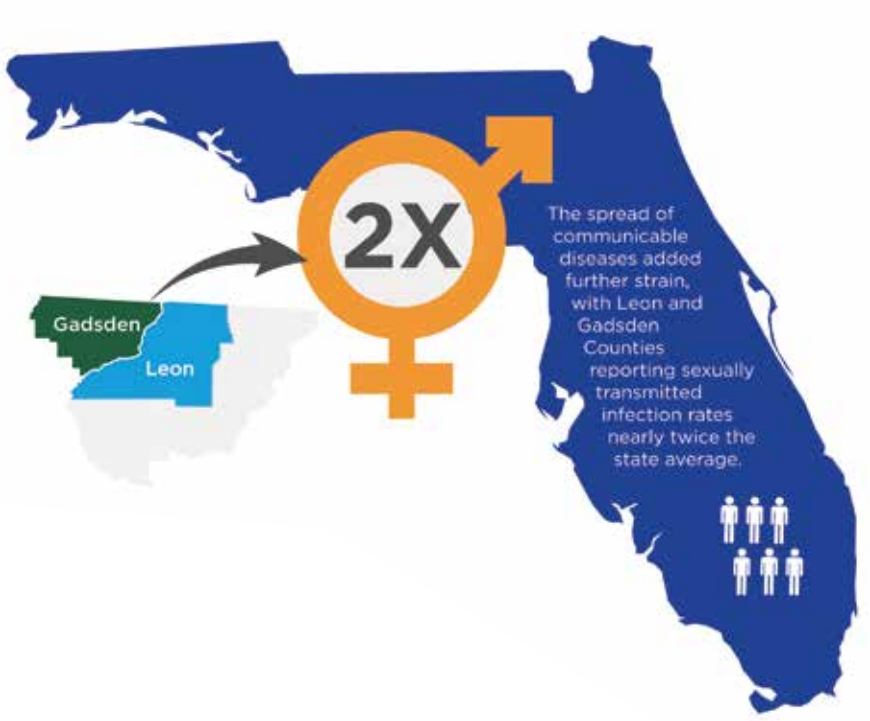
Table 121: Age-Adjusted COVID-19 Deaths per 100,000 Population.

Source: Florida Department of Health, Bureau of Vital Statistics, accessed through www.flhealthcharts.gov

SIGNIFICANT HEALTH NEEDS OF THE COMMUNITY

The 2025 Community Health Needs Assessment (CHNA) revealed clear disparities in health outcomes across the service area, shaped by geography, socioeconomic status and demographics. Poverty and lower educational attainment were particularly evident in Gadsden, Jefferson, and Wakulla counties. In Leon County, ZIP Code 32304 stood out as one of Florida's poorest communities, where residents reported significantly lower access to health care, higher unmet dental needs and greater reliance on mental health services than the rest of the county.

Overall health outcomes reflected these challenges. Life expectancy in Gadsden County was more than five years below the state average. Heart disease remained the leading cause of death in most counties, while Wakulla County faced disproportionately high cancer mortality rates. Maternal mortality in both Leon and Gadsden Counties far exceeded the state average, despite recent improvements. At the same time, hospitalizations for mental health disorders and suicide deaths rose across all counties, underscoring both the growing need for behavioral health services and the shortage of providers in rural areas.



The spread of communicable diseases added further strain, with Leon and Gadsden counties reporting sexually transmitted infection rates nearly twice the state average.

When asked to identify the most pressing health needs, both community members and stakeholders emphasized three priorities: managing chronic diseases, supporting mental health and substance use prevention and addressing the social and economic conditions that drive health disparities. Low-income families, people experiencing homelessness and immigrants were identified as the populations most at risk.

Three themes emerged repeatedly during data review and stakeholder discussions: the importance of access to care, the need for stronger care coordination and the value of prevention. These themes will shape the next phase of planning and help ensure that strategies to address chronic disease, mental well-being and social determinants of health are both effective and sustainable.

COMMUNITY HEALTH NEEDS: PRIORITIES, THEMES AND NEXT STEPS

Methodology

On May 16, 2025, TMH conducted a CHNA Stakeholder meeting to share preliminary data from the recently administered 2025 Community Health Survey (CHS) survey and solicit feedback on the prioritization of health needs. Over 300 individuals were invited to participate, including the CHNA Advisory Committee, as well as community health partners and stakeholders. Approximately 40 individuals participated in the hybrid in-person and web-based meeting. TMH shared (1) an overview of the CHNA process, (2) a snapshot of the service area demographics, (3) key health indicator statistics, (4) a summary of the Community Health Survey, (5) a summary of the Community Stakeholder Survey and (6) themes from the SHIP Priority Area Meetings.

In both the Community Health Survey and the Community Stakeholder Survey, respondents were asked to rank the SHIP health priority areas. The top three areas of need in both surveys were: Chronic Diseases and Conditions, Mental Well-Being and Social and Economic Conditions Contributing to Health. Age-Related Dementias and Maternal and Child Health received a similar count of responses in the Community Health Survey.

Rank	FL SHIP – Priority Areas	2025 Community Survey Responses (From 1,933 Respondents)	2025 Stakeholder Survey Responses (From 43 Respondents)
1	Chronic Diseases and Conditions	1,250	26
2	Mental Well-Being	1,110	29
3	Social and Economic Conditions Affecting Health	733	31
4	Age-Related Dementias	683	12
5	Maternal and Child Health	672	9
6	Injury, Safety and Violence	508	8
7	Substance Abuse	406	6
8	Transmissible and Emerging Diseases	306	1

Table 122: Ranked Priority Health Areas

Participants, including community stakeholders, discussed each SHIP health priority area during the Priority Area Meetings held in February 2025. Three cross-cutting themes emerged from the meetings' key points:

- Access to Health Services
- Care Coordination
- Prevention

Attendees provided feedback on the themes identified and the prioritized health areas. While stakeholders saw needs in all priority health areas, the group generally agreed with the themes and suggested continuing to evaluate data and jointly developing actionable strategies to address these needs at additional stakeholder meetings.

Attachment #1
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In the summer of 2025, the CHNA Advisory Committee reconvened to confirm the health priorities and the best approach to address the identified needs. Due to the overlap in the priority health areas, the Committee opted to move ahead with evaluating resources and developing possible implementation strategies for all seven SHIP health priority areas. TMH will use a framework that addresses access to health services, care coordination and prevention across the health needs to develop the implementation plan.

For the 2025 Community Health Needs Assessment, the health priority areas for TMH are:

1. Chronic Diseases and Conditions
2. Mental Well-Being and Substance Abuse Prevention
3. Social and Economic Factors Contributing to Health
4. Alzheimer's Disease and Related Dementias
5. Maternal and Child Health and Violence
6. Injury, Safety and Violence
7. Transmissible and Emerging Diseases

The CHNA Advisory Committee recommends initially prioritizing Chronic Diseases and Conditions, Mental Well-Being and Substance Abuse Prevention, and Social and Economic Factors Contributing to Health since these were the top areas named in the CHNA surveys. TMH will continue to engage community partners and stakeholders in strategy sessions to support developing and executing the implementation plan.



Posted on November 9, 2026

PRIOR CHNA (2022) ACTIONS AND IMPACT

In 2022, Tallahassee Memorial HealthCare (TMH) conducted a Community Health Needs Assessment (CHNA) and prioritized five health need areas including: (1) access to health services, (2) mental health and substance abuse, (3) nutrition, physical activity and obesity, (4) and preventive health services. Through additional discussions, the CHNA Advisory Committee recommended special attention to (5) Maternal, Infant and Child Health. The 2023-2025 CHNA Implementation Strategy document (TMH.ORG/CHNA) highlights the strategies, target populations, activities, expected outcomes and partners for each prioritized health need. The following is a summary of the 2022-2025 CHNA Implementation Strategy results.

Prioritized Health Needs	Strategies	Results
Clinical Preventive Services Enhance health promotion and screening opportunities to focus on key community health issues	1. Support Clinical Quality Measures (CQMs) 2. Address Social Determinants of Health (SDOH) 3. Foster outreach to underserved areas	• TMH increased the number of eye exams completed during fiscal years 2023-2025 (FY 2023-2025) through technological investment that allows eye exams to be completed in primary care offices. This has positively impacted rural health practice sites in Gadsden, Wakulla, Jefferson and Liberty counties. Based on this success, there are plans to expand this service to other practice sites. • TMH successfully implemented measures to better understand and address social factors affecting health outcomes, including integrating Social Determinants of Health (SDOH) screenings in the hospital's electronic health record, Epic. For FY 2024, 93% of adult patients were screened for housing insecurity, food insecurity, transportation, utilities and personal safety. • TMH, in collaboration with 211 Big Bend, developed a community resources brochure for case management teams to distribute to patients in response to needs assessed from the SDOH screenings. • With the conversion to Epic, TMH has a dedicated team that provides content and workflow guidance to enhance the SDOH screening process. • Using social media, print publication, interviews and events, TMH has continued marketing and educational campaigns for health condition awareness and education. TMH has also participated in community outreach events over the past three years, partnering with our regional health departments. In FY 2024, TMH partnered with the Madison and Jefferson County health departments at the Jefferson County Expo to provide colon cancer screening and lipid and A1C testing. TMH has ongoing partnerships with the Madison and Jefferson County Health Departments to address chronic disease management. TMH also partners with Wakulla County at local events, such as the annual story walk, fundraisers, health fairs and health department events. TMH continues to support the "back to school" events and health activities in Gadsden County.

Prioritized Health Needs	Strategies	Results
Maternal, Infant and Child Health Improve maternal health literacy and muti-lingual educational patient resources, expand asthma-friendly educational resources, and connect new and expectant mothers with external resources	1. Address need for multi-lingual educational resources among patient populations served by the Women's & Children's Service Line to address health equity and health disparities among underserved communities 2. Create avenues to increase education related to asthma management among parents and children 3. Increase smoking cessation education with admitted expectant and new mothers. Collaborate with state Connect Partners and local partners to address gaps in connecting new and expectant mothers with community resources. 4. Standardize patient education on sexual wellness and perinatal care	• TMH is translating forms and educational resources for the Maternal, Infant and Child related departments to Spanish. In FY 2024, nine documents were translated to Spanish. • Within Epic, TMH has made more patient education documents available in multiple languages • Through the newly hired Child Health Educator in FY 2024, TMH provided age-appropriate asthma themed educational materials targeted to families in the service area • Using approaches developed by its Family Medicine Residency Program and Connect Partners, TMH identified expectant and new mothers who need smoking cessation support. These partners provide referrals for outpatient/ongoing smoking cessation support. TMH plans to use the assessment of social drivers, such as vaping and e-cigarette use along with substance use of tobacco, to generate referrals, education and support. • In FY 2024, to address gaps in connecting new and expectant mothers with community resources, TMH partnered with Connect Partners and Healthy Start to place a Connect Partners representative in the hospital and area OB/GYN offices. Connect Partners work with patients identified as high risk and directs them to appropriate community resources such as SNAP, WIC, transportation, etc. • To standardize patient education on sexual wellness and perinatal care, TMH partnered with C.O.A.S.T. (Community Outreach and Support Team) to support pregnant and postpartum women who are at risk for poor birthing outcomes or post-partum complications. TMH's Family Practice OB office successfully identifies post-partum patients that need to be seen at various times for follow-up based on health needs.
Access to Health Services Decrease access barriers and provide more flexible options to access healthcare	1. Utilize telemedicine to improve access for healthcare services 2. Increase access to healthcare services for residents of Wakulla County and ZIP Code 32304 3. Improve transportation access for medical services	• TMH developed a regional network with five rural hospitals to provide remote and in-home access to care • During 2022-2023, TMH completed over 10,000 telemedicine visits with patients for primary and specialty care. While telemedicine has decreased post-COVID, it remains a valuable tool to help keep vulnerable patients safe and increase access to care for patients in rural communities. • Telemedicine continues to be a valuable tool to connect patients in the hospital to their physicians. During 2023-2024, over 1,600 telemedicine visits were completed for hospitalized patients. • TMH is currently developing a telemedicine advisory board and collecting telemedicine usage data to evaluate additional opportunities to effectively use telemedicine

Prioritized Health Needs	Strategies	Results
Access to Health Services Decrease access barriers and provide more flexible options to access healthcare	4. Evaluate disparities to identify and address existing service gaps 5. Improve health literacy related to healthcare access	• Transportation continues to be an access to care barrier. During FY 2024, TMH provided 138 patients transportation assistance totaling $4,288. TMH is working with our community partner, 211 Big Bend, to expand transportation options for medical services. • To increase access to non-emergency services for residents living in Leon County, ZIP Code 32304 (Frenchtown residents, identified as an impoverished community), TMH opened an area Urgent Care Center in 2023. An urgent care center in Wakulla County is also currently under construction. • TMH Shared Governance continued to support the Diversity, Equity and Inclusion Council (DEIC). The group's goals included identifying health disparities and gaps in care and developing a standard to review EPIC data. • TMH continued the initiative with Capital Health Plan to proactively address patients with high emergency department utilization. Through more focused care management, this partnership seeked to reduce emergency department visits for this population by 25%.
Nutrition, Physical Activity and Obesity Increase access to nutritious food, including increased fruit and vegetable consumption, increase participation in physical activity and increase water consumption/ decrease sugar-sweetened beverage consumption	1. Educate and support elementary school students in increasing water consumption (and decreasing sugar-sweetened beverage consumption) 2. Support and promote community walking programs 3. Educate and support low-income families in increasing fruit and vegetable consumption at local farmers markets 4. Increase access to nutritious food by addressing food insecurity in the Big Bend region	• As part of the Leon County Health Department's Community Health Improvement Plan (CHIP), TMH developed the Happy Hydrators Challenge in collaboration with Early Childhood Obesity Prevention Work Group (ECOP), Big Bend Area Health Education Center (AHEC), Whole Child Leon, Department of Health in Leon County, FAMU Cooperative Extension and University of Florida Institute for Food and Agricultural Sciences (UF/IFAS) Extension. Since its inception in 2018, the program educated over 900 students, teachers and staff in Title 1 schools on the benefits of water consumption. Eighty percent of children report the program helped them drink more water and 65% report reducing their sugar-sweetened beverage consumption. • TMH supported community walking initiatives with our partner organizations, Premier Health & Fitness, Capital Health Plan and MOVE Tallahassee. These community walks were held in Leon and surrounding counties to promote free, accessible outdoor physical activity. • TMH partnered with the City of Tallahassee Neighborhood Affairs division, FAMU, and Second Harvest of the Big Bend, to promote and support the Southside Farmers Market and Fresh Fruit and Vegetable Rx (FFVRx) Program. This bi-monthly market provides fresh, local fruits and vegetables, eggs, honey and other goods to Southside residents throughout the Spring, Fall and Winter. The FFVRx program also helps participants better manage behaviors affecting nutrition and health. • TMH financially supports the voucher program, and plans to help support additional nutrition access and education with this farmers market

Prioritized Health Needs	Strategies	Results
Nutrition, Physical Activity and Obesity Increase access to nutritious food, including increased fruit and vegetable consumption, increase participation in physical activity and increase water consumption/ decrease sugar-sweetened beverage consumption		• In 2022, the TMH Foundation was awarded a grant to support food insecurity intervention. One of the first initiatives of this project was to implement a food insecurity intervention that combined nutrition and budget education seminars with food vouchers. These seminars started in FY 2023 and continued into FY 2025. TMH partnered with the Leon County Extension Office to implement the seminars in TMH's primary service area. As part of these seminars, the first 30 attendees receive a $30 gift card for attending and learning about eating healthy on a budget. • Ten seminars were held in FY 2023-2025 with a total of 258 attendees and 225 evaluations were completed. Ninety-three percent of respondents planned to make healthier food choices when grocery shopping, 92% of respondents planned to incorporate more fruits and vegetables into their diet, 84% of respondents planned to read food labels to make healthier choices, 87% of respondents planned to prepare and eat more healthy meals at home, 75% of respondents planned to reduce spending, 61% of respondents planned to create a financial plan, 76% of respondents planned to increase savings and 77% planned to reduce debt. These seminars will continue throughout FY 2025.
Mental Health and Substance Use Expand prevention and support services for emotional and social wellbeing. Increase awareness and skills to assist individuals experiencing mental health or substance use-related crisis and to raise public awareness of issues and resources.	1. Improve access to community-based, preventive emotional and social well-being services 2. Improve community members' knowledge and skills to assist individuals in crisis and connect them to mental health services 3. Participate in the Mental Health Council of the Big Bend 4. Expand education services available through TMH's Employee Assistance Program (EAP) and Behavioral Health Center	• The Bridge Program was launched in 2023 by TMH and the Apalachee Center. This program initiates emergency medication assisted treatment (MAT) services in the TMH Emergency Departments and links individuals to longer-term care through the Apalachee Center's community-based MAT program. It has successfully provided timely treatment referrals for those with opioid use disorder. • Expanding upon this program, the Coordinated Opioid Recovery Network (CORE) was initiated in 2024. TMH and the Apalachee Center continue to work together to help address similar needs in the community. • The Apalachee Center and TMH jointly opened the Live Oak Behavioral Health Center in May 2024 for patients to receive outpatient psychiatric, psychological and psychotherapy services. The Live Oak Behavioral Health Center is home to the Florida State University (FSU) College of Medicine's Psychiatry Residency Program. In addition to traditional outpatient services, the Live Oak Behavioral Health Center also facilitates an Intensive Outpatient Program (IOP) that launched in October 2024, and a Partial Hospitalization Program (PHP). Both programs aim to reduce hospitalizations and foster well-being in the community-setting. The Live Oak Behavioral Health Center treats children/adolescents, and adults with mental health and/or substance use disorders.

Prioritized Health Needs	Strategies	Results
Mental Health and Substance Use	5. Expand Critical Incident Stress Management (CISM) program and services available to community stakeholders 6. Improve access to community-based, preventive emotional and social well-being services 7. Improve community members' knowledge and skills to assist individuals in crisis and connect them to mental health services 8. Participate in the Mental Health Council of the Big Bend 9. Expand education services available through TMH's Employee Assistance Program (EAP) and Behavioral Health Center 10. Expand Critical Incident Stress Management (CISM) program and services available to community stakeholders	• In FY 2024, through a partnership between Apalachee Center and Bethel Missionary Baptist Church, 17 individuals received outpatient mental health services from the Apalachee Center Bethel Outpatient location • In FY 2024, the Apalachee Florida Assertive Community Treatment (FACT) program expanded into Gadsden and Wakulla Counties to help individuals with more serious mental health challenges • In 2023, Apalachee Center started the NAVIGATE program to serve individuals with the presence of, or risk for, a major psychiatric disorder. Services were provided to 36 individuals in FY 2024. • TMH partnered with Apalachee Center on Mental Health First Aid (MHFA) to help individuals assist someone experiencing a mental health or substance use-related crisis • MHFA training sessions started in 2021 and continued into FY 2025. In 2023, there were seven MHFA trainings provided with 128 participants. These trainings were provided at agencies/entities such as Keiser University, FAMU, FSU and the Florida Department of Law Enforcement. In FY 2024, 16 MHFA trainings were provided to the community. • TMH partnered with 20 area providers including Apalachee Center, Leon County Health Department, FSU Colleges of Nursing and Medicine and FAMU in the Mental Health Council of the Big Bend. The Mental Health Council improves behavioral healthcare in the Big Bend region and pursues strategies to reduce access barriers. TMH, along with other community partners, continues to support the Council's 4 strategic objectives from 2023-2025: ▪ (1) Evaluate data for specific areas of need in "high impact neighborhoods" and partner with other counties to help evaluate their community health needs; ▪ (2) Expand local pool of mental health professionals. TMH partners with the Apalachee Center and FSU to create a local psychiatric residency program. The Council also supported the establishment of a Psychiatric Advanced Practice Registered Nurse program at FSU; ▪ (3) Educate the community regarding mental health issues via an annual Mental Health Fair in a high impact neighborhood, the production of several public information videos to share on member websites and in waiting rooms, and the development of a web-based provider directory by Council Member agencies (Apalachee Center, TMH, FSU and 211 Big Bend); and ▪ (4) Engage impacted local communities. These projects include a Black Men's Mental Health Awareness program, production and distribution of informational materials related to local mental health resources, "Be Kind to Your Mind" events and other community engagement activities.

Prioritized Health Needs	Strategies	Results
Mental Health and Substance Use		• TMH offers an Employee Assistance Program (EAP) to its colleagues and as a service to other organizations within the Big Bend region. The program has 18 employer contracts, offers counseling and support services to over 17,000 individuals and, including family members, benefits over 30,000 lives. During the past three years, EAP has also added consultations for youth over age 10, virtual access and workplace presentations about its services. • Critical Incident Stress Management (CISM) is an approach designed to alleviate negative reactions to trauma. CISM is offered any time a critical incident occurs in the community. During the FY 2023-2024 period, EAP responded to several CISM debriefings, and five on-site bereavement events with 15 service hours spent supporting approximately 38 employees. In addition, Live Oak Outpatient Center provided outpatient counseling and psychiatry services for community members impacted by Critical Incidents. • TMH has several alternative therapy initiatives to prevent opioid dependence and provide support to patients and community members. These initiatives include Therapeutic Touch, Medical Music Therapy and Animal Therapy. Since 2014, over 3,000 Therapeutic Touch sessions have been provided to TMH patients throughout the hospital. For FY 2023 and 2024, there were over 2,700 TMH Music Therapy referrals. For the same period, there were over 7,700 visits by TMH Animal Therapy provided to TMH patients, Leon, Wakulla and Jefferson County schools and libraries, through the READ® program and for Court House Therapy.

APPENDIX 1 – COMMUNITY STAKEHOLDER SURVEY

TALLAHASSEE MEMORIAL HEALTHCARE

COMMUNITY HEALTH NEEDS ASSESSMENT 2025

Every three years, Tallahassee Memorial Healthcare conducts a Community Health Needs Assessment. As part of this effort, we reach out to our community stakeholders to solicit their input about the barriers and challenges faced by our residents and the agencies that serve them. This survey is intended to provide you with a voice in this important conversation. **Your responses will not be identified, either in written material or verbally, by name or organization. We appreciate your participation!**

Q1.

If you feel comfortable doing so, please provide your organization's name, your name, and your title.

Q1a.

Your organization's name:

Q1b.

Your name:

Q1c.

Your title:

Q2.

Which county or counties do you serve? **Check all that apply.**

- Leon (1)
- Gadsden (2)
- Jefferson (3)
- Wakulla (4)

Q3.

The Florida Department of Health has identified the issues listed below as priorities for improving the health of Florida citizens. Which three do you think are the most important to address for the community or communities you serve? Please check three.

- ☐ **Age-Related Dementias (1)**
  For example, Alzheimer's disease, Lewy body dementia, vascular dementia
- ☐ **Chronic Diseases and Conditions (2)**
  For example, heart disease, type 2 diabetes, cancer, and illnesses related to tobacco use
- ☐ **Injury, Safety, and Violence (3)**
  For example, motor vehicle crashes, falls, and intimate partner violence
- ☐ **Maternal, Infant, and Child Health (4)**
  For example, premature birth, infant death, or not getting healthcare while pregnant
- ☐ **Mental Well-being (5)**
  For example, depression, anxiety, or other behavioral and emotional disorders
- ☐ **Social and Economic Issues Affecting Health (6)**
  For example, educational opportunities, income and employment, transportation, healthy and safe environment, weather-related disasters
- ☐ **Substance Abuse (7)**
  For example, people drinking too much or using drugs illegally
- ☐ **Transmissible and Emerging Diseases (8)**
  For example, sexually transmitted infections like HIV, new diseases like COVID-19

Q4.

What are the barriers to health for the populations you serve? **Check all that apply.**

- ☐ Formal support systems are difficult to navigate (8)
- ☐ High cost of medical services or prescriptions (3)
- ☐ Inadequate family or community support (9)
- ☐ Limited health literacy (7)
- ☐ Lack of or insufficient health insurance (4)
- ☐ Lack convenient access to nutritious foods (food deserts) (5)
- ☐ Poverty (2)
- ☐ Shortage of providers accepting Medicare or Medicaid (6)
- ☐ Transportation (1)
- ☐ Other, please specify: (10)

Q5.

What healthcare resources are missing for the population(s) you serve?

Q6.

Thinking about the county or counties you serve, how would you assess the level of unmet need in each of the groups below? **CHECK ONE BOX PER ROW.**

Children	Very low	Low	Moderate	High	Very high
Homeless individuals or families	Very low	Low	Moderate	High	Very high
Immigrants Very low	Very low	Low	Moderate	High	Very high
Low-income individuals or families	Very low	Low	Moderate	High	Very high
Racial or ethnic minorities	Very low	Low	Moderate	High	Very high
SeniorsVery	Very low	Low	Moderate	High	Very high
Single parentsVery	Very low	Low	Moderate	High	Very high
Sexual or gender minoritiesVery	Very low	Low	Moderate	High	Very high

Online version has a " does not apply.

Q7.

Identify the neighborhood or locality with the greatest unmet need in the county or counties you serve. You may use a name or a ZIP code.

Q8.

What specific resources are missing for this neighborhood or locality?

Q9.

What form(s) of discrimination affect the populations you serve? **Check all that apply.**

- Ageism (discrimination against older people) (1)
- Ableism (discrimination against persons with disabilities) (2)
- LGBTQ discrimination (3)
- Racism (discrimination against racial or ethnic minorities) (4)
- Sexism (discrimination against women) (5)
- Social class (discrimination against people with low income) (7)
- Discrimination is not an issue for the population(s) I serve (8)

Q10.

What is one change you would like to see that would allow you to better meet the needs of the population(s) you serve and reduce their barriers to health?

Q11.

What do you perceive as the biggest barrier to enacting this change?

Q12.

Is there anything we didn't ask in the questions above that you think we should know?

Questions or concerns?

Please call 850-431-3720

THANK YOU FOR YOUR VALUABLE INPUT!

APPENDIX 2 – COMMUNITY HEALTH SURVEY

TALLAHASSEE MEMORIAL HEALTHCARE

COMMUNITY HEALTH NEEDS ASSESSMENT 2025

Every three years, Tallahassee Memorial Healthcare surveys the residents of Gadsden, Jefferson, Leon, and Wakulla counties to learn about your healthcare experiences and hear your thoughts about health and wellbeing in the communities we serve. Your input is vital to our efforts to improve health care for everyone.

We appreciate your time!

Q1.

Please check the box next to the county you live in.

- ☐ Leon (1)
- ☐ Gadsden (2)
- ☐ Jefferson (3)
- ☐ Wakulla (4)

Q2.1

The Florida Department of Health has identified the issues listed below as priorities for improving the health of Florida citizens. Which three do you think are the most important to address in our community? **Please check three**.

- ☐ **Age-Related Dementias (1)**
  For example, Alzheimer's disease, Lewy body dementia, vascular dementia
- ☐ **Chronic Diseases and Conditions (2)**
  For example, heart disease, type 2 diabetes, cancer, and illnesses related to tobacco use
- ☐ **Injury, Safety, and Violence (3)**
  For example, motor vehicle crashes, falls, and intimate partner violence
- ☐ **Maternal, Infant, and Child Health (4)**
  For example, premature birth, infant death, or not getting healthcare while pregnant
- ☐ **Mental Well-being (5)**
  For example, depression, anxiety, or other behavioral and emotional disorders
- ☐ **Social and Economic Issues Affecting Health (6)**
  For example, educational opportunities, income and employment, transportation, healthy and safe environment, weather-related disasters
- ☐ **Substance Abuse (7)**
  For example, people drinking too much or using drugs illegally
- ☐ **Transmissible and Emerging Diseases (8)**
  For example, sexually transmitted infections like HIV, new diseases like COVID-19

The questions on pages 3 – 7 are about your reliance on doctors and other health care providers.

Q3.1

Is there a particular primary care provider, doctor's office, health center, or other place that you usually go if you are sick or need advice about your health?

- ☐ Yes (1)
- ☐ No (2) **Please answer q3.3 below**

Q3.2

Is this where you would go for preventive health care, such as general check-ups, examinations, and immunizations (shots)?

- ☐ Yes (1)
- ☐ No (2)

If you have a regular doctor, please skip to q4.1 on page 5

Q3.3

If you do not have a regular doctor, where do you go when you are sick or need advice about your health? **Check all that apply.**

- ☐ **Emergency Room (1)**
- ☐ **Community Clinic (2)**
  For example, Bond Community Health Center, Carepoint Health and Wellness Center, North Florida Medical Center, Neighborhood Medical Center
- ☐ **Health Department (3)**
- ☐ **Student Health Services (4)**
- ☐ **Pharmacy Clinic (5)**
  For example, CVS Minute Clinic
- ☐ **Planned Parenthood (6)**
- ☐ **VA / Veterans Medical Center (7)**
- ☐ **Urgent Care / Walk-in Clinic (8)**
- ☐ **Telemedicine / Virtual Care (9)**
- ☐ **Other, please specify (10):**

Q4.1

Where do you go for dental care? **Check all that apply.**

- ☐ **Dentist's Office (1)**
- ☐ **Emergency Room (2)**
- ☐ **The Molar Express at Leon County Health Department (3)**

- [ ] **Other County Health Department (4)**
- [ ] **Urgent Care / Walk-in Clinic (5)**
- [ ] **Community Clinic (6)**
  For example, Bond Community Health Center or Neighborhood Medical Center
- [ ] **Tallahassee State College Dental Health Clinic (7)**
- [ ] **Other, please specify (8):**

- [ ] **I don't use dental services (9)**

Q5.1

Do you use mental or behavioral health services (counseling)?

- [ ] Yes (1)
- [ ] No (2) **Please skip to q5.3 On page 7**

Q5.2

Where do you go for mental or behavioral health services (counseling)? **Check all that apply.**

- [ ] **Doctor or Counselor's Office (1)**
- [ ] **Apalachee Center, Inc. (2)**
- [ ] **DISC Village Behavioral Health (3)**
- [ ] **Emergency Room (4)**
- [ ] **Employee Assistance Program (5)**
- [ ] **HCA Florida Capital Behavioral Health Center (6)**
- [ ] **Tallahassee Memorial Behavioral Health Center (7)**
- [ ] **Telehealth or virtual care (8)**
- [ ] **University or College Counseling Center (9)**
- [ ] **Urgent Care / Walk-in Clinic (10)**
- [ ] **Other, please specify (11)**:

Q5.3

Do you use services for problems with alcohol or drug use?

- [ ] Yes (1)
- [ ] No (2) **Please skip to q6.1 on page 8**

Q5.4

Where do you go for help with alcohol or drug use problems? **Check all that apply.**

- [ ] **Doctor or Counselor's Office (1)**
- [ ] **Apalachee Center, Inc. (2)**
- [ ] **DISC Village Behavioral Health (3)**
- [ ] **Employee Assistance Program (4)**
- [ ] **HCA Florida Capital Behavioral Health Center (5)**
- [ ] **Tallahassee Memorial Behavioral Health Center (6)**
- [ ] **Townsend Addiction Recovery Center (7)**
- [ ] **University or College Counseling Center (8)**
- [ ] **Other, please specify (9):**

Sometimes people find it difficult to access medical care or services. In this section, we ask about your experience accessing needed services.

Q6.1

Do any of these factors keep you from getting medical care or services? **Check all that apply.**

Cost (1)

- [ ] **Hard to find provider accepting new patients (2)**
- [ ] **Hard to find a provider that accepts Medicaid (3)**
- [ ] **I'm too busy to go to the doctor (4)**
- [ ] **I don't have transportation (5)**
- [ ] **I don't trust doctors or other medical people (6)**
- [ ] **Lack of evening or weekend services (7)**
- [ ] **Takes too long to get appointments (8)**
- [ ] **Fear of getting bad news (9)**
- [ ] **I don't know how to get care or services I need (10)**
- [ ] **I don't like accepting government assistance (11)**
- [ ] **I'm able to get the care and services that I need (12)** Please skip to Q7.1 on page 12

Q6.2

What kinds of medical and health-related services are hard for you to get? **Check all that apply.**

- [ ] **Alternative therapies (1)**
  For example, acupuncture, massage
- [ ] **Ambulance services (2)**
- [ ] **Chiropractic care (3)**
- [ ] **Dental care (4)**
- [ ] **Doctors who specialize in the kinds of care my family and I need (5)** Please answer q6.2a on page 11
- [ ] **Domestic violence services (6)**
- [ ] **Elder care services (7)**
- [ ] **Emergency or urgent care (8)**
- [ ] **End of life / hospice / palliative care (9)**
- [ ] **Family planning / birth control (10)**
- [ ] **Hospital care (11)**
- [ ] **Grief or bereavement counseling (12)**
- [ ] **Immunizations / vaccinations / shots (13)**
- [ ] **Lab work (14)**
- [ ] **Medication / medical supplies (15)**
- [ ] **Mental health care / counseling (16)**
- [ ] **Physical therapy / Speech therapy / Occupational therapy (17)**
- [ ] **Preventive screenings (18)**
  For example, mammograms, colonoscopy
- [ ] **Programs or support to stop using tobacco products (19)**
- [ ] **Support services for problems with drug or alcohol use (20)**
- [ ] **Vision care (21)**
- [ ] **Wellness care (22)**
  For example, nutrition counseling, weight loss support
- [ ] **X-rays or MRI (23)**
- [ ] **Other, please specify (24):**

If you did not check "doctors who specialize in the kinds of care my family and i need," please skip to q7.1 on page 12

Q6.2a

What kinds of doctors are hard for you to find? **Check all that apply**.

- ☐ **Allergy, Asthma, & Immunology (1)**
- ☐ **Cardiology / Cardiac / Vascular Surgery (2)**
- ☐ **Chronic pain management (3)**
- ☐ **Dermatology (4)**
- ☐ **Ear, Nose, Throat (5)**
- ☐ **Endocrinology (6)**
- ☐ **Family care or general practice doctor (7)**
- ☐ **Gastrointestinal (8)**
- ☐ **Maternal-Fetal Medicine (9)**
- ☐ **Memory Disorder (10)**
- ☐ **Nephrology/Dialysis (11)**
- ☐ **Neurology/Neurosurgery (12)**
- ☐ **Obesity Medicine/Bariatric Surgery (13)**
- ☐ **Obstetrics/Gynecology (14)**
- ☐ **Oncology (cancer) (15)**
- ☐ **Orthopedics (16)**
- ☐ **Pediatrician (17)**
- ☐ **Podiatry (18)**
- ☐ **Psychiatry/Behavioral Health/Substance Abuse (19)**
- ☐ **Pulmonology/Sleep Medicine (20)**
- ☐ **Rheumatology (21)**
- ☐ **Surgery (general or specialized) (22)**
- ☐ **Urology (23)**
- ☐ **Wound Care (24)**
- ☐ **Other, please specify: (25)**

In this section, we ask about health insurance.

Q7.1

Which of the following best describes your health insurance? **Check all that apply.**

- ☐ **I don't have health insurance (1)** Please skip to q7.1c on page 13
- ☐ **I have health insurance through my job or the military (2)**

- [ ] I have COBRA (3)
- [ ] I have health insurance that I pay for on my own, or purchase through a group I belong to, or buy through healthcare.gov (4)
- [ ] I have Medicaid (5)
- [ ] I have Medicare (6)
- [ ] I have dental insurance (7)
- [ ] I have vision insurance (8)
- [ ] Other, please specify (9):

Answer q 7.1a if you have health insurance through your job or the military

Q7.1a

Do you have a Health Savings or Health Spending Account?

- [ ] Yes (1)
- [ ] No (2)

Answer q 7.1b if medicare is your primary form of health insurance

Q7.1b

Do you have a Health Savings or Health Spending Account?

- [ ] Yes (1)
- [ ] No (2)

Answer q 7.1c if you do not have health insurance

Q7.1c

Why don't you have health insurance? **Check all that apply**

- [ ] It's not available through my job (1)
- [ ] I get health care through my school (2)
- [ ] I don't qualify for healthcare.gov / Obamacare or Medicaid (3)
- [ ] I'm over 65, but I didn't pay into Medicare (4)
- [ ] Health insurance costs too much (5)
- [ ] Other, please specify (6):

The next set of questions are about your medical visits and screenings.

Q8.1

Tell us what kinds of medical visits you've had within the past 12 months. **Check all that apply.**

- ☐ **Eye exam (1)**
- ☐ **Routine check-up or physical (2)**
- ☐ **Routine dental exam (3)**
- ☐ **ER for an injury (4)**
- ☐ **ER for illness (5)**

Answer q8.3 If you are aged 45 – 84.
Otherwise, please continue to the next blue box.

Q8.3.

Have you had a colon cancer screening (colonoscopy or stool-based test) within the past ten years.

- ☐ Yes (1)
- ☐ No (2)

If you are a male, please skip to q10.1 On page 18. If you are a female, please continue to q8.4, Page 15

Q8.4

Have you had a Pap smear within the past five years?

- ☐ Yes (1)
- ☐ No (2)

Q8.5

Have you had a mammogram within the past two years?

- ☐ Yes (1)
- ☐ No (2)

Q9.1

Are you currently pregnant, or have you been pregnant in the past 12 months?

- ☐ **I am currently pregnant (1)**
- ☐ **have been pregnant within the past 12 months (2)** Please skip to q9.2a on page 17
- ☐ **No, I'm not pregnant and haven't been pregnant within the last 12 months (3)** Please skip to q10.1 on page 18

Q9.2

Do you have specific concerns about your pregnancy or medical needs that are not being addressed?

- Yes (1)
- No (2) Please skip to q10.1 on page 18

Q9.3

What specific concerns about your pregnancy or unmet needs do you have? **Check all that apply.**

- I can't afford prenatal care (1)
- I can afford prenatal care but I don't have a doctor or midwife (2)
- It's hard for me to get prenatal care because of my work schedule, difficulty finding childcare, or getting transportation to appointments (3)
- I cannot afford to buy baby supplies (4)
- I am unsure how I will pay for the birth (5)
- I am scared about health concerns that may affect my pregnancy or delivery (6)
- Other, please specify: (7)

PLEASE GO TO Q.10.1 ON PAGE 18

Q9.2a

Did you have specific concerns about your recent pregnancy or medical needs that were not addressed?

- Yes (1)
- No (2) Please skip to q10.1 on page 18

Q9.3a

What specific concerns or unmet needs did you experience during your recent pregnancy? **Check all that apply.**

- I couldn't afford prenatal care (1)
- I had difficulty finding a doctor or midwife (2)
- It was hard for me to get prenatal care because of my work schedule, difficulty finding childcare, or getting transportation to appointments (3)
- Paying for baby supplies was difficult (4)
- I was unable to pay for the birth (5)
- I was scared about health concerns that made my pregnancy or delivery difficult (6)
- Other, please specify: (7)

Now we'd like to learn about things you do to take care of your own health and wellbeing.

Q10.1

In a typical week, do you spend any time doing activities, like walking fast, swimming, biking, or fitness classes, that cause an increase in breathing or your heart rate for at least 10 minutes continuously?

- Yes (1)
- No (2)

Q10.1a

How many days in a typical week do you engage in activities that lead to an increase in your breathing or heart rate? Fill in a number from 1 to 7:

_____ days

Q10.2

In a typical week, how often do you eat fruit or vegetables (fresh or frozen), not including fruit juice or vegetable juice?

- I typically don't eat fruit or vegetables (1) **Please skip to q11.1 on page 19**
- 1-3 days (2)
- 4-6 days (3)
- Every day (4)

Q10.2a

On a typical day, how many servings of fruit or vegetables do you eat?

- 1 or 2 servings (1)
- 3 or 4 servings (2)
- 5 or more servings (3)

This section of the survey has a few questions about basic needs related to health and wellbeing: housing, utilities, and food.

Q11.1

What is your living situation?

- I have a steady place to live (1)
- I have a place to live today but I'm worried about losing it in the future (2)
- I do not have a steady place to live (temporarily staying with others, in a hotel or shelter, living in my car, bus station, or abandoned building, or living outside). (3) **Please skip to q11.2 on page 20**

Q11.1a

Do you own or rent your own home, live in group quarters (like a dorm or assisted living facility), or do you stay with others??

- Own or rent my own home (1)
- I live in group quarters (2)
- I stay with others (3)

Q11.1b

In the past 12 months, has the utilities company threatened to shut off services (water, electric, gas) to your home?

- Yes (1)
- No (2)
- Already shut off (3)

PLEASE GO TO Q.11.3 ON PAGE 21

PLEASE ANSWER Q11.2 IF YOU DO NOT HAVE A STEADY PLACE TO LIVE

Q11.2

In the last 12 months, did you ever eat less than you felt you should because there wasn't enough money for food?

- Often (1)
- Sometimes (2)
- Never (3)

PLEASE GO ON TO 11.5 ON PAGE 21

Q11.3

Within the past 12 months, you worried that your or your family's food would run out before you got the money to buy more.

- Often true (1)
- Sometimes true(2)
- Never true (3)

Q11.4

Within the past 12 months, you found that the food you bought just didn't last and you didn't have the money to get more.

- Often true (1)
- Sometimes true (2)
- Never true (3)

Q11.5

In the past 12 months, have you or family members living with you been unable to get any of the following when it was really needed? Check all that apply.

- [ ] Child care (1)
- [ ] Clothing (2)
- [ ] Groceries (3)
- [ ] Housing (4)
- [ ] Medicine or health care (5)
- [ ] Phone (6)
- [ ] Transportation (7)
- [ ] Utilities (8)
- [ ] Other, please specify (9)

- [ ] I have been able to get whatever I needed (10)

Next, we'd like to ask you about some ways that you might spend your time.

Q12.1

Are you a student?

- [ ] Yes (1)
- [ ] No (2)

Q12.2

What's your current work status?

- [ ] I work for an employer for 35 or more hours weekly (1)
- [ ] I work for an employer for less than 35 hours weekly (2)
- [ ] I am self-employed (4) **Please skip to q12.5 on page 23**
- [ ] Not currently working for pay or profit (3) **Please skip to q12.4 on page 23**

Q12.3

How many paid jobs do you work?

- [ ] 1 job (1)
- [ ] 2 jobs (2)
- [ ] 3 or more jobs (3)

PLEASE SKIP TO Q12.5 ON PAGE 23

Answer q12.4 only if you are not currently working

Q12.4

Are you...?

- ☐ Retired (1)
- ☐ Homemaker or caring for your own children or other family members (2)
- ☐ Unemployed and looking for work (3)
- ☐ Unemployed but not looking for work (4)
- ☐ Physically unable to work (5)

Q12.5

At any point in the past 2 years, has seasonal or migrant farm work been the main source of income for you or your family?

- ☐ Yes (1)
- ☐ No (2)

Your answers to the questions in this section will help us identify group differences in the health and wellbeing of community members.

Q13.0a

How old are you?

Years: _____ (1)

Q13.0b

What sex was put on your birth certificate when you were born?

- ☐ Male (1)
- ☐ Female (2)

Q13.1

What is your ZIP code? _____

Q13.2

Which of the following best represents how you describe your gender?

- ☐ Man (1)
- ☐ Woman (2)
- ☐ Non-binary / third gender / bigender (3)
- ☐ Transgender man (4)
- ☐ Transgender woman (5)
- ☐ Other, please specify: (6) _____

Q13.3

What is your current marital status?

- Married (1)
- Living with a romantic partner (2)
- Widowed (3)
- Divorced or separated (4)
- Never married (5)

Q13.4

What is the highest education level you've completed?

- Have not completed high school (1)
- High school diploma or GED (2)
- Technical / Vocational certification (3)
- Some college but no degree (4)
- Associates degree (5)
- Bachelor's degree (6)
- Graduate or Professional degree (7)

Q13.5

What is your yearly household income?

- Under $20,000 (1)
- $20,001 to $35,000 (2)
- $35,001 to $50,000 (3)
- $50,001 to $75,000 (4)
- $75,001 to $100,000 (5)
- $100,001 to $150,000 (6)
- Over $150,001 (7)

Q13.6

Which of the following best represents how you think of yourself?

- Gay or lesbian (1)
- Straight or heterosexual, not gay or lesbian (2)
- Bisexual (3)
- I don't know (4)
- Other, please specify: (5)

Q13.7

Do you have Hispanic, Latino, or Spanish origins or ancestry?

- ☐ No, I don't have Hispanic, Latino, or Spanish origins or ancestry (1)
- ☐ Yes, I have Hispanic, Latino, or Spanish origins or ancestry (2)

Q13.8

What is your primary language?

- ☐ English (1)
- ☐ Spanish (2)
- ☐ Other, please specify (3): _____

Q13.9

What is your race? **Check all that apply.**

- ☐ White, Caucasian (1)
- ☐ Black, African American, or Afro-Caribbean (2)
- ☐ American Indian or Alaska Native (3)
- ☐ Asian (4)
- ☐ Native Hawaiian or Pacific Islander (5)
- ☐ Middle Eastern or North African (5)

Q13.10

Do you have children?

- ☐ Yes (1)
- ☐ No (2) **Please skip to q15.1 on page 33**

Q13.11

Are any of your children younger than 18 or are they all older?

- ☐ One or more of my children is younger than 18 (1)
- ☐ All of my children are 18 or older (2) **Please skip to q15.1 on page 33**

Q14.1

Do any of your children younger than 18 live with you?

- ☐ Yes (1)
- ☐ No (2) **Please skip to q15.1 on page 33**

Q14.2

Would you be willing to answer some questions about your youngest child's health and health care?

- Yes (1)
- No (2) **Please skip to q15.1 on page 33**

Q14.3

Is there a primary care provider, doctor's office, health center, or other place your child visits if they are sick or you need advice about their health?

- Yes (1)
- No (2) **Please skip to q14.5 on page 29**

Q14.4

Is this where they would go for preventive health care, such as general check-ups, examinations, and immunizations or shots?

- Yes (1)
- No (2)

PLEASE SKIP TO Q14.6 ON PAGE 29

Q14.5

Where do your children go when they need medical care?

- **Emergency Room (1)**
- **Community clinic (2)**
  For example, Bond Community Health Center, Carepoint Health and Wellness Center, North Florida Medical Center, Neighborhood Medical Center
- **Health Department (3)**
- **Pharmacy Clinic (4)**
  For example, CVS Minute Clinic
- **School nurse (5)**
- **Planned Parenthood (6)**
- **Urgent care or walk-in clinic (7)**
- **Telemedicine or virtual care (8)**
- **Other, please specify (9):**

Q14.6

How long has it been since your child last visited a doctor for a routine checkup?

- Within the past 12 months (1)
- More than one year but no more than two years (2)
- More than two years (3)

Q14.7

Does your child get dental care?

- Yes (1)
- No (2) Please skip to q14.10 on page 31

Q14.8

Where do they go for dental care?

- Dentist's office (1)
- Emergency Room (2)
- The Molar Express (Leon County Health Department) (3)
- Other County Health Department (4)
- Urgent Care or Walk-in clinic (5)
- Bond Community Health Center, N. Florida Medical Center, or Carepoint Health and Wellness Center (6)
- Tallahassee Community College Dental Clinic (7)
- Other, please specify: (8)

Q14.9

How long has it been since your child(ren) last visited a dentist or dental clinic for any reason? Please include dental specialists, such as orthodontists.

- Within the past 12 months (1)
- More than one year but no more than two years (2)
- More than two years (3)

Q14.10

Does your child use mental health (counseling) services?

- Yes (1)
- No (2) Please skip to q14.13 on page 32

Q14.11

Where do they go for these services? **Check all that apply.**

- Doctor or counselor's office (1)
- Apalachee Center (2)
- DISC Village Behavioral Health (3)
- Emergency Room (4)
- HCA Florida Capital Behavioral Health Center (5)
- Tallahassee Memorial Behavioral Health Center (6)

- [ ] Telehealth or virtual care (7)
- [ ] Urgent Care / Walk-in Clinic (8)
- [ ] Other, please specify (9):

Q14.12

Has your child(ren) had a mental health visit within the last 12 months?

- [ ] Yes (1)
- [ ] No (2)

Q14.13

Have you had difficulty getting any of the following care or services for your child? **Check all that apply.**

- [ ] **I'm able to get all of the care my child needs (1)**
- [ ] **Dental care (2)**
- [ ] **Emergency or urgent care (3)**
- [ ] **Family planning / birth control (4)**
- [ ] **Inpatient hospital care (5)**
- [ ] **Immunizations / vaccinations / shots (6)**
- [ ] **Lab work (7)**
- [ ] **Medication / medical supplies (8)**
- [ ] **Mental health care / counseling (9)**
- [ ] **Physical therapy / Occupational therapy / Speech therapy (10)**
- [ ] **Pediatrician (11)**
- [ ] **Preventive care (yearly checkups) (12)**
- [ ] **School physicals (13)**
- [ ] **Specialty medical care for children**
  For example, pediatric cardiology; pediatric oncology (14)
- [ ] **Vision care (15)**
- [ ] **X-rays or MRI (16)**
- [ ] **Other, please specify: (17)**

Q14.14

Has your child(ren) been to the emergency room within the last 12 months for an illness?

- [ ] Yes (1)
- [ ] No (2)

Q14.15

Has your child(ren) have been to the emergency room within the last 12 months for an accident or injury?

- Yes (1)
- No (2)

Q14.16

Has your child(ren) had an eye exam within the last 12 months?

- Yes (1)
- No (2)

Q14.17

Are you able to afford the medications and services needed for any health conditions your child has?

- Yes (1)
- No (2)

Q14.18

Does your child or children get at least 60 minutes of daily physical activity, such as biking, running, swimming, or sports practice?

- Yes (1)
- No (2)

Q15.1

Is there anything else you would like to share about health and wellbeing in our community?

Thank you for participating in the TMH

2025 Community Health Needs Assessment Survey!

Your participation is helping us advance health and improve lives in our community.



TALLAHASSEE
MEMORIAL
HEALTHCARE

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850-431-1155 • TMH.ORG

Community Health Needs Assessment

Implementation Strategy Report

2026-2028









TALLAHASSEE MEMORIAL HEALTHCARE

TALLAHASSEE MEMORIAL HEALTHCARE

2026

Tallahassee Memorial HealthCare

Implementation Strategy Report

Approved by Tallahassee Memorial HealthCare

Board of Directors

February 11, 2026

Questions, comments and collaborative interests may be directed to Dawn Springs, Community Health Manager, at Dawn.Springs@TMH.ORG 850-431-4018.

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INTRODUCTION



Tallahassee Memorial HealthCare (TMH) is a private, not-for-profit community healthcare system committed to transforming care, advancing health and improving lives with an ultimate vision to be known as the most engaged and supportive organization in America. TMH is comprised of a 772-bed acute care hospital, a surgery and adult ICU center, a psychiatric hospital, multiple specialty care centers, four physician residency programs and 50 affiliated physician practices. TMH has established partnerships with Alliant Management Services, Apalachee Center, Calhoun Liberty Hospital, Capital Health Plan, Doctors' Memorial Hospital, Florida State University, Big Bend Hospice and Radiology Associates. TMH is a key anchor institution focusing on improving the health of the communities we serve. With ongoing dedication to the health of our region, we advance care through clinical services, medical education, research and community health investments. The purpose of this implementation strategy is to describe what TMH plans to do to address the community health needs identified in the Community Health Needs Assessment (CHNA), published September 30, 2025. It is our intention to work and collaborate with stakeholders and partners in our service area to address as many of the health improvement priority area needs identified as possible with the greatest community impact.

COMMUNITY SERVED

TMH's primary service area, comprised of Gadsden, Jefferson, Leon and Wakulla counties, has a total population greater than 397,000, according to the most recent American Community Survey by the United States Census Bureau. Seventy-six percent of the population lives in Leon County, with Gadsden, Wakulla and Jefferson counties comprising 11%, 9% and 4%, respectively. The four counties differ greatly in age, race, socioeconomic status and health outcomes of residents. Please visit TMH.ORG/CHNA to view the demographic data in the full CHNA report.

TMH is based in Tallahassee, the core city in the Tallahassee Metropolitan Statistical Area (MSA), which comprises the four counties that make up TMH's primary service area. The Tallahassee MSA is in Florida's Big Bend region, and stretches across northern Florida from the St. John's River westward to the Apalachicola National Forest, encompassing St. Marks National Wildlife Refuge and the Apalachicola National Forest. Leon County is bordered to the south by Wakulla County and to the east by Jefferson County. Gadsden County lies to the west and, like both Leon and Jefferson counties, is bordered to the north by southwest Georgia.

TMH determined the definition and scope of the community served by assessing the geographic area representing approximately 80% of its inpatient discharges and ambulatory surgery services. For this CHNA, the defined service area includes: Gadsden, Jefferson, Leon and Wakulla counties. These counties comprised 78% of TMH's annual patient volume from fiscal years 2022 to 2024, with Leon County alone accounting for 56% of patient volume. (Data Source: Florida Agency for Health Care Administration, Hospital Inpatient and Ambulatory Surgery datasets)

The target populations for TMH's CHNA project consist of the following groups: low-income individuals, uninsured and under-insured individuals, populations with barriers to accessing healthcare and other necessary resources, populations living with chronic diseases and minority groups facing significant health disparities. Partners and stakeholders were engaged to assist in reaching these target populations because barriers, such as transportation, language, literacy, health and financial situation, may limit participation.

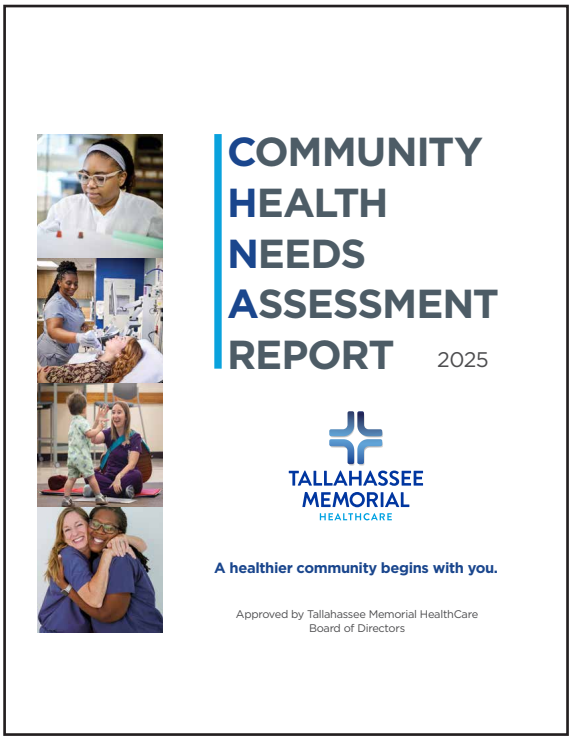
Characteristics of the Tallahassee MSA and its Component Counties				
	Total Area (square miles)	**Land area (square miles)**	**Estimated population, 2024**	**Density (population per square mile)**
Leon	702	667	300,488	450.5
Gadsden	529	516	44,151	83.5
Jefferson	637	598	15,921	25.0
Wakulla	736	606	37,115	50.4
MSA total	**2,604**	**2,387**	**397,675**	**166.6**

Characteristics of the Tallahassee MSA and its Component Counties. Sources: Geographic information from https://www.census.gov/quickfacts/; population estimates from Metropolitan and Micropolitan Statistical Areas Population Totals: 2020-2024, www.census.gov/data/tables/time-series/demo/popest/2020s-total-metro-and-micro-statistical-areas.html. Accessed June 2, 2025.

Percentage of Distribution of the Population by Race and Hispanic Origin, 2023					
	Gadsden	**Jefferson**	**Leon**	**Wakulla**	**Tallahassee MSA**
Not Hispanic:	88.1	95.2	92.1	95.3	91.8
White alone	31.5	60.1	53.9	76.9	52.6
Black alone	54.6	30.0	30.4	13.9	31.6
Asian alone	0.1	0.7	3.4	0.5	2.9
Alaskan Native or Native American alone	0.1	0.2	0.1	0.2	0.0
Hawaiian / Pacific Islander alone	0.0	0.0	0.0	0.0	0.0
Other race	0.1	0.5	0.5	0.7	0.6
Two or more races	1.7	3.8	3.8	3.2	4.1
Hispanic, any race	11.9	4.8	7.9	4.7	8.2

Percentage of Distribution of the Population by Race and Hispanic Origin, 2023
Source: 2019-2023 American Community Survey, accessed at https://data.census.gov, February 3, 2025.

COMMUNITY HEALTH IMPROVEMENT PROCESS



Community Health Needs Assessment

TMH's CHNAs are community-driven projects. The success of the CHNAs is highly dependent on the involvement of citizens, health and human service agencies, businesses and community leaders. The TMH CHNA Advisory Committee directed the planning and execution of the CHNA process and activities. The assessment included primary and secondary data collection, community stakeholder meetings focused on the seven Florida State Health Improvement Plan (SHIP) priority areas, analysis and prioritization of significant health needs.

Community partner and stakeholder collaborations were essential in distributing and collecting community health surveys and soliciting valuable input through the SHIP priority area meetings. The partners and stakeholders consisted of health and human service agency leaders, persons with special knowledge of or expertise in public health, local health departments and leaders/representatives of those who are medically underserved, people with chronic diseases, and low-income and minority populations. The CHNA Advisory Committee invited partners and stakeholders to attend the CHNA Community Health Partners Meeting in January 2025, the SHIP Priority Area Meetings in February 2025, and the Preliminary Data/Prioritization of Needs meeting in May 2025.

The TMH Board of Directors approved the 2025 CHNA on September 10, 2025.
Please visit TMH.ORG/CHNA to view the final report.

SIGNIFICANT HEALTH NEEDS OF THE COMMUNITY

Compared to the 2022 CHNA report, the 2025 CHNA continued to reveal notable disparities in health outcomes across the service area, influenced by county, neighborhood, age and race/ethnicity. Poverty and lower educational attainment were most pronounced in Gadsden and Jefferson counties, compared to Leon and Wakulla counties and statewide averages. Among the four counties, life expectancy was lowest in Gadsden County.

The seven Florida SHIP priority areas that are illustrated below provided the organizing structure for assessing health needs in the CHNA process. Significant needs in these areas reported in the 2025 CHNA are summarized below.



CHRONIC DISEASES AND CONDITIONS



MENTAL WELL-BEING AND SUBSTANCE ABUSE PREVENTION



SOCIAL AND ECONOMIC FACTORS CONTRIBUTING TO HEALTH



ALZHEIMER'S DISEASE AND RELATED DEMENTIAS



MATERNAL AND CHILD HEALTH



INJURY, SAFETY AND VIOLENCE



TRANSMISSIBLE AND EMERGING DISEASES

SIGNIFICANT HEALTH NEEDS OF THE COMMUNITY



Chronic Diseases and Conditions

Heart disease remained the leading cause of death in all counties except Wakulla County, where cancer has overtaken heart disease as the leading cause of death. Deaths due to conditions such as cancer, hypertension, chronic lower respiratory disease and diabetes, in all counties of the service area exceeded the state of Florida death rates as well.

According to the CHNA survey, most adults reported being current on recommended preventive screenings, such as breast, colon and cervical cancer screenings. However, percentages varied by racial identity, especially for cervical cancer screenings. Additionally, more than half of the respondents in each of the counties reported they were unable to get the medical care and services they needed. The most frequently noted barriers were wait-time for appointments, cost, and difficulty finding a provider. More than 40% of respondents noted they have difficulty finding "doctors who specialize in the kinds of care my family and I need." From a health-enhancing behavior perspective, less than 10% of respondents reported consuming the recommended amount of five or more servings of fruits or vegetables daily in an average week and about half engage in activities that lead to an increase in breathing/heart rate most days of the week.



Mental Well-Being and Substance Abuse Prevention

More than 22% of adult CHNA respondents reported using mental or behavioral health services, which is double what was reported from the 2022 survey. For respondents with children, nearly 16% reported using mental health services for their child, but 32% said mental healthcare was hard to get for their children. In Leon County, more respondents from the 32304-zip code (29%) reported using mental health services compared to other Leon County respondents and those from other counties. Unfortunately, mental health concerns continue to rise in need, with hospitalizations for mental disorders increasing in all service area counties, despite flat or improving state levels. Suicide death rates in Wakulla County in particular have been on the increase and are well above the state average.



Social and Economic Factors Contributing to Health

From an economic standpoint, Leon, Jefferson and Gadsden counties all exceeded Florida's unemployment rate and percentage of individuals living below the poverty level. Gadsden County also had a higher rate of uninsured individuals. Gadsden and Wakulla counties are designated as medically underserved areas (MUAs), and the low-income populations of Jefferson and Leon counties are designated as medically underserved populations (MUPs). Despite the academic nature of the service area, Gadsden, Jefferson, and Wakulla counties are all designated as Geographic Health Professional Shortage Areas (HPSAs) with too few primary care physicians, dentists, dental hygienists and mental health professionals.

SIGNIFICANT HEALTH NEEDS OF THE COMMUNITY

About 22% of CHNA survey respondents identified basic needs they were unable to get in the past 12 months. “Medicine or healthcare” was the most common unmet need in Leon, Jefferson, and Wakulla counties. However, in Gadsden County, “groceries” and “transportation” topped the list.

Food insecurity was more common than housing insecurity among CHNA survey respondents. Over 13% of respondents reported that, over the past year, they sometimes worried that their food would run out before they had money to buy more, and another 2% said this was often the case. These numbers were higher in Gadsden, Jefferson, and Wakulla counties than Leon County and were also higher among Black respondents than White respondents.



Alzheimer’s Disease and Related Dementias

Alzheimer’s disease was one of the top three areas of need as reported by survey respondents in Wakulla and Jefferson counties. Wakulla County had the highest rates of death due to Alzheimer’s disease among the four counties surveyed. However, all counties exceeded the state average death rate for organic dementia, with Wakulla County among the highest. Emergency department visits for Alzheimer’s disease were highest in Leon and Wakulla counties, while all counties had rates of Emergency department visits for organic dementia exceeding the state rate. Community stakeholder survey feedback noted a need for “providers with knowledge of dementia and aging and respite care.”



Maternal and Child Health

While the percentage of women receiving adequate prenatal care was above the state average, the incidence of babies born with a low birthweight is above the state average in all but Wakulla County. Infant death rates continue to be above the state average as well as fetal deaths (stillbirth) in most counties. Maternal deaths continue to be a significant concern as well.

Of the 7% of survey respondents who were currently or recently pregnant, cost constraints about paying for the birth, prenatal care, and baby supplies were top concerns. The top concerns for parents of children were obtaining specialty medical care, dental care, and mental healthcare/counseling.

SIGNIFICANT HEALTH NEEDS OF THE COMMUNITY



Injury, Safety and Violence

The CHNA report shared data about the rates of injury and crime in our service area. While rates of unintentional falls were below the state average for all counties, rates of child abuse and violent crime were above for most areas. Deaths due to homicide were above the state average for Leon and Gadsden counties, and Gadsden County saw a significantly higher rate of deaths due to firearm discharges and motor vehicle crashes.

Overall, CHNA survey respondents had nearly double the rate of emergency department visits for injuries and illnesses than in 2022 but varied by county. When asked about emergency or urgent care services that were hard to get, Jefferson and Wakulla counties' residents reported the most needs.



Transmissible and Emerging Diseases

Most counties in the service area continue to see rates of death higher than the state average for pneumonia and influenza. Rates of sexually transmitted diseases are also significantly above the state average for the four-county service area. HIV diagnoses are higher for Gadsden and Leon counties and below the state average in Jefferson and Wakulla counties. Available vaccination rates for students in kindergarten show higher rates of vaccinations in Leon and Jefferson counties, but declining rates in Gadsden and Wakulla counties.

Overall, partners and stakeholders cited high costs of medical services or prescriptions, lack of or insufficient health insurance, transportation, limited health literacy, and inadequate support as the top five major barriers to the populations they serve. The Community Stakeholder Survey also indicated that a significant portion of the populations served experience discrimination based on social class and, to a lesser degree, racism and ageism, resulting in negative impacts on health outcomes.

To prioritize change, partners and stakeholders indicated strategies to address access and affordability of care, care coordination and communication, and educational strategies to better meet the needs of the populations they serve. Funding and systemic challenges were the top perceived barriers to implementing these strategies.

Significant Health Needs to be Addressed

On May 16, 2025, the CHNA Advisory Committee, CHNA support team, and community partners and stakeholders participated in a hybrid meeting to identify the greatest needs in the service area based on the preliminary primary and secondary data presented in addition to key takeaways from the Florida SHIP priority area meetings. Attendees agreed that the themes of "Access, Care Coordination and Communication, and Education" were common among the data presented and suggested additional stakeholder meetings to further review finalized data and jointly develop actionable strategies in the areas of need. After further discussion with the CHNA Advisory Committee during the summer, the Committee opted to move ahead with evaluating resources and developing implementation strategies for all seven Florida SHIP priority areas, with the “top three” areas prioritized for the initial stakeholder meetings in each county.

The areas identified by community survey respondents and stakeholders as priorities are indicated with an asterisk below:

1. *Chronic Diseases and Conditions (all counties)
2. *Mental Well-Being and Substance Abuse Prevention (all counties)
3. *Social and Economic Factors Contributing to Health (Leon and Gadsden counties)
4. *Alzheimer’s Disease and Related Dementias (Wakulla and Jefferson counties)
5. Maternal and Child Health
6. Injury, Safety, and Violence
7. Transmissible and Emerging Diseases



Implementation Strategy Development

The TMH CHNA Implementation Strategy Steering Committee, along with committee members from the designated priority areas, developed this Implementation Strategy based on a full review of the CHNA data, significant health needs to be addressed, existing programs and services, and gaps in care/services. The following team members participated in the Implementation Strategy development:

Steering Committee

- Dawn Springs, Manager, Community Health
- Kristen Booker, Director, Regional Development, Population Health, and Telehealth
- Sarah Cannon, Director, Marketing and Communications

TMH Priority Area Internal Leaders

1. Chronic Diseases and Conditions

- Maria Andrews, MD, Program Director, FSU Family Residency Program at TMH
- Alanda Beal, Quality Improvement Coordinator, TMH Physician Partners
- Amy Kessler, Quality Manager, TMH Physician Partners

2. Mental Well-Being and Substance Abuse Prevention

- Heather Lincicome, Vice President, TMH Behavioral Health Center Operations
- Angela Lee, Director, Live Oak Behavioral Health Outpatient Center

3. Social and Economic Factors Contributing to Health

- Maria Andrews, MD, Program Director, FSU Family Medicine Residency Program at TMH
- Wes Payne, Social Worker, TMH Transitions of Care Center

4. Alzheimer's Disease and Related Dementias

- Whitney Scott, TMH Memory Disorder Clinic Coordinator

5. Maternal and Child Health

- Kim Outlaw, Service Line Administrator, Women's and Children's Services
- Sherry Kendrick, Manager, Outpatient Education & Community Outreach

6. Injury, Safety and Violence

- Justin Kennett, Manager, TMH Trauma Program

7. Transmissible and Emerging Diseases

- Maria Andrews, MD, Program Director, FSU Family Medicine Residency Program at TMH

Fiscal Years 2026 – 2028 CHNA Implementation Strategy





Priority Area: Chronic Diseases and Conditions

2026-2028 Long-Term Goals:

1. Increase access to healthcare for chronic diseases/conditions and prevention
2. Increase care coordination and communication around chronic diseases and conditions
3. Increase chronic disease/condition awareness and educational opportunities for providers, patients and the community

Actions	Initiatives	Dedicated Resources	Potential Partners or Collaborative Interests
Increase technology-facilitated healthcare and coordination	Telehealth initiatives with community partners	Telehealth/IT support - Tools, technology and physical materials	Academic Health Partners - Regional hospital and clinic partners
	Epic electronic health record referral integration with community resources	Telehealth/IT support Case management and Transitions of Care Center support	Social service and community organizations - Big Bend 211
	Expand chronic care navigation initiatives (congestive heart failure, diabetes)	Clinical and IT resources Transitions of Care Center TMH Congestive Heart Failure Clinic	Community/social service organizations providing services to those with chronic conditions

Actions	Initiatives	Dedicated Resources	Potential Partners or Collaborative Interests
Collaborate with community partners to offer specific health screenings and education in targeted communities and populations (focus on underserved and areas with disparities)	Heart and vascular screenings and education Stroke education Cancer screenings and education Diabetes screenings and education Respiratory screenings and education	Accredited TMH programs and services (Heart and Vascular, Cancer, Endocrinology, Respiratory) - Marketing and Communications	Academic Health Partners - Department of Health Big Bend Area Health Education Center (AHEC) American Heart Association Social Service and Community Organizations
Support healthcare professional training and continuing education	Residency training programs Grand Rounds and Clinical Symposiums	Residency programs - Medical, Nursing, Pharmacy, Nutrition, and other Allied Health Personnel	Academic Health Partners



Priority Area: Mental Well-Being and Substance Abuse Prevention

2026-2028 Long-Term Goals:

1. Increase access to mental well-being and substance abuse services
2. Increase care coordination and communication among mental health and substance abuse providers and services
3. Support awareness and understanding of mental well-being and substance abuse conditions, treatments, and resources

Actions	Initiatives	Dedicated Resources	Potential Partners or Collaborative Interests
Improve access to community-based, preventive emotional and social well-being services	Continued collaboration with community and rural health partners to provide outpatient mental health services in areas with access barriers Growth of Intensive Outpatient Program, providing treatment for co-occurring mental health and substance use disorders Growth of Partial Hospitalization Program, providing intensive treatment for co-occurring mental health and substance use disorders Growth of individual child and adult psychotherapy and medication management services (virtual and in-person) to include Panama City Expand Florida Assertive Community Treatment (FACT) Team into Gadsden and Wakulla counties	TMH Behavioral Health Center	Apalachee Center Doctor's Memorial Hospital Calhoun-Liberty County Hospital Madison County Memorial Weems Memorial Bethel Missionary Baptist Church Academic Health Partners

Actions	Initiatives	Dedicated Resources	Potential Partners or Collaborative Interests
Improve access to community-based, preventive emotional and social well-being services (cont.)	Expand referrals to NAVIGATE program Expand Bradley Remote E-Therapy for Children and Adolescents (REACH) at Apalachee Center's virtual partial hospitalization program (PHP) and intensive outpatient program (IOP) to include in-person services Creation of emergency department (ED) psychiatry "pod" for those in mental health crisis and social worker support in ED		
Improve community members' knowledge and skills to assist individuals in crisis and connect to mental well-being services	Collaborate with organizations and other community groups to offer Mental Health First Aid (adult/adolescent) for all surrounding counties	TMH Behavioral Health Center	Apalachee Center Academic Health Partners
Participate in Mental Health Council (MHC) of the Big Bend and outreach-educational initiatives	The aim of the MHC is to foster an evidence-based approach to determine needs and solutions to mental health and substance abuse and to provide a think tank for stakeholders in this region	TMH Behavioral Health Center	Apalachee Center Members of the Mental Health Council of the Big Bend
Community and stakeholder awareness and education on how to access Behavioral Health Center resources	Organize and execute education for stakeholders on how to access resources provided through the Behavioral Health Center	TMH Employee Assistance Programs (EAP) as part of the TMH Behavioral Health Center TMH Marketing	TMH EAP as part of the TMH Behavioral Health Center TMH Marketing

Actions	Initiatives	Dedicated Resources	Potential Partners or Collaborative Interests
Increase numbers of providers for mental health and substance abuse services	Collaborate with community partners to continue to grow psychiatry residency program Continued expansion of services for special populations (e.g., maternal) and geographies (e.g., Bay County) Expansion of Critical Incident Stress Management (CISM) program in communities Collaborate with Community Partners for Opioid overdose access Pilot substance use disorder clinic at TMH Transitions of Care Center	TMH Behavioral Health Center Family Medicine Residency Program TMH EAP	Apalachee Center, TMH, and Academic Health Partners Local government health programs Apalachee Center Disc Village



Priority Area: Social and Economic Factors Contributing to Health

2026-2028 Long-Term Goals:

1. Invest in and support professional healthcare training programs
2. Increase care coordination and communication of assessed needs through Electronic Health Record-embedded community resource referrals
3. Increase internal and external community awareness and education of social and economic factors impacting health

Actions	Initiatives	Dedicated Resources	Potential Partners or Collaborative Interests
Collaborate with community partners to train future healthcare professionals	Family Medicine Residency Program (FMRP) Street Medicine Grant program Psychiatry Residency Program Nursing Training Programs College of Medicine Training Program Pharmacy Training Program Physician AssistantTraining Program	Telehealth/IT support - Tools, technology and physical materials TMH Clinical Preceptors	Local and regional health partners Academic Health Partners

Actions	Initiatives	Dedicated Resources	Potential Partners or Collaborative Interests
Screen for social drivers of health and connect with community resources	Epic Electronic Health Record - Social Determinants of Health - Screening education and referral integration with community resources Screen for Primary Care Physician (PCP) status in Emergency Department and then educate and connect to community resource for needed PCP FMRP pilot of Emergency Department utilizers and follow-up needs Education of residency programs on community resources and Transitions of Care Center Food insecurity initiative with community partners and education/distribution for colleagues	Telehealth/ IT support Case management and Transitions of Care Center support Human Resources FMRP	Telehealth/IT support Case management and Transitions of Care Center support Human Resources FMRP
Support community awareness and promotion of resources for social and economic factors contributing to health	Collaborate with community resources to promote councils, events, and awareness campaigns on social drivers of health Southside Farmers Market Fruit and Vegetable Access Program	TMH Marketing Transitions of Care Center	Social Services and Community Agencies Second Harvest Local Government



Priority Area: Alzheimer's Disease and Related Dementias

2026-2028 Long-Term Goals:

1. Increase access to evaluation and treatment services for Alzheimer's disease and related dementias
2. Increase collaborative efforts between hospitals, senior centers, and aging advocacy groups and coalitions
3. Increase public awareness and education on dementia awareness and resources for early intervention

Actions	Initiatives	Dedicated Resources	Potential Partners or Collaborative Interests
Expand dementia awareness and education efforts	Public awareness campaign focused on dementia education including early-detection and caregiver support.	TMH Memory Disorder Clinic Marketing and Communications	Academic Health Partners Dementia Care and Cure Initiative (DCCI) of the Big Bend Social Services and Community Agencies Departments of Health Department of Elder Affairs Senior Centers Law Enforcement
Provide Alzheimer's and dementia treatment education to health providers	Individual training Annual Symposium support and participation	TMH Memory Disorder Clinic	Academic Health Partners DCCI of the Big Bend Social Services and Community Agencies Department of Elder Affairs Departments of Health

Actions	Initiatives	Dedicated Resources	Potential Partners or Collaborative Interests
Expand mobile memory screening initiatives and cognitive assessments	Connect with community partners in rural, underserved areas to implement memory screenings and education/ training on early detection benefits and healthy aging	TMH Memory Disorder Clinic	Academic Health Partner Social Services and Community Agencies DCCI Rural Taskforce Department of Health Department of Elder Affairs Senior Centers
Explore piloting of community-based dementia navigators	Meet with local community leaders to discuss priority needs, priority areas of concern, staffing and the logistics of having dementia-based navigators tailored to specific parts of the community	TMH Memory Disorder Clinic Epic/IT resources	Academic Health Partners DCCI of the Big Bend Social Services and Community Agencies Department of Elder Affairs Department of Health Senior Centers



Priority Area: Maternal and Child Health

2026-2028 Long-Term Goals:

1. Increase access to prenatal care, pediatric, and pediatric specialty healthcare
2. Expand partnerships to connect women and children with community services and support
3. Increase educational efforts to promote and support healthy behaviors for women and children in communities

Actions	Initiatives	Dedicated Resources	Potential Partners or Collaborative Interests
Residency Obstetric (OB) services outreach	Development of OB Fellows in Residency program Support for current and future expansion of FMRP-OB services to other underserved locations	FMRP TMH Physician Partners - Maternal-Fetal Medicine and other practice locations	Academic health partners Department of health county locations
Expand access to pediatric specialties	Explore sub-contracting relationships for pediatric specialty services	TMH Women's and Children's Service Line TMH Physician Partners	Academic health partners
Increase access, connection and education for lactation support	Develop outpatient breastfeeding support program for Leon and surrounding counties La Belle Breastfeeding Boutique	TMH Women's and Children's Service Line IT/Telehealth support	Social service agencies and other community organizations Healthy Start Department of health county locations

Actions	Initiatives	Dedicated Resources	Potential Partners or Collaborative Interests
Collaborate with state Connect Partner and local resources to address the gap in connecting new and expectant mothers with community resources	Expand areas for Connect Partner and Healthy Start to place OB navigators within hospital Establish a plan to improve enrollment rate of patients who are identified as high risk to appropriate community resources such as the Supplemental Nutrition Assistance Program (SNAP), the Supplemental Nutrition Assistance Program for Women, Infants and Children (WIC), transportation services, etc.	TMH Women and Children's Services	Connect Partner Healthy Start
Community educational events to promote car seat and other safety educational initiatives	Safe Kids events Happy Hydrators Program Operation Prom Night	TMH Women's and Children's program TMH Emergency Services	Safe Kids program Wolfson's Children's Hospital Leon County Schools, Tallahassee Fire Department, FSU Police Department, Survival Flight, Leon County Emergency Services, Mothers Against Drunk Driving (MADD), Florida High



Priority Area: Injury, Safety, and Violence

2026-2028 Long-Term Goals:

1. Increase access to trauma support and care post-discharge
2. Expand safe kids programming and Operation Prom Night

Actions	Initiatives	Dedicated Resources	Potential Partners or Collaborative Interests
Trauma Recovery Program	Explore collaboration with TMH and community partners to develop a Trauma Recovery Program	TMH Trauma Program TMH Behavioral Health Center	Apalachee Center FSU/Academic Partners Local social services agencies and community organizations Local and state government
Community educational events to promote car seat and other public safety and educational initiatives	Safe Kids events Operation Prom Night	TMH Women's and Children's program TMH Emergency Services	Safe Kids program Wolfson's Children's Hospital Tallahassee Fire Department, FSU Police Department, Survival Flight, Leon County Emergency Services, Mothers Against Drunk Driving (MADD), Florida High, County school systems



Priority Area: Transmissible and Emerging Diseases

2026-2028 Long-Term Goals:

1. Increase access to screening and treatment for transmissible and emerging diseases
2. Collaborate with community partners in care coordination for transmissible and emerging disease
3. Target educational messaging with community partners for transmissible and emerging diseases

Actions	Initiatives	Dedicated Resources	Potential Partners or Collaborative Interests
Increase screening and treatment for syphilis, gonorrhea and chlamydia	Screening of pregnant mothers and high-risk individuals for syphilis, gonorrhea, and chlamydia	FMRP	Community and social service agencies TMH Physician Partners
Support HIV and Hepatitis C screenings, education and follow-up care	Screening of adult patients at FMRP for HIV and Hepatitis C Support education and care coordination for those with HIV	FMRP	Care Point Health & Wellness Center Community and social service agencies TMH Physician Partners
Flu and pneumonia vaccine education and outreach	Hospital staff training to support and increase the number of flu and pneumonia vaccines offered to patients	TMH Nursing staff and TMH Colleague Learning and Development	TMH Physician Partners

Community Partnerships



TMH has a deep appreciation for collaborative efforts and partnerships. Collaboration with stakeholders, partners and community members is essential in addressing the complex needs of the communities we serve. TMH continues to participate in and provide financial and in-kind support to many coalitions, non-profit organizations, local government and other entities that address health needs and social determinants of health in our region.

COMMUNITY BENEFIT PROGRAMS DESCRIPTION



Southside Farmers Market and Fresh Fruit and Vegetable Rx Program

The Southside Farmers Market and Fresh Fruit and Vegetable Rx (FFVRx) Program are two initiatives designed to improve access to local, affordable fresh fruits and vegetables and to increase consumption of these foods by Southside Tallahassee residents. Both initiatives began in May 2018 and are implemented in partnership with TMH, City of Tallahassee Neighborhood Affairs and other community partners. In addition to healthy foods, each market features entertainment, health education, cooking demonstrations and exhibitors offering education and resources.

The FFVRx Program expands the concept and provides educational and skill building experience for participants to manage behaviors affecting nutrition and health. Program participants learn how to select local produce and prepare these foods in a delicious and cost-effective way. Program participants receive vouchers to shop for produce at the Farmers Market.



Happy Hydrators

The Happy Hydrators Challenge was initially developed and implemented as part of the Leon County Health Department's Community Health Improvement Plan (CHIP), working collaboratively with Early Childhood Obesity Prevention Work Group (ECOP), Big Bend AHEC, Whole Child Leon, Department of Health in Leon County, FAMU Cooperative Extension and UF/IFAS Extension.
TMH has continued this effort as part of the 2023-2025 CHNA Implementation Strategy.

To promote a positive culture of health and inspire students to make healthy choices, the Happy Hydrators challenge has engaged over 900 students, teachers and staff since its inception in 2018. This educational campaign offers third graders from a Title 1 schools a fun and easy way to #swapwaterforsoda and #rethinkyourdrink. Students are taught the benefits and importance of drinking more water and have the opportunity to get creative and "bling" their "Happy Hydrator" water bottles.



Safe Kids Big Bend

Safe Kids Big Bend, founded in April 2018, and led by TMH, is part of an extensive network of more than 400 coalitions in the United States who work to reduce the number of unintentional injuries and death in children 0-19 years of age through community partnerships, advocacy, public awareness, distribution of safety equipment and education of its proper use.

The Safe Kids Big Bend coalition aims to work diligently to be a resource to communities and create a safe environment for children. With the expertise of individuals from various organizations, such as law enforcement, EMS, service groups, schools, childcare providers, parents and many others, the overall goal is to collectively carry out the Safe Kids mission by addressing safety at home, school, play and on the way.

In addition to various community outreach activities, Safe Kids Big Bend participates in annual programs dedicated to raising awareness on injury prevention.



TMH Health and Wellness at Community Events

TMH continues to offer health education at and to sponsor many community health and wellness events. The most common requests include: education on nutrition, smoking cessation, exercise, preventive health services, stroke and heart health.



Worksite Wellness

TMH supports worksite wellness initiatives through board participation in Working Well, Inc., a local, non-profit organization that helps organizations design and deliver worksite wellness programs, and by providing health screenings and other services to employer groups in the community. TMH sponsors the Working Well CEO Breakfast (CEOB) and the Corporate Cup Challenge each year.

The Working Well CEOB is an annual meeting that gathers community business and government leaders to learn about a topic relevant to the health and wellbeing of individuals and functional organizations. The Corporate Cup Challenge is a physical activity challenge that gathers teams of coworkers from different organizations to compete for awards and recognition.

IMPLEMENTATION AND MEASUREMENT

The CHNA Advisory Committee is responsible for oversight of TMH's Implementation Strategy execution, measurement and reporting. The Advisory Committee will meet regularly to review processes and progress toward goals.

TMH and its partners intend to review priority area data from the 2025 CHNA with community stakeholders in each of the four service area counties and collaboratively develop county-specific actions and initiatives around the "Access, Care Coordination and Communication, and Education" framework in Year 1. Program development, evaluation and sustainability plans will be developed throughout the Implementation Strategy period and annually updated and communicated to the community. TMH will also report Implementation Strategy progress on each annual Internal Revenue Service Form 990.

RESOURCES

TMH dedicates staff time and financial resources toward programming and services that are executed as part of this Implementation Strategy.

PRIORITY AREAS NOT BEING ADDRESSED

At the recommendation of the May Stakeholder meeting and the CHNA Advisory Board, all seven of the State Health Improvement Plan priority areas will be addressed during the Implementation Strategy timeframe (2026-2028), with the following areas to be prioritized initially:

- Chronic Diseases and Conditions
- Mental Well-Being and Substance Abuse Prevention
- Social and Economic Factors Contributing to Health
- Alzheimer's Disease and Related Dementias



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HEALTHCARE

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Leon County
Board of County Commissioners

Notes for Agenda Item #17

Leon County Board of County Commissioners

Agenda Item #17

November 17, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Proposed Naming of the Emergency Medical Services Operations Center in Honor of Former Emergency Medical Services Chief Tom Quillin

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
Lead Staff / Project Team:	Chad Abrams, Chief of Emergency Medical Services Maggie Theriot, Director, Office of Resource Stewardship

Statement of Issue:

As directed by the Board, this item seeks Board consideration of the naming of the Emergency Medical Services (EMS) Operations Center in honor of former EMS Chief Tom Quillin.

Fiscal Impact:

This item has a fiscal impact. The cost of signage at the facility is estimated at $5,000. Should the Board approve this naming, funding is available in the Facilities Management FY 2027 budget.

Staff Recommendation:

Option #3: Board Direction.

Report and Discussion

Background:

As directed by the Board at its meeting on September 15, 2026, this item seeks Board consideration of the naming of the EMS Operations Center in honor of former EMS Chief Tom Quillin. This item reviews the criteria of the County's facility naming policy, details Chief Quillin's 35 years of contributions to public safety including 10 years as the Leon County EMS Chief, and seeks Board consideration on the designation.

Policy No. 97-3, "Naming of County-Owned Facilities…", specifies that naming proposals for a person or persons may be considered provided that such persons are not a Leon County employee at the time of naming (Attachment #1). Additionally, per the Policy, a naming proposal must be accompanied by background data, a resume, or a fact sheet citing reasons for the nomination (Attachment #2). Proposed names for County-owned facilities, buildings, structures, geographical areas, or other property must be approved by the Board of County Commissioners for official designation at a regular Commission meeting. This item serves as the proposal for the Board's consideration of naming the EMS Operations Center in honor of Chief Quillin.

Leon County EMS became operational in December 2003, after the County assumed emergency medical services from Tallahassee Memorial Healthcare, and initially operated from the County's Public Works complex at Miccosukee/Blairstone Road. In 2013, EMS relocated from that location to the newly constructed EMS Operations Center on the Public Safety Complex site at 911 Easterwood Drive. This Operations Center, which is separate from the main Public Safety Complex Building, serves as the hub for EMS daily operations, staff, and ambulances. The building has not been formally named.

This agenda item seeks Board consideration to name the building the "Chief Tom Quillin EMS Operations Center." The naming would entail installing signage at the building and updating references on the County website, printed materials, etc.

Analysis:

Policy No. 97-3 establishes guidelines to inform the Board's discretion in naming County-owned facilities. The Policy does not require that a naming proposal meet every criterion. The criteria the Policy provides for the Board's consideration are listed below, followed by an outline of Chief Quillin's achievements and contributions.

Policy No. 97-3 Criteria:

- Local Significance: Community service directly benefiting Leon County for a period of greater than 25 years. Public achievements should primarily be in a particular field of endeavor that has a direct and significant relationship to the facility to be named.
- State/National Significance: Significant, historic contributions to the State of Florida or United States.

- Fallen Service Members and First Responders: Leon County service members and first responders killed in the line of duty.
- Material or Financial Contributions: A person or persons who have made a significant material or financial contribution to the County to assist in acquiring or developing the land, facility, or to some specific, identifiable part of the facility.

Consistent with the Policy, the following provides a summary of Chief Quillin's background for the Board's consideration.

Tom Quillin served as Chief of the Tallahassee Fire Department from 1990 to 2005. During his tenure, the department began responding to medical emergencies, added fire stations, and expanded its training grounds. He holds a degree in fire protection technology, a bachelor's degree from Oklahoma State University, and a Master of Business Administration from Lake Forest Graduate School of Management.

Chief Quillin joined Leon County EMS in March 2005 and led the department for ten years and retired in June 2015. Under his leadership, EMS:

- Expanded Coverage and Earned Accreditation
  - Assigned ambulances to Chaires, Fort Braden, and Woodville to provide 24-hour coverage in rural areas of the County as call volume grew.
  - Became the first government-operated EMS organization in Florida, and the eighth overall, to achieve accreditation from the Commission on Accreditation of Ambulance Services in 2010.
- Strengthened Integration with Public Safety Partners
  - Worked with the Tallahassee Fire Department (TFD) to establish standardized medical protocols and equipment, unified medical direction, and joint training initiatives between EMS and TFD.
  - Implemented electronic patient care reporting to improve information shared with hospitals.
- Expanded the Role of EMS in Community Health
  - Placed automated external defibrillators in every County facility.
  - Launched Press the Chest in 2011, a free annual CPR training event that continues today.
  - Started Honor Flight Tallahassee in 2010, with Board approval, to honor local veterans with trips to Washington, D.C.

Chief Quillin also served on the Public Safety Communications Board which oversaw creation of the joint dispatch center now housed at the Public Safety Complex. He continues to serve on the Honor Flight Tallahassee Board of Trustees. Table #1 provides a listing of organization and individual recognitions during Chief Quillin's tenure with Leon County EMS.

Table #1: Chief Quillin – Organization and Individual Recognitions

Year	Recipient	Recognition	Awarded By
2010	EMS	Career Service of the Year	National Association of Emergency Medical Technicians
	EMS	EMS Provider of the Year	Florida Department of Health
	Chief Quillin	Marilyn Crook EMS Pioneer Award	Florida Department of Health
2011	Chief Quillin	National EMS Executive of the Year	National EMS Management Association
2013	Chief Quillin	Volunteer of the Year for Honor Flight	Tallahassee Democrat
2014	EMS	Achievement Award	National Association of Counties
2015	EMS	Mission: Lifeline recognition	American Heart Association
2021	Chief Quillin	Public Safety Hall of Fame	Tallahassee State College

Consistent with the Policy, this item provides Chief Quillin's achievements and contributions to inform the Board's consideration in naming the building the "Chief Tom Quillin EMS Operations Center." The naming would entail installing signage at the building and updating references on the County website, printed materials, etc. Should the Board approve this naming, the cost of signage at the facility is estimated at $5,000, and funding is available in the Facilities Management FY 2027 budget.

Options:

1. Approve the naming of the Emergency Medical Services Operations Center in honor of former Emergency Medical Services Chief Tom Quillin.
2. Accept the report and take no further action.
3. Board direction.

Recommendation:

Option #3

Attachments:

1. Policy No. 97-3 "Naming of County-Owned Facilities, Structures, Buildings, Geographical Areas or Other Property and Sponsorship of Park Furnishings and Trees at a County-owned Park and Recreation Facility"
2. Chief Tom Quillin Professional Background

2.05.1

Board of County Commissioners
Leon County, Florida

Policy No. 97- 3

Title:	Naming of County-Owned Facilities, Structures, Buildings, Geographical Areas or Other Property and Sponsorship of Park Furnishings and Trees at a County-owned Park and Recreation Facility
Date Adopted:	May 28, 2019
Effective Date:	May 28, 2019
Reference:	N/A
Policy Superseded:	Policy No. 97-3, "Naming of County Owned Facilities, Structures, Buildings, Geographical Ares or Other Property" adopted April 8, 1997; Policy No. 97-3 "Naming of County Owned Facilities, Structures, Buildings, Geographical Areas or Other Property and Sponsorship of Park Furnishings and Trees at a County-owned Park and Recreation Facility" revised May 28, 2013

It shall be the policy of the Board of County Commissioners of Leon County, Florida, that Policy No. 97-3, revised on May 28, 2013 is hereby further amended and a revised policy is hereby adopted in its place, to wit:

I. Procedure for Naming of County-Owned Facilities, Structures, Buildings, Geographical Areas or Other Property

The proposed names for County-owned facilities, buildings, structures, geographical areas or other property, with the exception of Park Furnishings and Trees at a County-owned park and recreation facility paid for through private donations as described herein, must be approved by the Board of County Commissioners for official designation at a regular commission meeting. Such proposed name shall be in writing and shall be accompanied by background data, a resume or fact sheet citing reasons for the nomination with respect to the criteria stated in this policy.

Areas, sections or rooms within County-owned facilities, structures, buildings, geographical areas or other property may be named differently from each other and that of the overall tract (i.e. a sports field may be named differently from the park it is located in). Proliferation of the same name for multiple locations should be avoided.

Facilities leased by Leon County may only be named if allowed for by the terms of the lease agreement. The procedure for doing so shall be the same as for naming County-owned property.

The renaming of facilities, buildings, structures, streets, geographical areas or other property that have been in existence for 30 years or more should not be considered unless there are unusual or compelling reasons, and/or a recognized public health, safety, and welfare need for the change.

II. Naming Criteria/Guidelines

To ensure that the names of County-owned facilities, buildings, structures, geographical areas or other property reflect the history, traditions, and values of Leon County, the Commission has established the following criteria.

A. Naming proposals for a person or persons may be considered provided that they are not serving in public office or a Leon County employee at the time of naming. In determining the appropriateness of naming proposals in honor of a person or persons, the Commission should take into consideration the following criteria:

1. Local Significance: Community service directly benefiting Leon County for a period of greater than 25 years or five (5) terms in office for a former elected official. The Commission may determine a shorter period of community service is acceptable based upon the significance of the contribution to Leon County.

   Public achievements should primarily be in a particular field of endeavor that has a direct and significant relationship to the facility to be named.

2. State/National Significance: Significant, historic contributions to the State of Florida or United States.

3. Fallen Service Members and First Responders: Leon County service members and first responders killed in the line of duty.

4. Material or Financial Contributions: A person or persons who have made a significant material or financial contribution to the County to assist in acquiring or developing the land, the facility, or to some specific, identifiable part of the facility.

B. In determining the appropriateness of naming proposals that are not in honor of a person or persons, the Commission should take into consideration the following criteria:

1. Defining geographical features of an area;

2. Natural characteristics, including the plant and animal life that is characteristic of the Leon County region or environment; and

3. Cultural or historical events of significance to the County or surrounding neighborhood.

III. Alternative Memorial Markers

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

IV. Criteria for Naming and Renaming Streets

The procedures and criteria for naming and renaming streets are as outlined in the Uniform Street Naming and Property Numbering System Ordinance, Article XI of the Land Development Code (Article XI). In Accordance with Article XI, any changes in the names of streets must be approved by the Board of County Commissioners. When evaluating street naming proposals honoring a person or persons, the Commission should take into consideration the criteria outlined in this policy in addition to the criteria provided in Article XI.

To mitigate inconvenience to property owners and confusion that may negatively impact emergency response (E-9-1-1) location, Commissioners or citizens seeking to rename a street in honor of a person or persons are encouraged to consider an Honorary Street Designation as an alternative. The procedure for obtaining an Honorary Street Designation shall be the same as that outlined in this policy.

V. Park Furnishings and Park Amenities

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

A. The Parks and Recreation Division will provide and maintain a list and description of approved Park Furnishings and Trees available for sponsorship and approved recognition elements that will accompany the sponsored Park Furnishings and Trees ("Plaques"). General aesthetic and safety standards, anticipated maintenance requirements, architectural and natural elements applicable to a specific park or recreational facility, as well as other standards that the County deems appropriate, will be considered in the development of the list of approved Park Furnishings and Trees. Plaques will only include prescribed, allowed language from which the Donor will select at the time the Donor completes the Sponsorship Form, and the Donor's and Honoree's names.

B. The County has the right to alter the make and model of Park Furnishings and Plaques that are on the list of approved Park Furnishings and Trees, and to limit the installation of specific Park Furnishings and Trees to certain County-owned parks and recreational facilities.

C. Sponsorships are limited to only those items on the list of approved Park Furnishings and Trees. Plaques are recognition elements that accompany sponsored Park Furnishings and Trees, and Plaques may not be separately sponsored.

D. The Parks and Recreation Division will provide a Sponsorship Form that will include the cost for sponsoring the Park Furnishings and Trees that are available for sponsorship ("Sponsorship Cost") and the County-owned park and recreational facilities from which the Donor may select for installation of the sponsored Park Furnishings and Trees.

E. Sponsorship Cost will be established with the intent that the Donor pay the full cost of the Park Furnishings and Trees that the Donor is sponsoring, plus the cost the accompanying Plaque, and may include a discretionary administrative fee for coordination and installation.

F. The list of approved Park Furnishings and Trees, and Sponsorship Form will be made available to the public online at the County's website and at the County's Parks and Recreation Division.

G. To qualify as a Donor, the Donor must be:

1. A person who resides in Leon County, Florida at the time of requested sponsorship or a person who has resided in Leon County, Florida within the five years immediately preceding the requested sponsorship; or
2. A not-for-profit organization with a lawful address within Leon County, Florida; or
3. An organized sports team, located within Leon County, Florida, that achieved recognized success at a local, regional, state, and/or national level.

H. To qualify as an Honoree, the Honoree must be:

1. A person who resides in Leon County, Florida at the time of requested sponsorship or a person who has resided in Leon County, Florida within the five years immediately preceding the requested sponsorship; or
2. A not-for-profit organization with a lawful address within Leon County, Florida; or
3. An organized sports team, located within Leon County, Florida, that achieved recognized success at a local, regional, state and/or national level; or
4. A person who served with honor in the armed forces of the United States of America.

I. All sponsorships must be made by a qualified Donor in recognition of a qualified Honoree as described herein. A Sponsorship Form prepared by or on the behalf of someone who does not meet the criteria to be a Donor will be denied, and a Sponsorship Form completed to request recognition of someone who does not meet the criteria to be an Honoree would be denied.

J. Unless otherwise agreed to by the County, the Honoree must agree in writing to the sponsorship, or if the Honoree is deceased, a family member of the Honoree must agree in

writing to the sponsorship. As used in this section, "family" is limited to the Honoree's son, daughter, parent, grandparent, sister, and brother.

K. The Donor must complete and submit the Sponsorship Form, along with a check made payable to Leon County in the amount of the full Sponsorship Cost, to the County as directed on the Sponsorship Form. In completing the Sponsorship Form, the Donor will: select the Park Furnishings and Trees they are sponsoring; provide requisite information for the completion of the Plaque from the prescribed, allowed language selection; select the County-owned park or recreational facility where the sponsored Park Furnishings and Trees and accompanying Plaque will be installed by the County; identify the Donor's address and contact information; identify the Honoree's address and contact information if the Honoree is alive, or the Honoree's family member's address and contact information if the Honoree is deceased; stipulate the criteria by which the Donor and Honoree qualify; and provide written agreement from the Honoree, or if the Honoree is deceased, from a member of the Honoree's family, as described hereinabove.

L. The County will purchase, install, and be the sole owner of all sponsored Park Furnishings and Trees and Plaques.

M. The County may delay planting of Trees until the County deems that the weather is appropriate to best assure the Tree's survival.

N. The Plaque will be affixed to, or installed in close proximity to, the sponsored Park Furnishings or Trees. Placement of Plaques will vary depending upon the Park Furnishings or Trees selected and location. The County will send a photo of the installed Park Furnishings and Trees and Plaque to the Donor, at the physical address or e-mail address the Donor provided on the Sponsorship Form.

O. The County is not responsible for replacing Trees that have become diseased, or for replacing Park Furnishings, Trees, or Plaques that have been damaged, stolen, or removed for reasons deemed by the County to be in the public interest.

P. Park Furnishings, Trees, and Plaques may be removed, at the discretion of the County, at the end of their safe, useful life.

Q. The County may relocate Park Furnishings, Trees, and Plaques.

The Parks and Recreation Division will notify the Donor of the County's receipt of the Sponsorship Form and whether their sponsorship request has been approved or denied.

Revised May 28, 2019

Chief Tom Quillin
Fact Sheet

Service to Leon County

- Chief, Tallahassee Fire Department, October 1990 to March 2005
- Chief, Leon County Emergency Medical Services, March 2005 to June 2015
- Board Member, Honor Flight Tallahassee, 2011 to present

Tallahassee Fire Department (1990 to 2005)

- Established basic life support, and later advanced life support, first response to medical calls
- Added fire stations to expand coverage
- Expanded the fire training grounds
- Directed a 1998 staffing and operations study addressing minimum staffing, work schedules, and overtime
- Served on the technical committee for NFPA 1410, the national standard for training for initial emergency operations
- Participated in statewide emergency response planning through the Florida fire service

Emergency Medical Services (2005 to 2015)

- Achieved accreditation from the Commission on Accreditation of Ambulance Services in 2010, the first government-operated and eighth overall EMS organization in Florida to do so, with reaccreditation in 2013
- Assigned ambulances to Chaires, Fort Braden, and Woodville for 24-hour rural coverage
- Worked with the Tallahassee Fire Department (TFD) to establish standardized medical protocols and equipment, unified medical direction, and joint training initiatives between EMS and TFD.
- Implemented electronic patient care reporting
- Led the Heart Ready initiative, including placement of automated external defibrillators in every County facility
- Expanded citizen CPR and AED training, including the launch of Press the Chest in 2011
- Established EMS medical support for Honor Flight Tallahassee in 2010
- Served on the Public Safety Communications Board during creation of the joint dispatch center
- Relocated EMS operations to the Public Safety Complex in 2013

Individual Recognition

- 2010: Marilyn Crook EMS Pioneer Award, Florida Department of Health

- 2011: National EMS Executive of the Year, National EMS Management Association
- 2013: Volunteer of the Year for Honor Flight, Tallahassee Democrat

Professional Service

- Member, State of Florida EMS Advisory Council
- Member, Florida Fire Chiefs' Association

Organizational Recognition Under His Leadership

- 2006: Crown Community Award for the Heart Ready initiative, American City & County Magazine
- 2009: Health Innovation, Prevention and Management Award for the Heart Ready initiative, Florida State Surgeon General
- 2009: Bike Saints Award, Tallahassee Biking Club
- 2010: Career Service of the Year, National Association of Emergency Medical Technicians
- 2010: EMS Provider of the Year, Florida Department of Health
- 2014: Achievement Award for Citizen CPR and AED Training, National Association of Counties
- 2015: Mission: Lifeline Silver Plus EMS Award, American Heart Association

Education

- Degree in fire protection technology
- Bachelor's degree, Oklahoma State University
- Master of Business Administration

Leon County
Board of County Commissioners

Notes for Agenda Item #18

Leon County Board of County Commissioners

Agenda Item #18

November 17, 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 November 3, 2026 General Election Ballot Initiatives

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 status report provides an update on the ballot proposals considered on the November 3, 2026 General Election ballot, including next steps for the Leon County Charter Amendments approved by voters and the fiscal and operational impacts of State Constitutional Amendment 3 related to property taxes.

Fiscal Impact:

This item has no direct fiscal impact. As detailed in the Analysis, however, voter approval of State Constitutional Amendment 3 is projected to reduce property tax revenues by $71 million (General Revenue Budget and the EMS MSTU) over the next two fiscal years and will require a financial and organizational restructuring process for the development of the FY 2028 budget.

Staff Recommendation:

Option #1: Accept the status report on the November 3, 2026, General Election ballot initiatives.

Report and Discussion

Background:

On November 3, 2026, Leon County voters considered eleven (11) ballot initiatives as part of the General Election, including five (5) proposed amendments to the Leon County Home Rule Charter, one (1) nonbinding advisory referendum regarding County-City consolidation, two (2) school tax referendums advanced by the Leon County School Board, and three (3) proposed amendments to the Florida Constitution advanced by the Florida Legislature. This status report provides an overview of the election results and identifies next steps associated with voter-approved initiatives, including any necessary actions by the Board.

Leon County Charter Amendments and Advisory Referendum

The Leon County Home Rule Charter requires the appointment of a Citizen Charter Review Committee (CCRC) every eight years to review the Charter and recommend potential amendments for the Board to place on the ballot. The 2025-2026 CCRC appointed by the Board convened for nine months and proposed several Charter amendments for Board consideration. On September 15, 2026, the Board accepted the CCRC's Final Report, concluding the 2025–2026 Charter review process. The Board placed two of the CCRC's proposed Charter amendments (Esteemed Humanity; Historic Harm) and three Board-initiated amendments on the 2026 General Election ballot as follows:

1. Charter Amendment to Provide for County Ordinances to Prevail Over Municipal Ordinances in the Event of Conflict ("Prevailing County Ordinances");
2. Charter Amendment to Provide for Uniform Countywide Street Naming, Renaming, and Addressing Standards ("Uniform Street Naming/Addressing");
3. Charter Amendment to Reflect the Esteemed Humanity in the Preamble ("Esteemed Humanity");
4. Charter Amendment to Remove and Replace Outdated Statutory References as Proposed by the Board of County Commissioners ("Outdated Statutory References"); and
5. Charter Amendment to Address Historic Harm by Establishing a Community Impact Assessment Process ("Historic Harm").

In addition to the five Charter amendments, the Board placed a nonbinding advisory referendum on the ballot to gauge voter sentiment regarding the potential development of a plan to consolidate Leon County and the City of Tallahassee into a single government under the County's governmental structure and leadership. Unlike the proposed Charter amendments, the advisory referendum does not itself authorize or establish a consolidated government. Any future consolidation would require additional actions, including a special act of the Florida Legislature and voter approval.

Leon County School Board Referendums

The General Election ballot also included two school tax referendums advanced by the Leon County School Board. Pursuant to Sections 212.055(6) and 1011.73(4), Florida Statutes, the Board serves a procedural role in placing these referendums on the ballot following action by the School Board. On June 9 and July 14, 2026, the Board considered and approved resolutions

directing the placement of the respective School Board referendums on the November 3, 2026, General Election ballot. These actions were procedural in nature and did not constitute an endorsement of either proposed tax. The referendums included:

1. The Continuance of a School Capital Outlay Half-Cent (0.5%) Surtax Continuation to Fund School Safety, Technology, Transportation and Facilities Improvements
2. A New School Board One Mill Ad Valorem Operating Millage to Improve Teacher Compensation, School Safety and School Enrichment Programs

Florida Constitutional Amendments

Finally, the General Election ballot included three proposed amendments to the Florida Constitution advanced by the Florida Legislature:

1. No. 1 Constitutional Amendment (Article III, Section 19) – Budget Stabilization Fund
2. No. 2 Constitutional Amendment (Article VII, Section 3 Article XII) – Exemption of Tangible Personal Property on Agricultural Land from Taxation
3. No. 3 Constitutional Amendment (Article VII, Sections 4, 6, and 9 Article XII) – Increased Homestead Exemption; Lower Cap on Increases in Non-Homestead Property Assessments

Unlike the County Charter amendments and local referendums which require approval by a majority of Leon County voters, amendments to the Florida Constitution require approval by at least 60% of voters statewide.

The following Analysis section provides a brief overview and the results of each ballot initiative, along with any next steps required by the Board for initiatives approved by voters.

Analysis:

The November 3, 2026, General Election resulted in voter approval of four of the five proposed County Charter amendments, approval of both Leon County School Board tax referendums, and approval of one of the three proposed State Constitutional Amendments, as outlined in Table #1. Notably, statewide voters approved Amendment 3, which fundamentally changes Florida's property tax structure for local governments and will require a financial and organizational restructuring of the County and its service delivery.

Proposed amendments to the Leon County Home Rule Charter and local tax referendums require approval by a simple majority of voters (more than 50%), while proposed amendments to the Florida Constitution require approval by at least 60% of voters statewide. Unlike the binding Charter amendments and tax referendums, the County-City consolidation advisory referendum was nonbinding and intended solely to gauge voter sentiment.

Table #1 provides a summary of the election results for all eleven (11) ballot initiatives, including the percentage of votes cast in support of or opposition to each proposal. The subsequent sections provide additional information on the results and outline next steps for implementing voter-approved County ballot initiatives and the process to provide the Board all the information and analyses to make deliberate and informed decisions related to the fiscal and operational impacts of State Constitutional Amendment 3.

Table #1: November 3, 2026 General Election Results Summary

Ballot Initiative	Yes (%)	No (%)	Outcome
County-Advanced Ballot Initiatives			
Prevailing County Ordinances Charter Amendment	46.4%	53.6%	Failed
Uniform Street Naming/Addressing Charter Amendment	62.9%	37.1%	Passed
Esteemed Humanity Charter Amendment	65.5%	34.5%	Passed
Outdated Statutory References Charter Amendment	72.2%	27.8%	Passed
Historic Harm Charter Amendment	64.8%	35.2%	Passed
City-County Consolidation Advisory Referendum	39.5%	60.5%	N/A[1]
School Board Referendums			
Half-Cent School Sales Surtax	67.8%	32.2%	Passed
One-Mill School Operating Levy	66.3%	33.7%	Passed
State Constitutional Amendments[2]			
Amendment 1 – Budget Stabilization Fund	40.9%	59.1%	Failed
Amendment 2 – Agricultural Property Tax Exemption	58.2%	41.8%	Failed
Amendment 3 – Homestead Exemption/Assessment Cap	62.0%	38.0%	Passed

[1] *Nonbinding Advisory Referendum To Gauge Voter Sentiment Regarding Potential Consolidation.*
[2] *60% Voter Approval Required for State Constitutional Amendments.*

Prevailing County Ordinances Charter Amendment: Proposed amendment of Section 1.6 of the Leon County Charter to provide for prospective County ordinances adopted after January 1, 2027, to prevail in the event of conflict over municipal ordinances within the City boundaries.

- **Ballot Question:** *Shall the Leon County Charter be amended to provide that County ordinances adopted after January 1, 2027, shall prevail over conflicting municipal ordinances in the event of conflict, to the extent permitted by law, so that the County may establish regulations and standards on matters affecting residents in both incorporated and unincorporated areas?*
- **Election Outcome:** Rejected by 53.6% of Leon County voters.

Uniform Countywide Street Naming/Addressing Standards Charter Amendment: Proposed amendment of Section 1.6 of the Charter to provide for uniform countywide street naming, renaming, and addressing standards to be established by County ordinance and implemented consistently throughout the incorporated and unincorporated areas of Leon County.

- **Ballot Question:** *Shall the Leon County Charter be amended to provide for uniform countywide street naming, renaming, and property numbering standards to be established by county ordinance, which would prevail in the event of a conflict with municipal ordinances, as permitted by law, to support emergency response needs throughout the County?*
- **Election Outcome:** Approved by 62.9% of Leon County voters.
- **Implementation Requirements/Next Steps:** As approved by voters, this amendment will be incorporated into the County Charter ahead of the January 1, 2027, effective date. To implement the amendment, staff will coordinate with relevant local agencies to develop an ordinance establishing uniform countywide street naming, renaming, and property numbering standards. A draft ordinance will be brought back to the Board for consideration in Spring 2027.

Esteemed Humanity Charter Amendment: Proposed amendment of the Charter Preamble to affirm the esteemed humanity of all County residents as a guiding aspiration for our community.

- **Ballot Question:** *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?*
- **Election Outcome**: Approved by 65.4% of Leon County voters.
- **Implementation Requirements/Next Steps:** As approved by voters, this amendment will be incorporated into the County Charter ahead of the January 1, 2027, effective date. No additional Board action is required.

Outdated Statutory References Charter Amendment: Proposed amendment of Section 5.2 of the Charter to eliminate the timing conflicts and legal ambiguities in the current Charter by removing outdated statutory references and specifying the procedures for future amendments of the Charter.

- **Ballot Question:** *Shall the Leon County Charter be amended to remove outdated statutory references related to the establishment of a Charter, specify public hearing and notice requirements to consider amending the Charter, and require the Citizen Charter Review Committee to submit its recommendations 150 days before the general election to provide additional time for the Board and residents of Leon County to consider proposed charter amendments?*
- **Election Outcome:** Approved by 72.2% of Leon County voters.
- **Implementation Requirements/Next Steps:** As approved by voters, this amendment will be incorporated into the County Charter ahead of the January 1, 2027, effective date. No additional Board action is required.

Historic Harm Charter Amendment: Proposed amendment creating Article 6 of the Charter to provide for periodic assessments, public reporting, and the Board's review of adverse community conditions in historically underserved areas and vulnerable populations resulting from County laws, policies, and practices.

- **Ballot Question:** *Shall the Home Rule Charter of Leon County, Florida, be amended to provide for a periodic Community Impact Assessment process, public reporting, and Board of County Commissioners' review and consideration regarding adverse community conditions related to the County's historic laws, policies, and practices?*
- **Election Outcome:** Approved by 64.8 % of Leon County voters.
- **Implementation Requirements/Next Steps:** As approved by voters, this amendment will be incorporated into the County Charter ahead of the January 1, 2027, effective date. Pursuant to the amendment, the Board is required to adopt an implementing ordinance by April 1, 2027, establishing the Community Impact Assessment process, including requirements for periodic assessments, public reporting, and Board review and consideration. Staff will develop a draft ordinance for Board consideration at the regular meeting on February 9, 2027, and request to schedule a public hearing for March 9, 2027, for final adoption.

City-County Consolidation Advisory Referendum:

The Board approved placing a nonbinding, countywide advisory referendum on the November 3, 2026, General Election ballot to gauge voter sentiment on potential consolidation of Leon County and City of Tallahassee governments.

- **Ballot Question:** *Shall Leon County pursue development of a plan to consolidate the governments of Leon County and the City of Tallahassee into a single consolidated government, under the Leon County government structure and leadership, through the constitutional process requiring a special act of the Florida Legislature and voter approval? This nonbinding referendum only gauges voter sentiment and does not create a consolidated government.*
- **Election Outcome:** Rejected by 60.5% of Leon County voters.

Approved Leon County School Board Referendums:

As reflected in Table #1, Leon County voters approved both school tax referendums advanced by the Leon County School Board. The continuation of the half-cent School Capital Outlay Surtax was approved by 67.8% of voters, while the new one-mill School Board Ad Valorem Operating Millage was approved by 66.2% of voters.

As previously noted, the Board's role in placing these referendums on the ballot was procedural in nature. With voter approval, the Leon County School Board is responsible for implementing and administering the respective tax programs in accordance with applicable Florida law. No additional action by the Board of County Commissioners is required.

Amendment 3 – Increased Homestead Exemption; Lower Cap on Increases in Non-Homestead Property Assessments:

Advanced by the Florida Legislature during a 2026 Special Session, Amendment 3 makes significant changes to Florida's property tax structure by increasing the homestead exemption for non-school property taxes, reducing the annual assessment cap for non-homestead properties, and establishing constitutional provisions governing the use of local property tax revenues.

Specifically, the amendment increases the homestead exemption for non-school property taxes to $150,000 in 2027 and $250,000 in 2028, with annual inflation adjustments thereafter. It also reduces the annual assessment increase cap for non-homestead properties from 10% to 5% and directs the Legislature to establish a uniform process through which counties and municipalities may further increase the homestead exemption up to the full assessed value. Additionally, the amendment establishes seven broad categories for the use of local property tax revenues while preserving authority for local governing bodies to approve other expenditures unless prohibited by general law. The amendment takes effect January 1, 2027.

- **Election Outcome:** Approved by 62.0% of voters statewide, exceeding the 60% threshold required for adoption. Notably, however, the amendment was rejected by 54.8% of Leon County voters (for reference only).
- **Implementation Requirements/Next Steps:** The statewide approval of Amendment 3 will result in a historic and fundamental change to local government property tax collections which will necessitate a financial and organizational restructuring of County government. As previously reported to the Board, the County has undertaken extensive financial and operational planning to evaluate the potential impacts of property tax reform, including an assessment of mandated and discretionary services, funding obligations, and opportunities for operational efficiencies.

  With the amendment taking effect January 1, 2027, and impacting property tax collections beginning with the County's FY 2028 and FY 2029 budgets, the Board's decision-making process to determine the County's long-term financial sustainability will commence at the Board's Annual Retreat on January 25, 2027. On January 26, 2027, the proposed FY 2028 Budget Calendar will be presented at the regular Board meeting. Building upon the County's ongoing fiscal planning and service analysis efforts, staff will present all the necessary information and analyses on the impact of Amendment 3, along with potential budgetary and operational adjustments, so the Board can make deliberate and informed

decisions on revenue enhancements and service level reductions early in the FY 2028 budget development process. During the interim, staff will closely monitor calls for a special session of the Florida Legislature to address the implementation of Amendment 3 and related local government funding considerations which may restrict revenue enhancement options available to the Board.

Conclusion

In summary, the November 3, 2026, General Election resulted in voter approval of four of the five proposed County Charter amendments and approval of one of the three proposed State Constitutional Amendments. The Leon County Charter will be amended to reflect the changes approved by voters and draft ordinances will be prepared for Board consideration to implement the Historic Harm and Street Renaming Charter Amendments.

State Constitutional Amendment 3, approved by voters statewide, fundamentally changes Florida's property tax structure for local governments and will require a financial and organizational restructuring of the County and its service delivery. Amendment 3 will take effect on January 1, 2027, and will reduce property tax collections over the next two fiscal years by approximately $71 million. The Board's decision-making process to determine the County's long-term financial sustainability will commence at the Board's Annual Retreat on January 25, 2027, and will continue throughout the FY 2028 budget development process.

Options:

1. Accept the status report on the November 3, 2026, General Election ballot initiatives.
2. Do not accept the status report on the November 3, 2026, General Election ballot initiatives.
3. Board direction.

Recommendation:

Option #1

Leon County
Board of County Commissioners

Notes for Agenda Item #19

Leon County Board of County Commissioners

Agenda Item #19

November 17, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Fiscal Year 2027 Annual Board Retreat Overview

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 provides an overview of the proposed Fiscal Year (FY) 2027 Annual Retreat scheduled for January 25, 2027. In accordance with the County's five-year planning cycle, this year's Retreat will serve as a "Renewal Year" to both close out the current FY 2022-2026 Strategic Plan and establish the foundation for the FY 2027-2031 Strategic Plan. In addition, the Retreat will feature an in-depth discussion on the impact of Amendment 3 on future property tax revenues, as approved by voters during the November 3, 2026, General Election, and the financial and organizational restructuring of County operations and service delivery.

Fiscal Impact:

This item has a fiscal impact. Adequate funding has been budgeted and is available to support the FY 2027 Annual Board Retreat.

Staff Recommendation:

Option #1: Accept the Fiscal Year 2027 Annual Board Retreat Overview.

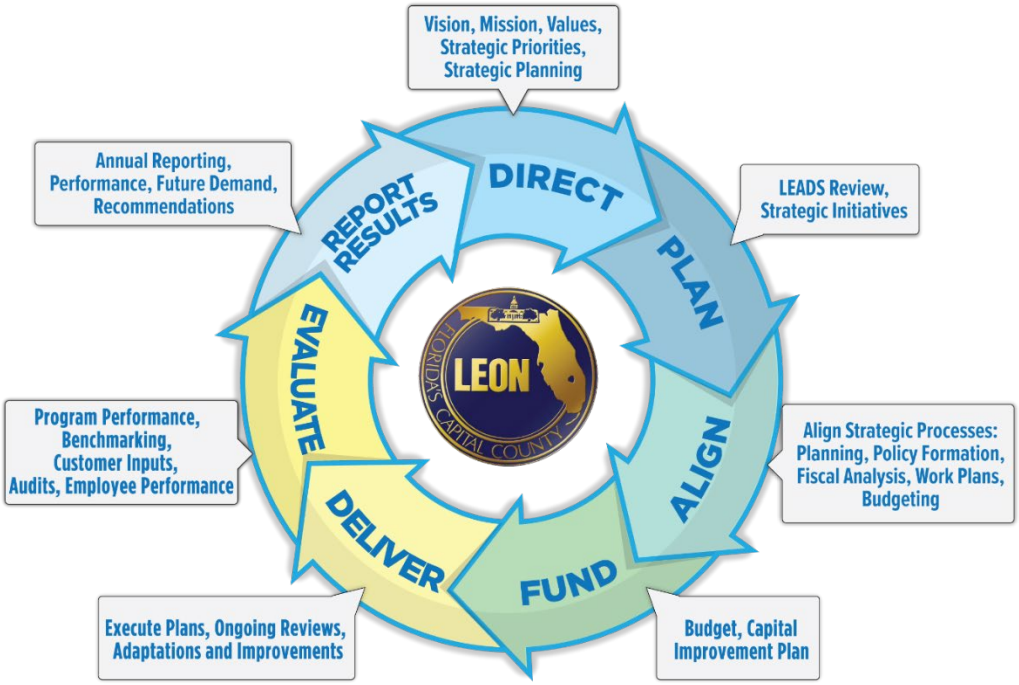
Report and Discussion

Background:

Each year, the County Administrator presents the Board with a proposed overview for the Annual Retreat. The Retreat provides an opportunity for the Board to convene as a collegial body, away from the urgency of day-to-day issues, to evaluate the County's progress, consider emerging challenges and opportunities, and establish the strategic direction of the organization.

The Annual Retreat is an integral component of the County's Leon LEADS organizational framework, which aligns the Board's highest priorities with the optimized resources of the organization to achieve meaningful results for the community. As reflected in the Leon LEADS cycle, the Annual Retreat initiates the "Direct" phase, establishing the foundation for the County's strategic planning, budgeting, performance management, and other core organizational processes throughout the year.

Leon LEADS Cycle:



As reflected in Table #1, the County's strategic planning process follows a five-year cycle consisting of a Renewal Year, followed by four annual Update Years. During Renewal Years, the Board evaluates the accomplishments of the preceding five-year Strategic Plan and establishes a new five-year plan, including the County's Vision, Mission, Strategic Priorities, Strategic Initiatives, Targets, and Bold Goals. During subsequent Update Years, the Board reviews progress and makes adjustments to ensure the Strategic Plan remains responsive to changing community needs, emerging challenges, and new opportunities.

Table #1: Five-Year Planning Cycle for the FY 2027 – 2031 Strategic Plan

Plan Year	Action	Board Retreat	Board Adoption of Plan
n/a	Renewal Year	January 2027 (FY 27)	Adoption anticipated February 2027
1	Update Year	January 2028 (FY 28)	Revised February 2028
2	Update Year	January 2029 (FY 29)	Revised January 2029
3	Update Year	January 2030 (FY 30)	Revised February 2030
4	Update Year	January 2031 (FY 31)	Revised February 2031
5	Renewal Year	January 2032 (FY 32)	Adoption anticipated in February 2032

The January 2027 Annual Retreat marks the beginning of a new five-year strategic planning cycle. As such, the Board will review the County's accomplishments under the FY 2022–2026 Strategic Plan and establish the foundation for the FY 2027–2031 Strategic Plan. This year's Retreat also comes at a particularly consequential time for Leon County. The passage of Amendment 3 during the November 3, 2026, General Election represents a fundamental change to the County's long-term fiscal outlook, with substantial implications for future property tax revenues, budget priorities, and the delivery of essential public services. Accordingly, the Retreat will provide an important opportunity for the Board to consider these implications as it establishes its strategic direction for the next five years.

The remainder of this item presents the proposed FY 2027 Annual Board Retreat agenda for the Board's consideration.

Analysis:

As in past years, the Retreat will be held at an offsite venue to provide an opportunity for the Board to engage in meaningful discussion of the County's long-term strategic direction. In accordance with the Board's previous direction, staff will work with the Chairman to rotate Retreat locations throughout the Commission Districts.

Unlike the annual Update Years which focus on evaluating progress and refining the existing Strategic Plan, the FY 2027 Retreat will serve as a Renewal Year, providing an opportunity for the Board to reflect on the County's accomplishments over the past five years while establishing its priorities for the next five years. The passage of Amendment 3 will make this Renewal Year and strategic planning efforts for a five-year horizon much different than past years as the County forecasts a $71 million reduction in property tax revenues (General Fund and EMS MSTU) in the next two fiscal years.

As outlined in the following sections, the proposed Retreat will be organized around three primary components: (1) closing out the FY 2022–2026 Strategic Plan; (2) examining the implications of Amendment 3 for Leon County's future; and (3) establishing the foundation for the FY 2027–2031 Strategic Plan. During consideration of this agenda item, the Board may also wish to identify additional issues for discussion or direct staff to prepare status reports or other analyses for presentation at the Retreat.

Closeout of the FY 2022–2026 Strategic Plan

Over the past five years, the County has implemented numerous Strategic Initiatives, advanced major infrastructure investments, strengthened community partnerships, and continued delivering high-quality public services in support of the Board's Vision and Strategic Priorities. As in previous Renewal Years, the Retreat will include a comprehensive review of the County's accomplishments under the FY 2022–2026 Strategic Plan. Specifically, the Board will receive a final progress report highlighting the results achieved across the County's four Strategic Priority areas: Economy, Environment, Quality of Life, and Governance.

This presentation will provide a five-year assessment of the County's progress toward completing its Strategic Initiatives and achieving the Bold Goals and Targets established by the Board. In addition to highlighting significant accomplishments, the presentation will provide an opportunity to reflect on lessons learned and identify ongoing priorities that may warrant consideration in the next five-year plan.

Spotlight Issue: Amendment 3 – Implications for Leon County's Future

A central focus of this year's Retreat will be the financial impacts of Amendment 3, approved by Florida voters during the November 3, 2026, General Election. The passage of Amendment 3 represents a fundamental shift to the funding of local government services and will require a financial and organizational restructure of County services.

Recognizing the magnitude of these changes, the Retreat will feature an in-depth presentation and Board discussion regarding the County's fiscal outlook and the anticipated impacts on County operations and service delivery.

The discussion is anticipated to address several key areas, including:

- Long-Term Fiscal Outlook: The projected impacts of Amendment 3 for the County's property tax revenues, budget structure, and long-term financial sustainability.
- County Services and Operations: The potential impacts on the County's ability to maintain existing service levels, meet mandated obligations, and support discretionary programs and services.
- Organizational and Budgetary Considerations: The County's ongoing fiscal management strategies, potential operational adjustments, and considerations for future budget development.
- Strategic Planning Implications: The need to align the Board's priorities and future Strategic Initiatives with the County's evolving fiscal capacity and service delivery responsibilities.

This discussion will provide important context for the Board's consideration of the County's long-term priorities and help inform the development of the FY 2027–2031 Strategic Plan.

Development of the FY 2027–2031 Strategic Plan

The final major component of the Retreat will focus on establishing the foundation for the County's next five-year Strategic Plan. In preparation for the Retreat, an extensive, community survey will be conducted to gather data from all key sectors, including residents, businesses, neighborhood leaders, and other stakeholders. As a complement to the community survey, an environmental

scan will also be conducted to provide an analysis of emerging internal and external trends, issues, and conditions that impact Leon County. It is information to consider these factors during the strategic planning process as these factors change and evolve over time and impact priorities, performance, and results.

Together, these findings, the accomplishments and lessons learned from the preceding Strategic Plan, and the fiscal considerations associated with Amendment 3 will provide the foundation for the Board's discussion. The resulting FY 2027–2031 Strategic Plan will provide the framework for aligning and optimizing limited County resources with the highest priorities of the Board over the next five years.

Next Steps

Following the Annual Retreat, staff will incorporate the Board's direction into the proposed FY 2027–2031 Strategic Plan for formal consideration and adoption by the Board, anticipated in February 2027. Upon adoption, the new Strategic Plan will guide the development of departmental and divisional work plans, annual budgets, and performance measures, ensuring the Board's priorities are integrated throughout the organization. As in previous planning cycles, progress toward implementation of the Strategic Plan will be regularly monitored and reported to the Board, with opportunities for annual updates to address emerging issues, changing conditions, and new priorities.

Options:

1. Accept the FY 2027 Annual Board Retreat Overview.
2. Do not accept the FY 2027 Annual Board Retreat Overview.
3. Board direction.

Recommendation:

Option #1

Leon County
Board of County Commissioners

Notes for Agenda Item #20

Leon County Board of County Commissioners

Agenda Item #20

November 17, 2026

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Full Board Appointments to the Big Bend Health Council

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 Big Bend Health Council.

Fiscal Impact:

This item has no fiscal impact.

Staff Recommendation:

Option #1: Appoint four citizens to the Big Bend Health Council for the remainder of two-year terms expiring July 31, 2028. Eligible applicants are: William Wertman, Katrina Rivers, Alex Rosario, Lauren Afong, Eric Herrera, and Cory Gerbrandt.

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:

Big Bend Health Council (BBHC)

Purpose: Established in Florida Statutes, the role of the BBHC is to advise the Florida Agency on Health Care Administration on health care issues and resource allocations, and improve the health and well-being of the residents in its service area through collaborative planning, advocacy, and education. It provides for local representation in planning and evaluating health needs of a regional 14 county service district. The BBHC works with local health care providers, regional planning agencies, and community organizations to identify health needs and develop strategies to address them.

Composition: 21 members from 14 counties: Bay, Calhoun, Franklin, Gadsden, Gulf, Holmes, Jackson, Jefferson, Leon, Liberty, Madison, Taylor, Wakulla, and Washington. Members serve two-year terms, ending July 31. Pursuant to Section 408.033, Florida Statutes, BBHC members shall be representatives of health care providers, health care purchasers, and nongovernmental health care consumers, but not excluding elected government officials. A majority of council members shall consist of health care purchasers and health care consumers. The members of the consumer group shall include a representative number of persons over 60 years of age. Leon County has four appointments to the BBHC.

Vacancies: All four Board appointed seats representing Leon County are currently vacant. This item recommends Board appointment of four eligible applicants to fill these seats. Steven Harris, William Wertman, Katrina Rivers, and Jose Carlos Soria were the former appointees to these seats. Steven Harris and Jose Carlos Soria are not seeking reappointment. William Wertman and Katrina Rivers are seeking reappointment, and their applications and attendance records are included as Attachments #1 and #2, respectively. All eligible applicants are listed in Table #1.

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Table #1 – Big Bend Health Council

Vacancies *Term Status*	**Term Expiration**	**Eligible Applicants** **(Application Attachment #)**	**Recommended Action**
William Wertman *Health care provider Seeking reappointment – served one full term*	7/31/2026	1. William Wertman *Health care provider* 2. Katrina Rivers *Health care provider* 3. Alex Rosario *Health care provider* 4. Lauren Afong *Health care consumer* 5. Eric Herrera *Health care provider* 6. Cory Gerbrandt *Health care provider*	Appoint four citizens for the remainder of two-year terms expiring July 31, 2028.
Katrina Rivers *Health care provider Seeking reappointment – served one full term*	7/31/2026		
Steven Harris *Health care provider Not seeking reappointment – served two full terms*	7/31/2026		
Jose Carlos Soria *Health care consumer Not seeking reappointment – served one full term*	7/31/2026		

Options:

1. Appoint four citizens to the Big Bend Health Council for the remainder of two-year terms expiring July 31, 2028. Eligible applicants are: William Wertman, Katrina Rivers, Alex Rosario, Lauren Afong, Eric Herrera, and Cory Gerbrandt.
2. Board Direction.

Recommendation:

Option #1

Attachments:

1. William Wertman application and attendance record
2. Katrina Rivers application, resume, and attendance record
3. Alex Rosario application and resume
4. Lauren Afong application and CV
5. Eric Herrera application and resume
6. Cory Gerbrandt application and resume

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
BIG BEND HEALTH COUNCIL

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. William Wertman | **Date:** 10/20/2026 2:37:06 PM

Home Address:	4097 Forsythe Way 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) 322-5548	**Do you own property in the Tallahassee City Limits?**	Yes
Primary Email:	wwertman@bigbendhospice.org	**How many years have you lived in Leon County?**	40

(EMPLOYMENT INFORMATION)

Employer:	Big Bend Hospice	**Work Address:**	1723 Mahan Center Blvd Tallahassee, FL 32309
Occupation:	CEO		
Work/Other Phone:	(850) 878-5310	**Work Email:**	wwertman@bigbendhospice.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:** 68

District: District I **Disabled?** No

(RESUME AND REFERENCES)

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

Name:	Pam Gibson	**Name:**	
Address:	3201 Shimmy Ln Tallahassee, FL 32308	**Address:**	
Phone:	(850) 354-2874	**Phone:**	

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)

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? *Big Bend Health Council (my term expired in August 2026) this will be my 2nd term*

Have you served on any previous Leon County committees?* *Yes*

If Yes, on what Committee(s) have you served? *Big Bend Health Council*

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 must meet one of the membership eligibility criteria listed below. Please indicate which category you would represent.

- [x] Health Care Provider
- [ ] Health Care Purchaser
- [ ] Non-Governmental Health Care Consumer

The members of the consumer group shall include a representative number of persons over 60 years of age.

Are you 60 years of age or older? *Yes*

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

Signature: *Mr. William Wertman*

The application was electronically sent: 10/20/2026 2:37:06 PM

Big Bend Health Council Attendance Record

Committee Name: Big Bend Health Council

Committee Member Name: William Wertman

9/20/2024	12/18/2024	3/12/2025	6/25/2025	9/22/2025	12/31/2025
X	A/E	A/E	X	X	A/E

3/23/2026	6/30/2026				
X	X				

X – Member in attendance
A/E – Member absent/excused

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
BIG BEND HEALTH COUNCIL

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. Katrina Loraine Rivers | **Date:** 4/23/2026 10:10:50 AM

Home Address:	1800 Miccosukee Commons Dr #1604 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?	No
Home Phone:	(850) 545-6612	**Do you own property in the Tallahassee City Limits?**	No
Primary Email:	katrinalrivers@gmail.com	**How many years have you lived in Leon County?**	40

(EMPLOYMENT INFORMATION)

Employer:	Florida Department of Health	**Work Address:**	4052 Bald Cypress Way, BIN A-18 Tallahassee, FL 32308
Occupation:	Administrator		
Work/Other Phone:	(850) 558-9624	**Work Email:**	katrina.rivers@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: **Gender:** **Age:**

District: District V **Disabled?**

(RESUME AND REFERENCES)

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

Name:	David O'Keefe	**Name:**	
Address:	301 S. Monroe St Tallahassee, FL 32301	**Address:**	
Phone:	(850) 606-5365	**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)

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? *Big Bend Health Council*

Have you served on any previous Leon County committees?* *Yes*

If Yes, on what Committee(s) have you served? *Big Bend Health Council*

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 must meet one of the membership eligibility criteria listed below. Please indicate which category you would represent.

- [x] Health Care Provider
- [ ] Health Care Purchaser
- [ ] Non-Governmental Health Care Consumer

The members of the consumer group shall include a representative number of persons over 60 years of age.

Are you 60 years of age or older? *No*

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

Signature: *Ms. Katrina Loraine Rivers*

The application was electronically sent: 4/23/2026 10:10:50 AM

Katrina Loraine Rivers, MSN RN, CCM MSHL FCCM

(850) 545-6612 |katrinalrivers@gmail.com |

Profile

Resourceful Registered Nurse/Certified Case Manager/ Certified Contract Manager with demonstrated effectiveness in utilization management, workers compensation, healthcare case management, oversight/compliance, contract management, and public health policy: (Medicare, Medicaid, CHIP, and Marketplace-Commercial) with a focus on the promotion of accessible, quality, cost-effective, inclusive, and equitable healthcare who leads with a deliberative, strategic approach which supports the ease of critical thinking developed from years of problem-solving and analysis; derives a great deal of satisfaction from process development to assist others to operationalize their vision.

Education

BACHELORS OF SCIENCE NURSING | 1995 | FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY

- Major: Nursing

MASTERS OF SCIENCE NURSING | 2011| FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY

- Major: Nursing
- Adult & Gerontology Nurse Practitioner

MASTERS OF SCIENCE HEALTH LAW | 2015 | NOVA SOUTHEASTERN UNIVERSITY

- Major: Health Law
- Concentration: Compliance and Risk Management

Skills & Abilities

LICENSES & CERTIFICATIONS

- REGISTERED NURSE- **FLORIDA and MULTISTATE COMPACT LICENSURE**
- LEAN SIX SIGMA ADVANCED YELLOW BELT CERTIFICATION [ETS Group, Inc.] June 2023 to June 2028
- **Diversity, Equity and Inclusion in the Workplace Certificate-USF Corporate Training and Professional Education- University of South Florida Muma School of Business- Issued May 2021**
- CERTIFIED CASE MANAGER
- FLORIDA CERTIFIED CONTRACT MANAGER [expires 6/30/2027]
- LICENSED HEALTH CARE RISK MANAGER-FLORIDA (expired)
- Completion of HCPro's Certified Coder Boot Camp Inpatient version coding education course on hospital inpatient facility services (ICD-9-CM Vols. 1-3) coding, abstracting inpatient medical records and DRG (Diagnosis Related Grouping) assignment at Medicaid Integrity Institute, South Carolina -June 2012
- **State Health Improvement Plan Priority Area Workgroup Chronic Diseases and Conditions 2020-2025 (FL Department of Health-DOH)**
- Human Trafficking Workgroup FL DOH
- Intellectual Disabilities Special Needs Oral Health Round Table
- State Advisory Board Member University of Florida Pediatric Pulmonary Project ECHO
- Project Lead- FL DOH CMS Specialty Programs Unit Team Performance

- Provided Training to University of Florida Pediatric Pulmonary Clinic Project ECHO Interns on **MCH Leadership Competency #7 Cultural Competency** -June 29, 2022 and July 19, 2023
- Medical Care Advisory Committee [MCAC]- HIV/AIDS Subcommittee Member- Agency for Health Care Administration

LEADERSHIP

- Big Bend Chapter, National Black Nurses Association- President
- Sigma Theta Tau International Nursing Honor Society/ Rho Kappa Chapter
- American Nurses Association/ Florida North Central Region
- American Association of Managed Care Nurses (AAMCN)
- Council of Advanced Practice Nurses (CAPN)
- Chi Eta Phi Sorority, Incorporated
- Alpha Kappa Alpha Sorority, Incorporated
- Impact at FAMU Wesley Foundation Board of Directors Member December 2023 to present

Experience

OWNER, PRINCIPAL CONSULTANT- Rivers Healthcare Advisory Group|(MAR 2024-PRESENT)

REGISTERED NURSE CONSULTANT| FL DOH-CMS SPECIALTY PROGRAMS UNIT | (APR 2020-PRESENT)

- Coordinates and conducts monitoring reviews to determine compliance with programmatic management requirements and makes recommendations as necessary to correct identified deficiencies and improve service delivery (access and quality)-Title V, Title XIX, Title XXI, Commercial pediatric populations.
- Monitors contract providers' performance pertaining to assigned contract management responsibilities.
- Provides programmatic oversight and consultation.
- Facilitates statewide quality improvement initiatives, working with internal and external stakeholders to improve access and quality of healthcare for children and youth with special healthcare needs.
- Assists in the collection and analysis of data relating to key performance indicators. Reports findings to management.

INITIAL CLINICAL REVIEWER II|NIA MAGELLAN | (AUG 2019-JAN 2020)

• Reviews charts and analyzes clinical record documentation in order to approve services that meet clinical review criteria Refer cases that an approval cannot be rendered to the Physician Clinical Reviewer

QUALITY MANAGEMENT CONSULTANT-TELECOMMUTE|HIREFLUX-ATTAC | (OCT 2018-FEB 2019)

- Ensure health, safety, and welfare of members participating in the **Aetna Ohio** Medicare Waiver program by oversight of the management of incidents that are deemed reportable by Ohio Administrative Code, such as abuse, neglect, exploitation, and any other threat to the member's health, safety, or well-being
- Request and review prevention plans from case managers that are developed to mitigate/reduce risk of recurrence of previously identified incidents
- Navigate and broker solutions within complex delivery system to promote cross functional communication among interdisciplinary team to achieve desired goals and enhance quality efforts

UTILIZATION MANAGEMENT REGIONAL NURSE CONSULTANT-TELECOMMUTE | AETNA-FLORIDA MEDICAID LONG TERM CARE/LONG TERM SERVICES & SUPPORTS | (JAN 2017 – FEB 2018)

- Coordinate recommendations for the following services: personal care, attendant care, companion care, home delivered meals, skilled nursing care, medical equipment, medical supplies, physical therapy, occupational therapy, respiratory therapy; and enhanced benefits
- Organize and scrutinize requests for Home and Community Based Waiver services, from field case managers, to ensure proper clinical information and documentation to advise decision outcomes or to refer to Medical Director as necessary
- Use established guidelines (Milliman Care Guidelines-MCG), state & federal regulations (Medicaid & Medicare], contractual requirements and Aetna Clinical Policy Bulletins
- Refer suspected cases of fraud, waste and abuse to Special Investigative Unit; identify and refer potential quality of care issues

TELEPHONIC NURSE CASE MANAGER | GENEX SERVICES, LLC| SEPT 2016 – JAN 2017

- Assess, plan, coordinate, implement, and evaluate medical case management intervention for injured/disabled employees
- Act as a liaison to intermediate between carriers, attorneys, medical care providers, employers and employees to ensure appropriate cost-effective healthcare services to ensure optimal level of functioning and safe expedient return to work
- Coordinate care for Medical-Only, Lost Time and Litigated Workers Compensation claims

REGISTERED NURSE CONSULTANT/CONTRACT MANAGER| AGENCY FOR HEALTH CARE ADMINISTRATION-MEDICAID PLAN MANAGEMENT OPERATIONS| DEC 2012 – SEPT 2016

- Monitor and oversight of multi-million-dollar and billion-dollar state contracts with managed care organizations who provide services to eligible Florida Medicaid recipients
- Process amendments and minor modifications; verify deliverables; compliance oversight
- Responds to questions, inquiries, requests for clarification, etc. regarding contracts and terms/conditions or other items

REGISTERED NURSE CONSULTANT (OPS) | STATE OF FLORIDA AGENCY FOR HEALTH CARE ADMINISTRATION- MEDICAID PROGRAM INTEGRITY | OCT 2011 – DEC 2012

- Provided clinical consultation in development and implementation of medical record reviews
- Provided professional, consultative, and technical assistance to program analysts and investigators

GRADUATE ASSISTANT-INSTRUCTOR PSYCHOMOTOR SKILLS LAB (PART TIME) | FLORIDA AGRICULTURAL & MECHANICAL UNIVERSITY| JAN 2010 – NOV 2011

- Instructed, demonstrated, and evaluated psychomotor and assessment skills of undergraduate nursing students

COMPLEX CARE MANAGER- TELECOMMUTE| MCKESSON CORPORATION-MEDICAL HEALTH SOLUTIONS-HEALTHIER FLORIDA PROGRAM | OCT 2008 – JAN 2010

- Telephonic care management of program members who have a primary condition of Sickle Cell Anemia or ESRD, including co-morbid conditions such as Asthma, Diabetes, CHF, COPD, and Hypertension which included the provision of disease-specific education and self-management skills

- Communicates coordinates with and refers to appropriate providers and other care team members

TELEPHONIC NURSE CASE MANAGER-WORKERS' COMPENSATION | UNISOURCE/ GENEX (CHOICE MEDICAL) | AUG 2007 – JAN 2008

- Telephonic case management: monitor, evaluate, and coordinate the delivery of quality, timely, cost-effective medical treatment and other health services as needed by an injured employee
- Promote an appropriate, prompt return to work when indicated
- Facilitate communication among employee, employee's representative, adjuster, and health care provider.

TELEPHONIC NURSE CASE MANAGER-WORKERS' COMPENSATION | CORVEL CORPORATION | JULY 2006– AUG 2007

- Telephonic case management: monitor, evaluate, and coordinate the delivery of quality, timely, cost-effective medical treatment and other health services as needed by an injured employee while promoting an appropriate, prompt return to work when indicated.
- Facilitate communication among employee, employee's representative, adjuster, and health care provider.

PRIOR AUTHORIZATION NURSE | ACS HEALTHCARE SOLUTIONS| JUNE 2003 – JUNE 2006

- Developed authorization policy/protocol through the utilization of various research methods: individually & as a team member with command of ICD, HCPCS, CPT, and Revenue Codes
- Use of Excel Spreadsheets, Microsoft Outlook, Internet skills to obtain various resources for development of policy/protocol
- Telephonic review/ authorization of services to claimants of Workman's Compensation for federal & state organizations

CLINICAL COORDINATOR NURSE LIAISON | VISTA HEALTH PLAN SOUTHEAST | OCT 2001 – JUNE 2003

- Performance of on-site case review of services ordered by attending physician by applying InterQual criteria standards, and clinical pathways; visiting each assigned hospitalized member to identify gaps in services
- Discharge planning by arranging services with select vendors/ providers within plan benefits
- Functioned in leadership role in absence of Director of Clinical Coordination

UTILIZATION REVIEW COORDINATOR | GADSDEN COMMUNITY HOSPITAL | MAY 2001 – OCT 2001

- Assessment of appropriateness and economy of an admission, or a continued hospital stay; utilizing InterQual Standards to ensure compliance with 96-hour limit Critical Access Hospital designation
- Development and maintenance of quality assurance monitoring tools Participation on Florida Medicare Quality Assurance, Inc PEPP/HCQIP team
- Collection and record of data related to Infection Control and policy / procedure thereof

CLINICAL NURSE-MEDICAL SURGICAL INTENSIVE CARE UNIT/ CARDIAC CARE UNIT | ALL ABOUT STAFFING EMPLOYMENT AGENCY | MARCH 2000 – SEPT 2000

- General critical care clinical nursing duties

GRADUATE ASSISTANT-INSTRUCTOR PSYCHOMOTOR SKILLS LAB (PART TIME) | FLORIDA AGRICULTURAL & MECHANICAL UNIVERSITY | AUG 1999 – MAY 2000

- Organized equipment storage room
- Evaluated psychomotor and assessment skills of nursing students

CLINICAL NURSE-MEDICAL SURGICAL INTENSIVE CARE UNIT | TALLAHASSEE MEMORIAL HOSPITAL | SEPT 1997 – JAN 2000

- Provided primary nursing care to adult and geriatric high-risk patients with complex medical and surgical needs on a ten-bed ICU with a ratio of 1 R.N. to 2-3 patients
- Responsible for nursing care plans which included assessment and intervention of rapidly changing patient status, including hemodynamic monitoring for patients with multisystem failure

CHARGE NURSE-ORTHOPAEDIC NEUROLOGICAL CARE UNIT | TALLAHASSEE MEMORIAL HOSPITAL | SEPT 1995 – SEPT 1997

- Provided primary nursing care to adult and geriatric patients with medical, surgical, orthopedic, and neurological problems on a 40-bed acute care unit
- Coordinated daily 3pm – 11pm shift assignment, delegated to and supervised staff of licensed and unlicensed assistive personnel

Big Bend Health Council Attendance Record

Committee Name: Big Bend Health Council

Committee Member Name: Katrina Rivers

9/20/2024	12/18/2024	3/12/2025	6/25/2025	9/22/2025	12/31/2025
X	X	X	X	X	X

3/23/2026	6/30/2026				
X	X				

X – Member in attendance

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
BIG BEND HEALTH COUNCIL

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. Alex Rosario | **Date:** 8/12/2026 11:06:45 AM

Home Address:	3450 S Blair Stone Rd 9106 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:	(787) 300-9282	**Do you own property in the Tallahassee City Limits?**	No
Primary Email:	alex.rosario32@hotmail.com	**How many years have you lived in Leon County?**	8

(EMPLOYMENT INFORMATION)

Employer:	Florida Hospital Association	**Work Address:**	
Occupation:	Research & Policy Analyst		
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: Hispanic or Latino **Gender:** F **Age:** 25

District: District I **Disabled?** No

(RESUME AND REFERENCES)

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

Name:	Madison McCraney	**Name:**	Sharry Anne Solis
Address:	1313 N Bronough St. Tallahassee, FL	**Address:**	1028 Parkview Dr Tallahassee, FL
Phone:	(727) 366-7302	**Phone:**	(850) 566-3374

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 must meet one of the membership eligibility criteria listed below. Please indicate which category you would represent.

- [x] Health Care Provider
- [ ] Health Care Purchaser
- [x] Non-Governmental Health Care Consumer

The members of the consumer group shall include a representative number of persons over 60 years of age.

Are you 60 years of age or older? *No*

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

Signature: *Ms. Alex Rosario*

The application was electronically sent: 8/12/2026 11:06:45 AM

ALEX ROSARIO, MPH

PUBLIC HEALTH POLICY | COMMUNITY HEALTH PLANNING | RESEARCH AND ENGAGEMENT

Tallahassee, Florida | alex.rosario32@hotmail.com | linkedin.com/in/alex06

PROFILE

Public health professional based in Leon County with experience in health policy, hospital issues, patient care, and community service. Current work centers on statewide hospital councils and committees, including policy research, survey development, data analysis, and gathering input from hospital leaders, clinicians, researchers, and state partners. Uses that work to develop recommendations and practical resources on behavioral health, pediatric care, workforce, hospital safety, and nutrition. Earlier roles include coordinating care after hospitalization and nearly six years of patient-facing work in a Tallahassee specialty practice. Holds an MPH in Health Policy and serves the Tallahassee area as a volunteer first responder.

COUNCIL-RELEVANT QUALIFICATIONS

Health Planning and Policy: Health Needs and Resource Analysis | Policy and Regulatory Research | Program Planning | Health Care Access
Research and Analysis: Survey Design | Quantitative and Qualitative Analysis | Data Visualization | GIS Mapping
Collaboration: Council and Committee Coordination | Stakeholder Engagement | Meeting Facilitation | Cross-Sector Collaboration
Communication: Executive Writing | Public Health Communications | Presentations | Resource and Toolkit Development

PROFESSIONAL EXPERIENCE

Research and Policy Analyst | Florida Hospital Association — May 2025 - Present

Tallahassee, Florida

- Coordinate the work of FHA's Pediatric and Behavioral Health Councils, Workforce Committee, and Workplace Violence Steering Committee, organizing agendas, research, member input, action items, and follow-through.
- Engage hospital executives, clinicians, researchers, association partners, and state agencies to identify health system needs, examine policy and operational barriers, build shared priorities, and advance recommendations.
- Design surveys and data-collection tools; analyze hospital and secondary data; and synthesize legislation, regulation, and research into evidence-based briefs, reports, presentations, and recommendations.
- Develop member resources addressing behavioral health policy, pediatric access, health care workforce, workplace violence prevention, and hospital nutrition.
- Support implementation by documenting decisions, tracking action items, and converting workgroup feedback into practical tools and next steps.

Lead Care Manager | ClinNexus — March 2023 - March 2025

Remote from Florida | California-based company

- Managed a remote caseload of patients transitioning from acute care, conducting individualized needs assessments and coordinating primary care, medications, durable medical equipment, referrals, and follow-up.
- Collaborated with patients, providers, pharmacies, vendors, and community resources to address barriers to patient care.
- Used frontline feedback to inform care-management workflow and policy improvements while independently managing daily priorities and escalating clinical or operational concerns.

Certified Medical Assistant | Vascular Surgery Associates — September 2019 - May 2025

Tallahassee, Florida

- Provided nearly six years of patient-facing care in English and Spanish and supported clinical operations in a Tallahassee specialty practice, including intake, documentation, wound care, specimen collection, and procedures.
- Supported continuity of care for patients with complex vascular conditions through accurate documentation, clear communication, and responsive follow-up.

Graduate Assistant | Florida State University Public Health Program — May 2024 - May 2025

Tallahassee, Florida

- Served as liaison among students, faculty, and staff; supported accreditation, program communications, service initiatives, and professional-development programming.
- Brought student needs into faculty and advisory discussions and helped translate identified needs into events, resources, and follow-up.

PUBLIC HEALTH RESEARCH, LEADERSHIP AND SERVICE

Public Health Research Intern | Southeastern Center of Excellence in Vector-Borne Diseases **Summer 2024**
San Juan, Puerto Rico

- Contributed to dengue response research with public health and academic partners, including the Puerto Rico Department of Health and CDC Dengue Branch.
- Performed field and laboratory work supporting mosquito surveillance, including PCR testing and morphological identification of mosquito specimens.
- Conducted community outreach to educate residents about dengue and other mosquito-borne diseases and practical prevention measures.

Volunteer First Responder | Lake Jackson Volunteer Fire Department **January 2021 - Present**

- Support emergency medical response and community health and safety outreach in the Tallahassee area.

President | Master of Public Health Student Association, Florida State University **May 2024 - May 2025**

- Led the organization, supervised officers, represented students on the Public Health Program Advisory Council, and organized seminars, service projects, fundraising, and professional-development opportunities.

Co-Director | Public Health Professions Conference, Florida State University **May 2024 - May 2025**

- Co-led five planning committees and approximately 50 members for a public health conference that drew more than 400 registrants and over 40 participating organizations; coordinated the budget, logistics, speakers, sponsorships, outreach, and communications.

EDUCATION

Florida State University | Tallahassee, Florida
Master of Public Health, Health Policy, 2025 | Bachelor of Science in Public Health, 2022

Tallahassee Community College | Tallahassee, Florida
Associate of Arts, 2020

ADDITIONAL QUALIFICATIONS

Languages: Spanish (fluent speaking and writing); Italian (conversational).

Tools: Microsoft 365 (Word, Excel, PowerPoint, Outlook, Teams); SurveyMonkey; SPSS; Stata; Python; ArcGIS Pro; QGIS; EMR/EHR systems.

Credentials: Certified Medical Assistant, National Healthcareer Association (2019 - Present); Basic Life Support, American Heart Association (2016 - Present); Emergency Vehicle Operator, VFIS (2021 - Present).

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
BIG BEND HEALTH COUNCIL

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

Name: Ms. Lauren Kiana Afong | **Date:** 8/11/2026 4:23:50 PM

Home Address:	601 S Copeland 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:	(305) 746-1710	**Do you own property in the Tallahassee City Limits?**	No
Primary Email:	afonglauren@gmail.com	**How many years have you lived in Leon County?**	2

(EMPLOYMENT INFORMATION)

Employer:	Florida State University	**Work Address:**	
Occupation:	Undergraduate Teaching Assistant (Learning Assistant)		
Work/Other Phone:		**Work Email:**	lka23c@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: Hispanic or Latino **Gender:** F **Age:** 20

District: District IV **Disabled?** No

(RESUME AND REFERENCES)

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

Name:	Joseph Frascella	**Name:**	Helen Mahony
Address:	222 South Copeland Street, Tallahassee, FL 32306	**Address:**	636 West Call Street, Tallahassee, FL 32306
Phone:	(850) 645-0470	**Phone:**	(850) 644-1025

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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- [ ] Health Care Purchaser
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Are you 60 years of age or older? *No*

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

Signature: *Ms. Lauren Kiana Afong*

The application was electronically sent: 8/11/2026 4:23:50 PM

Lauren Kiana Afong

Tallahassee, FL | lka23c@fsu.edu | +1 (305) 746-1710 | ORCID

EDUCATION

Florida State University Tallahassee, FL
BS, Biological Sciences and Public Health, with Honors; minor in Chemistry May 2028

- Thesis: "Development and validation of a measure for the impact of primary care accessibility on emergency department utilization in healthcare deserts"
  - Committee: Helen Mahony, Veronica White, and Deana Barath
- Honors Program, Global Scholar, Vires Scholarship, The Nineteen Ten Honorary, Undergraduate Research Opportunity Program, Dean's List Fall 2024 – Spring 2026
- Certificate in Public Policy: Health and Aging

RESEARCH EXPERIENCE

Florida International University, Center for Advancing Personalized Cancer Treatments Miami, FL
Clinical Research Intern, Diana Azzam, PhD May 2026 – Present

- Program and assay drug sensitivity testing on refractory and relapsed cancers from institutions across the globe
- Validating natural compounds for the most extensive cancer drug library in the U.S.
- Analyzing social determinants of health in relation to patients' cancer progression, post-functional precision medicine
- Training original AI software to streamline statistical analyses of patients' drug sensitivity scores and outcomes

Florida State University, Department of Public Health Tallahassee, FL
Undergraduate Thesis Researcher, Helen Mahony, PhD November 2025 – Present

- Developing patient-centered measure of primary care accessibility to mitigate emergency department overutilization
- Upon validation, findings will inform development of AI-based triage system for Capital Health Plan

Florida State University College of Medicine, Department of Biomedical Sciences August 2025 – Present
Undergraduate Researcher, Yanchang Wang, PhD

- Constructing HO strains to investigate role of SUMOylation in DNA damage repair
- Facilitate mechanisms of cancer prevention via regulating genome stability and protein localization in budding yeast

Children's National Hospital and Research Institute, Child Health Data Lab Washington, DC
Research Fellow, Chaya Merrill, DrPH June 2025 – July 2025

- Analyzed primary care accessibility in tandem with Affordable Care Act rollouts and the Child Opportunity Index
- Compiled literature review on the contingent rise in emergency department utilization

University of Miami Miller School of Medicine, Department of Dermatology Miami, FL
Research Assistant, Daphne Eckembrecher, MD January 2024 – June 2024

- Assisted in literature review on the efficacy of telemedicine for patients of color and emerging developments in teledermatology to mitigate inaccessibility

PRESENTATIONS

American Public Health Association Annual Meeting, Poster Presentation San Antonio, TX
Development of a measure for the impact of primary care accessibility on emergency department utilization in healthcare deserts November 2026
Afong, L.[1], Mahony, H.[1], White, V.[2], and Barath, D.[1]
(1)Florida State University, Tallahassee, FL
(2)Florida Agricultural and Mechanical University, Tallahassee, FL

Florida State University Undergraduate Research Symposium, Poster Presentation Tallahassee, FL
SUMO-mediated recruitment of DNA damage response proteins to repair sites April 2026
Afong L.[1], Wang, Y.[1], and Owutey, S.[1]
(1)Florida State University College of Medicine, Tallahassee, FL

Florida State University Global Scholars Symposium, Poster Presentation — Tallahassee, FL
How the Affordable Care Act shaped primary care utilization across Washington, D.C. — December 2025
Afong, L.[1] and Merrill, C.[2]
(1)Florida State University, Tallahassee, FL
(2)Children's National Hospital and Research Institute, Washington, DC

PUBLICATIONS & WORKS IN PROGRESS

Works in Progress

- **Afong, L.**, Becker, B., Berlow, N., & Azzam, D. (2026). Functional Precision Medicine Guides Effective Carboplatin-Trabectedin Therapy in Pediatric Desmoplastic Small Cell Tumor.

TEACHING EXPERIENCE

Florida State University — Tallahassee, FL
Head Learning Assistant, *Calculus with Analytic Geometry I* — Fall 2026 – Present
Head Learning Assistant, *Analytic Trigonometry* — Fall 2025 – Spring 2026

LEADERSHIP EXPERIENCE

Student Government Association, Florida State University — Tallahassee, FL
Student Body Secretary of Academic Affairs — May 2026 – Present

- Partnering with Office of Research to establish undergraduate clinical research internship program under FSU Health
- Manage allocation and distribution of $16,000 in funding for Undergraduate Research Travel Grant
- Direct FSU's official undergraduate research journal, The Owl
- Developing professional development and career readiness resources with Career Center

Director of Academic Production — August 2025 – May 2026

- Partnered with various university divisions to facilitate student research and innovation
- Governed promotional committee that published breakthroughs in studies on behalf of Office of Research

Student Senator for the College of Arts and Sciences, Seat 6 — May 2025 – August 2025

- Advocated for student needs; proposed and voted on legislation to address campus-wide issues

Undergraduate Research Association, Florida State University — Tallahassee, FL
Co-Founder — April 2026 – Present

- Launching interdisciplinary outreach board under Center for Undergraduate Research and Academic Engagement
- Programming inaugural research expo, mentorship network, and subject-specific workshops

COMMITTEE INVOLVEMENT

Student Health Advisory Committee, Florida State University — Tallahassee, FL
Liaison to Director of University Health Services — August 2025 – May 2026

- Met monthly on behalf of student body (46,000+) to help direct resources and brochures on student health insurance, literacy, and accessibility

HONORS & AWARDS

Millennium Fellow, United Nations Academic Impact — August 2026
HSF Scholar, Hispanic Scholarship Fund — June 2026
Undergraduate Plummer Scholar, Mayo Clinic College of Medicine and Science — September 2025

COMMUNITY SERVICE

CARES App, American Cancer Society — Remote
Client Support — July 2025 – Present

- Provide bilingual live chat assistance to cancer patients and survivors; connect clients to resources on health, finances, and transportation

Cancer Action Network, American Cancer Society — Tallahassee, FL
Legislative Ambassador — July 2025 – Present

- Work with federal and state legislators to advocate for cancer prevention, screening, and testing policies

Big Bend Cares, Care Point Health and Wellness Center — Tallahassee, FL
Client Services — January 2025 – Present

- Manage clerical operations, HIV/AIDS case management, and holistic care promotion within healthcare desert

CERTIFICATIONS

Collaborative Institutional Training Initiative, Florida State University — July 2026
Good Clinical Practice - Social and Behavioral Research Best Practices for Clinical Research
ID: 78352142

Collaborative Institutional Training Initiative, Florida State University — July 2026
Human Subjects Research - FSU Faculty, Staff and Students-Biomedical/Clinical
ID: 77681207

Collaborative Institutional Training Initiative, Florida State University — July 2026
Responsible Conduct of Research - All Research-Related Roles (RCR)
ID: 77681208

Collaborative Institutional Training Initiative, Florida State University — June 2026
Conflicts of Interest
ID: 77681206

Collaborative Institutional Training Initiative, Florida State University — June 2026
Research Security Training (Combined)
ID: 77681209

Certified Clinical Medical Assistant, National Healthcareer Association — May 2026
ID: Q4B9J8N7

Basic Life Support, American Heart Association — December 2025
ID: 265418374619

PROFESSIONAL AFFILIATIONS

American Public Health Association

SPECIAL INTERESTS

Athletics: Soccer

Trinidad and Tobago Football Association — October 2025

- Called up to represent Women's Senior National Team at 2025-2026 CONCACAF W Qualifiers; could not accept due to scheduling conflicts

Florida State University Intramural Soccer League — August 2025 – Present

- Compete in recreational, co-ed soccer league weekly; helped team place top 5 for both regular season and postseason championship playoffs (2025-2026)

Visual and Performing Arts

Public Speaking — April 2025

- **TEDxFSU: Impressions (2025)**; co-hosted conference for 300+ attendees and live, global broadcast on YouTube

Film Photography — August 2024 – Present

- Shoot landscape and portraiture exclusively on 35mm film, with models ranging from 1970s to early 2000s
- Portfolio: https://www.laurenafong.com/

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
BIG BEND HEALTH COUNCIL

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. Eric Jordan Herrera | **Date:** 10/10/2026 3:53:16 PM

Home Address:	1583 applewood way Tallahassee, FL 32123	**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:	(321) 466-4050	**Do you own property in the Tallahassee City Limits?**	No
Primary Email:	business.ericherrera@gmail.com	**How many years have you lived in Leon County?**	1

(EMPLOYMENT INFORMATION)

Employer:	Leon County Treatment Center	**Work Address:**	3976 Woodville Highway Tallahassee, FL 32123
Occupation:	Director		
Work/Other Phone:	(918) 629-1969	**Work Email:**	eric.herrera@cmglp.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:** 38

District: District IV **Disabled?** No

(RESUME AND REFERENCES)

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

Name:	Iman Mahmoudi	**Name:**	Dasha Celick
Address:	1587 oviedo grove circle	**Address:**	5670 east 91st street tulsa, ok
Phone:	(949) 793-5455	**Phone:**	(918) 760-9515

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 must meet one of the membership eligibility criteria listed below. Please indicate which category you would represent.

- [x] Health Care Provider
- [ ] Health Care Purchaser
- [ ] Non-Governmental Health Care Consumer

The members of the consumer group shall include a representative number of persons over 60 years of age.

Are you 60 years of age or older? *No*

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

Signature: *Dr. Eric Jordan Herrera*

The application was electronically sent: 10/10/2026 3:53:16 PM

ERIC HERRERA, PhD

HEALTH LAW & PUBLIC SAFETY | REGULATORY GOVERNANCE | MUNICIPAL & COMMUNITY LEADERSHIP

Tallahassee, Florida | 321-466-4050 | business.ericherrera@gmail.com

EXECUTIVE & PUBLIC SERVICE PROFILE

Healthcare operations and regulatory compliance executive with leadership experience in multi-site substance use disorder treatment, public safety, and tribal community health. Experienced in applying federal and state requirements, overseeing controlled-medication safeguards, strengthening workplace accountability, and reviewing policy and operational risk. Brings practical experience with fair employment practices, community access to care, interagency coordination, and evidence-informed decision-making to municipal advisory service.

GOVERNANCE, LAW & PUBLIC POLICY FOCUS

Regulatory governance: Healthcare regulatory compliance; administrative processes; corporate policies and procedures; operational risk management; accreditation readiness; audit and incident response; records integrity and internal controls.

Healthcare law: Patient confidentiality and privacy, behavioral healthcare regulation, medication-assisted treatment oversight, controlled-substance accountability, clinical documentation, quality assurance, and patient safety.

Community and workforce: Fair employment practices, workforce supervision, equal access to services, stakeholder relations, tribal health service coordination, and public safety partnerships.

Legal coursework: Healthcare law and regulation, business law, contracts and liability, employment law, privacy, financial regulation, forensic accounting and fraud examination.

EXECUTIVE LEADERSHIP EXPERIENCE

PROGRAM DIRECTOR II | Leon County Treatment Center / New Season | Tallahassee, FL | 2026–Present

- Provide executive oversight across two outpatient substance use disorder treatment clinics; coordinate nursing, counseling, mental health, and administrative personnel.
- Direct implementation of regulatory obligations, clinical documentation standards, patient records controls, accreditation requirements, medication protocols, and compliance reviews.
- Oversee methadone and buprenorphine operational safeguards, medication inventory practices, controlled-substance accountability, and interdisciplinary risk management.
- Manage workforce performance, training, corrective processes, quality assurance, and operational policies supporting safe and equitable patient services.

EXECUTIVE DIRECTOR | Shake the House LLC | Lake Mary, FL | 2023–2026

- Directed organizational strategy, contracts, budgeting, vendor relationships, personnel accountability, operational policies, and business performance.
- Established standardized processes and internal controls to improve organizational transparency and service consistency.

CHIEF OPERATING OFFICER | Gilgal Medical Supplies | Orlando, FL | 2024–2025

- Directed multi-site healthcare operations, compliance activities, financial administration, policies, quality improvement, and executive stakeholder coordination.

TERRITORY / REGIONAL LEADERSHIP | Headstart Telecom & EASY Wireless | Oklahoma | 2019–2023

- Led multi-location workforce, budgeting, compliance, recruiting, operations, and performance with $8M–$12M annual portfolio responsibility.

COMMUNITY SERVICE & PUBLIC SAFETY

Community Health Worker, Comanche Nation | 2012–2014. Coordinated with tribal healthcare providers and community members to facilitate access to medical, rehabilitation, hospital, and social services.

Firefighter / Emergency Medical Responder | Comanche Nation & BIA–Chickasaw Agency | 2009–2014. Responded to public safety incidents and collaborated with tribal, municipal, state, and federal responders.

EDUCATION & PROFESSIONAL STUDIES

PhD, Systematic Theology | Northwestern Theological Seminary | 2026

B.S., Public Safety Administration — Criminal Justice Specialization | Seminole State College of Florida | Degree program

A.A., Psychology | Seminole State College of Florida | 2026

Bachelor of Theology, Ministry | Northwestern Theological Seminary | 2025

Juris Master (Healthcare Law) — future studies | Florida State University College of Law

Criminal Justice Technology Specialist | Seminole State College of Florida | College credit certificate program

SELECTED DISTINCTIONS

President's List and Dean's List, Seminole State College; Comanche Nation Higher Education Student of the Month (2026). Interdisciplinary research available through SSRN.

LEON COUNTY BOARD OF COUNTY COMMISSIONERS
CITIZEN COMMITTEE APPLICATION
BIG BEND HEALTH COUNCIL

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Name: Mr. CORY GERBRANDT | **Date:** 10/21/2026 11:26:01 AM

Home Address:	3613 MORSE CT 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:	(239) 207-8580	**Do you own property in the Tallahassee City Limits?**	Yes
Primary Email:	cory@bigbendnet.com	**How many years have you lived in Leon County?**	24

(EMPLOYMENT INFORMATION)

Employer:	Leon County EMS, Big Bend NET	**Work Address:**	3613 MORSE CT Tallahassee, FL 32309
Occupation:	Paramedic, small business owner		
Work/Other Phone:	(850) 274-4182	**Work Email:**	cory@bigbendnet.com

(OPTIONAL)

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Race: White **Gender:** M **Age:** 49

District: District I **Disabled?** No

(RESUME AND REFERENCES)

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

Name:	Andrew Power	**Name:**	
Address:	3520 Thomasville Rd. Tallahassee, Fl 32309	**Address:**	
Phone:	(850) 544-5332	**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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- [ ] Health Care Purchaser
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All statements and information provided in this application are true to the best of my knowledge.

Signature: Mr. CORY GERBRANDT

The application was electronically sent: 10/21/2026 11:26:01 AM

Cory Gerbrandt — Resume for Big Bend Health Board

Oct 19, 2026

Cory Gerbrandt

3613 Morse Ct., Tallahassee, FL 32309 · (239) 207-8580 · cory@bigbendnet.com · linkedin.com/in/cory-gerbrandt

Profile

Active Florida 911 paramedic with Leon County EMS and founder of two Tallahassee healthcare companies: a licensed non-emergency medical transport service and a CLIA-certified mobile diagnostics laboratory. Six years in emergency services — firefighter/EMT to county paramedic — alongside daily work with hospital case managers, discharge planners, skilled nursing facilities, and hospice teams across the Big Bend. Brings a working provider's view of the region's healthcare system to the Council: 911 response, discharge, placement, transport, and the gaps between them — grounded in an earlier career in health insurance and benefits, and state human-services administration with the Department of Children and Families.

Professional experience

Owner — Big Bend NET LLC, Tallahassee, FL (2025 – present)

- Licensed non-emergency medical transport company: stretcher, wheelchair, and ambulatory service with 24/7 dispatch
- Contracted transport provider for Tallahassee Memorial HealthCare, HCA Florida Capital Hospital, and Select Specialty Hospital
- Hospice transport partner to Vitas Healthcare across Leon, Calhoun, Jackson, and Liberty counties, including weekend coverage other providers do not offer
- Long-distance and interstate medical transports, including a 950-mile discharge to a receiving facility in Ohio
- Registered Leon County vendor; voluntary post-clearance behavioral health transport protocols developed with area hospitals

Owner — Argyle Healthcare, Tallahassee, FL (2025 – present)

- CLIA-certified mobile PCR diagnostics laboratory (AHCA #18701), Roche cobas liat platform
- On-site respiratory and infectious-disease testing for skilled nursing facilities, assisted living facilities, and rural providers across six Big Bend counties

911 Paramedic — Leon County EMS, Tallahassee, FL (April 2024 – present)

- Full-time 911 field paramedic serving Leon County
- Prior service with Leon County EMS: PRN EMT (March 2022 – September 2022), full-time EMT (September 2022 – April 2024)

Firefighter / EMT — Walton County Fire Rescue, Walton County, FL (May 2020 – September 2022)

- Combination 911 fire suppression and EMS response

Earlier career (2002 – 2020)

- Legacy Insurance Solutions, Tallahassee — Customer Service Representative (2017 – April 2021): agency point of contact for health insurance, life policies, and employee benefits
- Wolters Kluwer, Tallahassee — Senior Customer Specialist (2013 – 2017): state-level compliance solutions for small and mid-market businesses
- Florida Department of Children & Families, Tallahassee — Administrative Services Supervisor (2007 – 2012): statewide leasing, facilities, workers' comp, and records retention; earlier Special Assistant in the Secretary's office (2002 – 2004): press releases, bill analysis, constituent correspondence
- Benchmark Appraisal Services, Naples — Residential Real Estate Appraiser (2005 – 2006); Social Services Solutions, Tampa — Project Manager for an FSU welfare-technology feasibility study (2004 – 2005)

Licenses, registrations & credentials

- CLIA Certificate — Argyle Healthcare mobile laboratory
- AHCA Health Care Clinic Establishment #18701
- State of Florida Paramedic certification (current); Florida EMT since 2020
- Florida 2-20 Health & Life Insurance Agent (license W136674)

Community & healthcare system involvement

- Daily working relationships with case management and discharge planning teams at Tallahassee Memorial, HCA Capital, and Select Specialty, and with more than 40 area skilled nursing, home health, and hospice organizations
- Active work with Apalachee Center and local agencies on improving transport access for behavioral health patients in Leon County
- Transport coverage for underserved rural communities in Calhoun, Jackson, Liberty, Gadsden, Wakulla, and surrounding counties
- Licensed foster parents to children in Florida's foster care system

Education & training

- Bachelor of Arts, Business Management — Tabor College, Hillsboro, KS (2000)
- EMT — Tallahassee Community College (2020); Paramedic — Chipola College (completed December 2023; Florida Paramedic certification April 2024)
- Firefighter I & II Minimum Standards Certification — Tallahassee Fire Academy (2019)